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United Nations Industrial Development Organization

Africa Investment Promotion Agency Network

AFRICA INVESTOR SURVEY 2009-2010

ENUMERATOR HANDBOOK

UNIDO
PTC/BIT/ITU
www.unido.org

February 2010

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1 Background and Objective of the Programme

1.1 Introduction to FDI and Investment Promotion

The paucity of Foreign Direct Investment (FDI) flows into Africa particularly sub-Saharan Africa and the relative ineffectiveness of the effort to achieve sustainable growth by most African countries is common knowledge. Increasing globalization and its attendant challenges and the keen competition for FDI resources underscore the need to address the factors that inhibit the inflow of investments into the productive sectors in Africa.

Industrialization through investments is the key to the attainment of some of Africa's development objectives such as poverty reduction, economic diversification, technology transfer and diffusion, balanced development and technological capacity building. The private sector in Africa is increasingly assuming its new role as partner of the government in the economic development process. This gives the private sector a dual role as development stakeholders and also as primary decision-makers at the enterprise level. This reality underscores the need to engage the private sector in the implementation of the investment promotion mandate.

Investment Promotion Agencies (IPA) have concentrated efforts on image building through general campaigns. The objective is to address the perceptions and concerns that foreign investors have about the African business environment. Following the liberalization and deregulation of the economies of Africa, many reforms were introduced to address identified bottlenecks in the investment and business regulatory environment. These pro-private sector and business-friendly changes became the core of the promotion strategy and the message to investor communities worldwide. Beyond the reforms in the investment and regulatory environment, investors need a hearing from and constant engagement with African IPAs and intermediary organizations to highlight and address critical issues that will facilitate investment decision-making at the enterprise-level.

Investment Promotion Agencies (IPA) are also expected to contribute to the realization of socio-economic development goals by promoting investments with positive impact on the economy. In this connection, IPAs should devise strategies geared towards the promotion of investments that will support job creation, countrywide dispersion and diversification of industries, and greater value-addition to local produce and raw materials.

In view of the changing profile of the domestic sector, pressure seems to be gradually mounting on African IPAs to support them in their efforts to increase competitiveness through technology acquisition, market access and improvement in quality and standards. In many cases, these objectives can be achieved through linkages with the FDI sector.

Investment promotion strategy development is an area of economic policy that has generally received insufficient attention in the reform processes in Africa. The UNIDO bi-annual surveys are a response to the dire need to confront these challenges through more efficient and focused strategies for investment promotion. The UNIDO surveys are carried out every two years, which allows for a structured and continuous engagement with the private sector. This ensures the identification and monitoring of trends and emerging challenges as well as opportunities.

One of the basic objectives of the UNIDO surveys is to provide a link between investment promotion stakeholders in the public and private sectors through a common investment information platform and agenda. The objective is to develop and to promote a shared vision of the

strategies required to implement an investment promotion mandate appropriate to particular national and regional circumstances.

UNIDO capacity building activities are designed to enable IPAs and business membership organizations to use empirical evidence from surveys for policy advocacy.

The project is designed to complement the efforts of other institutions involved in enterprise development by gathering reliable enterprise-level data, providing evaluations of the investment climate and providing capacity building for national institutions to support investment climate reform. The project will generate systematic evidence about the dynamics of enterprise performance and perceptions of the business climate, while focusing particularly on the development impact of foreign and domestic investment.

1.2 Programme Components

The UNIDO Regional Programme for Investment Promotion in Africa is a fulfillment of the basic objective of the African Investment Promotion Agencies Network (AfrIPANet), as expressed at its launch in 2001, namely, “The need to have a common platform where African IPAs can meet to deliberate on issues affecting investment promotion in the region and to work together with UNIDO, the donors and other international agencies to find solutions to address the common problems of the region.”

In brief the UNIDO Regional Programme for Investment Promotion in Africa is comprised of three components:

1. The first component is the **implementation of the surveys** and establishment of the Investment Monitoring Platform.
2. The second component involves **capacity building** of relevant public-private sector institutions at country-level to design effective investment promotion strategies and policies on the basis of the empirical evidence obtained from the survey.
3. The third component is a **Subcontracting and Partnership Exchange Programme (SPX)**, which seeks to leverage the potential of FDI as a vehicle for upgrading domestic enterprises with the capacity to be competitive suppliers and subcontractors.

The UNIDO Subcontracting and Partnership Exchange (SPX) facilities, which are an integral part of the Investment Monitoring Platform, will support the upgrading of domestic companies, using UNIDO’s newly – developed methodologies, to enable them to be linked with foreign-owned and domestic large companies as suppliers and sub-contractors. The platform’s unique supplier-benchmarking tool will enable local suppliers to identify where they need to upgrade to meet buyer requirements. The upgrading of domestic companies will generate further opportunities for investment promotion on the basis of their needs. The Investment Monitoring Platform is designed to support this effort by providing such companies with the necessary exposure to potential joint venture partners, financing schemes and other forms of business collaborations.

1.3 The Investment Monitoring Platform

A unique feature of the Africa Investor Survey 2009, which makes it different from other surveys, is that the findings from the UNIDO surveys will be consolidated on a web-based interactive “Investment Monitoring Platform” to which stakeholders will be given access. The information will over time, generate a time series of data, which will allow stakeholders to leverage this information to support strategy development and activities.

The Investment Monitoring Platform is an attractive and innovative tool, which is central to the Programme. It is, therefore, not surprising that it is gradually being used to refer to the entire Programme, hence the reference sometimes to the Programme as the “Investment Monitoring Platform Project”.

This ICT tool will not only host the survey database but will support the work of national agencies, such as IPAs, to provide better information to private sector investors. The Investment Monitoring Platform is an innovative technology solution and a web-based interactive portal that will provide detailed information on foreign investors and domestic enterprises in more than 20 countries in Africa. This will bring a previously unknown level of transparency to business operations in the region. Governments and national entities, such as IPAs and private sector intermediary organizations, will be able to monitor trends in investment flows and evaluate the effectiveness of interventions and policies on investor behavior, and target and support quality investors. The information will also support private sector membership organisations in their planning processes.

1.4 The Methodology

The 2009 investor survey covers foreign and domestic companies from two sectors: the manufacturing and mining sector and the services sector. Four different versions of the questionnaires have been developed, tailored specifically to fit these four categories: Foreign Manufacturing and Mining Sector, Domestic Manufacturing Sector, Foreign Services Sector and Domestic Services Sector.

It is very important to ensure that the data collection methodology used in all 22 countries is uniform so that the data is statistically comparable.

In line with the spirit of the Programme, a wide range of stakeholders such as Ministries of Industry, National Statistics Offices, Chambers of Commerce, Manufacturers’ Associations and various representatives of the private sector collaborate in implementing the survey. In particular, at a national level the Survey implementation and monitoring structures comprise of:

- A National Steering Committee (NSC), composed of representatives of government ministries, institutions and the private sector, to oversee the implementation of the Programme at a national level;
- An Implementation Committee (IC), formed from the main users and beneficiaries of the investment monitoring platform – investment promotion agencies (IPAs), the National Statistics Office (NSO) and the chambers of commerce – which will have the main responsibility for implementing the Programme.
- Country team leaders (CTLs) who will coordinate all country-level activities and oversee the execution of the investor surveys. Supervisors will support the work of the CTL, whose major role is ensuring quality of the survey data.

2 What is in it for the participating companies?

The Survey aims at generating information for all stakeholders involved in the Programme. Unlike other Surveys, this Survey goes beyond the mere collation of data for purposes of producing a Report or for stimulating research. The information is expected to trigger further actions to support investors. The information provided through the survey will be consolidated on the Monitoring Platform, which is a web-based interactive business platform and offers customized applications around integrated databases.

2.1 Access and Visibility on the Monitoring Platform

For the private sector companies that participate in the survey, the potential benefits can be summarized as follows:

Different stakeholders will be given different levels of access to aspects of the platform. Private sector companies that participate in the survey will determine the level of visibility they would like to have and the business support services they wish to benefit from.

Complete anonymity: For those who choose total confidentiality, UNIDO guarantees that no information about the company will be visible to any other user. For these companies, the platform offers the following benefits:

- Privileged access to the survey database to allow analysis of investment trends throughout the 20 African countries covered by the Survey; research at a sectoral level; benchmarking of company performance against sectoral and geographic averages, etc.
- The possibility of doing interactive research and analysis in support of company strategy and identifying business opportunities
- The opportunity to find partners among participants who have opted to be visible and to promote themselves on the platform
- Contribute to analysis and discussion about the national and regional business climate and participate in policy advocacy to improve the business environment.

Partial visibility: Under this option companies can choose which parts of their questionnaire response they are willing to share with other organizations. Companies are also able to specify which types of organization can have access to which information. If companies agree to share specific information on the Monitoring Platform, they will be able to take advantage of the following options, in addition to the four benefits outlined above:

- Use the platform to promote themselves to potential business partners, suppliers and/or customers at no cost. The platform is available as a business-to-business promotional medium, allowing market research, mail contact, links to a business webpage, etc. The UNIDO platform provides companies with a presence which can be customized to reflect how each company wishes to present itself.
- Faster negotiations and structuring of deals without third-party intervention. The information made available also enables business services providers to respond more effectively and tailor their activities to the requirements of companies.
- The company can choose to have selected parts of the questionnaire data available for promotion through the UNIDO international network of Investment and Technology Promotion Offices (ITPO), in which case the ITPO may contact the company to seek other information to make promotion with potential business partners even more effective. This

may include the formulation of an investment project (Company Project Profile – CPP) for which the company may be seeking a joint venture or other form of international partnership and/or financing.

- The company can choose to be visible to the investment promotion agency (IPA) to receive support and strengthened aftercare service through UNIDO and other technical assistance programmes.
- The company can choose to be part of the UNIDO sub-contracting and partnership exchange and supplier development Programme (SPX) for targeted matchmaking between buyers and sellers; benchmarking of performance and practices against international averages and linkages to upgrading programmes.

2.2 Benefits of the Monitoring Platform

- Facilitates analysis for providing support services to companies
- Company information could serve as a profile or project proposal for initial evaluation by potential partners.
- Support matchmaking initiatives
- Supports benchmarking and upgrading initiatives for companies.
- Facilitates analysis of selected areas of company operations
- An instrument for targeted promotion and facilitation services to company.
- Facilitates networking between companies and technology, raw material and equipment suppliers.
- Companies will contribute to analyses of the business climate and policy advocacy for changes in the business environment
- Provides companies and their consultants with a basis for undertaking research and analysis to support their operations, strategies and future plans.
- Expose companies to the UNIDO network of Investment and Technology Promotion Offices (ITPO), which are, located worldwide in capital exporting countries like Japan, China, and France etc. to promote the company.
- Depending on the level of information made available to potential partners on the Investment Monitoring Platform, companies will have direct access to begin discussions and structure deals with identified partners.

3 Survey Implementation and Work Flow

In this section are outlined the various elements that make up the survey implementation process from compiling the business directories from which the survey sample of companies is drawn, contacting companies, interviewing senior management and finally submitting the results of the interview online to UNIDO headquarters in Vienna, Austria. Many of these tasks are not the responsibility of the enumerator but are outlined below so that every enumerator knows where his/her very important contribution fits into the overall survey process. There may be some slight variation in detail from country to country. Throughout the whole process, it is vital to maintain good communications and cooperation with all team members, namely, between enumerators, supervisors, the Country Team Leader and assistants, members of the Implementation Committee, and UNIDO headquarters in Vienna.

1) Drawing the Sample

Responsible: CTL (data collection), UNIDO HQ (drawing the sample)

Business directories are collected, merged and sent to UNIDO headquarters (HQ). Usually it is the National Statistics Offices that provide the directory, but in some cases it comes from other sources such as Ministries, Chambers of Commerce and Business Associations/Authorities. The national directory when compiled should contain a comprehensive list of companies that operate in a given country. The sample (i.e. the list of companies to be interviewed) is drawn by UNIDO HQ.

2) Making the Sample Available on the Platform

Responsible: UNIDO HQ

The sample is now posted on www.afripanet.org and made available to CTLs, CTL assistants, UNIDO staff and other relevant stakeholders. On the Platform, companies in the sample can easily be filtered and organized by region and sector, edited, updated and modified using one common interactive platform. For each geographical region covered by a national sample, one person will be designated as being in charge of verifying the data for that specific region of a country

3) E-mail to Companies:

Responsible: CTL

All companies registered with an e-mail address in the sample will be sent an e-mail containing an invitation to participate in the survey and a copy of the show card questionnaire. Part 2 of the show card questionnaire should be completed by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), or another qualified person in the company, before the interview takes place.

4) Distribute Part of Sample to Implementation Committee (IC)

Responsible: CTL

Where companies have close relations with a private sector membership organization represented on the IC, senior members of the IC will be asked to help with arranging interview appointments with companies by making personal phone calls to invite selected companies to participate in the survey (perhaps 5-10% of the sample, mostly large companies).

5) Calling Companies

Responsible: IC, CTL and Call Center

All companies in the sample will be telephoned and informed about the survey and encouraged and convinced to participate. This the main part of the sample (90-95%) will be

contacted by the CTL and his/her support staff operating the survey “Call Centre” *Responsible: IC, CTL and Call Centre staff*

There are two possible outcomes from the first contact:

a. **When Contact is impossible – Start Verification Process**

Responsible: CTL, CTL assistants and enumerators

If the company cannot be reached, clearly insufficient or inaccurate information about the company’s telephone numbers, mailing and e-mail addresses is being provided. It is, therefore, necessary to carry out a final cleaning process to verify contact information before the CTL can make initial contact with companies. Checking for obvious errors using yellow pages and other similar business directories is an important part of this process. Any corrections or modifications need to be entered directly on the appropriate country sample file on www.afripanet.org.

b. **When Contact is successfully made – Use Screener Questionnaire and Schedule Interview**

Responsible: CTL and CTL assistants

When the company is reached a short introduction and background about the survey should be given before conducting the screener questionnaire to determine if it is a foreign- or domestic-owned company and if it operates in the manufacturing or service sector. The caller will then schedule a date and time for the interview using the interactive booking system on www.afripanet.org, and make sure there is an enumerator available in that region. It is also important that the caller identifies if the company has received the invitation letter and the show card. If not, double check that the e-mail-address of the company is correct and that the invitation letter and show card questionnaire is sent electronically. It is important to explain that part 2 of the show card questionnaire should be completed prior to the day of the interview (see Chapter 5.2 for more details). In the case of very difficult locations, get proper directions, to ensure an on-time arrival on the day of the interview. If the company is not interested in taking part in the survey, even after convincing arguments from the caller, the company should be called again by an IC member. If the IC cannot manage to persuade the company to participate in the survey, then the company will be dropped from the sample and not replaced.

6) **Update Enumerator Schedule**

Responsible: CTL and CTL assistants, supervisor

When an interview is scheduled and an available enumerator in the region is chosen to conduct the interview, the interactive booking system on www.afripanet.org has to be updated immediately. This way the time slot booked for this particular enumerator will be shown as occupied. The enumerator should constantly check his/her online schedule to keep up to date with what interviews have been scheduled. If the enumerator is in an area without Internet access, the CTL, CTL assistant or the supervisor should keep the enumerator informed via other channels about his/her schedule.

7) **Interview**

Responsible: Enumerators

The enumerator has to introduce him/herself to the respondent, outline the purpose of the survey, and explain the interview process. In particular, the enumerator should tell the respondent about follow-up activities and the benefits to come to the company. It should be explained that the data will be consolidated on a web-based platform to which participating

companies will have access, facilitating closer relations with other companies and stakeholders, building networks and monitoring trends in the investment climate etc. In addition, participating companies will be able to link up with business partners through UNIDO's Subcontracting and Partnership Exchange (SPX) Programme, and can become beneficiaries of investment support through UNIDO's Investment and Technology Promotion Offices (ITPO). The respondent needs to be assured that company-level data is always kept strictly confidential.

During the interview it is important that the enumerator conducts him/herself in a professional manner and shows good knowledge of the survey questionnaire. A simplified version of the questionnaire (the so-called "show card" version, see Chapter 5.2) is used as a guide for the respondent. The respondent will expect the enumerator to be knowledgeable about the questionnaire and to be able to explain issues that are not clear to the respondent. Therefore the enumerator should be well prepared and have studied the different questionnaires and manuals, and be able to resolve any uncertainties before conducting an interview.

The questionnaire has two major parts: Part 1 addresses managerial issues and should therefore be completed by a senior manager, while part 2 asks about the company's employment profile and for some accounting information. The human resources manager might be best at answering the question about the work force and the accounting information might best be completed by a senior accountant. Ideally, the employment profile and the questions about the company's financial statistics will be filled in prior to the interview, and the enumerator just needs to pick up the completed part 2 of the questionnaire. In other cases, the enumerator might need to leave a copy of part 2 with the company and fix another appointment to pick up the completed answers. This follow-up appointment should be carried out by the same enumerator who carried out the first interview with the chief executive.

Some non-verbal devices to keep in mind for enumerators conducting interviews are eye contact, timing and tone of voice. While asking questions the enumerator should maintain eye contact with the respondent, time the questions so that the respondent is not rushed or forced to make hasty answers and keep a professional and positive tone of voice. Some questions might require the respondent to call for assistance or take more time to answer. The enumerator should then be patient. The respondent should never be pushed for an answer. In a situation where the respondent wants to end the interview before the interview is finished, the enumerator should seek a way of completing the interview in the best possible way without being unprofessional or disrespectful. If necessary a follow up meeting or a phone call may be required to finish the interview.

The enumerator should respect the respondent's decision to close the interview on the principal; "The customer is always right". After the interview is finished the enumerator should thank the respondent for taking valuable time out from his/her schedule to meet for the interview. Before leaving, the enumerator should remind the respondent about follow-up activities and the benefits available to the company from participating in the survey. It should be explained again that the information about the company provided in the interview will be consolidated on a web-based platform to which the company will have privileged access, facilitating closer business-to-business relations with other companies and stakeholders, networking and monitoring trends in the investment climate, etc.

8) **The Company Interview**

Responsible: Enumerators

a. Presenting the Survey

The enumerator should introduce him/herself to the respondent, outline the purpose of the survey, and explain the interview process. In particular, the enumerator should explain to the respondent, the benefits that are available to the company from follow-up activities.

- It is important to stress that all information provide by the company will be treated at all times as strictly confidential by UNIDO. All responses from individual companies will be sent directly to UNIDO headquarters in Vienna, Austria. No completed company questionnaires will be kept in-country by a third party.
- It should be explained that when the company's interview responses are processed in Vienna, it will be consolidated with data from all the other companies participating in the survey on a web-based platform. After processing no individual company's responses will be identifiable. Participating companies will have privileged access to this user-friendly, web-based platform which will enable companies to monitor aggregate business performance within a sector, or across different sectors, or between countries in sub-Saharan Africa.
- Companies will be able evaluate trends in the investment climate of different countries in the region. In addition, the platform will allow companies that want to link up with business partners through UNIDO's Subcontracting and Partnership Exchange (SPX) Programme to do so. They can also become beneficiaries of investment support through UNIDO's Investment and Technology Promotion Offices (ITPO).

b. Conducting the Interview: There are three basic objectives of the interviewer's job: enlisting the cooperation of the respondent; motivating the respondent to do a good job answering the questions; and recording answers accurately and probing incomplete answers to ensure answers meet each question's objectives.

- Experience suggests that interviewers who are good at enlisting the cooperation of respondents seem to share two characteristics. First, they have a kind of confidence that presents the survey as if there is no question that the respondent will want to participate. Second, they have the knack for instantly engaging people personally. This may be very business-like but it is responsive to the individual's concerns and situation. It is, therefore, important that the enumerator conducts him/herself in a professional manner and shows good knowledge of the survey questionnaire. That way you will gain the respect and cooperation of the senior executive you are interviewing. Reading the questionnaire as if it were a predesigned script is not an effective way of enlisting cooperation.
- There is nothing more irritating for a busy executive than to be expected to answer questions that he/she cannot easily understand and, worse, nor can the interviewer. Senior executives expect the enumerator to be knowledgeable about the questionnaire and to be able to explain issues that are not clear to the respondent. Therefore the enumerator should be well prepared and have studied the different questionnaires, the manuals and be quite clear about question objectives before conducting the interview.

- A simplified version of the questionnaire - the “show card” version - (see Chapter 5.2, for details) will be sent to the person you are interviewing ahead of your appointment with him/her. This is meant to be used as a guide for the respondent. Unfortunately, there will be some occasions when the person you are talking to says he/she has not received the “show card” version. It is, therefore, vital that you always carry enough copies of each of the FOUR versions of the “show card” to be able to give your respondent a copy to follow during the interview.
- The questionnaire has two parts: Part 1 addresses questions about managerial perceptions of business conditions and the investment climate and should therefore be directed at the chief executive (CEO) or general manager of the company and Part 2 seeks information about the company’s employment profile, sales turnover, expenditure on inputs and investment in fixed assets.
- Questions about the profile of the company employees are probably best completed by the Human Resources Manager and sales turnover and accounting questions by the Chief Accountant. Ideally, Part 2 will be filled in prior to the interview, and all the enumerator needs to do is collect it. In other cases, the enumerator will have to leave a copy of Part 2 of the questionnaire with the company and fix another appointment to pick up the completed answers. The follow-up appointment, to collect Part 2, is the responsibility of the same enumerator who interviews the CEO or General Manager.

c. Tactics of Interviewing: It may come as a surprise but most respondents have little idea of what they are expected to do in a survey interview. Interviewers have a critical job to do in teaching respondents how to behave. For example, if the interviewer rushes through the interview, it encourages the respondent to answer quickly. If the interviewer reads questions slowly, this indicates to the respondent, in a non-verbal way, their willingness to take time to obtain thoughtful, accurate answers; consequently they do obtain more accurate answers. Clearly there is an optimal speed to conduct an interview at, too fast and answers may be superficial, too slow and the respondent may think you are wasting time and lose concentration. You need to bring the interview to a successful conclusion, in the time agreed or is available so you need to develop tactics to encourage people to talk, move them on through the questions, get them to stop and think, and keep them on the subject.

- It is important to remember this survey is based on the assumption that differences in answers can be attributed to differences in what respondents have to say in terms of their views and the objective facts about their company’s operations rather than to the way the question was asked and or the question wording. This means enumerator training is aimed at teaching trainees to be standardized interviewers who do not affect the answers they obtain while also motivating respondents to participate fully in the survey. There is, thus, difficult trade-off between the need to be a good respondent motivator while not deviating from the aims of the questions.
- **Non-verbal devices** have the advantage that they do not interfere with the substance of what is being said. Being aware of your non-verbal behaviour and using it systematically is not easy. Some non-verbal devices to keep in mind while conducting an interview are eye contact, timing and tone of voice. Different cultures have different ways of regarding eye contact so it is a good idea to “play safe” and use the interview schedule as a “prop” for maintaining intermittent eye contact. While asking the questions the enumerator should have eye contact with the respondent but then look at the questionnaire while you record the answer, nodding and glancing up occasionally to show that you are following the

respondent's answer. When he/she stops talking, looking up can signal you are ready to go on to the next question.

- **Timing** questions so that the respondent is not rushed or forced to make hasty answers is important. It is, of course, impolite to interrupt someone or jump in too quickly yet you also may need to do so in order to keep the interview on course. You can use your hands to signal that they need to listen to you because you have not finished the question or they have misunderstood the question. Then you can "sit back" in your chair to signify you are ready to listen. A good way to speed things up is to say "The next few questions only need short answers".
- **Tone of voice** and pace of speech can be varied. Speak briskly to indicate "This is a simple factual question to be dealt with quickly" or more slowly to suggest "This needs some thought and I am prepared to wait for a considered answer." In other cases, some questions might require the respondent to call for assistance or take time to refer to documents before answering. The enumerator should be patient. The respondent should never be pushed for an answer, but remember as a general principle, survey questions are supposed to be asked exactly the way they are written.
- **Probing.** If the respondent does not answer the question fully, notwithstanding the general principle of "sticking to the script", the interviewer must ask some kind of follow-up question to elicit a more complete answer. Probing should be nondirective – in a way that does not increase the likelihood of any one answer over another. For example, repeating the question, asking "Anything else?", "Tell me more?", and "How do you mean?" will handle most situations. If people have clearly misunderstood the question then stop them, politely. Always blame yourself. "I'm sorry, I didn't ask that right".
- **Sticky Moments:** You may face some awkward questions such as "I really don't know that you should interview me", even though they have agreed to be interviewed. Try to persuade them "I am keen to get a proper range of views"; "I can't really change the sample at this stage" etc. Try and find out why they have changed their mind and address their concerns. "It's not convenient, I'm afraid. Could you come back later"; If you can do so. "What do you think?" Perhaps reply "I can't say, not while I am interviewing" and then "forget" to say what you think, otherwise they may tell other people whom you still have to interview. "Who else have you been interviewing?" Remind them the interview is confidential and you can't say who you have interviewed without breaching this commitment. "What have people been saying?" Perhaps say "I have only interviewed a few so far. There is no clear pattern."
- Sometimes a situation will arise where the respondent wants to end the interview before the interview is finished. The enumerator must try to seek the best possible solution without being unprofessional or disrespectful. The enumerator should respect the respondent's decisions and go by the principal; "The customer is always right". He/she should try to persuade the respondent to agree on a follow-up meeting to finish the interview preferably with the respondent. Another senior manager is an acceptable alternative. If all else fails, the interview can be completed on the telephone. Make sure you ask for the respondent's cell phone number.
- After the interview is finished the enumerator should thank the respondent for taking valuable time out of his/her busy schedule to meet for the interview. Before leaving, the

enumerator should remind the respondent about follow-up activities and the benefits that may be derived from these activities for the company. Please also explain again that the information the respondent has supplied to you will be consolidated on the web-based platform and the company will have access to it. The platform is specifically designed to enable companies to network with each other on a business-to-business basis and monitor trends in the investment climate, business opportunities in the region and more widely.

9) **Submit Data/Questionnaire**

Responsible: Enumerators, Supervisors, CTL

Always remember that all the data collected is strictly confidential! Enumerators are only allowed to enclose the data to their supervisors, to the CTL, and to UNIDO HQ. When the enumerator is finished conducting an interview, the data has to be kept safe. When the electronic questionnaire is used, then the data has to be uploaded to the platform (www.afripanet.org) as often as possible. The supervisor has to be informed immediately about the status of the interview. If the paper version of the questionnaire is used, the enumerator will have to enter the data into the electronic version of the questionnaire before giving it to the supervisor. After the data is entered, any paper version (paper questionnaire or used show card) should be given to the CTL.

10) **Quality Check**

Responsible: Supervisors

When the enumerator has entered the data, the supervisor will check the data for missing values or inconsistencies using the electronic report function of the computers. Should the electronic quality reporting system not be in place, data checking should be made using the paper-version of the questionnaires.

