
**World Bank Group's
ENTERPRISE SURVEY**

**UNDERSTANDING
THE QUESTIONNAIRE**

Global version of this instrument available at www.enterprisesurveys.org

1. INTRODUCTION

The World Bank's Enterprise Surveys (ES) collect data from enterprises in manufacturing and key service sectors in every region of the world by using a global methodology that includes standardized survey instruments and a uniform sampling methodology. This manual provides information and guidance on survey instruments to the implementing contractor, researchers, field managers, field supervisors, and enumerators.

2. WHAT IS IN AN ENTERPRISE SURVEY QUESTIONNAIRE

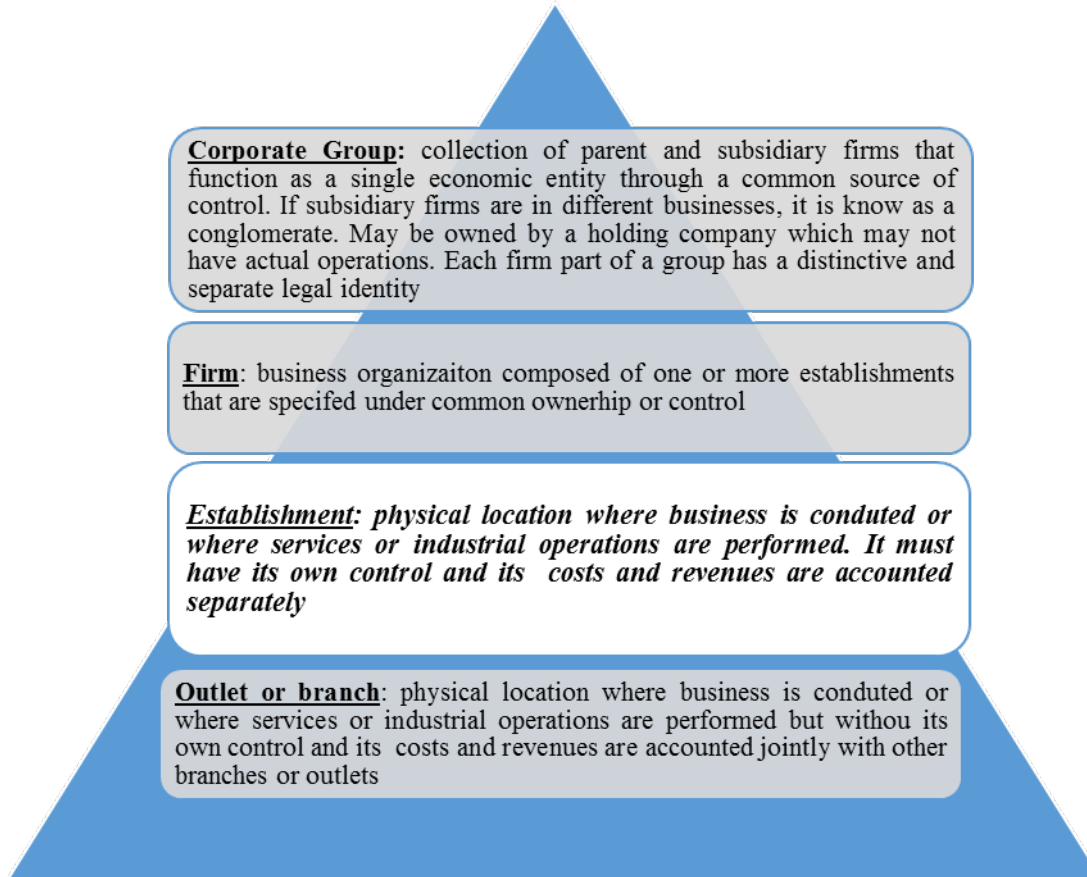
The survey is implemented in two stages. In the first stage the Screener questionnaire is applied (typically by phone) to determine the eligibility of each establishment. In the second stage one of the two versions of the questionnaire (*Manufacturing* or *Services*) is administered according to the sector determined in the Screener.

The *Manufacturing* or *Services* questionnaires are comprised of sixteen sections organized by topic:

- Section A – *Control Information*: control information
- Section B – *General information*: characteristics of the establishment
- Section C – *Infrastructure and Services*: power, water, transport, and communication technologies.
- Section D – *Sales and Supplies*: imports, exports, supply and demand conditions
- Section R – *Management Practices*: details of the establishments' management practices
- Section E – *Degree of Competition*: number of competitors and technology
- Section H – *Innovation*: introduction of product or process innovation, R&D
- Section F – *Capacity*: use of production capacity, hours of operation
- Section G – *Land and Permits*: land ownership, land access issues
- Section I – *Crime*: extent of crime and losses due to crime.
- Section K – *Finance*: sources of finance, access to credit.
- Section J – *Business-Government Relations*: quality of public services, consistency of policy, regulatory compliance costs (management time, bribes).
- Section L – *Labor*: employment, training, skills.
- Section M – *Business Environment*: ranking of general obstacles.
- Section N – *Performance*: numbers and figures needed to estimate performance or productivity.

3. UNIT OF ANALYSIS

The study is designed to survey an **establishment**, which is a physical location where business is carried out, industrial operations take place, or services are provided. A **firm** may be comprised of one or more establishments; for instance, a brewery may have several bottling plants and several establishments for distribution. To qualify for this survey, an establishment must have its *own management and control over its workforce*. In practical terms, all establishments from multi-establishment firms are included except headquarters that have no production or sales or establishments that do not have their own management and control over their workforce; in those cases, the establishment should be substituted.



4. INSTRUCTIONS FOR INTERVIEWERS

Instructions for interviewers appear in **BOLD AND UPPERCASE LETTERS**. When the questionnaire appears in color, these instructions will be in blue. The interviewer should not read these instructions aloud; they only operate as guidelines. At times, some questions require special instructions before being posed or clarification on how the answer should be recorded:

INTERVIEWER: PLEASE NOTE THAT THE NEXT QUESTION REFERS TO THE TOTAL SALES OF ALL PRODUCTS AND SERVICES

D.2	In fiscal year 2017 , what were this establishment’s total annual sales for ALL products and services?
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	LCUs
Last complete fiscal year’s total sales	d2
DON’T KNOW (SPONTANEOUS)	-9
PLEASE ALSO WRITE OUT THE NUMBER (i.e. 50,000 as Fifty Thousand)	
	d2x

None of the text that appears in **BOLD AND UPPERCASE** in the questionnaire should be read aloud; this includes responses to the question like “**DON’T KNOW**”, “**DOES NOT APPLY**”, or “**REFUSED**” if a respondent refuses to answer.

Some questions need to be skipped when they are not applicable to a particular establishment. When using CAPI (i.e., administering the questionnaire on a tablet), skip patterns are implemented automatically. In a rare case of using PAPI (pen and paper), the text in the paper questionnaire written in **BOLD, UPPERCASE AND ITALICIZED LETTERS** (in red when printed in color) indicates a skip pattern. The interviewer should proceed with the appropriate question as given in the skip pattern instructions. In languages that do not accommodate italics, alternative visual designs should be used to indicate skip patterns.

Finally, text that appears between parentheses is intended as an option for the interviewer to read for clarification.

J.2	In a typical week over the last year, what percentage of total senior management's time was spent on dealing with requirements imposed by government regulations? (By senior management I mean managers, directors, and officers above direct supervisors of production or sales workers)
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	Percent
Senior management's time spent on dealing with regulations	j2 %
NO TIME WAS SPENT	0
DON'T KNOW (SPONTANEOUS)	-9

5. HOW TO ASK QUESTIONS

All questions should be read in the order and with the wording as they appear. Certain question format conventions in the ES should be noted:

a. When using CAPI, **Tables** generally appear one category at a time. For example, when asking the following question, the main text appears first, afterwards each category appears separately, one at a time. In a rare case of using PAPI, such tables should be read the same way they are implemented in CAPI. For example, when asking the same question, interviewers should solicit a response for each line, and then continue reading through the remaining categories in the same manner.