11) **Recall/Revisit of Company**

Responsible: CTL and Supervisors

If the data contains errors, for example wrong numbers, percentages or empty fields, and they are discovered after the interview is finished, the enumerator has to correct it. Depending on the type of error that is discovered, the supervisor will make the decision if it is necessary to revisit or call the company back. For typing errors that can easily be corrected a call back is not necessary, but for major errors or missing parts another visit to the company or a callback would be unavoidable.

12) **Send Data to HQ**

Responsible: CTL and Supervisors

When all the data is checked and there are no errors left to correct, the supervisor will make the decision that the data is valid and will approve the questionnaire either directly in the electronic questionnaire or via the platform (www.afripanet.org).

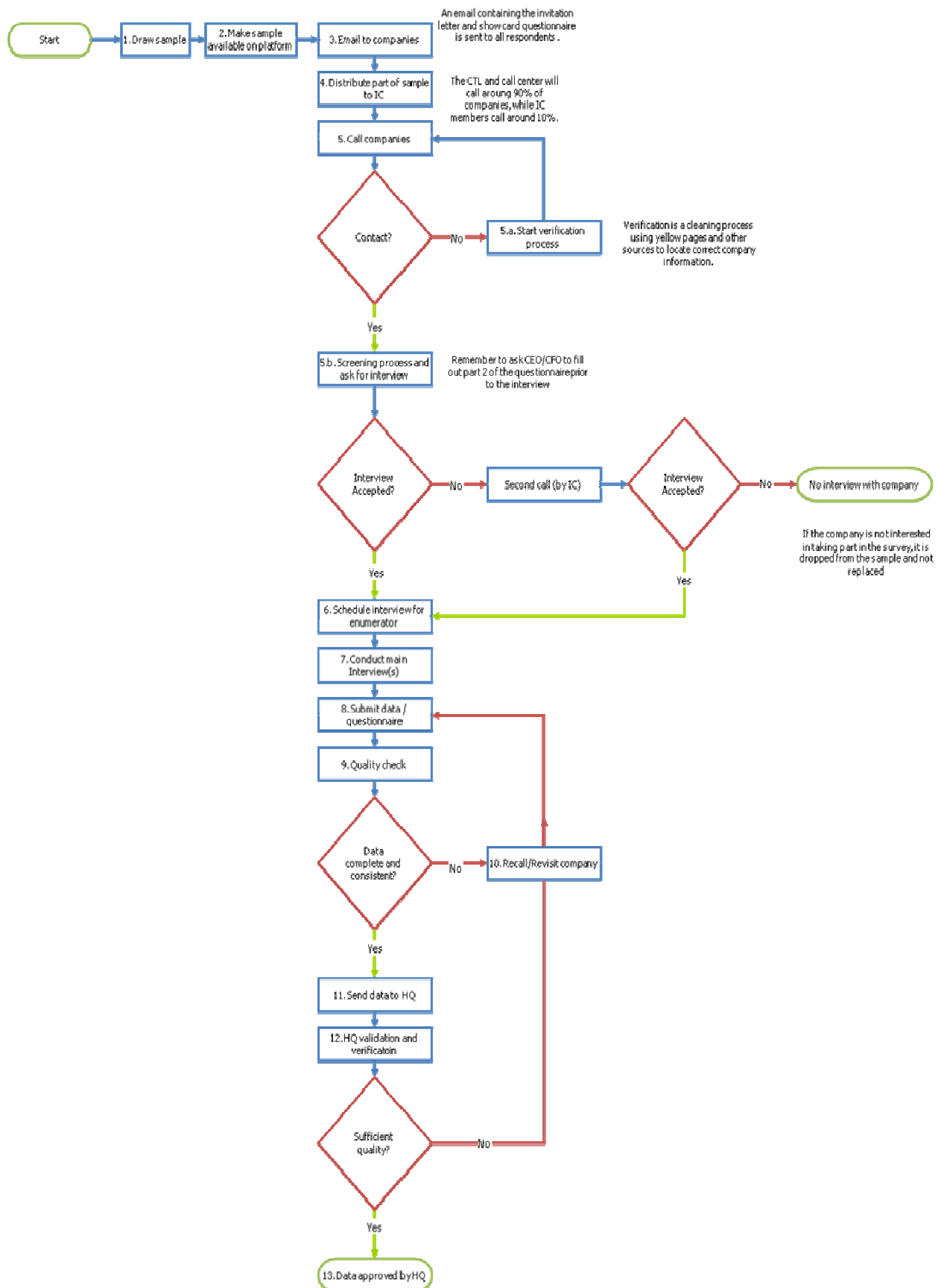
13) **HQ Validation and Verification**

Responsible: UNIDO HQ

HQ will check the data for errors

14) **Validated:** Data is cleared by HQ and validated

Flow Chart Diagram of the Survey Process



4 Enumerator Job Description

4.1 The Job

The enumerators will constitute the field team. The main duties of an enumerator is to conduct interviews with the designated companies within a given timeframe; to ensure that all of the data is accurately recorded and kept confidential, and to submit the collected data to his/her supervisor on a regular basis.

The enumerator will work under the guidance of the CTLs and the supervisors providing regular updates on the interviews progress and, thus, ensuring a smooth interview and data collection process.

Requirements for Enumerators

Technical Skills

- Basic understanding of the objectives of the Regional Programme
- Basic knowledge of survey methodologies, in particular how surveys are conducted, how the obtained data is used for analysis, and how the results feed into policy making
- Good knowledge of the survey questionnaires
- Basic academic knowledge of economic and business issues

Personal Skills

- Good presentation skills
- Good communication skills and the ability to speak clearly
- Polite, patient and respectful interaction
- Understanding and sensitivity of how to handle different nationals and their attitudes
- Strong integrity

4.2 Interviews

Professional Behavior

The main part of an enumerator's workday consists of going to businesses to conduct interviews with the CEOs. Depending on the location of the businesses, the enumerator should aim to conduct 1 to 3 interviews per day; hence, an average of 2 companies per day should be planned for. Repeated visits to companies to conclude unfinished questionnaires should not be excluded. (The CTL and supervisor will handle the initial contact with the businesses and scheduling of the interviews). The enumerator may be required to call to arrange appointments.

While planning his/her visit to a company, the enumerator needs to make sure that the interview date and time have been confirmed and that all the necessary supporting materials including hardcopies of the relevant questionnaire, CPP and promotion newsletter are taken along.

When going to a company the enumerator has to bear in mind that he/she is representing UNIDO, and polite and respectful behavior is very important. The enumerator should dress according to standard business rules. It is extremely important that the enumerator arrives on time or five minutes early, NOT five minutes late! Arriving late creates a bad impression and can make the

respondent doubt the seriousness of the survey. Then the enumerator should present him/herself in a professional manner and explain carefully to the respondent the objectives of the interview and briefly outline the interview process.

It should be evident that an enumerator is not allowed to enter wrong answers or answer questions by him/herself. Every answer should come only from the respondent. If the respondent is not able or does not want to give answers to particular questions, then this has to be noted as "DK" (Don't know) or "RF" (Refused).

Delivering the Data to UNIDO HQ, Vienna

It is extremely important to remember that all the data collected is strictly confidential, and therefore has to be handled very carefully at all times. When the enumerator has finished conducting an interview the data has to be kept safe. If a paper version of the questionnaire has been used, it should be converted into electronic form as soon as possible using the notebook computer supplied by UNIDO, preferably no later than 24 hours after the interview is completed. This is to make sure you can remember what you have written on the questionnaire! Then upload it to the UNIDO server as soon as possible.

If you use the electronic version of the questionnaire (see Chapter 5.3), the data will also need to be uploaded to the UNIDO server as soon as possible. Your supervisor will give you more details on the uploading process.

5 Questionnaires: Structure and Usage

5.1 Structure of the Questionnaires

There are four different questionnaires:

Module A1: Foreign Investor, Manufacturing and Mining Sector

Module A2: Foreign Investor, Service Sector

Module B1: Domestic Investor, Manufacturing Sector

Module B2: Domestic Investor, Service Sector

In general, these four questionnaires are very similar to each other, and many questions just have a slightly different wording. For example, when the manufacturing sector questionnaire contains a question about export goods, then the corresponding service sector question also asks about export of services. Obviously, the domestic questionnaire does not contain questions about the foreign headquarters or partner company, so the domestic questionnaire is shorter. In addition, the service sector questionnaire contains some sections that are not included in the manufacturing sector questionnaire. These sections contain questions that are specifically designed for banks, insurance companies, consultancy companies and other types of service companies.

The questionnaires are divided into two parts, simply called “Part 1” and “Part 2”. These parts are then sub-divided into sections, where each section covers a specific topic:

Part 1 contains general questions about the company, some basic figures, and questions about senior management’s views about the business incentives provided by government, the business environment, investment promotion and so on. Therefore, the questions in Part 1 of the questionnaire should be asked of someone from the senior management team of the company, preferably the Chief Executive Officer or the Managing Director. It takes around one hour to answer the whole of part 1, and it is best if the whole of part 1 is answered by just one person. However, if the CEO or MD does not have enough time, then the minimum is to get section A answered. Section A contains the most general information about the company and is also the most crucial section. If there are missing answers in section A, then the whole questionnaire cannot be used for subsequent analysis and has to be discarded.

Part 2 consists of questions about the company’s employment profile and accounting data. Someone from top management might not know the detailed figures. Therefore Part 2 is quite often best answered in part by the Human Resources Manager and in part by the Chief Accountant.

Although the questionnaires are quite long, you should try to get as many questions answered as possible, but it might be the case that not every single question can be answered. However, some questions are crucial, which means that if they are not answered, then the questionnaire cannot be used in the analysis. As already mentioned, section A contains the most important questions. Other later sections also cover important topics. To indicate to you which questions are crucial so that you know where to invest particular effort, all *crucial questions* have a question number highlighted with a grey background.

Throughout the questionnaire, there are many “skip” patterns, which means not all questions should be asked of all respondents, as there are many company-specific questions. If you go through the questionnaire from the first to the last question, the text next to the answer boxes will always tell you what the next question is. In many cases, there is no specific command, which means that you just go to the following question. But in several cases, there will be text such as “If

NO, go to question XYZ". As this questionnaire is quite long and there are a large number of questions, it is important that you study all four questionnaires before you conduct an interview in order to be confident that you understand the underlying structure of each of them.

5.2 Showcard Versions of the Questionnaires

During the interview, the respondent should be able to see the questions and answer options and scales. For this purpose, so-called "showcard" versions of the questionnaire have been developed. Basically, these showcard versions do not contain the structured answer boxes and instructions that are in the versions the enumerator uses. Some questions have also been shortened. Therefore, the showcard version is shorter and easier to read, although it is not technically exact and should therefore only be used to support the interview, but never as a stand-alone questionnaire to be completed by the respondent.

The showcard version will be sent to the respondent before the interview, and should also be handed over to the respondent when the interview starts in the case where the respondent has not already printed it out for himself/herself. Part 1 of the showcard version does not contain any answer boxes, as the answers will be recorded on the questionnaire by the enumerator. Part 2 (the part asking for numerical data – HR and accounting information) contains answer boxes, as an accountant or the HR manager may complete in these questions prior or after the interview.

5.3 Computers and Electronic Questionnaires

To make the interview and data entry process more efficient, and in particular to handle the different versions of the questionnaires and the various company-specific questions, a questionnaire software was designed and installed on portable computers. In general, either the paper or the computer version can be used to conduct interviews. However, conducting the interview with the computer is easier because the computer automatically loads the appropriate questions and instantly checks the answers. Also no additional data entry has to be carried out when a computer is used in the interview.

However, there might be reasons for not using a computer for some of the interviews, for instance if no computer is available, if there are technical problems, or if local circumstances do not allow using a computer. In such cases, the interview should be carried out using the paper version of the questionnaire. In this case, answers then have to be entered into the computer after the interview. All data has to be submitted to UNIDO headquarters in electronic form so it is best if computers are used as much as possible to save you work.

5.4 Ten basic principles for handling computers and electronic questionnaires

1. **If you have a problem with your notebook or electronic questionnaire proceed in the following manner:**
 - a. Read the enumerator handbook / the manual for electronic questionnaires
 - b. If a. does not solve your problem, contact your supervisor.

2. Make sure you are familiar with the computer and electronic questionnaire before you go to your first interview.

The electronic questionnaire is in an easy-to-use form, but you need to take some time to familiarize yourself with it before you conduct your first interview. It will be a complete disaster for you if you need to click and scroll around in the middle of the interview in order to figure out how some things work. Respondents will not tolerate this and it could lead to termination of the interview. Practice with a colleague before going into the field!

3. Get used to the keyboard layout.

Notebooks used in this survey have a German keyboard layout. Make sure you are familiar with this before proceeding to an interview. On some of the notebooks there is no indication whether the Caps, Num and Scroll Locks are turned on/off. If the keyboard starts behaving strangely, make sure that Caps Lock, Num Lock and Scroll Lock are turned off!

4. Make sure that battery is fully charged before you go to the interview!

If you have multiple interviews in one day, try to find a way to charge the battery in between. Do not hesitate to ask your respondent, if it is possible to have access to a power source for your notebook during the interview. However, do not insist on this.

5. Be patient!

Some computer operations may perform more slowly than you are used to. For instance, if the checkbox is clicked and its state does not change instantly, do not immediately click it again (especially not multiple times) because that will only slow it down even more. The reason for this delay is that sometimes complex operations and calculations go on because of your inputs.

6. Practice at home!

If you are not very comfortable with handling the electronic questionnaires, due to the small size of the notebook or for other possible reasons, practice by filling in a few training interviews at home. **Important note: Use the enumerator code 999 for questionnaires created for practice AND do not use real company names AND absolutely do not submit them!** All questionnaires, once created in your computer, stay saved on the computer and cannot be removed. So do not create too many practice questionnaires because it may influence interviews carried out for real later on.

7. The screen went upside down. (Only applies to eCAFÉ notebooks)

Do not panic! **Hold the key "Fn" on the keyboard pressed down while pressing "F7"**. The screen should go back to normal. This particular occurrence has been reported on some of the notebook computers used for enumeration. The cause of the fault is a factory setting, but apart from "flipping" the screen it is completely harmless. If you are using Lenovo notebooks, this is not a problem.

8. Submit!

Do not forget to submit the questionnaire as soon as possible even if it is not complete. That way you make sure all your hard work is not lost and is stored in the server in UNIDO headquarters. For submission you require an internet connection. Even if the interview is not completely over and perhaps you only have part 1, still upload it. There are two different stages of submitting the questionnaire: "Data Entry" and "Pending Supervisor Approval". All the questionnaires submitted are by default at the initial "Data Entry Stage". Once you mark the questionnaire as ready for quality checking and submit it, the questionnaire enters the second stage "Pending Supervisor Approval". **Please note: Once**

the questionnaire is moved to the stage “Pending Supervisor Approval”, you should not work on it anymore nor attempt a further upload. However, if you need to change it after all, consult your supervisor and ask for instructions.

9. Coordinate with your supervisor!

It is essential that you keep contact and coordinate your interviewing programme with your supervisor during the entire survey process. Phone, SMS and e-mail communication is important. You should endeavour to contact your supervisor at regular intervals and inform him about your progress with finishing and uploading interviews.

10. Backup!

If you are not in position to submit your completed questionnaires for a long time make absolutely sure you use the backup function on the notebook computer and save a backup, archive copy to an external source (USB Stick, CD, DVD, etc.).

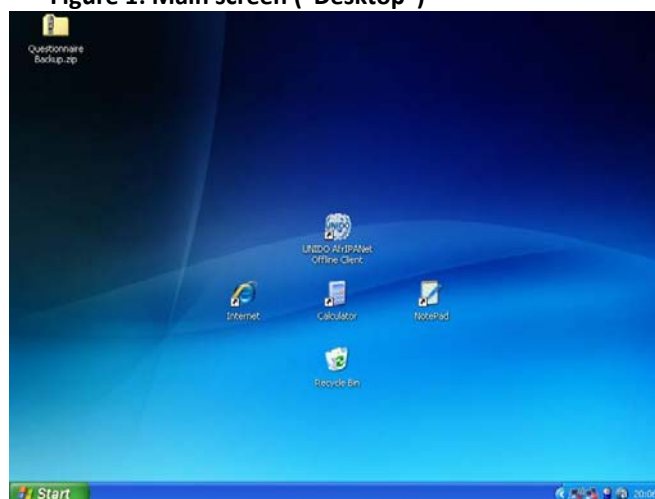
5.5 The questionnaire software

Please make sure you check your notebook computer **before** the interview. Make sure that the battery is charged and you should switch on the computer so that it is ready on the way to the interview. Then you do not waste time starting the computer during the interview. Always make sure you have copies of all four versions of the showcard questionnaire, to guide your respondent during the interview. Also do not forget to bring paper versions of all four versions of the full questionnaire even when you are planning to use the computer, that way you are always prepared should there be technical problems with the computer.

Starting the computer

After the computer is switched on, a dialogue box asks for a password, which is “start1”. After a few seconds, you will see the main screen (the so-called “Desktop”) with some icons/symbols in the middle (Figure 1).

Figure 1: Main screen (“Desktop”)



The following icons are displayed in the middle of the desktop:

1. The icon on top showing the UNIDO symbol is the most important icon: Double-clicking on this icon starts the questionnaire.

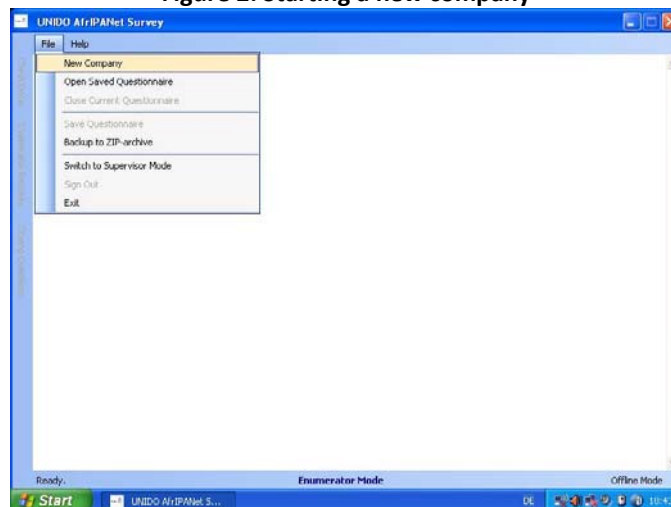
2. The icon on the left side is the Microsoft Internet Explorer, which should be used in case you need to use the internet, for example when the software needs to be updated.
3. The icon in the middle is a calculator, which might be helpful in case you have to do some calculations.
4. The icon on the right side is a notepad, i.e. a simple text editor. You might need it for personal notes.
5. The icon on the bottom is the recycle bin, in which all deleted files are kept for safety reasons.

Besides the main icons in the middle, you also see the “Start” button on the lower left-hand side of the screen, which you can use to turn off the computer. On the lower right-hand side of the screen, some small symbols including the time are shown. One of these symbols tells you the status of the battery.

Starting the questionnaire software

To start the questionnaire software, double-click on the UNIDO icon. An empty programme window will appear, which has a white background, some menus on top (“File” and “Help”), and some menus on the left-hand side. The menus on the left-hand side are initially disabled when you start the software, because they only work while entering data. To start entering data, click on “File” → “New Company” (see Figure 2).

Figure 2: Starting a new company



What you see now is the first page of the questionnaire, which looks quite similar to the paper version: There are the UNIDO logo and survey title on top, and some fields for basic data like your name and ID number, the company’s name and ID number, the name of your country, and the start time and date of the interview (Figure 3). There are red stars in every field, indicating that you *must* enter answers in order to continue with the questionnaire. The software needs these answers in order to save and classify the data. This means that the software requires these first fields to be filled in to be able to save the data and proceed to the next pages. Thus, you do not need to save the data manually, but you have to make sure that the data on the first page is correct, because you will not be able to change it afterwards.¹

¹ In case you realize later that you have entered data wrongly in the first pages, then use the “comment” function to indicate this mistake. (This “comment” function will be explained late on in this document.)

Figure 3: First screen of the questionnaire

Entering data

To enter data, simply move the mouse cursor over the respective answer box with your finger using the touchpad, and press the left button below to the touchpad – this is called “clicking”. (Instead of pressing the left button below the touchpad, you can also gently tap the touchpad with your finger – this is equivalent to pressing the left button below the touchpad.) You then see a blinking cursor in the question field, indicating that you can type in the respective question answer, and confirm the answer by clicking on another element of the page (e.g. another answer box, the white background, or the “next” button on the bottom which brings you to the next page). You do not need to save the data manually – the software automatically saves every time you go to the next page.

Some data entry fields do not require that you type in the whole answer manually letter by letter. Instead, the software provides you with a range of possible answers, and you just have to select the right one. For example, to enter the country where the interview is taking place on the first page, you just need to click on the answer box and select the correct country from the list of companies that pops up. This selection of the country also automatically determines the default currency in the box below. The interview date should be entered by just clicking on the small calendar symbol next to the answer box and selecting the correct date – not that today’s date is already highlighted. Once all the answers of the first page are filled in (see Figure 4 for an example), the “Next” button on the bottom of the screen should be clicked to get to the next page. As mentioned earlier, pressing the “Next” button of any page also automatically saves the questionnaire on the hard drive of the computer. So you do not need to worry about losing data.

Figure 4: Filled-in first screen of the questionnaire

The second screen (see Figure 5) is the introduction to the questionnaire text that you need to use to introduce the survey to the respondent. Please remember that you should not read it out word for word – instead you need to use your own words to explain the key aspects of the survey covered in the text.

Figure 5: Introduction text

The third screen shows the so-called identification questions (Figure 6 and 7). The purpose of these questions is to find out which type of company you are interviewing (manufacturing or service, foreign or domestic), thus these questions are crucial. In particular, these questions determine which version of the questionnaire is then going to be loaded, so be very careful when you enter the answers. Remember that answers cannot be changed afterwards, because once you selected a specific type of company, for example “foreign manufacturing”, then this whole questionnaire is saved as “foreign manufacturing” only!

Figure 6: Identification questions (empty)

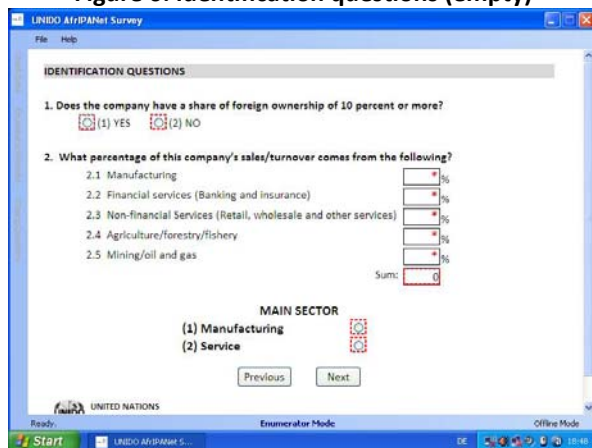
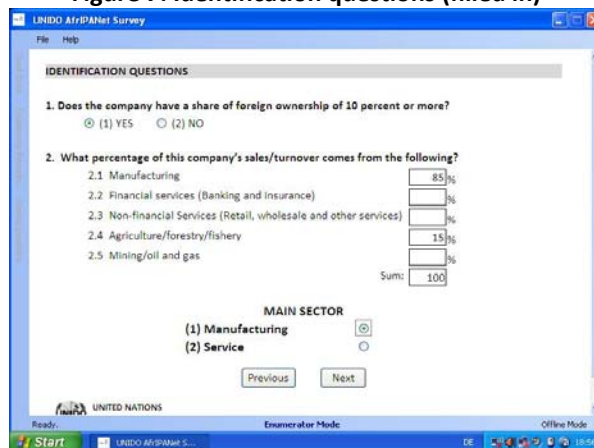


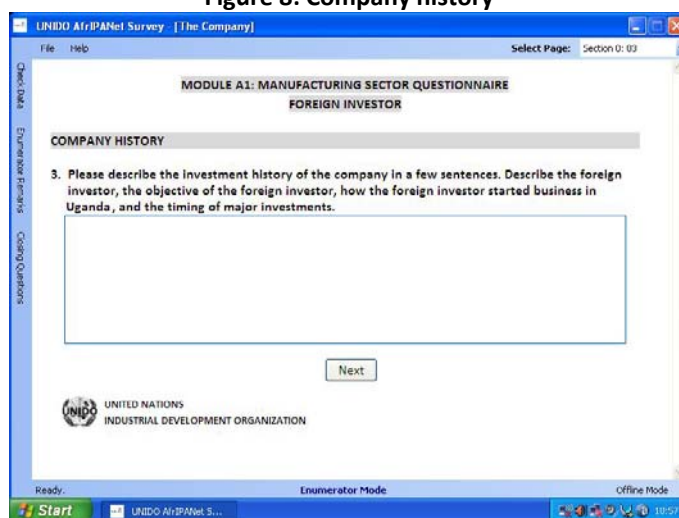
Figure 7: Identification questions (filled in)



In general, the color “red” highlights that something is wrong – either because an answer is missing or because a typed-in answer does not make sense. For example, if you enter a percentage value above 100, it will turn red. Also if the sum of percentage shares exceeds 100, the fields will turn red. In case you wonder why a particular field is marked red, you simply need to move the mouse cursor to the red-marked box, and a moment later a message will tell you the specific type of error that has occurred. If everything is typed in correctly, then there will be no red boxes remaining, and you can proceed to the next page. You should always correct all errors, as you will otherwise face problems later on when submitting the data to UNIDO. However, in case of errors in a particular question the software will still allow you to continue with the interview in order to avoid disturbing the interview process.

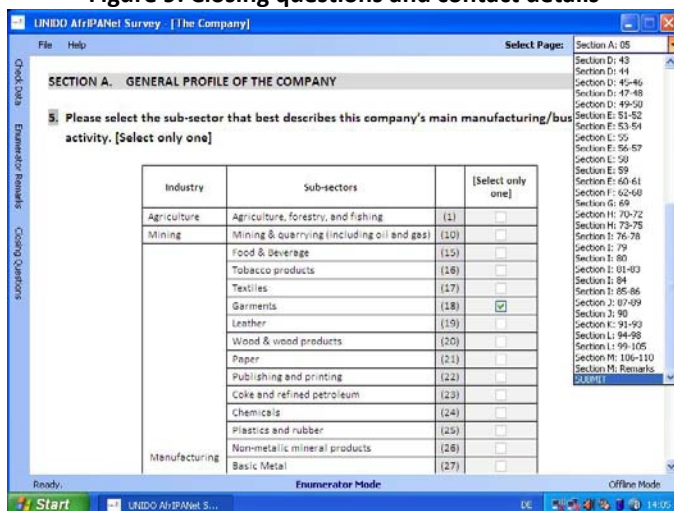
The fourth screen (see Figure 8) shows the company history question. The purpose of this question is to provide a warm-up topic to encourage the respondent to relax and be open with you and give you an easy start to the interview. It may be too time-consuming to enter the respondent’s answer during the interview, so it may be a good idea to take notes on paper and type them into the notebook computer afterwards.

Figure 8: Company history



The rest of the electronic questionnaire software should be self-explanatory – simply enter the answers either through using selection from drop-down menus, clicking on checkboxes, or entering words and values in appropriate places. If the software detects any wrong or contradictory answer, it will mark the field red. Any red mark should, therefore, indicate to you that something is not correct. In any case, you can always go forward or backwards through the questionnaire by using the “Previous” and “Next” buttons or by using the “Select Page” menu in the upper-right corner of the software window (Figure 9).

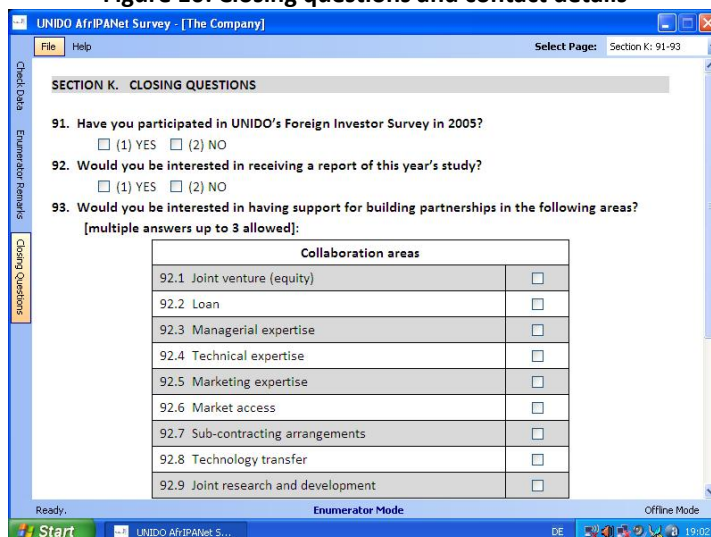
Figure 9: Closing questions and contact details



Closing questions and contact details

At the end of the questionnaire, there are closing questions and space to record your respondent’s contact details (Figure 10). Do not leave the interview without recording the contact details! The closing questions and contact details should be provided by the same person who answers Part 1 of the questionnaire, regardless of who answers Part 2. The reason for this is that Part 1 deals with personal perceptions about the business environment in which the company operates, therefore we want to know about his/her background and experience. Another reason is that UNIDO headquarters needs the detailed contact details for follow-up activities such as business support projects. Part 2, in contrast, contains accounting data which is not depending on the personality of the respondent.

Figure 10: Closing questions and contact details



You can go quickly to the closing questions and contact details at any time during the interview by clicking the “contact details” button on the left side of the computer screen (see the highlighted button on the left side in Figure 10). If you click on this button, the software moves you to the page where the closing questions are displayed. This situation might happen if the CEO/senior manager you are interviewing has to terminate the interview unexpectedly, but you need to record the contact details before the interview. Please remember, the closing questions consist of **three pages**, so do not forget to click on the “next” button until you finish all three pages. Of course, it is still possible, at any time, to go back to other parts of the questionnaire, by clicking on the “previous” button or on the “select page” menu in the upper right corner of the screen.

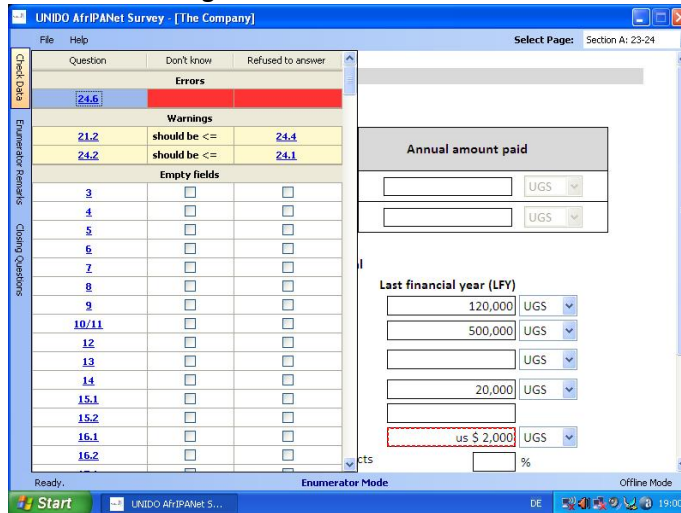
Data-checking and Error-display Functions

The software contains several build-in functions for data checking and displaying of errors. One of these functions was already explained above: Implausible answers are immediately marked red in the questionnaire. But beyond that, there are other data-checking functions that you should use intensively, as they will help you to maintain a high level of data quality.

In general, there are three data checking functions. 1: Implausible data, such as percentages above 100% and letters where digits are required, is marked red as an “error”. 2: Some questions appear in similar form in different sections of the questionnaire: For example, the number of full-time employees is asked in the beginning of the questionnaire, while more detailed information about the employees is asked in the accounting section towards the end of the questionnaire. Such inconsistencies are recorded as “warnings”, as they might constitute an error, but not necessarily. For example, a CEO might give a rough estimate on the number of employees in the first section of the questionnaire, while the chief accountant might provide the exact number of employees in the accounting section of the questionnaire, thus both answers are somehow correct, and you should not accuse the CEO for providing just an estimate. Therefore, such inconsistencies are just recorded as a “warning”, not as an “error”. 3: The software is keeping a list of unanswered questions, as you should try to maximize the number of answers and at the same time provide reasons for unanswered questions due to refusal of answering the question of unavailability of information.

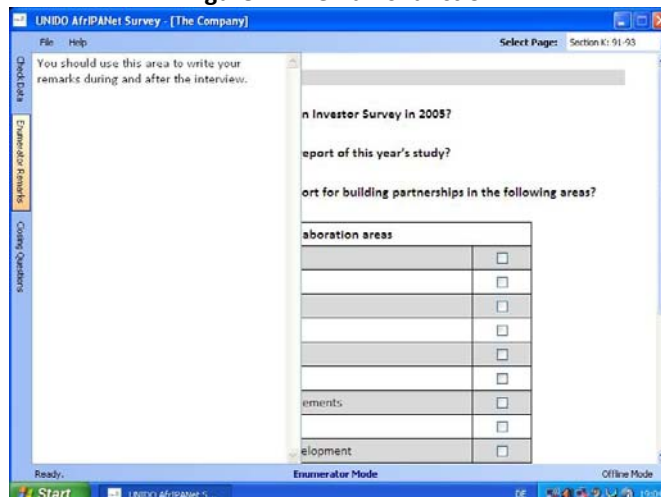
To access these three data-checking functions (“errors”, “warnings” and “empty fields”), simply click on the “Check Data” button on the left side. A window appears with a list of all questions where there is an error, a warning, or missing data (see Figure 11 for an example). Errors – if there are any, are shown in the upper part of the window in red color, followed by warnings in yellow color and a list of unanswered questions in white. Click on the question number in order to go to that specific question. To obtain additional information on the nature of errors and/or warnings, simply move the mouse cursor onto the respective error/warning, then a small box appears with detailed information. For unanswered questions, please select either “Don’t know” or “Refused to answer” to inform UNIDO about the reason of not answering. If you do not provide a reason for leaving certain answers blank, then UNIDO will assume that this question has not been asked at all, which might negatively affect the assessment of your job.

Figure 11: Check data function



You can enter notes and remarks anytime by clicking on the “Enumerator remarks” button on the left-hand side. A text window opens which can be used to enter any message (Figure 72). This text window is the same throughout the questionnaire, so that whenever you click on the “Enumerator remarks” button, the same text document opens. This text window is also equivalent to the “Enumerator Remarks” field at the end of the paper version of the questionnaire. Please make extensive use of this remarks function to tell UNIDO any information about the interview, the respondent, or about specific questions. For example, a certain question might not be applicable despite the fact that you have identified the company correctly in the identification question in the beginning of the questionnaire. In this case, you should type a note such as “question 53 not applicable”. Or you face specific problems during the interview which you wish to share with UNIDO. Another case could be a message from the company manager to UNIDO, such as the request for a specific business support. The staff at UNIDO headquarter will examine this “Enumerator remarks” field with great care.

Figure 72: Remarks function



Data submission and supervisor control

When you have entered data or even completed the whole questionnaire to your satisfaction, the data should be submitted to UNIDO headquarters as soon as possible. For this purpose, the software has a easy-to-use built-in data transmission function. First, make sure that the computer is connected to the internet. This may be via a mobile network modem, or using a LAN/WLAN connection at your university/survey institution or a commercial internet provider. Ask your CTL or supervisor if you need assistance.

UNIDO is collecting all incoming data on a special computer (a so-called “server”) at UNIDO headquarters in Vienna, Austria (Europe). To submit data to this UNIDO server, you have to go to the data submission page at the very end of the questionnaire. Once your notebook computer is connected to the internet, you simply have to click the “Save to Server”-button on the last page of the questionnaire (Figure 103), then the software automatically establishes a direct connection to UNIDO HQ and uploads the data to the UNIDO server. In this process the software will ask you for your password, which is given to you by your CTL or supervisor (See the “sign in” box in Figure 14)! The data upload process will take a few seconds, and at the end you will see a pop-up window telling you whether the upload was successful. If the data upload was not successful due to technical reasons, you will see an error message with an explanation of the specific error. For example, the questionnaire will be refused by the server in case there are any crucial errors marked in the questionnaire. If the questionnaire upload fails, and if you cannot manage to correct the error, then contact your CTL or supervisor immediately. Note that the software remembers the time of each upload and displays the details of the most recent upload on the page below the “Save to Server”-button.

Figure 83: Save to UNIDO server

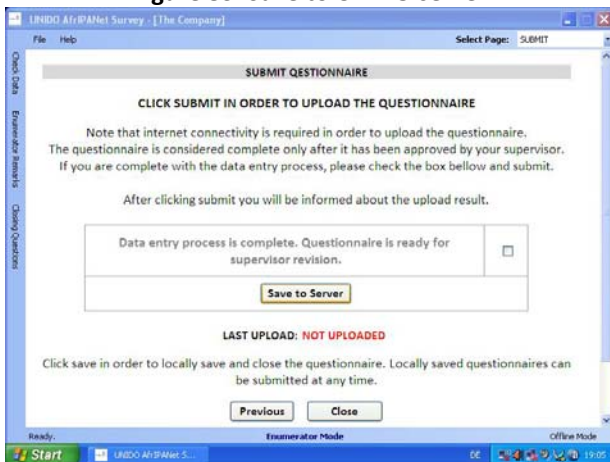
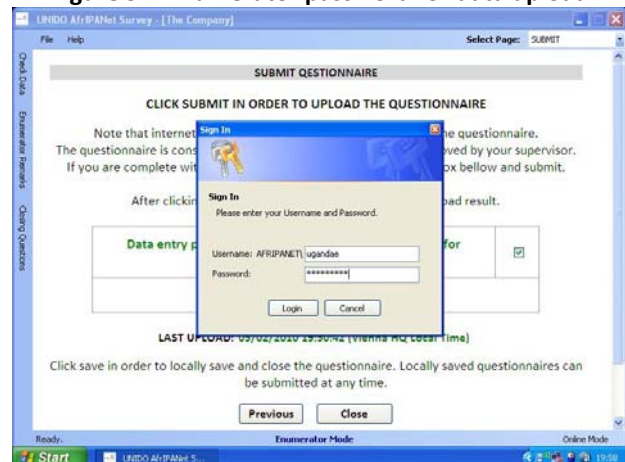


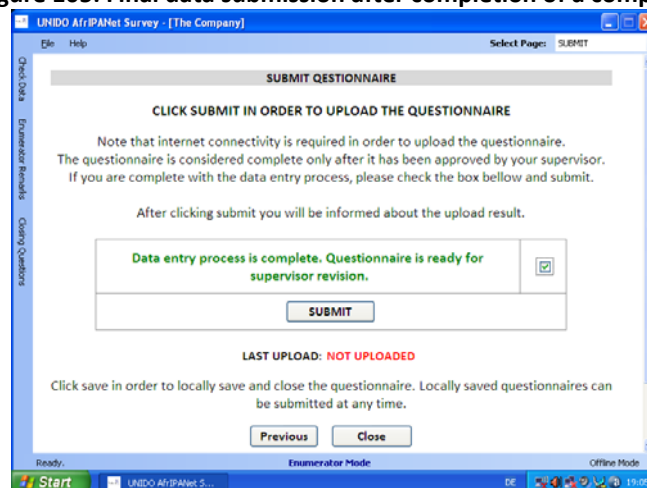
Figure 94: Enumerator password for data upload



It may be the case that you upload one individual company more than once, as you might need to visit that company several times, for example, if the senior manager you interview does not have enough time on the first visit to complete Part 1, or a senior accountant is not available after you have completed Part 1 with the CEO, to complete Part 2. In such a case, you may still save the questionnaire to the UNIDO server in order to be sure that the data is secure on the UNIDO HQ server. So you can upload a questionnaire in several parts and at different times. The UNIDO system automatically recognizes when an additional part of a questionnaire, that has already been partially uploaded, is being uploaded, or if it is a new questionnaire. So you do not need to worry about uploading a questionnaire several times – better uploading it too often than too seldom!

When you do your last upload of a particular company, that is, you have collected all the data that can be obtained from a company and you do not intend to change or add anymore data, select the “Data entry process is complete” checkbox on the last page of the questionnaire and submit the questionnaire one last time. (See Figure 15. Note that the “Save to Server” button changes to “Submit” when you select the “Data entry process is complete” checkbox.) After you selected the “Data entry process is complete” checkbox and conducted a final submission of the questionnaire, your supervisor will know that he should check the questionnaire. In case another person has used the same computer as you to submit data, make sure that you sign out by selecting “File” → “Sign out” before you submit your own data. Otherwise, the questionnaire data you submit will be attributed to the wrong person and you might not get paid for all your hard work!

Figure 105: Final data submission after completion of a company

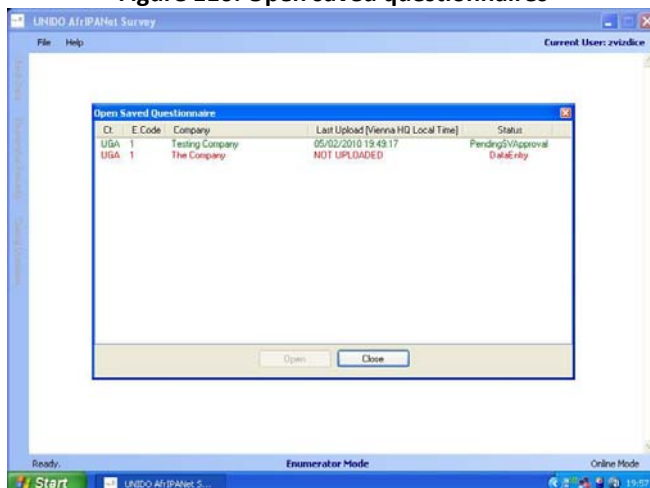


Opening saved questionnaires

If it is necessary to carry out follow-up interviews, or if you need to enter data after the interview, for example, because the company accountant has given you a completed paper-version of Part 2 covering the company’s accounts, you simply open the already existing questionnaire file by clicking the menu “File” in the upper-left corner of the screen and select “Open questionnaire”. A window with all saved questionnaires will appear (Figure 16). As already mentioned, the software automatically saves all data to the local hard drive entered every time you switch between questions, and you can always close and re-open every questionnaire. Select the questionnaire of the company that you want to edit/extend by clicking on it, and then click the “open” button at the bottom of the window. This “Open Saved Questionnaire” window also informs you about the status of the questionnaires: If you have uploaded any questionnaire to the UNIDO server, you see the time and date of the last uploads of each company.² For all companies that are not completed, the information is displayed in red (See the second company in Figure 16), while for all companies where the data entry process is completed and confirmed via the “Data entry process is complete.” Checkbox at the end of the questionnaire, the information is displayed in green (See the first company in Figure 16).

² The time of the upload is displayed according to the time zone of UNIDO’s headquarters in Vienna, Austria (Europe), which might differ from your local time.

Figure 116: Open saved questionnaires



Saving backup files

It is very important that you maintain backups of you questionnaire data from time to time. This means that you have to save the data you have collected on a USB stick, so therefore insert a USB stick into the notebook computer and select “File” → “Backup to ZIP archive”. Figure 17 shows this menu entry, and Figure 18 shows the confirmation after clicking thereon. All data from all companies on this computer is then compressed and saved in one file called “Questionnaire Backup.zip”, which is placed on your desktop and can be copied to the USB stick. (See the desktop in Figure 1 at the beginning of this Chapter, where the backup file is visible on the upper-left side.) If the computer gets damaged or lost, then you have to contact your CTL or supervisor immediately. The backup file will then help to recover the data, but for confidentiality purposes only the CTL and supervisors will be able to open the backup file with a password.

Figure 17: Backup data



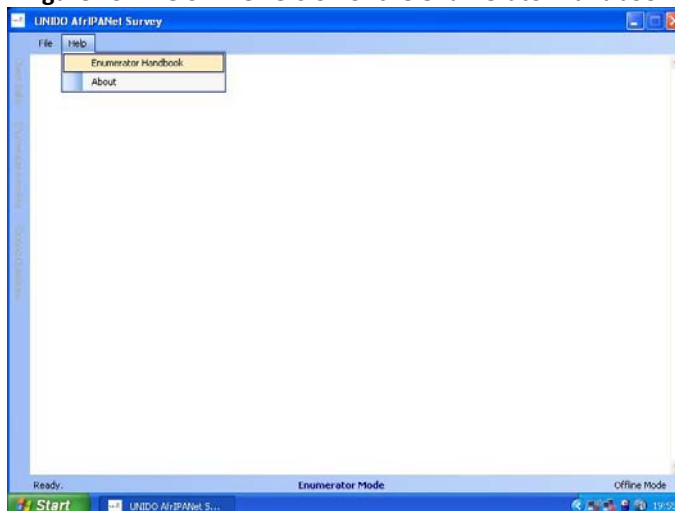
Figure 18: Backup data completed



Electronic version of this handbook

The software also contains an electronic version of this enumerator handbook, available by clicking “help” → “Enumerator Handbook” (See Figure 19)

Figure 19: The online version of the enumerator handbook



5.6 Interview Notes

Company name: _____

Company ID Number: _____

Enumerator ID: _____

Company profile (question 3 of the questionnaire)

Non-response of questions (write question number into the respective column, e.g. 8, 20.2)

Don't know (DK)	Refuse to answer (RF)

Remarks

--

5.7 Interview Check-List

BEFORE THE INTERVIEW

- Take copies of each of the four questionnaires and four show card versions.
- If you are using a computer: Is it charged? The password is “**start1**”. Put it into a bag.
- Write down the company name, address, contact person.
- Write down the company ID number.
- Do you have basic information about the company (manufacturing/services, foreign/domestic)?
- Take a copy of the enumerator introduction letter with you.
- Go through the questionnaire and the manual to refresh your knowledge.
- Before starting the interview, fill in basic data such as the company name, ID number, etc on the questionnaire.

DURING THE INTERVIEW

- Greet politely, introduce yourself, explain the purpose of the interview.
- Explain the benefits of being interviewed: UNIDO services, SPX, ITPO (see Chapter 2).
- Tell your respondent that the information he/she gives you will be used in aggregate form by UNIDO to carry out the analysis in mid-2010. This means absolutely no company level data will be published, just sectoral and country data. The aggregate will be available on an easily-searchable data platform (www.afripanet.org). Every company participating in the survey will be able to use this platform for his/her own market research.
- Show the enumerator introduction letter to your respondent, and ask politely for a business card and write the company survey ID number on the back of the business card.
- Ask if the respondent has received a copy of the ‘showcard’ version of the questionnaire. If not give the respondent the correct show card version.
- Speak clearly and sufficiently loudly and slowly!
- Always make sure you say which question you are at, so that the respondent can follow you on the show card.
- Remember answers to important questions such as company structure. Don’t ask for information which the respondent has already given you. If you do, make sure you apologise for your mistake!
- Take notes on the Interview Notes sheet. Write down if a person does not know an answer or refuses to answer a question.
- Don’t forget to ask the closing questions and contact questions at the end of the questionnaire.
- At the end of the interview, say “Thank you” and “Good Bye” politely.

AFTER THE INTERVIEW

- Fill in any missing data that you have in your written notes, such as contact details from the business card.
- Inform your supervisor/CTL about the outcome of your interview. Did you get all the questions answered, or is a second appointment required, for example with the chief accountant to cover the accounting questions? Any other problems?
- Make sure that you have made an appointment for follow-up visits (if required). Remember, you are the one who has been to the company, so you are the only one that fully knows the situation!
- Re-charge the batteries of the computer (if used)
- If the interview has been carried out with a paper questionnaire only, type in the data into the computer. If you don’t have a UNIDO computer, ask your supervisor/CTL for one.
- Submit/upload the data as often as possible and certainly never later than 48 hours from when you carried out the interview.

6 Questionnaire Manuals

6.1 Module A1: Foreign Investor, Manufacturing Sector

IDENTIFICATION QUESTIONS

1. Does the company have a share of foreign ownership of 10 percent or more?

Comment: This question is crucial in defining whether a company is classified as foreign direct investment (FDI)

2. What percentage of this company's sales/turnover comes from the following?

Comment: The answer to this question is necessary to define which sector the company belongs to. Some companies cover more than one sector, for example, manufacturing and retailing or distribution. Note that the sum of percentages must NOT add up to more than 100%.

3. Please briefly describe the investment history of the company in a few sentences. Describe the foreign investor, the objective of the foreign investor, how the foreign investor started business in this country, and the timing of major investments.

Comment: This question is an icebreaker and is your first opportunity to establish a positive relationship with the respondent. It is designed to give the respondent an opportunity to introduce what he/she thinks are the important characteristics of the company's history and its business objectives. It provides the enumerator with leads as to how to introduce the different sections of the questionnaire that follow. For example, Question 9 covers some of the history of the foreign investment so listen carefully to what the respondent says about the history of the ownership of the company so that you can convey the impression that you have listened in the way you ask Question 9. You can sound more 'conversational' if you have heard him/her talk about any local partner involved in the ownership of the company by repeating the name to confirm that you have understood what was said in Question 3.

Another example, if a respondent says 'the company bought the XYZ company in 2005, which enabled it to go into making agricultural machinery', this means the enumerator should remember and repeat this observation when asking Question 41. Such 'feedback' confirms to the respondent that the enumerator is listening to what he/she is saying and helps motivate the respondent to continue with the interview. Obviously if the enumerator misunderstands the reply, it is necessary to create an opportunity to clarify what the respondent actually meant.

Be careful about the respondent who wants to talk about everything under the sun. You need to establish a friendly but purposeful relationship with respondent. You have a lot of questions to get through and it is vital you maintain the interest and motivation of the respondent. Most people like talking about themselves as long as the person asking the questions appears interested, maintains eye contact and is friendly and patient. "Nudge but don't kick!"

PART I: Company Profile & Investor Perceptions

SECTION A. GENERAL PROFILE OF THE COMPANY

This section consists of questions relating to this company's industrial activities, organizational and ownership structure.

4. Please indicate this company's three main products and their share in total sales?

Main products/services are defined as the type of product or service, which the unit is engaged in producing. If several different production or service activities are carried out simultaneously in the same unit, the three main activities by value should be recorded following the "top-down" method.

Note: The "top-down" method refers to classifying the most valuable activity as (1) and the next as (2) and the next as (3).

5. Please select the sub-sector that best describes this company's main manufacturing/business activity.

Comment: The first example where a list is used. It will take the respondent a little while to read through the list. Be patient. Do not push for an answer! If in doubt, leave blank and complete after the interview is over using information provided for Question 4.

6. When did the initial foreign investment take place?

Comment: This refers to when foreign investors – either individuals or a company – first invested in the company in order to have a management interest in the company. It does NOT refer to passive investment in the share capital or equity of the company without intention to influence the management of the company.

7. What was the foreign ownership share at the time of the initial foreign investment?

Comment: In the next questions it is necessary to understand the term joint venture (JV). A JV is defined as a business enterprise formed between a foreign investor(s) and one or more local companies to undertake a joint business activity. A foreign investment to be classified as a foreign investment must be more than 10% of the joint venture. Do not probe about the precise share ownership here. This comes at Question 15.

8. What was the total value of the initial foreign investment?

This question is seeking to establish what the initial investment was. Record the value of the initial investment in the domestic currency. If the respondent gives a value in an international currency (\$, £, €, etc.) record this but make sure the currency is recorded as well.

9. What was the share of foreign ownership 5 years ago?

This question is seeking to establish whether the foreign investor is increasing or decreasing his/her share in the business. Record the answer as a percentage. The respondent may not know. Encourage him/her to ask colleagues. Record as don't know only if respondent says nobody currently employed by the company knows.

Comment: Questions 10 to 12 are where we first begin to establish the current ownership status of the respondent's company. The main distinction is between a transnational corporation (TNC), sometimes referred to as a multinational corporation (MNC) or simply as a multinational and a private company owned by a foreign entrepreneur (FE) or a family. Question 10 relates to a TNC/MNC.

10. The foreign investor is _____ with Headquarters in _____

Comment: Record the number of subsidiaries. Respondent may refer you to the company's website. Record the web address at Remarks in the Control Data Section at the end of the survey. Still ask for the information, as it is quicker if the respondent tells you. Try "It would be very helpful if you could tell me".

10.2 What is the total value of the parent company's global sales (2007/2008)?

Comment: Record total value of worldwide sales of parent company. This will probably be quoted in a foreign currency: \$, €, £. Again record the value *and* the currency. Respondent may refer you to the company's website.

10.3 What is the percentage contribution, by value, of operations in sub-Saharan Africa to global sales (2007/2008)?

10.4 What is the percentage share of employment of sub-Saharan African operations in the global employment of the parent company?

Comment: These will be estimates, as the respondent may not know exactly what the global sales or employment figures are for the parent company. This is acceptable.

11. This Company is:

A stand-alone operation or Part of a family / group of companies

Comment: This question is the first to focus specifically on private companies that are owned by foreign entrepreneurs (FE) or a family but are NOT formal subsidiaries of a multinational enterprise. However, the respondent's company may have subsidiaries of its own.

These private investors frequently own more than one company. They are typically only linked through an individual or a group of individuals or a family ownership structure. There is no registered holding company that directs the affairs of the individual operating companies.

This question is seeking to identify how many associated companies this company has, that are partly or wholly-owned by major individual shareholders of the responding company in this country. The sister or associated companies are not incorporated as subsidiaries of the respondent's company but its major shareholders directly own a significant portion of voting shares. Family business groups sometimes describe themselves as "Trusts".

The distinction we are interested in is whether the operating company being interviewed is (1) a company with no financial connections with any other company or is (2) associated through its ownership structure with other companies. These companies may be formal subsidiaries or associated companies. They may operate in the same line of business or a different line of business.

11.1 The foreign investor is an individual / family from this country

Comment: This refers to the country of origin of the investor NOT his/her current nationality, though they may be the same.

11.2 The foreign investor has other ongoing operations this country

Comment: These operating establishments may be subsidiaries of the respondent's company or, as noted above, may be associated companies that are only formally linked through individual or family shareholdings and representation on the Board of Directors.