K.14	Referring only to this most recent loan or line of credit, what type of collateral was required? INTERVIEWER: READ OUT
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Collateral	Yes	No	DON'T KNOW (SPONTANEOUS)
Land, buildings under ownership of the establishment k14a	1	2	-9
Machinery and equipment including movables k14b	1	2	-9
Accounts receivable and inventories k14c	1	2	-9
Personal assets of owner (house, etc.) k14d	1	2	-9
Other forms of collateral not included in the categories above k14e	1	2	-9

b. Show cards are used when respondents should select among several options. For example, when asking the following question:

B.1	What is this firm's current legal status? SHOW CARD 1	
	Shareholding company with shares trade in the stock market	1
	Shareholding company with non-traded shares or shares traded privately	2
	Sole proprietorship	3
	Partnership	4
	Limited partnership	5
	OTHER (SPONTANEOUS-SPECIFY) ___b1x___	6
	DON'T KNOW (SPONTANEOUS)	-9
		b1

SKIP TO B.2

Enumerators should give respondents enough time to read show cards and not rush them, so the respondents can read all the options at their own pace.

6. ACCEPTABLE RESPONSES

Many questions ask for percentages or fractions. All numbers should be recorded **without decimals**. So, ten percent is recoded as 10 (not .10 and certainly not 1/10). In cases where the respondent answers in decimals, **standard rounding** should be applied; that is, fractions below 0.5 are rounded to 0 and fractions equal to or more than 0.5 are rounded to 1. For example, 10.5 percent is recorded as 11 percent, and 10.25 percent is recorded as 10 percent.

If the question asks for a response in a specific unit and the respondent answers using a different unit, **the enumerator must make the conversion** and record the answer in the unit requested. For example, if the question asks for a response in days and the respondent responds in weeks, the enumerator must make the conversion and record the response in days, not in weeks. For purposes of standardization, the conventions for time conversions are as follows:

- | | | |
|---------------------|--------------|---------------------------------|
| 1 day= calendar day | | 3 months = 90 days |
| 1 week= 7 days | | 6 months (half year) = 180 days |
| 1 month= 4 weeks | Consequently | 9 months = 270 days |
| 1 month= 30 days | | |
| 1 year= 52 weeks | | |
| 1 year= 365 days | | |

Some questions have pre-coded answers to facilitate implementation. As an example, in the following question answers of **less than one year should all be coded as one**. The questionnaire provides this pre-coded answer. Note that this is the only exception to the standard rounding.

Answer: “Two months”

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

Enumerators should always do the necessary conversions to record answers in the unit requested. The only case when respondents are asked to do the conversion themselves is for questions related to monetary values if they respond in a currency that is not the local currency. **All questions should have a response in the local currency units (LCUs). The enumerator does not do the conversion.** The enumerator must always be aware of the currency units the respondent is referring to in his or her responses.

7. HOW TO MINIMIZE ENUMERATOR BIAS

The questionnaire is to be read as it is written. As with any survey, enumerators should refrain from introducing any interpretation bias by trying to explain or direct the answer. However, in some cases answers are given in the format that does not fit the question, or they do not respond to the question. In terms of handling these situations, questions can be classified in **2 categories**: (1) *opinion-based or sensitive questions*, and (2) *hard-data questions*.

Opinion-based or sensitive questions seek the actual opinion of the respondent (including about the degree of obstacles) or address a sensitive issue such as providing informal payments or gifts. Enumerators should just read these questions. When asked for clarification or when faced with a confused respondent, enumerators should read the full question again as it is written, **without changing wording or providing synonyms or explanation**. If the respondent still demands clarification, as a last resort, the enumerator can indicate that he or she has been instructed to NOT explain and just read the question the way it is written.

In CAPI, **opinion-based and sensitive questions are clearly visually differentiated from hard-data questions**. In PAPI, they are **identified with shaded background and double bordering**.

Hard-data questions seek quantitative data. Sometimes the questions are answered with “narrative stories”, from which enumerators should identify the appropriate response. In such cases, enumerators can probe the respondent using standard techniques: re-ask the question emphasizing key concepts; ask a question that completes an incomplete answer already provided; when the respondent provides the answer in ranges, enumerators can ask “Could you be more specific?” or “Is it more A or more B?”.