12. Does the company have a local partner?

12.1 Local partner has other ongoing operations: This is a mirror of Question 11.2

12.2 The Local Partner is:

- A Stand-alone operation
- A part of a Family or Group of Companies

Comment: The first alternative refers to any independent local company, whether private or publicly owned.

12.3 The Foreign Partner has:

- Formed this company as a new joint venture with a local partner
- Invested into an existing local company

Comment: This is the second use of the term "joint venture" which is a business enterprise formed between foreign investors and one or more local companies to undertake a joint business activity. Foreign investors to be classified as a "foreign" investment must own more than 10% of the joint venture. Do not probe about the precise share ownership here. This comes at Question 15.

12.4 If the foreign partner has invested into an existing local company, when did this company first start its operations?

Comment: This covers only the case where the foreign investor is investing into an existing company.

13. Is this a Diaspora investment?

13.1 If YES, what is the ownership share of investors who are members of the Diaspora?

13.2 In which country/countries were/are they residents? (List all countries)

Comment: The Diaspora refers to nationals or former nationals of this country currently or previously resident abroad investing in the country. It does not matter if they carry a different passport from their country of origin; they remain members of the Diaspora.

14. Is the general manager or one of the managing directors a major shareholder in this company?

Comment: This question is self explanatory, and applies only to establishments where the largest shareholder is an individual or family member. If so, ask whether that person (largest shareholder) is also the manager of the establishment and record the answer (Yes/No) as appropriate.

15. Please indicate details of the current ownership structure of this company.

Comment: This question is designed to establish the ownership structure of the company by type of shareholder, as a percentage of total ownership. The *first* distinction is whether the shareholder is local or foreign. The second is by type of shareholder. Where the shareholder is a foreign company, or individual(s), or a family, identify the country of origin of all foreign investors.

15.1 Local Ownership

15.1.1 Individual / family local private owner(s) includes private registered companies, individual (sole) owner-managed proprietorships and partnerships where the controlling individual(s)/family members appoint the management.

15.1.2 Publicly listed on the local stock exchange, limited company: Where the local investor is a domestically registered company. The investing company's shares are widely held and managerial control is not exercised by an individual or family holding a major shareholding in the company.

15.1.3 Private limited local company: Where the investor is a domestically registered private company. The investing company's shares are NOT widely held and are not quoted on the local stock exchange.

15.1.4 Government ownership: Record national and local government ownership

15.1.5 Locally based equity fund(s): Where the fund as the investor, owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, an equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next 5-10 years.

15.2 Foreign Ownership

15.2.1 to 15.2.3 are mirror questions of those for domestic firms.

15.2.4 relates to any investment by international financial institutions such as the International Finance Corporation (IFC) or the African Development Bank (ADB) or a foreign government's development agency.

15.2.5 Foreign-based equity fund(s): Where the foreign investor owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, a foreign-based equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next: 5-10 years.

16. Please use the below scale to answer the following questions

16.1 How do you rate this company's performance compared to your overall expectations for this company before the global financial crisis?

16.2 Now, as a result of the global financial crisis, your expectations might have changed. How do you rate this company's current performance compared to your revised expectations?

Comment: The respondent is asked to make a rating of the performance of his/her company over TWO time periods. It is very important to get it right first time!

The trick is to explain the purpose of the rating system; present it, and wait until the respondent looks up from reading it. Do not forget there are two questions here – 16.1 and 16.2.

Never rush the respondent and be prepared to answer questions about the question and the scale. Remember, in many cases, English is not the respondent's first language.

17. Please, indicate the average level of capacity utilization in the company:

Comment: This question is trying to find out how much the company is actually producing as a proportion of what it could produce if everything was working efficiently during the company's normal operating hours. Normal operations may mean 24 hours a day, 7 days a week; or 8 hours a day, 5 days a week or some variation in between.

18. If the production capacity of this company is underutilized under normal circumstances, what is the most important reason?

Select only one

19. What is the average age of your capital equipment (machinery and other equipment used in production)? _____ Years

This is asking for an estimate, not a precise calculation.

20. When was the last major new investment (plant and equipment) undertaken in this company? _____ (YYYY)

20.1 In what did you invest?

20.2 What was the value of this investment?

20.3 What is the annual rate of return OR the payback period for this investment?

Comment: The annual rate of return (RoR), also known as return on investment (RoI), rate of profit or sometimes only return, is an estimate of the ratio of the money made or lost on an investment as a proportion of the amount of money originally invested averaged over the expected life time of the investment. Many managers simply estimate how long it takes for an investment to earn the money originally invested, hence payback period.

21. Do you plan to make any new investments (plant and equipment) over the next three years?

Comment: Do not forget to include the VALUE

22. Do you expect to expand your operations by investing in:

Comment: Do not forget to include the VALUE

23. Does the company operate under a:

Management Contract: Exists when another company has a contract and is paid a fee to manage some aspect of the operations of the respondent's company. Management contracts are common in the hotel industry. For example, the Hilton Group may have a contract to manage a hotel on behalf of the investment company that owns the building. This contract allows the hotel owners to use the Hilton Brand, benefit from Hilton's global marketing and reservation system and buying power for inputs; and Hilton will supply the senior management team.

License Agreement: The respondent's company may license the use of a brand name or patented technology from another company for a fee. **Franchising** is a special form of licensing common in the service sector, where by the company buying a franchise acquires the right to exploit a complete business concept and usually includes marketing support, product and process technology.

Do not forget to include the annual fee paid for the management contract or license.

24. In the last financial year (2007/2008), what was the total

24.1 Value of **Sales Turnover**: the total amount sold within a specified time period (2008)

24.2 Value of **Exports**

24.3 Value of the **Total Wage Bill** including supplementary benefits: By this it is meant what the company paid in total to its employees in salary and benefits.

24.4 Value of **Fixed Assets**: also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash.

24.5 Number of **Full-Time Employees**: Self-Explanatory

24.6 Expenditure on **Advertisement**: Self-Explanatory

NOTE: The last financial year is 2007/2008. If the company's financial year is the calendar year, it is 1 January 2008 to 31 December 2008.

Comment: Questions 24-29 are very important and cover the main business operating parameters of the company. Please make sure all values are recorded accurately. Some values may be reported in an international currency (\$, £, €, etc.). Please make sure you report the currency when NOT the local currency

25. What was the growth rate of sales, exports and number of full-time employees in the financial years 2005/2006 and 2006/2007? Or alternatively, what was the value of sales, exports and the number of full-time employees in the financial years 2005/2006 and 2006/2007?

In this question fill out either the growth rate as a percentage OR the value in numbers. NOT both. If you fill out the growth rate be very careful to note if the rate is an increase or a decrease. Use (+) or (-) accordingly to indicate increase or decrease.

26. What is the expected growth rate of sales, exports, and the number of employees in the financial years 2008/2009 and 2009/2010? Or alternatively, what is the expected value of sales, exports and the number of full-time employee in the financial years 2008/2009 and 2009/2010?

In this question fill out either the growth rate as a percentage OR the value in numbers. NOT both. If you fill out the growth rate be very careful to note if the rate is an increase or a decrease. Use (+) or (-) accordingly to indicate increase or decrease.

27. During the last three financial years, what was the average annual:

27.1 Net Profit Margin Before Taxes – Net Profit is often referred to as the bottom line, is calculated by subtracting a company's total expenses from total revenue, thus showing what the company has earned (or lost) in a given period of time (usually one year). To find the Net Profit Margin take the Net Profit before taxes, divide it by total revenue and multiply the sum by 100%. Do not try to do this calculation during the interview. Write down the numbers and calculate the figure afterwards.

27.2 Write down the interest rate the company pays for long-term loans.

27.3 Write down the interest rate the company pays for short-term credit

28. What is your forecasted average profit margin for the next three financial years _____%

Here it is important to understand that we are asking for the average margin over the next three years to find out what the respondent estimates the market will be like. The average over three years is likely to provide a more accurate forecast than over just one year.

29. What was the total tax payment during the last financial year 2007/2008?

30. For your main product sold in the domestic market, does your main competition come from:

Imports, Locally owned manufacturers or Foreign Owned Companies. NOTE: Choose only ONE

31. Which investment incentives did this company receive? Which one was crucial? What was the value of the incentives received in the last financial year (2007/2008)?

Comment: The respondent is asked to (1) report the investment incentives the company received (2) identify the most important investment incentive available to his/her company in this country; and (3) the value of each type of incentive received last year.

If the respondent says the company receives NO INCENTIVE do NOT complete any of the columns

Remember to explain the purpose of the table and wait until the respondent looks up from reading it. Never rush the respondent and be prepared to answer questions about it. Remember, in many cases, English is not the respondent's first language.

SECTION B. FOREIGN INVESTOR HISTORY

This section is seeking to find out why the company invested in the country and is a preparation for exploring the company's experience of the investment promotion services available in the country in Section C.

COMMENT: It is also important to find out the depth of knowledge of the respondent about the history of the company.

32. Were you involved in the initial decision to invest in this country?

Comment: This question is designed to establish the depth of the respondent's knowledge about the history of the company

33. What was the main motivation behind the foreign investor's decision to invest in <country>?

Comment: The respondent should choose only ONE alternative.

34. What best describes the way in which the initial investment took place?

Comment: The respondent should choose only ONE alternative.

35. How did the foreign investor initially become aware of investment opportunities in this country?

Comment: The respondent should choose only ONE alternative.

SECTION C. INVESTMENT SUPPORT SERVICES

This section consists of questions related to Investment Promotion Agencies of this country and the provision of investment support services.

Comment: This section is one of the most important parts of the questionnaire and it is also quite complicated, since we are attempting to evaluate the different aspects of the investment process and interactions between the investor and the investment promotion agency (IPA) in the country. Some companies will have had no contact with the IPA because they have been well established for many years in the country or operate in the services sector where registration is handled by a specialist agency. For example, banks by the Central Bank and insurance companies by the Insurance Regulator. Enumerators should be sensitive to whether the respondent has had any real contact with the IPA. Beware of forcing an answer from the respondent. When in doubt leave blank.

36. Has this company registered or been assisted by IPA?

Ask if the Company has been registered or was provided with a certificate by an IPA in the country. If the answer is yes, record the response accordingly by ticking the box, and go through question 36.1 to 36.5. Questions 36.1 to 36.5 are clear. If the answer to question 36 is NO, then tick the NO box and go to question 37.

Please note that, with respect to the IPA, "registered" means the company's existence is recorded by the IPA. It does NOT mean the company has in anyway been evaluated or tested by the IPA.)

37. If you have not registered or been assisted with the IPA, please indicate why not [Select only one]

The respondent should choose only ONE alternative.

38. In total, how long did it take this company to obtain all the licenses and permits necessary to start its operations? _____ days (approximately)

Ask the respondent to calculate how many days it took from when the company made its first application for a license until when it received the last license/permit necessary for it to start operations.

39. Rank the three most important improvements or additional services you think the IPA should include in their range of services?

Rank by order of importance, with Number 1 being the most important and so on.

40. Please answer the following questions using the scales provided:

GO TO 41 if this company was established before 2003, and there was no major investment after 2003.
ANSWER part i of 40 if this company was established before 2003, but there was a major investment after 2003.

ANSWER all of 40 if this company was established after 1 January 2003.

First ask the respondent to read the question. Answer any questions he/she has. Then ask him/her to answer Column A: How important is each of the business information services listed in the question for his company's operations. If the business service is considered to be important (3), very important (4) or crucial (5); ask if any of these services were provided by the IPA. Whenever the response is YES, tick the box for the service concerned, and proceed down the list of questions until question 40.17 is reached. Now, for every question the respondent answered YES to, record the respondent's rating of the service provided by the IPA.

SECTION D. REGIONAL AND INTERNATIONAL TRADE

This section consists of questions related to the company's regional and international trade and business activities.

The following questions 41-48 apply only to investors that export or have the intention to export. Otherwise, go to question 49

41. What do you consider to be the most important barriers to starting or expanding this company's export activities within Africa and/or outside of Africa? (Select only one in each column)

This question is designed to identify what each company considers to be the most important barriers to expanding their export sales. The interviewer should ask the respondent to identify only the one most important barrier within Africa and the one most important barrier outside Africa. They may be the same barrier.

42. Are you familiar with any of these international trade agreements? If YES, please evaluate how important they have been in stimulating/expanding your exporting activities.

Ask the respondent if he/she is familiar with any of the International Trade Agreements listed. Tick the box for yes or no for awareness of each International Trade Agreement. If YES, ask him/her to rate the importance of the Agreement for his/her company on the scale from 1-5.

43. Are you familiar with any of these regional trade agreements? If YES, how important have they been in stimulating/expanding your exporting activities?

Ask the respondent if he/she is familiar with any of the Regional Trade Agreements listed. Tick the box for yes or no for awareness of each Regional Trade Agreement listed. If YES, ask him/her to rate the importance of the Agreement on the scale from 1-5.

COMESA – Common Market for Eastern and Southern Africa
 EAC – East African Community
 ECOWAS – Economic Community of West African States
 SADC – Southern African Development Community
 UEMOA - Union économique et Monétaire Ouest Africaine
 CEMAC - Communauté économique et monétaire de l'Afrique Centrale
 ECCAS – Economic Community of Central African States

44. What is the most important aspect of Regional Trade Agreements for this company's business operations? (Select only one)

If a respondent acknowledges that RTAs/RECs have influenced his/her company's operations, the respondent should be asked to choose one of the benefits listed. If the respondents company is not influenced for RTA/RECs the respondent should choose 44.8 No Benefits.

45. In the last financial year, what percentage of your company's total sales was:

This question is intended to distinguish export sales from domestic sales (45.1 and 45.2 from 45.3) as percentages of total sales. The sum of 45.1, 45.2, and 45.3 should equal 100%.

Sold in domestic market:

Directly exported: This refers to goods that are directly exported to another country by the respondent's company to the customer.

Indirectly exported: This refers to goods that are bought by an exporter or wholesaler and exported independently of the producer.

46. Out of this company's direct exports in the last financial year, what percentage, by value, was supplied to its foreign parent company/foreign partner or its other subsidiaries?

Give the answer as a %

47. What were the percentage shares of this company's exports to the following destinations, in terms of value, during the last financial year:

The percentage share of the company's exports to the countries on the list during the last financial year should be recorded here. The percentages recorded under 47.1 to 47.9 should add up to 100%. Please note: Taiwan is classified as "Other Asia". Hong Kong and Macau are part of "China".

48. If the company exported to sub-Saharan Africa, please indicate the three most important sub-Saharan Africa country destinations, and their percentage shares in your total exports, in terms of value, during the last financial year:

South Africa should be excluded from Sub-Saharan Africa in this question. Otherwise self-explanatory.

49. What were the percentage shares of the following countries and regions in this company's expenditure on direct imports, by value, during the financial year 2007/2008:

The percentage shares by value of the listed countries / regions in the company's expenditure on direct imports, during the last financial year, should be recorded here. The percentages recorded should add up to 100%. Please note: Taiwan is classified as "Other Asia". Hong Kong and Macau are part of "China".

50. If this company imports from sub-Saharan Africa, please indicate the three most important sub-Saharan African countries as sources for these imports and their percentage shares of your total imports last financial year:

South Africa should be excluded from sub-Saharan Africa in this question.

SECTION E. LINKAGES WITH SUPPLIER AND BUYER

This Section consists of questions related to this company's relationships with its suppliers and buyers and the procedures used in performance monitoring and feedback.

51. Please answer the following questions related to your suppliers (excluding utility providers, such as power and telephone companies):

Fill in the numbers (or percentages for 51.3) in the boxes to the right of the question. The first column refers to suppliers from overseas; the second column to domestic suppliers.

52. What percentage of production inputs by value, was procured through the following supply channels during the last financial year:

Make sure 52.1 to 52.5 adds up to 100%.

53. What is the share, by value, of the following type of suppliers?

53.1 Distributors/Wholesalers

53.2 Manufacturers

54. Do you have a special department for:

54.1 Local Sourcing: Does the company have a department with responsibility for buying some or all of the company's supplies of goods and materials from local suppliers in the country? If YES don't forget to record the annual budget of the department

54.2 Local Supplier Development: Is there a unit or department in the company with responsibility for working with local suppliers to meet the company's requirements in terms of quality standards and production schedules? If YES don't forget to record the annual budget of this department

55. Does your company interact with local suppliers/sub-contractors with the intention of helping them to improve their operations in any of the following ways: [multiple answers allowed]

Don't forget to record expenditure on helping local suppliers and contractors

56. Does this company contract-out work to other companies, such as manufacturing operations or providing business services in this country?

Record whether the company sub-contracts manufacturing operations or business services to other companies.

If YES, record the breakdown by:

56.1.1 Total value of contracted out work in 2007/2008;

56.1.2 Value of manufacturing operations sub-contracted out during 2007/2008 (e.g. manufacture of sub-components or equipment),

56.1.3 Value of business support services

57. Please provide the names of your three most important suppliers or sub-contractors of locally sourced goods and their location in this country:

If the company is reluctant to supply this information DO NOT push the respondent to answer.

58. What is the most important factor that influences the decisions for local procurement? (Select only one)**59. What is the most important factor that influences decisions to cancel or not enter local procurement contracts? (Select only one)****60. What are the shares of the following buyer types in your total sales?**

Make sure the percentages add up to 100%.

61. Does your company undertake sub-contract work, such as manufacturing operations, or business services for other companies in this country?

This is a mirror question of Question 56. Here we are interested in finding out whether the company acts as a sub-contractor for other companies or customers.

61.1.1 Total value of all work undertaken as a sub-contractor in the last financial year 2007/2008.

61.1.2 Total value of manufacturing operations undertaken as a sub-contractor in financial year 2007/2008 (e.g. manufacture of sub-components or equipment).

61.1.3 Total value of non-industrial services undertaken as a sub-contractor in financial year 2007/2008 (e.g. security, accounting or catering services).

SECTION F. ORGANIZATIONAL RELATIONSHIPS

If the company is a wholly-owned subsidiary of a foreign firm: PLEASE ANSWER QUESTIONS 62 and 63

If the company is a joint venture between a foreign firm and a local firm: PLEASE ANSWER QUESTIONS 64-66

If the company is owned by an individual foreign investor: PLEASE ANSWER QUESTIONS 67 and 68

COMMENT: In this section we are trying to find out how much freedom of action the respondent's company has in making various managerial decisions. By this point in the interview it should be clear whether respondent's company is a subsidiary of a multinational company (then answer questions 62 and 63), a joint venture (then answer questions 64 to 66) or an individual foreign investor (then answer questions 67 and 68).

62. Please rate the decision-making power of the local management on the following decisions of the local unit?

Explain the five different levels of the rating scale to the respondent. This question is only for companies that are wholly owned subsidiaries of foreign firms and seeks to find out about the decision making power of the management of the local company in NINE different situations.

63. How important is the assistance of the foreign parent company in the following areas?

Explain the SIX different levels of the rating scale to the respondent. This question is only for companies that are wholly owned subsidiaries of foreign firms. Don't forget ZERO for No Influence is a possible answer

64. How does the foreign partner influence this company? (Please check as many as applicable)

This question is to be answered only by companies that are joint ventures between foreign and local firms. In this question, the respondent is asked to indicate if the foreign partner has influenced the company in any of the ways listed in 64.1-64.5. The respondent can make multiple choices.

65. How much decision-making power does the local management have over the following decisions of the local unit vis-à-vis the foreign partner?

This question is to be answered only by companies that are joint ventures between foreign and local firms. Explain the five different levels of the rating scale to the respondent and ask him/her to rate the decision making power of the local management in each of the NINE different situations.

66. How important is the assistance of the foreign partner and the local partner in the following areas?

This question is to be answered only by companies that are joint ventures between foreign and local firms. Explain the SIX different levels of the rating scale to the respondent. Then ask the respondent to rate the importance of the assistance received from (1) the foreign partner(s) and (2) the local partner(s). Don't forget ZERO for No Influence is a possible answer.

67. How important is the expertise of the foreign owner to the company in the following areas?

This question is to be answered only by companies that have an individual foreign owner. Explain the five different levels of the rating scale to the respondent.

68. If the owner has other ongoing operations as a part of family or business group/trust, how important is the assistance to this company of other associate companies in the business group in the following areas?

This question is to be answered only by companies that have an individual foreign owner. Explain the five different levels of the rating scale to the respondent.

SECTION G. LOCATION FACTORS**69. Please indicate the importance to your company of the following location factors to continue to operate/expand investment in this country:**

This question is designed to find out what are the important factors that influence whether a company continues to operate in a particular location and to seek the respondent's opinion as to whether the 12 factors have changed over the past THREE years. Explain the different levels of the TWO rating scales to the respondent. Remember to ask the respondent for both the importance of each location factor and whether they have changed over the last three years.

PART II: Information from the Company's Accounts

The following sections cover questions relating, first, to the company's labour-force profile and, then, basic information from the company's accounts: turnover and expenditure on inputs and fixed assets. You may need the assistance of your Human Resources Manager in completing Section G or the Chief Accountant in completing Section H.

SECTION H. LABOUR-FORCE PROFILE

70. Please indicate the average number of full-time and part-time employees with their average weekly work hours per employee over the last financial year (2007/2008).

70.1 includes all paid employees whether full-time or part-time or contracted workers

70.2 Self-Explanatory

70.3 includes all local outsourced or contract employees or workers

70.4 Self-Explanatory

71. How many of the total permanent full-time employees were:

Use the table to fill in the **TOTAL** number of employees/workers under each category. Then ask the number of female employees and foreigners employed in each category.

Please note: production workers include all manual workers directly employed in production activities.

72. What was the average number of production shifts per day during the last financial year?

Self-Explanatory

73. What was the average monthly wage/salary paid to each of the following categories of employee during the last financial year (2007/2008)?

Here the respondent is most likely to answer in terms of the local currency. Make sure it is the **MONTHLY** wage and record it accurately.

74. Does your company provide formal internal / external training to its employees?

If YES, please ask for the company's total expenditure in the last financial year 2007/2008 on training, distinguishing between (1) internal and (2) external training. Then ask for expenditure on the three types of employees / workers.

Internal training refers to training on the company's own premises. External training is training supplied by a training institutions or training company outside the company's premises, for example, in a purpose built training centre or a technical college or a university.

75. How many unpaid workers did your company have on average during the last financial year? (*Unpaid family workers and apprentices, etc.*)

SECTION I. TURNOVER, WORKING CAPITAL AND FIXED ASSETS**76. Please state the end of the financial year covered by this questionnaire: _____ (month)
_____ (year)**

Every company might have a different financial year. This means the year that is covered by an accounting period might not be the same as a calendar year, but might start e.g. in July and goes to June of the next year. Therefore, we need to know the exact dates of the last financial year in order to understand the accounting figures and to aggregate the data from individual companies into sector- and country-wide groups. Note that throughout the questionnaire, several questions ask for figures about the "last financial year" without specifying this year further. Only by asking the end of the financial year covered by this questionnaire, it is possible to link all figures in the questionnaire to a particular time period.

77. Is this company's production subject to seasonal variation? (If NO, go to question 78)

This question is intended to establish whether there are any months when the establishment's production is significantly below the monthly average, for example, as a result of the 'rainy' or 'dry' season.

77.1 If YES, please ask during how many months was the company producing during 2008

77.2 record the main reason for the seasonal fall-off in production.

78. What was the value of your annual sales and other receipts during the last fiscal year (2007/2008) under the following headings?

These items comprise the various amounts invoiced by the company by value during the last financial year (2007/2008) and correspond to sales of products and services, receipts from goods bought for resale purposes, receipts for contract work carried out for customers and delivery of industrial services and receipts for other non-industrial services.

Note: The value of sales turnover recorded should exclude VAT and other similar deductible taxes directly linked to sales turnover but include the value of all other invoiced charges passed on to the customer (e.g. transportation and packaging cost), even if these charges are listed separately in the invoice. This applies to all items detailed below.

78.2 Sales of goods manufactured: The market value of production, excluding value added tax (VAT) during the financial year.

78.3 Sales of goods bought for resale: This item includes the sales turnover of goods and services purchased for resale by the establishment; excluding value added tax (VAT). It also includes the value of any goods disposed of through barter trade

78.4 Receipts for contract work done for others on their materials: This item covers contract and commission work, that is, when work is carried out by this company on behalf of customers or clients, using materials supplied by the customer or client for processing, assembling or fabricating materials as specified in a contract or order from the customer or client, excluding value added tax (VAT).

78.5 Receipts from industrial services: This item covers industrial services provided to other companies or customers for a fee. It includes maintenance, repair and installation (except construction) and materials testing services and research and development work, excluding value added tax (VAT).

78.6 Receipts from non-industrial services: This includes the rental or lease of machinery, equipment, and buildings, revenue from sales of scrap, commissions from the arrangement of financing, receipts from the storage of goods and warehousing, and commissions and other charges not related to the main economic activity of the establishment, excluding value added tax (VAT).

If the breakdown of sales turnover and receipts is not available, the total value of sales turnover and receipts for the financial year 2007/2008 should be recorded here.

79. What was the total value of the following inputs purchased during the last financial year:

79.1 Total value of inputs purchased: the value of all goods and services purchased during the last financial year for resale or for consumption in the production process. The goods and services concerned may be either resold with or without further processing, completely used up in the production process or, finally, be held as stock.

79.2 Raw materials and supplies purchased: all goods (excluding fixed assets) delivered to the company during the last financial year and owned by the company. The time period when goods should be considered as received is when the company took economic ownership of the goods. In general, this coincides with the time of acquisition of title or the time of invoicing.

79.3 Cost of contract and commission work done by others: This item covers payments made for work that is outsourced from other companies or self-employed individuals. It covers all work carried out by others, on materials owned by the company and generally entails the transformation or processing of materials and specialized work on products made by the company. Also included are payments made through subcontractors to temporary workers not on the payroll.

79.4 Cost of goods bought for resale: This item includes the value of all goods and services purchased from other enterprises for resale without transformation or processing.

79.5 Purchased fuel: The selection of individual fuel types will be determined by national usage. The following is a suggested list of principal fuel types: (a) coal, (b) coke, (c) crude oil, (d) natural gas, (e) petroleum products e.g. diesel, paraffin, petrol (f) biomass and (g) other fuels.

79.6 Purchased electricity: This item includes the cost of all electricity purchased by the company during the last financial year. It does not include self-generated electricity.

79.7 Purchased water: This item is defined as the total cost of all water purchased for business purposes during the last financial year.

79.8 Other operating costs: This item covers payments made, (less deductible value added tax VAT), during the last financial year for services including: (a) telecommunications; (b) transport services; (c) advertising and promotional services; (d) financial services (excluding interest payments); and (e) other non-industrial services, such as payments for legal services, accounting and book-keeping services, managing and consulting services, entertainment, travel and subsistence, contributions to business and professional associations, cost of meetings of the board of directors and shareholders.

80. What were the sources of working capital and fixed assets for this company during the last three financial years?

Working capital: Day-to-day operating liquidity. The two most important sources of working capital and their share in the financing of total working capital should be recorded

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

81. What was the value of the stock of your company at the beginning and end of the last financial year (2007/2008) for each of the following items?

This information is required in order to calculate changes in the value of company inventories of stock and is the difference between the value of inventories at the end and the beginning of the last financial year (2007/2008). These values can be positive or negative.

81.2 Materials and supplies: This item comprises all materials and components that go into production; and materials used to maintain the production plant and machinery; buildings and offices and other consumable supplies.

81.3 Work in progress: This item refers to the value of output that is not yet sufficiently processed to be in the state in which it is normally supplied to customers.

81.4 Fuel: the total value of the inventory of all fuel held by the company

81.5 Finished goods: This item includes only the value of finished goods produced by the company and held in stock prior to dispatch to customers.

81.6 Goods and materials bought for re-sale: This item includes the value of all goods purchased by a company for the purpose of reselling them in the same condition to customers as received (e.g. by a retailer or wholesaler).

82. What was the total value of current assets of this company at the end of the last financial year (2007/2008)?

Current Assets are assets on the company's balance sheet that are expected to be sold or otherwise used up within one year (or one business cycle). These include, for example, cash, accounts receivable, inventory, etc

83. What was the value of this company's liabilities at the end of the last financial year (2007/2008)?

Total Liabilities are the total of **current liabilities** and those that can be classified as **long term liabilities**- such as bonds, mortgages and loans that are payable over a longer term (exceeding one year).

FIXED ASSETS

84. What was the value of the fixed assets of this company in the last financial year (2007/2008)?

The value of fixed assets at the beginning and at the end of the last financial year should be recorded for each type of asset.

Value of assets acquired during the last financial year – This refers to the value of new fixed assets, and additions and improvements to existing fixed assets, including those made by the company's own labour force.

84.1 If no breakdown of fixed assets is available, the total value of fixed assets at the beginning and end of the last financial year should be recorded together with the value of assets acquired during the year.

84.2 Land improvements: Land improvements include activities that lead to significant improvements in the quantity, quality or productivity of land, or prevent its deterioration, such as land clearance, land contouring, creation of wells and watering holes, etc. on the company's land holdings.

Buildings and other construction: Dwellings, other non-residential buildings such as warehouses and industrial buildings, and commercial buildings, and structures other than buildings, include the cost of roads, sewer, etc.

84.3 Machinery and equipment: Excludes transport equipment, information, communication and telecommunications (ICT) equipment.

84.4 ICT equipment: Computer hardware and telecommunications equipment

84.5 Transport equipment: Company-owned transport equipment, such as motor vehicles, tractors and trailers, ships; railway locomotives and rolling stock; aircraft and motorcycles, bicycles, etc.

84.6 Intellectual property: The result of research, development, investigation or innovation activities by the company that leads to knowledge, which can be licensed to other companies. Use of the intellectual property is restricted by means of legal or other protection. Examples of intellectual property include the output of research and development, mineral exploration and evaluation, or the development of computer software and databases.

85. How does this company mainly acquire capital goods (machine tools, production machinery, IT hardware, etc)? [Choose only one]

86. During the last three years, what was the average annual amount spent on technological upgrading through

86.1 Adaptation of Technology

86.2 Research and Development

NOTE Please make sure you record the currency the respondent uses to report expenditure on technological upgrading as well as the value of this expenditure.

SECTION J. ENERGY CONSUMPTION

87. Which of the following fuels does your company consume and what was the quantity of those fuels consumed in the last financial year?

88. What was the total amount of electricity consumption during the last financial year? _____ MWh

Self-Explanatory

89. What was the total cost of electricity consumption from grid during the last financial year?

The Power Grid is the network of power lines that distributes power from power stations and other power generators to your company's facilities.

90. Do you own or share a generator?

Self-Explanatory

SECTION K: CLOSING QUESTIONS

91. Have you participated in UNIDO's Foreign Investor Survey in 2005?

UNIDO has conducted its last Investor Survey in 2005 with a focus on foreign-owned companies in 15 sub-Saharan African countries. The current survey covers more than 20 sub-Saharan African countries and also includes domestic-owned companies.

92. Would you be interested in receiving a report of this year's study?

Besides publishing aggregated (i.e. sector-level) data on the Monitoring Platform, UNIDO will also write a report to be published in 2010. The company can receive a pdf-version or a printed version of the report.

93. Would you be interested in having support for building partnerships in the following areas [multiple answers up to three allowed]:

As already explained in Chapter 2, companies that participate in the survey can benefit from various partnership and investment services. There exist various potential collaboration areas, and the respondent should select up to three most important areas. Some of the listed services are provided by UNIDO in the form of the SPX programme (Subcontracting and Partnership Exchange) and the ITPOs (Investment and Technology Promotion Offices). Other listed items are services provided by national institutions such as Investment Promotion Units, Chambers, and Ministries of Industry, Trade and Commerce.

SECTION L: CONTACT AND REFERENCE SECTION

Comment: Questions 94-104 ask for contact and personal details of the respondent

94. Name of the respondent to this questionnaire:

95. Years of experience in this company:

96. Years of experience in this sector:

97. Please indicate the highest level of education that you have completed?

98. Position (Please check the relevant box indicating your position within the company)

99. Contact address: [ENUMERATOR: You may need to ask for a business card and attach instead]

100. Telephone No 1:

Telephone No 2:

101. Cell phone No 1:

Cell phone No 2:

102. Fax number:

103. E-mail address:

104. Company website:

Comment: The following question asks which company-level data the respondent wants to make public on the Monitoring Platform. Make clear to the respondent that the standard process implies complete confidentiality. However, as explained in Chapter 2, there are several ways in which a company can use the Monitoring Platform to promote its products/services and to look for business partners. For this purpose, the following question asks whether the respondent agrees in publishing some basic company-level data. To help you explaining this question, the following text is inserted into the questionnaire:

This is a completely anonymous questionnaire. You will have privileged access to the Investment Monitoring Platform to analyse investment trends and to identify business opportunities. However, you can choose a certain amount of visibility in order to benefit from the promotion aspects of the Monitoring Platform. This includes promoting your company, establishing business linkages, conducting market research and receiving business support.

105. You can choose the following information to be visible on the Investment Monitoring Platform:

- Name, contact and products (ISIC code)
- Size (sales, number of workers)
- Exports (markets, volumes)
- Investment support services required (to be contacted by IPA)
- None

Note: What is meant here is that the questionnaire is confidential, meaning that no company-level data will be published. However, a company might actually wish to be openly listed on the platform to present itself. For example, if a potential investor conducts research on the beverages sector in a certain country, then a bottle producer might wish to be seen in order to seek cooperation with the potential investor.

“Privileged access” means that participating companies will have wider options to access the data and conduct own research. However, basic access will be given to every company, as UNIDO wishes to disseminate the survey results as much as possible.

Enumerator’s visit	1st	2nd	3rd
106.Date	____/____/____	____/____/____	____/____/____
107.Result Code*	_____	_____	_____
108.Time taken to complete the questionnaire	_____ minutes	_____ minutes	_____ minutes

At this point, the interview ends! Say “Thank you” to the respondent and briefly repeat the benefits of being part of the survey (see Chapter 2). After leaving the company, fill in the control data section below and report to your supervisor.

SECTION M: CONTROL DATA

**Result codes:*

<i>Completed:</i>	1	<i>Cannot be located:</i>	6
<i>Not completed</i>	2	<i>Out of scope:</i>	7
<i>Postponed:</i>	3	<i>Other (specify):</i>	8
<i>Refused:</i>	4	_____	
<i>Closed:</i>	5		

	Enumerator	Supervisor	Data entry
109.Name	_____	_____	_____
110.Date Completed	____/____/____	____/____/____	____/____/____
111.Entry verified	_____	_____	_____

Remarks: (Enumerator) _____

Remarks: (Supervisor) _____

6.2 Module A2: Domestic Investor, Manufacturing Sector

IDENTIFICATION QUESTIONS

1. Does the company have a share of foreign ownership of 10 percent or more?

Comment: This question is crucial in defining whether a company is classified as foreign direct investment (FDI)

2. What percentage of this company's sales/turnover comes from the following?

Comment: The answer to this question is necessary to define which sector the company belongs to. Some companies cover more than one sector, for example, manufacturing and retailing or distribution. Note that the sum of percentages must NOT add up to more than 100%.

3. Please briefly describe the investment history of the company in a few sentences. Describe the foreign investor, the objective of the foreign investor, how the foreign investor started business in the country, and the timing of major investments.

Comment: This question is an icebreaker and is your first opportunity to establish a positive relationship with the respondent. It is designed to give the respondent an opportunity to introduce what he/she thinks are the important characteristics of the company's history and its business objectives. It provides the enumerator with leads as to how to introduce the different sections of the questionnaire that follow. Be careful about the respondent who wants to talk about everything under the sun. You need to establish a friendly but purposeful relationship with respondent. You have a lot of questions to get through and it is vital you maintain the interest and motivation of the respondent. Most people like talking about themselves as long as the person asking the questions appears interested, maintains eye contact and is friendly and patient. "Nudge but don't kick!"

SECTION A. GENERAL PROFILE OF THE COMPANY

This section consists of questions relating to this company's industrial activities, organizational and ownership structure.

4. Please indicate this company's three main products.

Main products/services are defined as the type of product or service, which the unit is engaged in producing. If several different production or service activities are carried out simultaneously in the same unit, the two main activities by value should be recorded following the "top-down" method.

Note: The "top-down" method refers to classifying the most valuable activity as (1) and the next as (2) and the next as (3).

5. Please select the sub-sector that best describes this company's main manufacturing/business activity.

Comment: The first example where a list is used. It will take the respondent a little while to read through the list. Be patient. Do not push for an answer!

6. When did this company start its operations in this country?

Comment: This refers to the date when production started

7. What was the total value of the initial investment?

Comment: First question to ask for a value. Always record value in local currency units, unless the respondent quotes values in Dollars, Euro or other international currency. Never try to convert between currencies. Do record the currency if it is not the local currency.

8. Does the company have other ongoing operations?

Comment: Companies traded on the local stock exchange or private companies may own and manage subsidiary companies that engage in business activities in the domestic economy or operate in other countries. These subsidiary operations are owned and managed by a 'parent' company.

Private investors may choose to control and manage their various businesses through a holding company but, frequently, private owners prefer to use a more informal structure for controlling their various business and commercial interests. In this case, companies are linked only through an individual, or a group of individuals, or a family ownership structure. There is no registered holding company that directs the affairs of the individual operating companies. Family business groups that own a number of associated companies in this way sometimes describe themselves as "Trusts".

The distinction we are interested in is whether the operating company being interviewed is (1) a company with no financial connections with any other company or is (2) associated through its ownership structure with other companies.

These operating establishments may be subsidiaries of the respondent's company or may be associated companies that are only formally linked through individual or family shareholdings and representation on the Board of Directors. They may operate in the same line of business or a different line of business.

Please record the number of business establishments under each of the three categories. Please note that South Africa is in sub-Saharan Africa. The respondent may not know the value of the establishments. An estimate will do. Make sure you record the currency this value is reported in, where the currency is not the local currency e.g. \$, £, €, etc.

9. Is this a Diaspora investment?

Comment: The Diaspora refers to nationals or former nationals of this country, currently or previously resident abroad, investing in this country. It does not matter if they carry a different passport from their country of origin; they remain members of the Diaspora.

9.2 We are interested in finding out where major Diaspora investors used to live before returning to this country e.g. USA, France, UK etc. Some may still consider themselves to be residents of the country where they lived before returning here as investors.

10. Is the general manager or one of the managing directors a major shareholder in this company?

Comment: This question applies only to establishments where the largest shareholder is an individual or family member. If so, ask whether that person (largest shareholder) is also the manager of the establishment and record the answer (Yes/No) as appropriate.

11. Please indicate details of the current ownership structure of this company.

Comment: This question is designed to establish the ownership structure of the company by type of shareholder, as a percentage of total ownership.

11.1 Individual / family local private owner(s) includes private registered companies, individual (sole) owner-managed proprietorships and partnerships where the controlling individual(s)/family members appoint the management.

11.2 Publicly listed on the local stock exchange, limited company – Where the local investor is a domestically registered company. The investing company's shares are widely held and managerial control is not exercised by an individual or family holding a major shareholding in the company.

11.3 Private limited local company – Where the investor is a domestically registered private company. The investing company's shares are NOT widely held and are not quoted on the local stock exchange.

11.4 Government ownership – Record national and local government ownership

11.5 Locally based equity fund(s) – Where the fund as the investor owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, an equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next 5-10 years.

12. Please use the below scale to answer the following questions.

12.1 How do you rate this company's performance compared to your overall expectations for this company before the financial crisis?

12.2 Now, as a result of the global financial crisis, your expectations might have changed. How do you rate this company's current performance compared to your revised expectations?

Comment: The question asks the respondent to make a rating of the performance of his/her company over two time periods. It is very important to get it right the first time, as there are several similar rating questions in the questionnaire. Never rush the respondent and be prepared to answer questions about the question and the rating scale. Remember, in many cases, English is not the respondent's first language.

Do not forget there are two questions here – 12.1 and 12.2.

13. Please, indicate the average level of capacity utilization in the company:

Comment: Question 13.1 is trying to find out how much the company is actually producing as a proportion of what it could produce if everything was working efficiently during the company's normal operating hours. Normal operations may mean 24 hours a day, 7 days a week; or 8 hours a day, 5 days a week or some variation in between. Question 13.2 is asking about capacity utilization specifically in 2007/2008.

14. If the production capacity of this company is underutilized under normal circumstances, what is the most important reason?

Select only one.

15. What is the average age of your capital equipment (machinery and other equipment used in production)? _____ Years

16. When was the last major new investment (plant and equipment) undertaken in this company? _____ (YYYY)

16.3 What is the annual rate of return OR the payback period for this investment?

Comment: The annual rate of return (RoR), also known as return on investment (RoI), rate of profit or sometimes only return, is an estimate of the ratio of the money made or lost on an investment as a proportion of the amount of

money originally invested, averaged over the expected life time of the investment. Many managers simply estimate how long it takes for an investment to earn the money originally invested, hence payback period.

17. Do you plan to make any new investments (plant and equipment) over the next three years?

Comment: Do not forget to include the VALUE. It is possible the company is planning to divest. If so make sure you fill in 17.2.

18. Do you expect to expand your operations by investing in:

Comment: Do not forget to include the VALUE

19. Does the company operate under a:

Management Contract: Exists when another company has a contract and is paid a fee to manage some aspect of the operations of the respondent's company. Management contracts are common in the hotel industry. For example, the Hilton Group may have a contract to manage a hotel on behalf of the investment company that owns the building. This contract allows the hotel owners to use the Hilton Brand, benefit from Hilton's global marketing and reservation system and buying power for inputs; and Hilton will supply the senior management team.

License Agreement: The respondent's company may license the use of a brand name or patented technology from another company for a fee. **Franchising** is a special form of licensing common in the service sector, where by the company buying a franchise acquires the right to exploit a complete business concept and usually includes marketing support, product and process technology.

Do not forget to include the annual fee paid for the management contract or license.

20. In the financial year 2007/2008, what was the total

20.1 Value of **Sales Turnover:** the total amount sold within a specified time period (2008)

20.2 Value of **Exports**

20.3 Value of the **Total Wage Bill** including supplementary benefits: By this it is meant what the company paid in total to its employees in salary and benefits.

20.4 Value of **Fixed Assets:** also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash.

20.5 Number of **Full-Time Employees**

20.6 Expenditure on **Advertisement**

NOTE: The last financial year is 2007/2008. If the company's financial year is the calendar year, it is 1 January 2008 to 31 December 2008. **Comment:** Questions 20-27 are very important and cover the main business operating parameters of the company. Please make sure all values are recorded accurately. Some values may be reported in an international currency (\$, £, €, etc.). Please make sure you report the currency when NOT the local currency

21. What was the value of sales and exports and the number of full-time employees in the financial years 2005/2006 and 2006/2007?

22. What is the expected growth rate of sales, exports, and the number of employees in 2009 and 2010? Or alternatively, what is the expected value of sales, exports and the number of full-time employee in 2009 and 2010?

In this question fill out either the growth rate OR the value in numbers. NOT both. If you fill out the growth rate, be very careful to note if the rate is an increase or a decrease. Use (+) or (-) accordingly to indicate increase or decrease.

23. During the last three financial years, what was the average annual:

23.1 Net Profit Margin Before Taxes – Net Profit is often referred to as the bottom line, is calculated by subtracting a company's total expenses from total revenue, thus showing what the company has earned (or lost) in a given period of time (usually one year). To find the Net Profit Margin take the Net Profit before taxes, divide it by total revenue and multiply the sum by 100%. Do not try to do this calculation during the interview. Write down the numbers and calculate the figure afterwards.

23.2 Write down the interest rate the company pays for long-term loans.

23.3 Write down the interest rate the company pays for short-term credit

24. What is your forecasted average profit margin for the next three financial years?

Here it is important to understand that we are asking for the average margin over the next three years to find out what the respondent estimates the market will be like. The average over three years is likely to provide a more accurate forecast than over just one year.

25. What was the total tax payment during the financial year 2007/2008?

26. For your main product sold in the domestic market, does your main competition come from:

Imports, Locally-owned Manufacturers or Foreign-owned Companies. Choose only ONE!

27. Are there any business/investment incentives you benefited from?

27.1 If YES, please list them together with the value of received incentives.

Comment: The respondent is asked to say whether the company received any business or investment incentive and then to (1) report the investment incentives the company received; and (2) the value of each type of incentive received last year.

If the respondent says the company receives NO INCENTIVE do NOT complete any of the columns

Never rush the respondent and be prepared to answer questions about it.

SECTION B. INVESTOR HISTORY AND RELATIONS

28. What was this company's main source of financing for the initial investment?

Select only ONE! The rest is Self-Explanatory

29. Has this company ever had a foreign owner or a foreign Joint Venture partner?

30. How do you rate the effect of the presence of foreign investors in this country on your company?

Explain the rating scale to the respondent. The goal is to find out what the respondent thinks has been the effect of the presence of foreign investors on his/her company's business activities.

31. What has been the response of your company to the presence of foreign investors?

Go through the list of responses with the respondent and check the ones that apply. Multiple answers are allowed.

32. Have you undertaken investment that can be attributed to the presence of foreign investors?

This question is a follow up to the previous question and is seeking to establish whether the company has undertaken investment in response to the presence of foreign investors. If YES, answer 32.1, and record the respondent's estimate of how much the company has invested annually over the last three years.

SECTION C. INVESTMENT SUPPORT SERVICES

This section consists of questions related to business membership organizations and the provision of investment support services.

If the company has been established after 2003, answer all of question 33 and 34. If the company was established earlier than 2003, but has recently undertaken a major expansion since 2003, answer only the 1st section ("Decision phase") of question 33 and 34, otherwise GO TO question 35.

33. Please answer the following questions using the scales provided?

GO TO 35 if this company was established before 2003, and there was no major investment after 2003.
ANSWER part i of 33 and 34 if this company was established before 2003, but there was a major investment after 2003.
ANSWER all of 33 and 34 if this company was established after 1 January 2003.

First ask the respondent to read the question. Answer any questions he/she has. Then ask him/her to answer Column A: How important is each of the business information services listed in the question for his company's operations. If the business service is considered to be important (3), very important (4) or crucial (5); ask if the Company has used any of these services? Whenever the response is YES, tick the box for the service concerned, and proceed down the list of questions until question 33.17 is reached. Now, for every business service question the respondent has answered YES to, write down the type of service provider using the codes provided and record the respondent's rating of the service received.

34. In total, how long did it take this company to obtain all the licenses and permits necessary to start its operations? _____ days (approximately)

Ask the respondent to calculate how many days it took from when the company made its first application for a license until when it received the last license/permit necessary for it to start operations.

35. For your business development, how would you rate the accessibility of the following?

The idea here is to identify the quality and affordability of the business and technical services listed under 35.1 to 35.5 using the scale provided. If the service is not available in the respondent's country, record as 5.

SECTION D. REGIONAL AND INTERNATIONAL TRADE

This section consists of questions related to the company's regional and international trade/business activities. The following questions apply ONLY to investors that export or have the intention to export. OTHERWISE, go to question 45.

36. What do you consider to be the most important barriers to starting or expanding your company's export activities within Africa and/or outside of Africa? (Select only one in each column)

This question is designed to identify what each company considers to be the most important barriers to expanding their export sales. The interviewer should ask the respondent to identify only the one most important barrier within Africa and the one most important barrier outside Africa. They may be the same barrier.

37. Are you familiar with any of these international trade agreements? If YES, please evaluate how important they have been in stimulating/expanding your exporting activities.

Ask the respondent if he/she is familiar with any of the International Trade Agreements listed. Tick the box for yes or no for awareness of each International Trade Agreement. If YES, ask him/her to rate the importance of the Agreement for his/her company on the scale from 1-5.

38. Are you familiar with any of these regional trade agreements? If YES, how important have they been in stimulating/expanding your exporting activities?

Ask the respondent if he/she is familiar with any of the Regional Trade Agreements. Tick the box for yes or no for awareness of each Regional Trade Agreement. If YES, ask him/her to rate the importance of the Agreement on the scale from 1-5.

COMESA – Common Market for Eastern and Southern Africa

EAC – East African Community

ECOWAS – Economic Community of West African States

SADC – Southern African Development Community

UEMOA - Union économique et Monétaire Ouest Africaine

CEMAC - Communauté économique et monétaire de l'Afrique Centrale

ECCAS – Economic Community of Central African States

39. What is the most important aspect of Regional Trade Agreements for this company's business operations? (Select only one)

If a respondent acknowledges that RTAs/RECs have influenced his/her company's operations, the respondent should be asked to choose one of the benefits listed. If the respondent's company is not influenced for RTA/RECs the respondent should choose 39.8 No Benefits.

40. In the financial year 2007/2008, what percentage of your company's total sales was:

This question is intended to distinguish export sales from domestic sales (40.1 and 40.2 from 40.3) as a percentage of total sales. The sum of 40.1, 40.2, and 40.3 should equal 100%.

Sold in domestic market:

Directly exported: This refers to goods that are directly exported overseas by the respondent's company to the customer.

Indirectly exported: This refers to goods that are bought by an exporter or wholesaler and exported independently of the producer.

41. Out of this company's direct exports in the financial year 2007/2008, what percentage, by value, was supplied to its foreign parent company/foreign partner or its other subsidiaries?

Give the answer as a %

- 42. What percentage of your total exports is through foreign owned companies (distributors, intermediaries) operating in this country?**
- 43. What were the percentage shares of this company's exports to the following destinations, in terms of value, during the financial year 2007/2008:**

The percentage share of the company's exports to the countries on the list during the financial year 2007/2008 should be recorded here. The percentage recorded in 43.1 to 43.9 should add up to 100%. Please note: Taiwan is classified as "Other Asia". Hong Kong and Macau are part of "China".

- 44. If the company exported to sub-Saharan Africa, please indicate the three most important sub-Saharan Africa country destinations and their percentage shares in your total exports, in terms of value, during the last financial year (2007/2008)?**

South Africa should be excluded from Sub-Saharan Africa in this question. Otherwise self-explanatory.

- 45. What were the percentage shares of the following countries or regions in this company's expenditure on direct imports, by value, during the financial year 2007/2008:**

The percentage shares recorded in 45.1 to 45.9 should add up to 100%. Please note: Taiwan is classified as "Other Asia". Hong Kong and Macau are part of "China".

- 46. If this company imports from sub-Saharan Africa, please indicate the three most important sub-Saharan African countries as sources for these imports, and their percentage shares of your total imports:**

South Africa should be excluded from Sub-Saharan Africa in this question.

SECTION E. LINKAGES WITH SUPPLIERS AND BUYERS

This section consists of questions related to this company's relationships with its suppliers and buyers and the procedures used in performance monitoring and feedback.

I. SUPPLIERS

- 47. Please answer the following questions related to your suppliers (excluding utility providers, such as power and telephone companies):**

Fill in the numbers (or percentages for 47.3) in the boxes to the right of the question. The first column refers to suppliers from overseas; the second column to domestic suppliers.

- 48. What percentage of production inputs by value, was procured through the following supply channels during the financial year 2007/2008:**

Make sure 48.1 to 48.4 adds up to 100%.

- 49. Do you have a special department for:**

49.1 Local Sourcing: Does the company have a department with responsibility for buying some or all of the company's supplies of goods and materials from local suppliers in the country? If YES, don't forget to record the annual budget of the department

49.2 Local Supplier Development: Is there a unit or department in the company with responsibility for working with local suppliers to meet the company's requirements in terms of quality standards and production schedules? If YES, don't forget to record the annual budget of this department

50. Does this company contract-out work to other companies, such as manufacturing operations or providing business services in this country?

Record whether the company sub-contracts manufacturing operations or business services to other companies.

If YES, record the breakdown by:

50.1.1 Total value of contracted out work in 2007/2008;

50.1.2 Value of manufacturing operations sub-contracted out during 2007/2008 (e.g. manufacture of sub-components or equipment),

and 50.1.3 Value of business support services

51. Please provide the names of your three most important suppliers or sub-contractors of locally sourced goods and their location in this country:

If the company is reluctant to supply this information DO NOT push the respondent to answer.

II. BUYERS

52. Please answer the following questions related to your buyers?

Fill in the numbers (or percentages for 52.2) in the boxes to the right of the question. The first column refers to domestic-owned buyers; the second column to foreign-owned buyers located in this country; and the third column to buyers located overseas.

53. What are the shares of the following buyer types in your total sales?

Make sure the percentages add up to 100%.

54. In which ways do your buyers interact with your firm with the intention of helping you to improve your operations in any of the following ways? (Multiple answers allowed)

Here we want to find out more about the relationship between your buyers (customers) and the company. Have buyers helped or influenced the company in any positive way? Check all the boxes that apply. The first column refers to domestic-owned buyers; the second column to foreign-owned buyers located in this country; and the third column to buyers located overseas.

55. Does your company undertake sub-contract work, such as manufacturing operations, or business services for other companies in this country?

This is a mirror question of Question 50. Here we are interested in finding out whether the company acts as a sub-contractor for other companies or customers.

55.1.1 Total value of all work undertaken as a sub-contractor in the last financial year 2007/2008.

55.1.2 Total value of manufacturing operations undertaken as a sub-contractor in the financial year 2007/2008 (e.g. manufacture of sub-components or equipment).

55.1.3 Total value of non-industrial services undertaken as a sub-contractor in the financial year 2007/2008 (e.g. security, accounting or catering services).

56. Please provide the names of your three most important buyers and their locations in this country:

If the company is reluctant to supply this information DO NOT push the respondent to answer.

57. How many times did you reject orders due to capacity problems during the last year?

58. What is the estimated annual value of rejected orders?

SECTION F. TECHNOLOGY TRANSFER AND INNOVATION

59. Over the last three years, what was the average annual amount invested into:

60. Please indicate the distribution of the sources of newly acquired technology:

Here we want to find out about the company's sources of new technology. Make sure the shares of the different sources of technology add up to 100%.