8. QUESTION-BY-QUESTION EXPLANATION OF TERMS

To distinguish *Manufacturing* and *Services* questions, questions will be identified by the module version in parentheses, **(Manuf)** or **(Serv)**. Additionally, each questionnaire-specific variable is marked **in blue** and **in green** respectively. Opinion questions that should not be explained are shaded in **gray**.

Section	Number	Instructions
Control Information <i>from sampling information</i>	a4a	<i>Sampling sector</i> : Classification of the establishment's activity as defined in the sample frame.
	a6a	<i>Sampling size</i> : Size of the establishment as defined in the sample frame
	a2	<i>Sampling region</i> : Regional classification of the establishment as defined in the sample frame
	panel	<i>Sampling panel code</i> : indicates (yes or no) if an establishment was interviewed in a previous round of the ES.
Control Information <i>from establishment location (a3x)</i>	a3x	<i>Name of the city/town/village</i> : Physical location of the establishment as determined by the screener questionnaire
Control Information <i>from screener</i>	a4b	<i>Screener sector</i> : Classification of the establishment's activity as determined by the screener questionnaire
	a0	<i>Questionnaire</i> : version used according to a4b, screener sector
	a3a	<i>Screener region</i> : Regional classification as determined by the screener questionnaire; based on a3x, using categories corresponding to a2
	a6c	<i>Screener size</i> : The number of workers in the establishment as determined by the screener questionnaire
Control Information <i>from the beginning of the interview</i>	lat	<i>Latitude</i> : (in decimal format), not released due to confidentiality
	lon	<i>Longitude</i> : (in decimal format), not released due to confidentiality
	a12	<i>Interviewer code</i> : self-explanatory
	a1a	<i>Language of the interview</i> : Interviews should never take place with simultaneous translation.
	a1	<i>Country code</i> : self-explanatory
	a1c	<i>Sample Frame Unit</i> : establishment or firm. This is determined from the sampling information.
	a14d a14m a14y a14h a14min	<i>Time face-to-face interview begins</i> : self-explanatory
<i>START OF INTERVIEW</i>		
A. CONTROL INFORMATION		

Section	Number	Instructions
Control Information	a7	<u>Establishment is part of a larger firm</u> : if yes, questions B1 to B4a apply to the firm which the establishment is part of. All questions after B.4a only refer to the establishment.
Control Information	a7a	<u>Number of establishments in firm</u> : self-explanatory
Control Information	a7b	<u>Establishment is a headquarters</u> : self-explanatory
Control Information	a7c	<u>Headquarters engages in production or sales</u> : self-explanatory
Control Information	a11	<u>Financial statements of headquarters held separately from other establishments</u> : self-explanatory
Control Information	a9	<u>Financial statements of non-headquarters held separately from other establishments</u> : self-explanatory
Control Information	a20y a20m a20d	<u>Calendar date the last completed fiscal year ended</u> : self-explanatory. If respondent does not know, indicate December 31 of the last completed calendar year.
B. CONTROL INFORMATION		
General Information	b1 b1x	<p><u>Legal status</u>: ENUMERATORS DO NOT NEED TO KNOW THE DEFINITION OF EACH TYPE OF LEGAL STATUS.</p> <p>If an establishment is part of a larger firm, this question applies to the whole firm.</p> <p><u>Shareholding company with shares traded in the stock market</u>: shares are publicly traded on the stock market. Firms in this category have limited liability.</p> <p><u>Shareholding company with shares traded privately</u>: shares are not traded or they are traded only privately. Firms in this category have limited liability.</p> <p><u>Sole proprietorship</u>: is a business owned and operated by one individual natural person; that is a real human being, as opposed to an artificial legal entity such as a corporation or organization that the law treats as if it were a person distinct from its members or owner(s). This is regardless of whether or not the establishment has limited liability.</p> <p><u>Partnership</u>: allows two or more people to share profits and liabilities, with or without privately held shares. Parties can be individuals, corporations, trusts, or a combination of the above. Partners have unlimited liability in these firms.</p> <p><u>Limited partnership</u>: includes one or several general partners and one or more limited partners who invest capital into the partnership, but do not take part in the daily operation or management of the business. Limited partners limit their amount of liability to the amount of capital</p>