61. During the last three financial years, has this company introduced any new or significantly improved products /services into the market?

Please note: a product is the output of a process of production

62. During the last three financial years, has this company introduced any new or significantly improved production processes including methods of supplying services and ways of delivering products?

Certification

63. Are any of this company's products or production processes certified by a national or international certification agency?

64. How important for your operations is the use of the services of certification and testing institutions in this country?

65. If you have never used any services of certification and testing institutions in this country, what are the main reasons for this? [Multiple answers allowed]

PART II: Information from the Company's Accounts

The following sections cover questions relating, first, to the company's labour-force profile and, then, basic information from the company's accounts: turnover and expenditure on inputs and fixed assets. You may need the assistance of your Human Resources Manager in completing Section G or the Chief Accountant in completing Section H.

SECTION G. LABOUR-FORCE PROFILE

66. Please indicate the average number of full-time and part-time employees with their average weekly work hours per employee over the financial year 2007/2008

66.1 includes all paid employees whether full-time or part-time or contracted workers

66.2 Self-Explanatory

66.3 includes all local outsourced or contract employees or workers

66.4 Self-Explanatory

67. How many of the total permanent full-time employees were:

Use the table to fill in the TOTAL number of employees/workers under each category. Then ask the number of female employees and foreigners employed in each category.

Please note: production workers include all manual workers directly employed in production activities.

68. What was the average number of production shifts per day during the financial year 2007/2008?**69. What was the average monthly wage/salary paid to each of the following categories of employee during the financial year 2007/2008?**

Here the respondent is most likely to answer in terms of the local currency. Make sure it is the MONTHLY wage and record it accurately.

70. Does your company provide formal internal / external training to its employees?

If YES, please ask for the company's total expenditure in the last financial year 2007/2008 on training, distinguishing between (1) internal and (2) external training. Then ask for expenditure on the three types of employees / workers.

Internal training refers to training on the company's own premises. External training is training supplied by a training institutions or training company outside the company's premises, for example, in a purpose built training centre or a technical college or a university.

71. How many unpaid workers did your company have on average during the financial year 2007/2008? (Unpaid family workers and apprentices, etc.)**SECTION H. TURNOVER, WORKING CAPITAL AND FIXED ASSETS****72. Please state the end of the financial year covered by this questionnaire: _____ (month) _____ (year)**

Every company might have a different financial year. This means the year that is covered by an accounting period might not be the same as a calendar year, but might start e.g. in July and goes to June of the next year. Therefore, we need to know the exact dates of the last financial year in order to understand the accounting figures and to aggregate the data from individual companies into sector- and country-wide groups. Note that throughout the questionnaire, several questions ask for figures about the "last financial year" without specifying this year further. Only by asking the end of the financial year covered by this questionnaire, it is possible to link all figures in the questionnaire to a particular time period.

73. Is this company's production subject to seasonal variation? (If NO, go to question 75)

This question is intended to establish whether there are any months when the establishment's production is significantly below the monthly average, for example, as a result of the 'rainy' or 'dry' season.

73.1 If YES, please ask during how many months was the company producing during 2008

73.2 record the main reason for the seasonal fall-off in production.

74. What was the value of your annual sales and other receipts during the financial year 2007/2008 under the following headings?

These items comprise the various amounts invoiced by the company by value during the last financial year (2007/2008) and correspond to sales of products and services, receipts from goods bought for resale purposes,

receipts for contract work carried out for customers and delivery of industrial services and receipts for other non-industrial services.

Note: The value of sales turnover recorded should exclude VAT and other similar deductible taxes directly linked to sales turnover but include the value of all other invoiced charges passed on to the customer (e.g. transportation and packaging cost), even if these charges are listed separately in the invoice. This applies to all items detailed below.

74.2 Sales of goods manufactured: The market value of production, excluding value added tax (VAT) during the financial year.

74.3 Sales of goods bought for resale: This item includes the sales turnover of goods and services purchased for resale by the establishment; excluding value added tax (VAT). It also includes the value of any goods disposed of through barter trade

74.4 Receipts for contract work done for others on their materials: This item covers contract and commission work, that is, when work is carried out by this company on behalf of customers or clients, using materials supplied by the customer or client for processing, assembling or fabricating materials as specified in a contract or order from the customer or client, excluding value added tax (VAT).

74.5 Receipts from industrial services: This item covers industrial services provided to other companies or customers for a fee. It includes maintenance, repair and installation (except construction) and materials testing services and research and development work, excluding value added tax (VAT).

74.6 Receipts from non-industrial services: This includes the rental or lease of machinery, equipment, and buildings, revenue from sales of scrap, commissions from the arrangement of financing, receipts from the storage of goods and warehousing, and commissions and other charges not related to the main economic activity of the establishment, excluding value added tax (VAT).

If the breakdown of sales turnover and receipts is not available, the total value of sales turnover and receipts for the financial year 2007/2008 should be recorded here.

75. What was the total value of the following inputs purchased during the financial year 2007/2008:

75.1 Total value of inputs purchased: the value of all goods and services purchased during the last financial year for resale or for consumption in the production process. The goods and services concerned may be either resold with or without further processing, completely used up in the production process or, finally, be held as stock.

75.2 Raw materials and supplies purchased: all goods (excluding fixed assets) delivered to the company during the last financial year and owned by the company. The time period when goods should be considered as received is when the company took economic ownership of the goods. In general, this coincides with the time of acquisition of title or the time of invoicing.

75.3 Cost of contract and commission work done by others: This item covers payments made for work that is outsourced from other companies or self-employed individuals. It covers all work carried out by others, on materials owned by the company and generally entails the transformation or processing of materials and specialized work on products made by the company. Also included are payments made through subcontractors to temporary workers not on the payroll.

75.4 Cost of goods bought for resale: This item includes the value of all goods and services purchased from other enterprises for resale without transformation or processing.

75.5 Purchased fuel: The selection of individual fuel types will be determined by national usage. The following is a suggested list of principal fuel types: (a) coal, (b) coke, (c) crude oil, (d) natural gas, (e) petroleum products e.g. diesel, paraffin, petrol (f) biomass and (g) other fuels.

75.6 Purchased electricity: This item includes the cost of all electricity purchased by the company during the last financial year. It does not include self-generated electricity.

75.7 Purchased water: This item is defined as the total cost of all water purchased for business purposes during the last financial year.

75.8 Other operating costs: This item covers payments made, (less deductible value added tax [VAT]), during the last financial year for services including: (a) telecommunications; (b) transport services; (c) advertising and promotional services; (d) financial services (excluding interest payments); and (e) other non-industrial services, such as payments for legal services, accounting and book-keeping services, managing and consulting services, entertainment, travel and subsistence, contributions to business and professional associations, cost of meetings of the board of directors and shareholders.

76. What were the sources of working capital and fixed assets for this company during the last three financial years?

Working capital: Day-to-day operating liquidity. The two most important sources of working capital and their share in the financing of total working capital should be recorded

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

77. What was the value of the stock of your company at the beginning and end of the financial year 2007/2008 for each of the following items?

This information is required in order to calculate changes in the value of company inventories of stock and is the difference between the value of inventories at the end and the beginning of the financial year 2007/2008. These values can be positive or negative.

77.2 Materials and supplies: This item comprises all materials and components that go into production and materials used to maintain the production plant and machinery and buildings and offices, other consumable supplies.

77.3 Work in progress: This item refers to the value of output that is not yet sufficiently processed to be in the state in which it is normally supplied to customers.

77.4 Fuel: the total value of the inventory of all fuel held by the company

77.5 Finished goods: This item includes only the value of finished goods produced by the company and held in stock prior to dispatch to customers.

77.6 Goods and materials bought for re-sale: This item includes the value of all goods purchased by a company for the purpose of reselling them in the same condition to customers as received (e.g. a retailer or wholesaler).

78. What was the total value of current assets of this company at the end of the financial year 2007/2008?

Current assets are: are assets on the company's balance sheet that are expected to be sold or otherwise used up within one year (or one business cycle). These include, for example, cash, accounts receivable, inventory, etc.

79. What was the value of this company's liabilities at the end of the financial year 2007/2008?

Total liabilities are: the total of **current liabilities** and those that can be classified as **long term liabilities**- such as bonds, mortgages and loans that are payable over a longer term (exceeding one year).

FIXED ASSETS**80. What was the value of the fixed assets of this company in the financial year 2007/2008?**

Value of fixed assets at the beginning and at the end of the financial year 2007/2008 should be recorded for each type of asset.

Value of assets acquired during the financial year 2007/2008 - This refers to the value of new fixed assets, and additions and improvements to existing fixed assets, including those made by the company's own labour force.

80.1 Total: the total value of fixed assets at the beginning and end of the financial year 2007/2008 should be recorded together with the value of assets acquired during the year.

80.2 Land improvements: Land improvements include activities that lead to significant improvements in the quantity, quality or productivity of land, or prevent its deterioration, such as land clearance, land contouring, creation of wells and watering holes, etc. on the company's land holdings. .

80.3 Machinery and equipment: Excludes transport, equipment, information, communication and telecommunications (ICT) equipment.

80.4 ICT equipment: Computer hardware and telecommunications equipment

80.5 Transport equipment: Company-owned transport equipment, such as motor vehicles, tractors and trailers, ships; railway locomotives and rolling stock; aircraft and motorcycles, bicycles, etc.

80.6 Intellectual property - The result of research, development, investigation or innovation activities by the company that leads to knowledge, which can be licensed to other companies. Use of the intellectual property is restricted by means of legal or other protection. Examples of intellectual property include the output of research and development, mineral exploration and evaluation, or the development of computer software and databases.

81. How does this company mainly acquire capital goods (machine tools, production machinery, IT hardware, etc)? Choose only one!!**SECTION I. ENERGY CONSUMPTION****82. Which of the following fuels does your company consume and what was the quantity of those fuels consumed in the financial year 2007/2008?****83. What was the total amount of electricity consumption during the financial year 2007/2008?**
_____ MWh**84. What was the total cost of electricity consumption from grid?**

The Power Grid is the network of power lines that distributes power from power stations and other power generators to your company's facilities.

85. Do you own or share a generator?

SECTION J: CLOSING QUESTIONS**86. Have you participated in UNIDO's Foreign Investor Survey in 2005?**

UNIDO has conducted its last Investor Survey in 2005 with a focus on foreign-owned companies in 15 sub-Saharan African countries. The current survey covers more than 20 sub-Saharan African countries and also includes domestic-owned companies.

87. Would you be interested in receiving a report of this year's study?

Besides publishing aggregated (i.e. sector-level) data on the Monitoring Platform, UNIDO will also write a report to be published in 2010. The company can receive a pdf-version or a printed version of the report.

88. Would you be interested in having support for building partnerships in the following areas [multiple answers up to three allowed]:

As already explained in Chapter 2, companies that participate in the survey can benefit from various partnership and investment services. There exist various potential collaboration areas, and the respondent should select up to three most important areas. Some of the listed services are provided by UNIDO in the form of the SPX programme (Subcontracting and Partnership Exchange) and the ITPOs (Investment and Technology Promotion Offices). Other listed items are services provided by national institutions such as Investment Promotion Units, Chambers, and Ministries of Industry, Trade and Commerce.

SECTION K: CONTACT AND REFERENCE SECTION

Comment: Questions 94-104 ask for contact and personal details of the respondent

89. Name of the respondent to this questionnaire:

90. Years of experience in this company:

91. Years of experience in this sector:

92. Please indicate the highest level of education that you have completed?

93. Position (Please check the relevant box indicating your position within the company)

94. Contact address: [ENUMERATOR: You may need to ask for a business card and attach instead]

95. Telephone No 1:

Telephone No 2:

96. Cell phone No 1:

Cell phone No 2:

97. Fax number:

98. E-mail address:

99. Company website:

Comment: The following question asks which company-level data the respondent wants to make public on the Monitoring Platform. Make clear to the respondent that the standard process implies complete confidentiality. However, as explained in Chapter 2, there are several ways in which a company can use the Monitoring Platform to promote its products/services and to look for business partners. For this purpose, the following question asks whether the respondent agrees in publishing some basic company-level data. To help you explaining this question, the following text is inserted into the questionnaire:

This is a completely anonymous questionnaire. You will have privileged access to the Investment Monitoring Platform to analyse investment trends and to identify business opportunities. However, you can choose a certain amount of visibility in order to benefit from the promotion aspects of the Monitoring Platform. This includes promoting your company, establishing business linkages, conducting market research and receiving business support.

100. You can choose the following information to be visible on the Investment Monitoring Platform:

- Name, contact and products (ISIC code)
- Size (sales, number of workers)
- Exports (markets, volumes)
- Investment support services required (to be contacted by IPA)
- None

Note: What is meant here is that the questionnaire is confidential, meaning that no company-level data will be published. However, a company might actually wish to be openly listed on the platform to present itself. For example, if a potential investor conducts research on the beverages sector in a certain country, then a bottle producer might wish to be seen in order to seek cooperation with the potential investor.

“Privileged access” means that participating companies will have wider options to access the data and conduct own research. However, basic access will be given to every company, as UNIDO wishes to disseminate the survey results as much as possible.

At this point, the interview ends! Say “Thank you” to the respondent and briefly repeat the benefits of being part of the survey (see Chapter 2). After leaving the company, fill in the control data section below and report to your supervisor.

SECTION L: CONTROL DATA

Enumerator’s visit	1st	2nd	3rd
101. Date	____/____/____	____/____/____	____/____/____
102. Result Code*	_____	_____	_____
103. Time taken to complete the questionnaire	_____ minutes	_____ minutes	_____ minutes

***Result codes:**

<i>Completed:</i>	1	<i>Cannot be located:</i>	6
<i>Not completed</i>	2	<i>Out of scope:</i>	7
<i>Postponed:</i>	3	<i>Other (specify):</i>	8
<i>Refused:</i>	4	_____	
<i>Closed:</i>	5		

	Enumerator	Supervisor	Data entry
104. Name	_____	_____	_____
105. Date Completed	____/____/____	____/____/____	____/____/____
106. Entry verified	_____	_____	_____

Remarks: (Enumerator) _____

Remarks: (Supervisor) _____

6.3 Module B1: Foreign Investor, Service Sector

IDENTIFICATION QUESTIONS

1. Does the company have a share of foreign ownership of 10 percent or more?

Comment: This question is critical in defining whether a company is classified as foreign direct investment (FDI)

2. What percentage of this company's sales/turnover comes from the following?

Comment: The answer to this question is necessary to define which sector the company belongs to. Some companies cover more than one sector, for example, manufacturing and retailing or distribution. Note that the sum of percentages must NOT add up to more than 100%.

3. Please briefly describe the investment history of the company in a few sentences. Describe the foreign investor, the objective of the foreign investor, how the foreign investor started business in the country, and the timing of major investments.

Comment: This question is an icebreaker and is your first opportunity to establish a positive relationship with the respondent. It is designed to give the respondent an opportunity to introduce what he/she thinks are the important characteristics of the company's history and its business objectives. It provides the enumerator with leads as to how to introduce the different sections of the questionnaire that follow. For example, Question 9 covers some of the history of the foreign investment so listen carefully to what the respondent says about the history of the ownership of the company so that you can convey the impression that you have listened in the way you ask Question 9. You can sound more 'conversational' if you have heard him/her talk about any local partner involved in the ownership of the company by repeating the name to confirm that you have understood what was said in Question 3.

Another example, if a respondent says 'the company bought the XYZ company in 2005, which enabled it to go into making agricultural machinery', this means the enumerator should remember and repeat this observation when asking questions later in the survey. Such 'feedback' confirms to the respondent that the enumerator is listening to what he/she is saying and helps motivate the respondent to continue with the interview. Obviously if the enumerator misunderstands the reply, it is necessary to create an opportunity to clarify what the respondent actually meant.

Be careful about the respondent who wants to talk about everything under the sun. You need to establish a friendly but purposeful relationship with respondent. You have a lot of questions to get through and it is vital you maintain the interest and motivation of the respondent. Most people like talking about themselves as long as the person asking the questions appears interested, maintains eye contact and is friendly and patient. "Nudge but don't kick"!

SECTION A. GENERAL PROFILE OF THE COMPANY

This section consists of questions relating to this company's business and commercial activities, and organizational and ownership structure.

4. Please indicate this company's three main products or services and their share in total revenue.

Main products/services are defined as the type of product or service, which the unit is engaged in producing. If several different production or service activities are carried out simultaneously in the same unit, the two main activities by value should be recorded following the "top-down" method.

Note: The "top-down" method refers to classifying the most valuable activity as (1) and the next as (2) and the next as (3).

5. Please select the sub-sector that best describes this company's main manufacturing/business activity.

Comment: The first example where a list is used. It will take the respondent a little while to read through the list. Be patient. Do not push for an answer!

6. When did the initial foreign investment take place?

Comment: This refers to when foreign investors - either individuals or a company – first invested in the company in order to have a management interest in the company. It does NOT refer to passive investment in the share capital or equity of the company without intention to influence the management of the company.

7. What was the foreign ownership share at the time of the initial foreign investment?

Comment: In the next questions the term joint venture will be necessary to understand. It is defined as a business enterprise formed between foreign investors and one or more local companies to undertake a joint business activity. Foreign investors to be classified as a foreign investment must own more than 10% of the joint venture. Do not probe about the precise share ownership here. This comes at Question 15.

Comment: Questions 10 to 12 are where we first begin to establish the current status of the respondent's company. The main distinction is between a transnational corporation (TNC), sometimes referred to as a multinational corporation (MNC) and a company owned by a foreign entrepreneur (FE)

8. What was the total value of the initial foreign investment?

This question is seeking to establish what the initial investment was. Record the value of initial investment in local currency units.

9. What was the share of foreign ownership 5 years ago?

This question is seeking to establish whether the foreign investor is increasing or decreasing his/her share in the business. Record the answer in percentage. The respondent may not know. Encourage him/her to ask colleagues. Record as don't know only if respondent says nobody currently employed by the company knows.

Please read the instruction at the top of page 4 to the respondent

If this company is the subsidiary of a parent company with headquarters in another country, please answer **question 10**.

If the foreign investor is a foreign national or family that has invested in this company as an owner and this company is not a subsidiary of an enterprise based in another country, please answer **question 11**.

Comment: Questions 10 to 12 are where we first begin to establish the current ownership status of the respondent's company. The main distinction is between a transnational corporation (TNC), sometimes referred to as a multinational corporation (MNC) or simply as a multinational and a private company owned by a foreign entrepreneur (FE) or a family.

Question 10 relates to a TNC / MNC.

10. The foreign investor is _____ with Headquarters in _____

Comment: Record NUMBER of subsidiaries. Respondent may refer you to the company's website. Record web address at Remarks in the Control Data Section at the end of the survey. Still ask for the information, as it is quicker if the respondent tells you. Try "It would be very helpful if you could tell me".

10.2 What is the total value of the parent company's global turnover in the financial year 2007/2008?

Comment: Record total value of worldwide sales of parent company. This will probably be quoted in a foreign currency: \$, Euros. Again record the value and the currency. Respondent may refer you to the company's website.

10.3 What is the percentage contribution, by value, of operations in Sub-Saharan Africa to global turnover in the financial year 2007/2008?

10.4 What is the percentage share of employment of sub-Saharan African operations in the global employment of the parent company?

Comment: These will be estimates, as the respondent may not know exactly what the global sales or employment figures are for the parent company. This is acceptable.

11. This Company is:

A stand-alone operation

Part of a family / group of companies

Comment: This question is the first to focus specifically on companies that are owned by foreign entrepreneurs (FE) but are NOT formal subsidiaries of a multinational enterprise.

These private investors frequently own more than one company. They are typically only linked through an individual or a group of individuals or a family ownership structure. There is no registered holding company that directs the affairs of the individual operating companies.

This question is seeking to identify how many associated companies this company has, that are in partly or wholly-owned by major individual shareholders of the responding company in the country. The sister or associated companies are not incorporated as subsidiaries of the respondent's company but its major shareholders directly own a significant portion of voting shares. Family business groups sometimes constitute themselves as "Trusts".

The distinction we are interested in is whether the operating company being interviewed is (1) a company with no financial connections with any other company or is (2) associated through its ownership structure with other companies. These companies may or may not operate in the same line of business.

11.1 The foreign investor is an individual / family from the country

Comment: This refers to the country of origin of the investor NOT his/her current nationality, though they may be the same.

11.2 The foreign investor has other ongoing operations in the country

Comment: These operating establishments may be subsidiaries of the respondent's company or, as noted above, may be associated companies that are only formally linked through individual or family shareholdings and representation on the Board of Directors.

12. Does the company have a local partner?

If NO go to question 13

12.1 Local partner has other ongoing operations: - Self Explanatory

12.2 The Local Partner is:

-A Stand-alone operation

-A part of a Family or Group of Companies

Comment: The first alternative refers to any independent local company, whether private or publicly owned. For the second alternative, see Note 12 above about private companies owned by individuals or family business groups

12.3 The Foreign Partner has:

Formed this company as a new joint venture with a local partner

Invested into an existing local company

Comment: This is the second use of the term "joint venture" which is a business enterprise formed between foreign investors and one or more local companies to undertake a joint business activity. Foreign investors to be classified as a "foreign" investment must own more than 10% of the joint venture. Do not probe about the precise share ownership here. This comes at Question 15.

12.4 If the foreign partner has invested into an existing local company, when did this company first start its operations?

Comment: This covers only the case where the foreign investor is investing into an existing company.

13. Is this a Diaspora investment?

13.1 If YES, what is the ownership share of investors who are members of the Diaspora?

13.2 In which country/countries were/are they residents? (List all countries)

Comment: The Diaspora refers to nationals or former nationals of the country currently or previously resident abroad investing in the country. It does not matter if they carry a different passport from their country of origin; they remain members of the Diasporas.

14. Is the general manager or one of the managing directors a major shareholder in this company?

Comment: This question is self explanatory, and applies only to establishments where the largest shareholder is an individual or family member. If so, ask whether that person (largest shareholder) is also the manager of the establishment and record the answer (Yes/No) as appropriate.

15. Please indicate the current ownership structure of this company.

Comment: This question is designed to establish the ownership structure of the company by type of shareholder, as a percentage of total ownership. The first distinction is whether the shareholder is foreign. The second is by type of shareholder. Where the shareholder is a foreign company, or individual(s), or a family, identify the country of origin of all foreign investors.

15.1 Local Ownership

15.1.1 **Individual / family local private owner(s)** includes private registered companies, individual (sole) owner-managed proprietorships and partnerships where the controlling individual(s)/family members appoint the management.

15.1.2 **Publicly listed on the local stock exchange, limited company** – Where the local investor is a domestically registered company. The investing company's shares are widely held and managerial control is not exercised by an individual or family holding a major shareholding in the company.

15.1.3 Private limited local company – Where the investor is a domestically registered private company. The investing company's shares are NOT widely held and are not quoted on the local stock exchange.

15.1.4 Government ownership – Record national and local government ownership

15.1.5 Locally based equity fund(s) – Where the fund as the investor, owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, an equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next 5-10 years.

15.2 Foreign Ownership

15.2.1 to 15.2.3 are mirror questions of those for domestic firms.

15.2.4 relates to any investment by international financial institutions such as the International Finance Corporation (IFC) or the African Development Bank (ADB) or a foreign government's development agency.

15.2.5 Foreign-based equity fund(s) -- Where the foreign investor owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, a foreign-based equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next: 5-10 years.

16. Please use the below scale to answer the following questions

16.1 How do you rate this company's performance compared to your overall expectations for this company before the global financial crisis?

16.2 Now, as a result of the global financial crisis, your expectations might have changed. How do you rate this company's current performance compared to your revised expectations?

Comment: The respondent is asked to make a rating of the performance of his/her company over TWO time periods. It is very important to get it right first time!

The trick is to explain the purpose of the rating system; present it, and wait until the respondent looks up from reading it. Do not forget there are two questions here - 16.1 and 16.2.

Never rush the respondent and be prepared to answer questions about the question and the scale. Remember, in many cases, English is not the respondent's first language.

17. When was the last major new investment (not including goods for resale) undertaken in this company? _____ (YYYY)

17.3 What is the annual rate of return OR the payback period for this investment?

Comment: The annual rate of return (RoR), also known as return on investment (RoI), rate of profit or sometimes only return, is an estimate of the ratio of the money made or lost on an investment as a proportion of the amount of money originally invested, averaged over the expected life time of the investment. Many managers simply estimate how long it takes for an investment to earn the money originally invested, hence payback period.

18. Do you plan to make any new investments or disinvestments over the next three years?

Comment: Do not forget to include the VALUE. It is possible the company is planning to divest. If so make sure you fill in 18.2

19. Do you expect to expand your operations by investing in:

Comment: Do not forget to include the VALUE

20. Does the company operate under a:

Management Contract: Exists when another company has a contract and is paid a fee to manage some aspect of the operations of the respondent's company. Management contracts are common in the hotel industry. For example, the Hilton Group may have a contract to manage an hotel on behalf of the investment company that owns the building. This contract allows the hotel owners to use the Hilton Brand, benefit from Hilton's global marketing and reservation system and buying power for inputs; and Hilton will supply the senior management team.

License Agreement: The respondent's company may license the use of a brand name or patented technology from another company for a fee. Franchising is a special form of licensing common in the service sector, where by the company buying a franchise acquires the right to exploit a complete business concept and usually includes marketing support, product and process technology.

Do not forget to include the annual fee paid for the management contract or license.

21. In the financial year 2007/2008, what was the total

21.1 Value of **Sales or Turnover or Revenue:** the total value of goods sold or services provided within a specified time period (2008).

21.2 Value of **Exports**

21.3 Value of the **Total Wage Bill** including supplementary benefits: This refers to what the company paid in total to its employees in salaries and benefits.

21.4 Value of **Fixed Assets:** also known as **property, plant, and equipment (PP&E)**, is a term used in accountancy for assets and property, which cannot easily be converted into cash.

21.5 Number of **Full-Time Employees:** Self-Explanatory

21.6 Expenditure on **Advertisement:** Self-Explanatory

Comment: Questions 21-26 are very important and cover the main business operating parameters of the company. Please make sure all values are recorded accurately.

22. What was the value of sales/turnover, exports of goods and services and the number of full-time employees in the financial years 2005/2006 and 2006/2007?**23. What is the expected growth rate of sales/turnover, exports of goods and services, and the number of employees in 2009 and 2010? Or alternatively, what is the expected value of sales, exports and the number of full-time employee in 2009 and 2010?**

In this question fill out either the growth rate OR the value in numbers. NOT both. . If you fill out the growth rate, be very careful to note if the rate is an increase or a decrease. Use (+) or (-) accordingly to indicate increase or decrease.

24. During the last three financial years, what was the average annual:

24.1 **Net Profit Margin Before Taxes** – Net Profit is often referred to as the bottom line, is calculated by subtracting a company's total expenses from total revenue, thus showing what the company has earned (or lost) in a given period of time (usually one year). To find the Net Profit Margin take the Net Profit before taxes, divide it by total revenue and

multiply the sum by 100%. Do not try to do this calculation during the interview. Write down the numbers and calculate the figure afterwards.

24.2 Write down the interest rate the company pays for long-term loans.

24.3 Write down the interest rate the company pays for short-term credit

25. What is your forecasted average profit margin for the next three financial years _____%

Here it is important to understand that we are asking for the average margin over the next three years to find out what the respondent estimates the market will be like. The average over three years is likely to provide a more accurate forecast than over just one year.

26. What was the total tax payment during the financial year 2007/2008?

27. For your main products or services provided in the domestic market, does your main competition come from: (Choose only one)

Local Service / Goods Provider

Foreign-owned goods / service providers based in the country

Service Providers located outside the country

28. Which investment incentives did this company receive? Which one was crucial? What was the value of the incentives received in the financial year 2007/2008?

Comment: The respondent is asked to (1) report the investment incentives the company received (2) identify the most important investment incentive available to his/her company in this country; and (3) the value of each type of incentive received last year.

If the respondent says the company receives NO INCENTIVE do NOT complete any of the columns

Remember to explain the purpose of the table and wait until the respondent looks up from reading it. Never rush the respondent and be prepared to answer questions about it. Remember, in many cases, English is not the respondent's first language.

SECTION B. FOREIGN INVESTOR HISTORY

Comment: This section is seeking to find out why the company invested in the country and is a preparation for exploring the company's experience of the investment promotion services available in the country in Section C. It is also important to find out the depth of knowledge of the respondent about the history of the company.

29. Were you involved in the initial decision to invest in the country?

Comment: This question is designed to establish the depth of the respondent's knowledge about the history of the company

30. What was the main motivation behind the foreign investor's decision to invest in <country>?

Comment: The respondent should choose only ONE alternative.

31. What best describes the way in which the initial investment took place?

Comment: The respondent should choose only ONE alternative.

32. How did the foreign investor initially become aware of investment opportunities in the country?

Comment: The respondent should choose only ONE alternative.

SECTION C. INVESTMENT SUPPORT SERVICES

This section consists of questions related to Investment Promotion Agencies of this country and the provision of investment support services.

INVESTMENT PROMOTION AGENCIES (IPA)

This section is one of the most important parts of the questionnaire and it is also quite complicated, since we are attempting to evaluate the different aspects of the investment process and interactions between the investor and the investment promotion agency (IPA) in the country. Some companies will have had no contact with the IPA because they have been well established for many years in the country or operate in the services sector where registration is handled by a specialist agency. For example, banks by the Central Bank and insurance companies by the Insurance Regulator. Enumerators should be sensitive to whether the respondent has had any real contact with the IPA. Beware of forcing an answer from the respondent. When in doubt leave blank.

Please note that, with respect to the IPA, registered means the company's existence is recorded. It does NOT mean the company has in anyway evaluated or tested by the IPA.

33. Has this company registered or been assisted by the IPA?

Ask if the Company has been registered or was provided with a certificate by an IPA in the country. If the answer is yes, record the response accordingly by ticking the box, and go through Questions 33.1 to 33.5. . If the answer to question 33 is NO, then tick the NO box and go to question 34.

34. If you have not registered or been assisted by the IPA, please indicate why not [Please select one]

The respondent should choose only ONE alternative.

35. In total, how long did it take this company to obtain all the licenses and permits necessary to start its operations?

Ask the respondent to calculate how many days it took from when the company made its first application for a license until when it received the last license/permit necessary for it to start operations.

36. Rank the three most important improvements or additional services you think the IPA should include in their range of services?

Rank by order of importance, with Number 1 being the most important, and so on.

37. Please answer the following questions using the scales provided:

GO TO 38 if this company was established before 2003, and there was no major investment after 2003.
 ANSWER part i of 37 if this company was established before 2003, but there was a major investment after 2003.
 ANSWER all of 37 if this company was established after 1 January 2003.

First ask the respondent to read the question. Answer any questions he/she has. Then ask him/her to answer Column A: How important is each of the business information services listed in the question for his company's operations. If the business service is considered to be important (3), very important (4) or crucial (5); ask if any of these services were provided by the IPA. Whenever the response is YES, tick the box for the service concerned, and proceed down the list of questions until question 40.17 is reached. Now, for every question the respondent answered YES to, record the respondent's rating of the service provided by the IPA.

SECTION D. REGIONAL AND INTERNATIONAL TRADE

This section consists of questions related to the company's regional and international trade/business activities.

Non-Financial Services Only (Non-Banks and Non-Insurance)

38. Ask only if the company is a HOTEL!

38.1 How many beds are available?

We want to know here how many beds are available in total, not just free beds. Some people use the expression "overnight capacity".

38.2 What was the annual average occupancy rate during the financial year 2007/2008? (in %)

38.3 What percentage of your guests were foreigners during the financial year 2007/2008?

38.4 What is the share of local sourcing in your total procurement?

Local sourcing refers to purchases of goods from local suppliers.

38.5 What percentage of supplies by value, was procured through the following channels (during the financial year 2007/2008):

38.6 What is the share, by value, of the following types of suppliers? (use %)

38.7 What proportion of room reservations, during the financial year 2007/2008, were made through:

39. Ask only if company is a Travel Agency!

39.1 What percentage of your customers were foreigners during the financial year 2007/2008?

39.2 What proportion of business, during the financial year 2007/2008, came from: All the definitions should be clear / self explanatory

40. Ask only if the company is a Consultancy Company or Professional Services Company!

Other professional services include: IT software producers, business call-centres, architects, accountancy firms, advertising agencies, lawyers, real estate and property companies, surveyors, lost adjusters, and insurance brokers

40.1 What percentage of your revenue, during the financial year 2007/2008, came from foreign companies?

40.2 What percentage of your revenue, during the financial year 2007/2008, came from services provided to clients abroad?

40.3 What was the share of the following client types in your total revenue (during the financial year 2007/2008)?

41. Ask only if the company is a Transport Company!

41.1 What was the share of the following modes of transport in your total revenue (during the financial year 2007/2008)? Use %

41.2 What was the share of the following client types in your total revenue (during the financial year 2007/2008)? Use %

41.3 What percentage of your revenue, during the financial year 2007/2008, came from foreign companies based in the country?

41.4 What percentage of your revenue, during the financial year 2007/2008, came from services provided to clients abroad?

The following questions 42-48 apply only to trading companies that export. Otherwise, go to question 49

42. What do you consider to be the most important barriers to starting or expanding your company's export activities within Africa and/or outside of Africa? (Select only one in each column)

This question is designed to identify what each company considers to be the most important barriers to expanding their export sales. The interviewer should ask the respondent to identify only the one most important barrier within Africa and the one most important barrier outside Africa. They may be the same barrier.

43. Are you familiar with any of these regional trade agreements? If YES, how important have they been in stimulating/expanding your exporting activities?

Ask the respondent if he/she is familiar with any of the Regional Trade Agreements listed. Tick the box for yes or no for awareness of each Regional Trade Agreement listed. If YES, ask him/her to rate the importance of the Agreement on the scale from 1-5.

COMESA – Common Market for Eastern and Southern Africa

EAC – East African Community

ECOWAS – Economic Community of West African States

SADC – Southern African Development Community

UEMOA - Union économique et Monétaire Ouest Africaine

CEMAC - Communauté économique et monétaire de l'Afrique Centrale

ECCAS – Economic Community of Central African States

44. What is the most important aspect of Regional Trade Agreements for this company's business operations? (Select only one)

If a respondent acknowledges that RTAs/RECs have influenced his/her company's operations, the respondent should be asked to choose one of the benefits listed. If the respondents company is not influenced for RTA/RECs the respondent should choose 44.8 No Benefits.

- 45. Out of this company's turnover generated abroad in the financial year 2007/2008, what percentage, by value, was supplied to its foreign parent company/foreign partner or its other subsidiaries?**

Give the answer in %

- 46. What are the percentage shares of this company's exports to the following destinations, in terms of value, during the financial year 2007/2008:**

Make sure that the percentage shares of exports to the different countries / regions add up to 100%

- 47. If the company exports to sub-Saharan Africa, please indicate the top three sub-Saharan Africa country destinations and their share in your total exports to SSA, in terms of value, during the financial year 2007/2008:**

Question 48 and 49 are to be answered by all Trading Companies

- 48. What were the percentage shares of the following countries and regions in this company's expenditure on direct imports, by value, during the financial year 2007/2008:**

The percentage shares by value of the listed countries / regions in the company's expenditure on direct imports, during the last financial year, should be recorded here. The percentages recorded should add up to 100%. Please note: Taiwan is classified as "Other Asia". Hong Kong and Macau are part of "China".

- 49. If this company imports from sub-Saharan Africa, please indicate the three most important sub-Saharan African countries as sources for these imports and their percentage shares of your total imports last financial year:**

South Africa should be excluded from sub-Saharan Africa in this question.

SECTION E. LINKAGES WITH SUPPLIER AND BUYER

This Section consists of questions related to this company's relationships with its suppliers and buyers and the procedures used in performance monitoring and feedback.

- 50. Does this company contract-out work for support services (e.g. maintenance, security, accounting, catering, etc.) to other companies?**

If YES do not forget to record the value of contracted-out work

- 51. Does this company undertake sub-contract work for other companies in the country?**

If YES do not forget to record the value of sub-contracted work

Question 53 and 54 are to be answered only by Trading Companies

- 52. Please indicate the percentage of goods purchased for resale by value, procured through each of the following supply channels during the financial year 2007/2008:**

The percentage of goods purchased for resale through different procurement channels should add up to 100%

- 53. What are the shares of the following buyer types in your total sales?**

The shares of the different buyer types should add up to 100%

SECTION F. ORGANIZATIONAL RELATIONSHIPS

If the company is a wholly-owned subsidiary of a foreign firm, please answer questions 55 and 56

If the company is a joint venture between a foreign firm and a local firm, please answer questions 57-59

If the company is an individual foreign investor, please answer questions 60 and 61

54. Please rate the decision-making power of the local management on the following decisions of the local unit?

Explain the five different levels of the rating scale to the respondent. This question is only for companies that are wholly owned subsidiaries of foreign firms and seeks to find out about the decision making power of the management of the local company in NINE different situations.

55. How important is the assistance of the foreign parent company in the following areas?

Explain the SIX different levels of the rating scale to the respondent. This question is only for companies that are wholly owned subsidiaries of foreign firms. Don't forget ZERO for No Influence is a possible answer

56. How does the foreign partner influence this company? (Please check as many as applicable)

This question is to be answered only by companies that are joint ventures between foreign and local firms. In this question, the respondent is asked to indicate if the foreign partner has influenced the company in any of the ways listed in 56.1-56.5. The respondent can make multiple choices.

57. How much decision-making power does the local management have over the following decisions of the local unit vis-à-vis the foreign partner?

This question is to be answered only by companies that are joint ventures between foreign and local firms. Explain the five different levels of the rating scale to the respondent and ask him/her to rate the decision making power of the local management in each of the NINE different situations.

58. How important is the assistance of the foreign partner and the local partner in the following areas?

T This question is to be answered only by companies that are joint ventures between foreign and local firms. Explain the SIX different levels of the rating scale to the respondent. Then ask the respondent to rate the importance of the assistance received from (1) the foreign partner(s) and (2) the local partner(s). Don't forget ZERO for No Influence is a possible answer.

59. How important is the expertise of the foreign owner to the company in the following areas?

This question is to be answered only by companies that have an individual foreign owner. Explain the five different levels of the rating scale to the respondent.

60. If the owner has other ongoing operations as a part of family or business group/trust, how important is the assistance to this company of other associate companies in the business group in the following areas?

This question is to be answered only by companies that have an individual foreign owner. Explain the five different levels of the rating scale to the respondent.

SECTION G. LOCATION FACTORS**61. Please indicate the importance to your company of the following location factors to continue to operate/expand investment in the country:**

A **location factor** describes the attractiveness of a production location for a trade settlement in the economic life. Location factors are the whole of the factors, which affect an enterprise in the choice of a location. There are clear differences in the evaluation of the importance of the individual location factors for the enterprises (industry and size-specific differences). Remember to ask the respondent for both the importance of each location factor and the change over the last three years.

PART II: Information from the Company's Accounts

The following sections cover questions relating, first, to the company's labour-force profile and, then, basic information from the company's accounts: turnover and expenditure on inputs and fixed assets. You may need the assistance of your Human Resources Manager in completing Section G or the Chief Accountant in completing Section H.

SECTION H. LABOUR-FORCE PROFILE**62. Please indicate the average number of full-time and part-time employees with their average weekly work hours per employee over the financial year 2007/2008.**

62.1 includes all paid employees whether full-time or part-time or contracted workers

62.2 Self-Explanatory

62.3 includes all local outsourced or contract employees or workers

62.4 Self-Explanatory

63. How many of the total permanent full-time employees were:

Use the table to fill in the TOTAL number of employees/workers under each category. Then ask the number of female employees and foreigners employed in each category.

Please note: production workers include all manual workers directly employed in production activities.

64. What was the average monthly wage/salary paid to each of the following categories of employee during the financial year 2007/2008?

Here the respondent is most likely to answer in terms of the local currency. Make sure it is the MONTHLY wage and record it accurately.

65. Does your company provide formal internal / external training to its employees?

If YES, please ask for the company's total expenditure in the last financial year 2007/2008 on training, distinguishing between (1) internal and (2) external training. Then ask for expenditure on the three types of employees / workers.

Internal training refers to training on the company's own premises. **External training** is training supplied by a training institutions or training company outside the company's premises, for example, in a purpose built training centre or a technical college or a university.

66. How many unpaid workers did your company have on average during the financial year 2007/2008? (Unpaid family workers and apprentices, etc.)

SECTION I. TURNOVER, WORKING CAPITAL AND FIXED ASSETS

67. What was the value of the fixed assets of this company in the financial year 2007/2008?

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

Non-Financial Services Only!

68. Please state the end of the financial year covered by this questionnaire: _____ (month) _____ (year)

Every company might have a different financial year. This means the year that is covered by an accounting period might not be the same as a calendar year, but might start e.g. in July and goes to June of the next year. Therefore, we need to know the exact dates of the last financial year in order to understand the accounting figures and to aggregate the data from individual companies into sector- and country-wide groups. Note that throughout the questionnaire, several questions ask for figures about the "last financial year" without specifying this year further. Only by asking the end of the financial year covered by this questionnaire, it is possible to link all figures in the questionnaire to a particular time period.

69. Is this company's activity subject to seasonal variation? (If NO, go to question 71)

This question is intended to establish whether there are any months when the establishment's production is significantly below the monthly average, for example, as a result of the 'rainy' or 'dry' season.

69.1 If YES, please ask during how many months was the company producing during 2008

69.2 record the main reason for the seasonal fall-off in production.

70. What was the total value of the following inputs purchased during the financial year 2007/2008:

Total value of inputs purchased: the value of all goods and services purchased during the reference period for resale or for consumption in the production process. The goods and services concerned may be either resold with or without further processing, completely used up in the production process or, finally, be held as stock.

Cost of goods bought for resale: This item includes the value of all goods and services purchased from other enterprises for resale without transformation or processing.

Purchased fuel: The selection of individual fuel types will be determined by national usage. The following is a suggested list of principal fuel types: (a) coal, (b) coke, (c) crude oil, (d) natural gas, (e) petroleum products, (f) biomass⁷ and (g) other fuels.

Purchased electricity: This item includes the cost of all electricity purchased by the company during the reference period. It does not include self-generated electricity.

Purchased water: This item is defined as the total cost of all water purchased for business purposes during the last fiscal year.

Other operating costs: This item covers payments made, (less deductible value added tax), during the reference period for services including: (a) telecommunications; (b) transport services; (c) advertising and promotional services; (d) financial services (excluding interest payments); and (e) other non-industrial services, such as payments for legal services, accounting and book-keeping services, managing and consulting services, entertainment, travel and subsistence, contributions to business and professional associations, cost of meetings of board of directors and shareholders.

71. What was the value of the stock of your company at the beginning and end of the financial year 2007/2008 for each of the following items? (If company buys NO goods for re-sale, GO to question 72)

This information is required in order to calculate changes in the value of company inventories of stock and is the difference between the value of inventories at the end and the beginning of the last fiscal year. These values can be positive or negative.

Materials and supplies: This item comprises all materials and components that go into production and materials used to maintain the production plant and machinery and buildings and offices, other consumable supplies.

Work in progress: This item refers to the value of output that is not yet sufficiently processed to be in the state in which it is normally supplied to customers.

Fuel: the total value of the inventory of all fuel held by the company

Finished goods: This item includes only the value of finished goods produced by the company and held in stock prior to dispatch to customers.

Goods and materials bought for re-sale: This item includes the value of all goods purchased by a company for the purpose of reselling them in the same condition to customers as received (e.g. a retailer or wholesaler).

72. What were the sources of working capital and fixed assets for this company during the last three financial years?

Working capital: Day-to-day operating liquidity. The two most important sources of working capital and their share in the financing of total working capital should be recorded

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

73. What was the total value of current assets of this company at the end of the financial year 2007/2008?

Current Assets are assets on the company's balance sheet that are expected to be sold or otherwise used up within one year (or one business cycle). These include, for example, cash, accounts receivable, inventory, etc

74. What was the value of this company's liabilities at the end of the financial year 2007/2008?

Total Liabilities are the total of both current liabilities described above as well as those that can be classified as long term liabilities- such as bonds, mortgages and loans that are payable over a longer term exceeding one year.

FINANCIAL SECTOR (BANKS AND INSURANCE COMPANIES ONLY)**SECTION J. BANKS ONLY**

This Section consists of questions relating to banking activities

75. Please describe the kind of banking license this bank has**FINANCIAL STRUCTURE AND SCALE OF BANKING OPERATIONS****76. Please indicate the breakdown of this bank's loan portfolio at the end of the last three financial years:**

Just follow the boxes and fill in the values for all three years for outstanding loans, trade financing and consumer loans. Then the percentage breakdown of lending to the business, commercial and industrial sectors 76.4.

77. Please indicate earnings before interest and tax (EBIT) for the last three financial years:

Earnings Before Interest and Taxes (EBIT) is a measure of a company's earning power from ongoing operations, equal to earnings before deduction of interest payments and income taxes.

78. Please indicate return on net assets for the last three financial years:

Return on Net Assets are a measure of a company's financial performance, equal to net income divided by the sum of fixed assets and net working capital. The higher the return, the better the performance.

79. Please indicate return on equity for the last three financial years:

Return on Equity is a measure of how well a company used reinvested earnings to generate additional earnings, equal to a financial year's after-tax income (after preferred stock dividends but before common stock dividends) divided by book value, expressed as a percentage. It is used as a general indication of the company's efficiency; in other words, how much profit it is able to generate given the resources provided by its stockholders. Investors usually look for companies with returns on equity that are high and growing.

80. Has there been an increase in this bank's capital over the financial year?

Self-Explanatory

81. How was this increase in capital financed?

If the answer to question 80 is YES, fill out the table recording what percent of each type of financing was used. It should add up to 100%.

82. What is the value of the planned annual new investment of this bank over the next three financial years?

Self-Explanatory

83. Do you forecast any changes in the overall annual level of this bank's lending activity over the next three years?

If YES, fill in the increase or decrease as a % at 83.1

SECTION K. INSURANCE COMPANIES ONLY

This section consists of questions relating to insurance companies' activities, financial structures and scale of their financial operations

84. Please indicate the categories under which you write insurance: (multiple answers are allowed)

Self-Explanatory

85. What was the gross value of written premiums (GWP) of this company in the last three financial years?

GWP means the total premium written and assumed by an insurer before deductions for reinsurance and ceding commissions.

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

86. What was the net earned premium (net of reinsurance) income in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

87. What was the company's return on its investments in the last three financial years?

The rate of return (ROR), also known as return on investment (ROI), rate of profit or sometimes only return, is the ratio of money gained or lost (whether realized or unrealized) on an investment relative to the amount of money invested.

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

88. How much did this company pay out in claims incurred (net of reinsurance) in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

Claims Incurred are claims paid during the policy year plus the claim reserves as of the end of the policy year, minus the corresponding reserves as of the beginning of the policy year. The difference between the year-end and beginning of the year claim reserves is called the increase in reserves and may be added directly to the paid claims to produce the incurred claims.

89. What was the profit before tax of this company in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

90. What was your average combined ratio $\{(Incurred\ Losses + Expenses) / Earned\ Premium\}$ for the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

91. What was the value of net assets of this company at the end of the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

Net Assets are total assets minus total liabilities of a company. For a company, also called owner's equity or shareholders' equity or net worth.

92. Are you planning to enter or exit any new insurance markets in the country in the next three financial years? [Multiple answers allowed]

Self-Explanatory

93. What do you estimate will be the gross value of written premiums (GWP) of this company in the next two financial years?

GWP means the total premium written and assumed by an insurer before deductions for reinsurance and ceding commissions.

94. What do you estimate will be the net earned premium income of this company in the next two financial years?**SECTION L: CLOSING QUESTIONS****95. Have you participated in UNIDO's Foreign Investor Survey in 2005?**

UNIDO has conducted its last Investor Survey in 2005 with a focus on foreign-owned companies in 15 sub-Saharan African countries. The current survey covers more than 20 sub-Saharan African countries and also includes domestic-owned companies.

96. Would you be interested in receiving a report of this year's study?

Besides publishing aggregated (i.e. sector-level) data on the Monitoring Platform, UNIDO will also write a report to be published in 2010. The company can receive a pdf-version or a printed version of the report.

97. Would you be interested in having support for building partnerships in the following areas [multiple answers up to three allowed]:

As already explained in Chapter 2, companies that participate in the survey can benefit from various partnership and investment services. There exist various potential collaboration areas, and the respondent should select up to three most important areas. Some of the listed services are provided by UNIDO in the form of the SPX programme (Subcontracting and Partnership Exchange) and the ITPOs (Investment and Technology Promotion Offices). Other listed items are services provided by national institutions such as Investment Promotion Units, Chambers, and Ministries of Industry, Trade and Commerce.

SECTION M: CONTACT AND REFERENCE SECTION

Comment: Questions 94-104 ask for contact and personal details of the respondent

98. Name of the respondent to this questionnaire:**99. Years of experience in this company:**

100. Years of experience in this sector:
 101. Please indicate the highest level of education that you have completed?
 102. Position (Please check the relevant box indicating your position within the company)
 103. Contact address: [ENUMERATOR: You may need to ask for a business card and attach instead]
 104. Telephone No 1: Telephone No 2:
 105. Cell phone No 1: Cell phone No 2:
 106. Fax number:
 107. E-mail address:
 108. Company website:

Comment: The following question asks which company-level data the respondent wants to make public on the Monitoring Platform. Make clear to the respondent that the standard process implies complete confidentiality. However, as explained in Chapter 2, there are several ways in which a company can use the Monitoring Platform to promote its products/services and to look for business partners. For this purpose, the following question asks whether the respondent agrees in publishing some basic company-level data. To help you explaining this question, the following text is inserted into the questionnaire:

This is a completely anonymous questionnaire. You will have privileged access to the Investment Monitoring Platform to analyse investment trends and to identify business opportunities. However, you can choose a certain amount of visibility in order to benefit from the promotion aspects of the Monitoring Platform. This includes promoting your company, establishing business linkages, conducting market research and receiving business support.

109. You can choose the following information to be visible on the Investment Monitoring Platform:

- Name, contact and products (ISIC code)
- Size (sales, number of workers)
- Exports (markets, volumes)
- Investment support services required (to be contacted by IPA)
- None

Note: What is meant here is that the questionnaire is confidential, meaning that no company-level data will be published. However, a company might actually wish to be openly listed on the platform to present itself. For example, if a potential investor conducts research on the beverages sector in a certain country, then a bottle producer might wish to be seen in order to seek cooperation with the potential investor.

“Privileged access” means that participating companies will have wider options to access the data and conduct own research. However, basic access will be given to every company, as UNIDO wishes to disseminate the survey results as much as possible.

At this point, the interview ends! Say “Thank you” to the respondent and briefly repeat the benefits of being part of the survey (see Chapter 2). After leaving the company, fill in the control data section below and report to your supervisor.

SECTION N: CONTROL DATA

Enumerator's visit	1st	2nd	3rd
110. Date	____/____/____	____/____/____	____/____/____
111. Result Code*	_____	_____	_____
112. Time taken to complete the questionnaire	_____ minutes	_____ minutes	_____ minutes

***Result codes:**

<i>Completed:</i>	1	<i>Cannot be located:</i>	6
<i>Not completed</i>	2	<i>Out of scope:</i>	7
<i>Postponed:</i>	3	<i>Other (specify):</i>	8
<i>Refused:</i>	4	_____	
<i>Closed:</i>	5		

	Enumerator	Supervisor	Data entry
113. Name	_____	_____	_____
114. Date Completed	____/____/____	____/____/____	____/____/____
115. Entry verified	_____	_____	_____

Remarks: (Enumerator) _____

Remarks: (Supervisor) _____

6.4 Module B2: Domestic Investor, Service Sector

IDENTIFICATION QUESTIONS

1. Does the company have a share of foreign ownership of 10 percent or more?

Comment: This question is crucial in defining whether a company is classified as foreign direct investment (FDI)

2. What percentage of this company's sales/turnover comes from the following?

Comment: The answer to this question is necessary to define which sector the company belongs to. Some companies cover more than one sector, for example, manufacturing and retailing or distribution. Note that the sum of percentages must NOT add up to more than 100%.

3. Please briefly describe the investment history of the company in a few sentences. Describe the foreign investor, the objective of the foreign investor, how the foreign investor started business in the country, and the timing of major investments.

Comment: This question is an icebreaker and is your first opportunity to establish a positive relationship with the respondent. It is designed to give the respondent an opportunity to introduce what he/she thinks are the important characteristics of the company's history and its business objectives. It provides the enumerator with leads as to how to introduce the different sections of the questionnaire that follow. Be careful about the respondent who wants to talk about everything under the sun. You need to establish a friendly but purposeful relationship with respondent. You have a lot of questions to get through and it is vital you maintain the interest and motivation of the respondent. Most people like talking about themselves as long as the person asking the questions appears interested, maintains eye contact and is friendly and patient. "Nudge but don't kick!"

SECTION A. GENERAL PROFILE OF THE COMPANY

This section consists of questions relating to this company's industrial activities, organizational and ownership structure.

4. Please indicate this company's three main products and their share in total sales.

Main products/services are defined as the type of product or service, which the unit is engaged in producing. If several different production or service activities are carried out simultaneously in the same unit, the two main activities by value should be recorded following the "top-down" method.

Note: The "top-down" method refers to classifying the most valuable activity as (1) and the next as (2) and the next as (3).

5. Please select the sub-sector that best describes this company's main manufacturing/business activity.

Comment: The first example where a list is used. It will take the respondent a little while to read through the list. Be patient. Do not push for an answer!