Section	Number	Instructions
		<p>invested in the partnership. The general partners personally shoulder all debts and obligations of the partnership.</p> <p><i>Other:</i> must be specified in writing. This variable should be codified after field work is finished to make sure that “other” does not include establishments that can be included in forms 1-5.</p>
General Information	b3	<i>Percentage owned by the largest owner(s):</i> self-explanatory
General Information	b2a b2b b2c b2d	<p><i>Share owned by:</i> <i>Domestic</i> are nationals of the country in which the establishment is located. (Follow the same rule for companies and organizations) Person with dual nationality is considered domestic.</p> <p><i>Foreign</i> ownership refers to the nationality of the owners, regardless of residency. If the owner is another company or institution owned by individuals who are foreign nationals, then it is foreign owned.</p> <p><i>Government or state-owned</i> firm that is a subsidiary of a government-owned firm should also be considered government-owned.</p> <p>Firms that operate under a franchise agreement should be classified according to the nationality of those awarded the franchise.</p>
General Information	b4	<i>Amongst the owners, are there any females:</i> self-explanatory
General Information	b4a	<i>Percentage of ownership by females:</i> self-explanatory
General Information	b5	<p><i>The year the establishment began operation</i> refers to the year in which the establishment actually started producing (or providing services), not to the year in which it was registered for the first time. The answer is independent of ownership at the time. An establishment may have begun operations without having any sales, if it has incurred direct costs related to production or provision of services (cost of registration is not a direct cost).</p> <p>If the establishment was privatized, then the date provided should refer to when the original government-owned establishment began operations.</p> <p>If the establishment changed its production significantly to change <u>sector</u> classification, then the year when that took place should be provided.</p>
General Information	b6	<i>Number of permanent, full-time workers at start-up:</i> All workers and managers (including respondent) should be included. Include both paid and unpaid workers.
General	b6a	<i>Establishment formally registered at start-up:</i> determined on a country-

Section	Number	Instructions
Information		<p>specific basis. This should be consistent with the sample frame and universe of inference, when possible.</p> <p>Whether the establishment registered with [enter name of main Registration Office for each country]</p>
General Information	b6b	<i>Year of registration:</i> when the establishment completed the registration as explained in B.6a.
General Information	b7	<p><i>Top Manager's experience:</i> in the type of sector that the establishment presently operates.</p> <p><i>Top Manager</i> refers to the highest-ranking management individual. This person may be the owner if he/she works as the Manager of the firm.</p>
General Information	b7a	<i>Top Manager is female:</i> self-explanatory
General Information	b8	<p><i>Internationally-recognized quality certification:</i> refers exclusively to internationally recognized certifications. Examples are: ISO (International Organization for Standardization) for manufacturing and services, HACCP (Hazard Analysis and Critical Control Point) for food (especially, but not exclusively, for seafood and juices), and AATCC (American Association of Textiles Chemists and Colorists) for textiles.</p> <p>Certificates granted only nationally, not recognized in international markets, are not included.</p> <p>If the quality certificate belongs to the holding company and included the establishment, then recorded answer should be yes.</p>
General Information	b8x	<i>Internationally-recognized quality certification:</i> self-explanatory
C. INFRASTRUCTURE AND SERVICES		
Infrastructure and Services	c3	<i>Application for an electrical connection:</i> a new connection or an increase in voltage of an existing connection that requires an application.
Infrastructure and Services	c4	<i>Wait for an electrical connection:</i> period in days between the completed and submitted application and the connection provision.
Infrastructure and Services	c5	<u>Opinion based or sensitive</u>
Infrastructure and Services	c6	<p><i>Power outages</i> occur when there is equipment malfunction from the failure of adequate supply of power. Brownouts that cause some, but not all, equipment to malfunction are also considered power outages.</p> <p>Note that if power outages are planned, i.e. “load shedding”, this is considered a power outage if the scheduled outage interrupts the operations of the establishment.</p> <p>However, if power outages are planned and the scheduled outage does NOT interrupt the operations of the establishment, this is not considered a power outage. Situations where the electricity/lights flicker and the experiences of both workers and/or customers are not</p>