6. When did this company start its operations in the country?

Comment: This refers to the date when production started

7. What was the total value of the initial investment made?

Comment: First question to ask for a value. Always record value in local currency units, unless the respondent quotes values in US Dollars, Euro or other international currency. Never try to convert between currencies. You should also record the currency even if it is not the local currency.

It is very important to record all digits for monetary values. For example: 10,000,000, NOT 10 million.

The respondent may not know what the value of the initial investment was so ask politely if anybody else knows. Record as unknown only if respondent says nobody knows.

8. Does the company have other ongoing operations?

Comment: Companies traded on the local stock exchange or private companies may own and manage subsidiary companies that engage in business activities in the domestic economy or operate in other countries. These subsidiary operations are owned and managed by a 'parent' company.

Private investors may choose to control and manage their various businesses through a holding company but, frequently, private owners prefer to use a more informal structure for controlling their various business and commercial interests. In this case, companies are linked only through an individual, or a group of individuals, or a family ownership structure. There is no registered holding company that directs the affairs of the individual operating companies. Family business groups that own a number of associated companies in this way sometimes describe themselves as "Trusts".

The distinction we are interested in is whether the operating company being interviewed is (1) a company with no financial connections with any other company or is (2) associated through its ownership structure with other companies.

These operating establishments may be subsidiaries of the respondent's company or may be associated companies that are only formally linked through individual or family shareholdings and representation on the Board of Directors. They may operate in the same line of business or a different line of business.

Please record the number of business establishments under each of the three categories. Please note that South Africa is in sub-Saharan Africa. The respondent may not know the value of the establishments. An estimate will do. Make sure you record the currency this value is reported in, where the currency is not the local currency e.g. \$, £, €, etc.

9. Is this a Diaspora investment?

Comment: The Diaspora refers to nationals or former nationals of this country, currently or previously resident abroad, investing in this country. It does not matter if they carry a different passport from their country of origin; they remain members of the Diaspora.

9.2 We are interested in finding out where major Diaspora investors used to live before returning to this country e.g. USA, France, UK etc. Some may still consider themselves to be residents of the country where they lived before returning here as investors.

10. Is the general manager or one of the managing directors a major shareholder in this company?

Comment: This question is self explanatory, and applies only to establishments where the largest shareholder is an individual or family member. If so, ask whether that person (largest shareholder) is also the manager of the establishment and record the answer (Yes/No) as appropriate.

11. Please indicate details of the current ownership structure of this company.

Comment: This question is designed to establish the ownership structure of the company by type of shareholder, as a percentage of total ownership.

11.1 Individual / family local private owner(s) includes private registered companies, individual (sole) owner-managed proprietorships and partnerships where the controlling individual(s)/family members appoint the management.

11.2 Publicly listed on the local stock exchange, limited company – Where the local investor is a domestically registered company. The investing company's shares are widely held and managerial control is not exercised by an individual or family holding a major shareholding in the company.

11.3 Private limited local company – Where the investor is a domestically registered private company. The investing company's shares are NOT widely held and are not quoted on the local stock exchange.

11.4 Government ownership – Record national and local government ownership

11.5 Locally based equity fund(s) – Where the fund as the investor owns shares for both investment and managerial purposes. At the time of the investment, the company is normally a private company and its shares are not generally traded on the local stock market. For example, an equity fund buys shares in a private company in exchange for a share in the profits AND has representation on the board of directors. The equity fund normally anticipates selling its share in the company in the next 5-10 years.

12. Please use the below scale to answer the following questions

12.1 How do you rate this company's performance compared to your overall expectations for this company before the financial crisis?

12.2 Now, as a result of the global financial crisis, your expectations might have changed. How do you rate this company's current performance compared to your revised expectations?

Comment: The question asks the respondent to make a rating of the performance of his/her company over two time periods. It is very important to get it right the first time, as there are several similar rating questions in the questionnaire. Never rush the respondent and be prepared to answer questions about the question and the rating scale. Remember, in many cases, English is not the respondent's first language.

Do not forget there are two questions here – 12.1 and 12.2.

13. When was the last major new investment (not including goods for resale) undertaken in this company? _____ (YYYY)

The respondent should here give the Year of the last major new investment, and choose in 13.1 what type(s) of investment that were made. In 13.3 the rate of return has to be recorded in percentage. **Comment:** The annual rate of return (RoR), also known as return on investment (RoI), rate of profit or sometimes only return, is an estimate of the ratio of the money made or lost on an investment as a proportion of the amount of money originally invested, averaged over the expected life time of the investment. Many managers simply estimate how long it takes for an investment to earn the money originally invested, hence payback period.

14. Do you plan to make any new investments (plant and equipment) or disinvestments over the next three years?

Comment: Do not forget to include the VALUE

15. Do you expect to expand your operations by investing in:

Comment: Do not forget to include the VALUE

16. Does this company operate under a:

Management Contract exists when another company has a contract and is paid a fee to manage some aspect of the operations of the respondent's company. Management contracts are common in the hotel industry. For example, the Hilton Group may have a contract to manage a hotel on behalf of the investment company that owns the building. This contract allows the hotel owners to use the Hilton Brand, benefit from Hilton's global marketing and reservation system and buying power for inputs; and Hilton will supply the senior management team.

License Agreement: The respondent's company may license the use of a brand name or patented technology from another company for a fee. **Franchising** is a special form of licensing common in the service sector, where by the company buying a franchise acquires the right to exploit a complete business concept and usually includes marketing support, product and process technology.

Do not forget to include the annual fee paid for the management contract or license.

17. In the financial year 2007/2008, what was the total

17.1 Value of **Sales Turnover**: the total amount sold within a specified time period (2008)

17.2 Value of **Exports**

17.3 Value of the **Total Wage Bill** including supplementary benefits: By this it is meant what the company paid in total to its employees in salary and benefits.

17.4 Value of **Fixed Assets**: also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash.

17.5 Number of **Full-Time Employees**: Self-Explanatory

17.6 Expenditure on **Advertisement**: Self-Explanatory

NOTE: The last financial year is 2007/2008. If the company's financial year is the calendar year, it is 1 January 2008 to 31 December 2008. Comment: Questions 17-24 are very important and cover the main business operating parameters of the company. Please make sure all values are recorded accurately. Some values may be reported in an international currency (\$, £, €, etc.). Please make sure you report the currency when NOT the local currency

18. What was the growth rate of sales, exports and number of full-time employees in 2006 and 2007? Or alternatively, what was the value of sales, exports and the number of full-time employees in 2006 and 2007?

In this question fill out either the growth rate OR the value in numbers. NOT both

19. What is the expected growth rate of sales, exports, and the number of employees in 2009 and 2010? Or alternatively, what is the expected value of sales, exports and the number of full-time employee in 2009 and 2010?

In this question fill out either the growth rate OR the value in numbers. NOT both

20. During the last three financial years, what was the average annual:

20.1 Net Profit Margin Before Taxes – Net Profit is Often referred to as the bottom line, and is calculated by subtracting a company's total expenses from total revenue, thus showing what the company has earned (or lost) in a given period of time (usually one year). To find the Net Profit Margin take the Net Profit before taxes, divide it by total revenue and multiply the sum with 100%.

20.2 and 20.3 Interest Rate – Write down the interest the company pays for long term and short-term credit.

21. What is your forecasted average profit margin for the next three financial years?

Use the definition in question 20.1, and ask for the FORECASTED average net profit margin for the next three years.

22. What was the total tax payment during the financial year 2007/2008?**23. For your main service provided in the domestic market, where does your main competition come from?**

- Local Service / Goods Provider
- Foreign-owned goods / service providers based in the country
- Service Providers located outside the country

24. Are there any business/investment incentives you benefited from? If YES, please list them together with the value of received incentives.

If the respondent says the company receives NO INCENTIVE do NOT complete any of the columns

SECTION B. INVESTOR HISTORY AND RELATIONS**25. What was this company's main source of financing for the initial investment?**

Select only ONE! The rest is Self-Explanatory

26. Has this company ever had a foreign owner or a foreign Joint Venture partner?**27. How do you rate the effect of the presence of foreign investors in the country on your company?**

Explain the rating scale to the respondent. The purpose is to find out how the foreign investors in the respondents country influence the items listed on a scale from 1 to 5.

28. What has been the response of your company to the presence of foreign investors?

Go through the list of responses with the respondent and check the ones that apply. Multiple answers allowed.

29. Have you undertaken investment that can be attributed to the presence of foreign investors?

This question refers to the previous question. If the company has undertaken investments that come directly out of the presence of foreign investors answer 29.1, and give the total amount of the investment for the last three years.

SECTION C. INVESTMENT SUPPORT SERVICES

This section consists of questions related to business membership organizations and the provision of investment support services.

If the company has been established after 2003, answer all of question 30 and 31. If the company was established earlier than 2003, but has recently undertaken a major expansion since 2003, answer only the 1st section ("Decision phase") of question 30, otherwise, go to question 32

Note: First answer column A (Importance) for all types of services. Then answer the other columns only for those services that are important (3), very important (4) or crucial (5).

30. Please answer the following questions using the scales provided:

GO TO 32 if this company was established before 2003, and there was no major investment after 2003.

ANSWER part i of 30 and 31 if this company was established before 2003, but there was a major investment after 2003.

ANSWER all of 30 and 31 if this company was established after 1 January 2003.

Here first define or show the scale (1-5), then ask how important each of the service types are to the investment decisions of the company. Ask if the Company has used that specific service at all, for each item, and whenever the response is yes, tick the box next to the service type, and proceed downwards until question 30.17. Then ask if the Company has received any of these Services and tick the box next to each question where the response is yes; Then for every question the respondent answered yes, write down the type of service provided using the codes provided; and the name of the service provider institution.

31. In total, how long did it take this company to obtain all the licenses and permits necessary to start its operations? _____ Days (approximately)

Ask the respondent to add the days from the application for the first license until the last license/permit was obtained and the company was ready to start operation

32. For your business development, how problematic is it to access the following?

The idea here is to identify the quality and affordability of the listed items. Use the scale to rate. If the item is not available in the respondent's country use alternative number 5.

SECTION D. REGIONAL AND INTERNATIONAL TRADE

This section consists of questions related to the company's regional and international trade/business activities.

Non-Financial Services Only (Non-Banks and Non-Insurance)**33. Ask only if the company is a HOTEL!**

33.1 How many beds are available?

We want to know here how many beds are available in total, not just free beds. Some people use the expression "overnight capacity".

33.2 What was the annual average occupancy rate during the financial year 2007/2008? (in %)

33.3 What percentage of your guests were foreigners during the financial year 2007/2008?

33.4 What is the share of local sourcing in your total procurement? By local sourcing it is meant to buy from local suppliers, with the goal of improving the local economy and the local development levels.

33.5 What percentage of supplies by value, was procured through the following channels (during the financial year 2007/2008): All the definitions of the different channels should be clear / self explanatory

33.6 What is the share, by value, of the following types of suppliers? (use %)

33.7 What proportion of room reservations, during the financial year 2007/2008, were made through: All the definitions should be clear / self explanatory

34. Ask only if company is a Travel Agency!

34.1 What percentage of your customers were foreigners during the financial year 2007/2008?

34.2 What proportion of business, during the financial year 2007/2008, came from: All the definitions should be clear / self explanatory

35. Ask only if the company is a Consultancy Company!

35.1 What percentage of your revenue, during the financial year 2007/2008, came from foreign companies?

35.2 What percentage of your revenue, during the financial year 2007/2008, came from services provided to clients abroad?

35.3 What was the share of the following client types in your total revenue (during the financial year 2007/2008)? All the definitions should be clear / self explanatory

36. Ask only if the company is a Transport Company!

36.1 What was the share of the following modes of transport in your total revenue (during the financial year 2007/2008)? Use %

36.2 What was the share of the following client types in your total revenue (during the financial year 2007/2008)? Use %

36.3 What percentage of your revenue, during the financial year 2007/2008, came from foreign companies based in the country?

36.4 What percentage of your revenue, during the financial year 2007/2008, came from services provided to clients abroad?

The following questions 37-42 apply only to trading companies that export. Otherwise, go to question 43

37. What do you consider to be the most important barriers to starting or expanding your company's export activities within Africa and/or outside of Africa? (Select only one in each column)

This question is designed to identify what each company considers to be the most important barriers to expanding their export sales. The interviewer should ask the respondent to identify only the one most important barrier within Africa and the one most important barrier outside Africa.

38. Are you familiar with any of these regional trade agreements? If YES, how important have they been in stimulating/expanding your exporting activities?

COMESA – Common Market for Eastern and Southern Africa
EAC – East African Community

ECOWAS – Economic Community of West African States
 SADC – Southern African Development Community
 UEMOA - Union économique et Monétaire Ouest Africaine
 CEMAC - Communauté économique et monétaire de l'Afrique Centrale
 ECCAS – Economic Community of Central African States

39. What is the most important aspect of Regional Trade Agreements for this company's business operations? (Select only one)

If a respondent acknowledges that RTAs/RECs have influenced his/her company's operations, the respondent will choose one of the benefits listed. If the respondents company is not influenced for RTA/RECs the respondent should choose 39.7 No Benefits.

40. Out of this company's turnover generated abroad in the financial year 2007/2008, what percentage, by value, was supplied to associated or sister companies?

Give the answer in percentage of the company's turnover generated abroad.

41. What are the percentage shares of this company's exports to the following destinations, in terms of value, during the financial year 2007/2008:

Make sure that the percentage shares of export to the different countries / regions add up to 100%

42. If the company exports to sub-Saharan Africa, please indicate the top three sub-Saharan Africa country destinations and their share in your total exports to SSA, in terms of value, during the financial year 2007/2008:

43. What are the percentage shares of the following destinations in your imports, in terms of value, during the financial year 2007/2008:

The percentage recorded in 43.1 to 43.9 should add up to 100%. Pay attention to the different options, since for example China and India are own options and Other Asia represent the rest of Asia.

44. If this company imports from sub-Saharan Africa, please indicate the three most important sub-Saharan African countries as sources for these imports and their shares as a percentage share of your total material imports:

Self-Explanatory

SECTION E. LINKAGES WITH SUPPLIER AND BUYER

This Section consists of questions related to this company's relationships with its suppliers and buyers and the procedures used in performance monitoring and feedback.

45. Does this company contract-out work for support services (e.g. maintenance, security, accounting, catering, etc.) to other companies?

If YES do not forget to record the expenditure on contracted-out work

46. Does this company undertake sub-contract work for other companies in the country?

If YES do not forget to record the value on sub-contracted work

Question 47 and 48 are to be answered only by Trading Companies**47. Please indicate the percentage of purchased goods for resale by value, procured through each of the following supply channels during the financial year 2007/2008:**

The percentages of purchased goods for resale through the channels should add up to 100%

48. What are the shares of the following buyer types in your total sales?

The Buyer types should add up to 100%

PART II: Information from the Company's Accounts

The following sections cover questions relating, first, to the company's labour-force profile and, then, basic information from the company's accounts: turnover and expenditure on inputs and fixed assets. You may need the assistance of your Human Resources Manager in completing the questions.

SECTION F. LABOUR-FORCE PROFILE

The following 2 sections cover questions relating to this company's sales/turnover and exporting activities, labour force profile and expenditures on inputs and assets. You may need the assistance of your sales manager, human resources manager, financial manager, or chief accountant in completing the questions.

49. Please indicate the average number of full-time and part-time employees with their average weekly work hours per employee over the financial year 2007/2008.

Self-Explanatory

50. How many of the total permanent full-time employees were:

Use the table to fill in the number of female employees, male employees and the total employees on each of the alternatives.

51. What was the average monthly wage/salary paid to each of the following categories of employee during the financial year 2007/2008?

Here the respondent will most likely answer with numbers in local currency. Be sure to take down the correct numbers and the correct currency.

52. Does your company provide formal internal / external training to its employees?

If YES, do not forget to write down the expenditure of the company's training, both internal and external.

53. How many unpaid workers did your company have on average during the financial year 2007/2008? (*Unpaid family workers and apprentices, etc.*)

Self-Explanatory

SECTION G. TURNOVER, WORKING CAPITAL AND FIXED ASSETS
FIXED ASSETS

54. What was the value of the fixed assets of this company in the financial year 2007/2008?

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

Non-Financial Services Only!

**55. Please state the end of the financial year covered by this questionnaire: _____ (month)
 _____ (year)**

Every company might have a different financial year. This means the year that is covered by an accounting period might not be the same as a calendar year, but might start e.g. in July and goes to June of the next year. Therefore, we need to know the exact dates of the last financial year in order to understand the accounting figures and to aggregate the data from individual companies into sector- and country-wide groups. Note that throughout the questionnaire, several questions ask for figures about the "last financial year" without specifying this year further. Only by asking the end of the financial year covered by this questionnaire, it is possible to link all figures in the questionnaire to a particular time period.

56. Is this company's activity subject to seasonal variation? (If NO, go to question 57)

This question is intended to establish whether there are any months when the establishment's activity is significantly below the monthly average

In 56.1 please mark the months when activity was below 50% of normal monthly output during the last fiscal year.

In 56.2 Record the main reason for the fall-off in activity during the month(s) indicated above.

57. What was the total value of the following inputs purchased during the financial year 2007/2008:

Total value of inputs purchased: the value of all goods and services purchased during the reference period for resale or for consumption in the production process. The goods and services concerned may be either resold with or without further processing, completely used up in the production process or, finally, be held as stock.

Cost of goods bought for resale: This item includes the value of all goods and services purchased from other enterprises for resale without transformation or processing.

Purchased fuel: The selection of individual fuel types will be determined by national usage. The following is a suggested list of principal fuel types: (a) coal, (b) coke, (c) crude oil, (d) natural gas, (e) petroleum products, (f) biomass⁷ and (g) other fuels.

Purchased electricity: This item includes the cost of all electricity purchased by the company during the reference period. It does not include self-generated electricity.

Purchased water: This item is defined as the total cost of all water purchased for business purposes during the last fiscal year.

Other operating costs: This item covers payments made, (less deductible value added tax), during the reference period for services including: (a) telecommunications; (b) transport services; (c) advertising and promotional services; (d) financial services (excluding interest payments); and (e) other non-industrial services, such as payments for legal services, accounting and book-keeping services, managing and consulting services, entertainment, travel

and subsistence, contributions to business and professional associations, cost of meetings of board of directors and shareholders.

58. What was the value of the stock of your company at the beginning and end of the financial year 2007/2008? (If company buys NO goods for re-sale, GO to question 59)

Self-Explanatory

59. What were the sources of working capital and fixed assets for this company during the last three financial years?

Working capital: Day-to-day operating liquidity. The two most important sources of working capital and their share in the financing of total working capital should be recorded

Fixed Assets: Also known as property, plant, and equipment (PP&E), is a term used in accountancy for assets and property, which cannot easily be converted into cash. These are items of value which the organization has bought and will use for an extended period of time; fixed assets normally include items such as land and buildings, motor vehicles, furniture, office equipment, computers, fixtures and fittings, and plant and machinery.

60. What was the total value of current assets of this company at the end of the financial year 2007/2008?

Current Assets are assets on the company's balance sheet that are expected to be sold or otherwise used up within one year (or one business cycle). These include, for example, cash, accounts receivable, inventory, etc

61. What was the value of this company's liabilities at the end of the financial year 2007/2008?

Total Liabilities are the total of both current liabilities described above as well as those that can be classified as long term liabilities- such as bonds, mortgages and loans that are payable over a longer term exceeding one year.

FINANCIAL SECTOR (BANKS AND INSURANCE COMPANIES ONLY)

SECTION H. BANKS ONLY

This Section consists of questions relating to banking activities

62. Please describe the kind of banking license this bank has

Self-Explanatory

FINANCIAL STRUCTURE AND SCALE OF BANKING OPERATIONS

63. Please indicate the breakdown of this bank's loan portfolio at the end of the last three financial years:

Just follow the boxes and fill in the values for all three years for outstanding loans, trade financing and consumer loans. In 63.4 it is intended to get an idea of how the loans to the industrial and commercial sectors are broken down in percentages. It should add up to 100% at the bottom.

64. Please indicate earnings before interest and tax (EBIT) for the last three financial years:

Earnings Before Interest and Taxes (EBIT) is a measure of a company's earning power from ongoing operations, equal to earnings before deduction of interest payments and income taxes.

65. Please indicate return on net assets for the last three financial years:

Return on Net Assets are a measure of a company's financial performance, equal to net income divided by the sum of fixed assets and net working capital. The higher the return, the better the performance.

66. Please indicate return on equity for the last three financial years:

Return on Equity is a measure of how well a company used reinvested earnings to generate additional earnings, equal to a fiscal year's after-tax income (after preferred stock dividends but before common stock dividends) divided by book value, expressed as a percentage. It is used as a general indication of the company's efficiency; in other words, how much profit it is able to generate given the resources provided by its stockholders. Investors usually look for companies with returns on equity that are high and growing.

67. Has there been an increase in this bank's capital over the financial year?

Self-Explanatory

68. How was this increase in capital financed?

If the answer to question 67 is YES, fill out the table and indicate how many percent were used of each type of financing. It should add up to 100%.

69. What is the value of the planned annual new investment of this bank over the next three financial years?

Self-Explanatory

70. Do you forecast any changes in the overall annual level of this bank's lending activity over the next three years?

If YES, fill in the increase or decrease in % on 70.1

SECTION I. INSURANCE COMPANIES ONLY

This section consists of questions relating to insurance companies' activities, financial structures and scales of their financial operations

71. Please indicate the categories under which you write insurance: (multiple answers are allowed)

Self-Explanatory

72. What was the gross value of written premiums (GWP) of this company in the last three financial years?

GWP means the total premium written and assumed by an insurer before deductions for reinsurance and ceding commissions.

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

73. What was the net earned premium (net of reinsurance) income in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

74. What was the company's return on its investments in the last three financial years?

The rate of return (ROR), also known as return on investment (ROI), rate of profit or sometimes only return, is the ratio of money gained or lost (whether realized or unrealized) on an investment relative to the amount of money invested.

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

75. How much did this company pay out in claims incurred (net of reinsurance) in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

Claims Incurred are claims paid during the policy year plus the claim reserves as of the end of the policy year, minus the corresponding reserves as of the beginning of the policy year. The difference between the year end and beginning of the year claim reserves is called the increase in reserves and may be added directly to the paid claims to produce the incurred claims.

76. What was the profit before tax of this company in the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

77. What was your average combined ratio (Incurred Losses + Expenses) for the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

78. What was the value of net assets of this company at the end of the last three financial years?

Write down the values for the last three years in the currency the respondent gives you and take note that the amount and the currency are correct.

Net Assets are total assets minus total liabilities of an individual or company. For a company, also called owner's equity or shareholders' equity or net worth.

79. Are you planning to enter or exit any new insurance markets in the country in the next three financial years? [Multiple answers allowed]

Self-Explanatory

80. What do you estimate will be the gross value of written premiums (GWP) of this company in the next two financial years?

GWP means the total premium written and assumed by an insurer before deductions for reinsurance and ceding commissions.

81. What was the estimated net earned premium in the next two financial years?

SECTION J: CLOSING QUESTIONS

82. Have you participated in UNIDO's Foreign Investor Survey in 2005?

UNIDO has conducted its last Investor Survey in 2005 with a focus on foreign-owned companies in 15 sub-Saharan African countries. The current survey covers more than 20 sub-Saharan African countries and also includes domestic-owned companies.

83. Would you be interested in receiving a report of this year's study?

Besides publishing aggregated (i.e. sector-level) data on the Monitoring Platform, UNIDO will also write a report to be published in 2010. The company can receive a pdf-version or a printed version of the report.

84. Would you be interested in having support for building partnerships in the following areas [multiple answers up to three allowed]:

As already explained in Chapter 2, companies that participate in the survey can benefit from various partnership and investment services. There exist various potential collaboration areas, and the respondent should select up to three most important areas. Some of the listed services are provided by UNIDO in the form of the SPX programme (Subcontracting and Partnership Exchange) and the ITPOs (Investment and Technology Promotion Offices). Other listed items are services provided by national institutions such as Investment Promotion Units, Chambers, and Ministries of Industry, Trade and Commerce.

SECTION K: CONTACT AND REFERENCE SECTION

Comment: Questions 94-104 ask for contact and personal details of the respondent

85. Name of the respondent to this questionnaire:

86. Years of experience in this company:

87. Years of experience in this sector:

88. Please indicate the highest level of education that you have completed?

89. Position (Please check the relevant box indicating your position within the company)

90. Contact address: [ENUMERATOR: You may need to ask for a business card and attach instead]

91. Telephone No 1:

Telephone No 2:

92. Cell phone No 1:

Cell phone No 2:

93. Fax number:

94. E-mail address:

95. Company website:

Comment: The following question asks which company-level data the respondent wants to make public on the Monitoring Platform. Make clear to the respondent that the standard process implies complete confidentiality. However, as explained in Chapter 2, there are several ways in which a company can use the Monitoring Platform to promote its products/services and to look for business partners. For this purpose, the following question asks whether the respondent agrees in publishing some basic company-level data. To help you explaining this question, the following text is inserted into the questionnaire:

This is a completely **anonymous** questionnaire. You will have privileged access to the Investment Monitoring Platform to analyse investment trends and to identify business opportunities. However, you can choose a certain amount of **visibility** in order to benefit from the promotion aspects of the Monitoring Platform. This includes promoting your company, establishing business linkages, conducting market research and receiving business support.

96. You can choose the following information to be visible on the Investment Monitoring Platform:

- Name, contact and products (ISIC code)
- Size (sales, number of workers)
- Exports (markets, volumes)
- Investment support services required (to be contacted by IPA)
- None

Note: What is meant here is that the questionnaire is confidential, meaning that no company-level data will be published. However, a company might actually wish to be openly listed on the platform to present itself. For example, if a potential investor conducts research on the beverages sector in a certain country, then a bottle producer might wish to be seen in order to seek cooperation with the potential investor.

“Privileged access” means that participating companies will have wider options to access the data and conduct own research. However, basic access will be given to every company, as UNIDO wishes to disseminate the survey results as much as possible.

At this point, the interview ends! Say “Thank you” to the respondent and briefly repeat the benefits of being part of the survey (see Chapter 2). After leaving the company, fill in the control data section below and report to your supervisor.

SECTION L: CONTROL DATA

Enumerator’s visit	1st	2nd	3rd
97. Date	___/___/___	___/___/___	___/___/___
98. Result Code*	_____	_____	_____
99. Time taken to complete the questionnaire	_____ minutes	_____ minutes	_____ minutes

**Result codes:*

Completed:	1	Cannot be located:	6
Not completed	2	Out of scope:	7
Postponed:	3	Other (specify):	8
Refused:	4	_____	
Closed:	5		

	Enumerator	Supervisor	Data entry
100. Name	_____	_____	_____
101. Date Completed	___/___/___	___/___/___	___/___/___
102. Entry verified	_____	_____	_____

Remarks: (Enumerator) _____

Remarks: (Supervisor) _____