Section	Number	Instructions
		affected are not considered power outages.
Infrastructure and Services	c7	<i>Number of outages in a typical month:</i> the typical month is the most common type of month in the year regarding the characteristic being asked. For answers such as “electrical outages once every 3 months”, in a typical month there are 0 outages (since there will be outages only in 4 months of the year and no outages in the remaining 8 months).
Infrastructure and Services	c8a c8b	<i>Average duration of power outages:</i> the duration of each incident of power outage in a typical month . c8a records duration in hours, c8b in minutes. If the duration is less than an hour, record 0 for c8a. Durations less than a minute should be 0 for c8a and 1 for c8b.
Infrastructure and Services	c9a c9b	<i>Losses because of power outages:</i> the amount of production lost because of power outages. Answers can be provided either as a percentage of sales or in local currency, but not both.
Infrastructure and Services	c10	<i>Own or share a generator:</i> regardless of use
Infrastructure and Services	c11	<i>Percentage of electricity from an owned or shared generator:</i> self-explanatory
Infrastructure and Services	c12	<i>Application for a water connection:</i> includes a new connection or any change to an existing connection that requires an application.
Infrastructure and Services	c13	<i>Wait for a water connection:</i> period in days between the completed and submitted application and the connection provision.
Infrastructure and Services	c14	Opinion based or sensitive
Infrastructure and Services	c15 (Manuf)	<i>Insufficient water supply:</i> whenever there is equipment failure or cessation of production operations due to the lack or reduction of water supply.
Infrastructure and Services	c16 (Manuf)	<i>Incidents of insufficient water supply per month:</i> The calculation should be made based on a typical month. Only insufficiencies causing equipment failure, cessation, or disruption of production operations should be considered.
Infrastructure and Services	c17 (Manuf)	<i>Duration of water shortage:</i> the average duration of water insufficiencies that took place in a typical month.
Infrastructure and Services	c22b	<i>Website:</i> an establishment has its own website, including only for promotional purposes. This includes maintaining an account on social media to promote goods or services, including if any business or operations are run through that account.
Infrastructure and Services	c30a	Opinion based or sensitive
D. SALES AND SUPPLIES		
Sales and Supplies	d1a1a	<i>Establishment’s main activity and product or service:</i> select the general activity that corresponds to the answer provided by the respondent.
Sales and Supplies	d1a1x	<i>Description of establishment’s main activity and product or service:</i> should be written down exactly as provided and as accurately as possible. The description must specify the activity of the establishment and the product produced or service offered.

Section	Number	Instructions
		<i>The main product and activity</i> is defined as the one that generates the largest proportion of annual sales in monetary value (not volume).
Sales and Supplies	d1a3	<u>Percentage of total sales does the main activity or product represent:</u> in terms of sales in monetary value not volume.
Sales and Supplies	d2	<p><u>Total annual sales:</u> the value of all annual sales counting manufactured goods, goods the establishment has bought for re-sale, and services provided.</p> <p>If an establishment makes blue jeans and also imports blue jeans to resell, total sales is the value of all blue jeans sold, both produced and imported. Revenue or receipts for all services rendered and any sales of merchandise for the year, even if the payment may have been received at a later date, are included in total sales. For services, total sales refer to the total value of all the services provided during the year.</p> <p>Total sales should include sales with and without invoices (reported and unreported sales).</p> <p>If possible, record values from the establishment's financial records.</p>
Sales and Supplies	d2x	<u>Total sales:</u> please write out the answer to d2 in words. For example, 132,000 should be written as "One hundred thirty two thousand"
Sales and Supplies	n3	<p><u>Total sales three complete fiscal years ago:</u> the value of all annual sales counting manufactured goods, goods the establishment has bought for re-sale, and services provided.</p> <p>Sales figures should be provided using prices at the time and should be provided from financial records, when possible.</p>
Sales and Supplies	d3a d3b d3c	<p><u>National sales:</u> goods or services are sold inside the borders of the country.</p> <p><u>Indirect exports:</u> goods (or occasionally services) are sold to a trader or third party who then exports the product without modifications. Products that the manager knows are smuggled abroad should be counted as indirect exports. For hotels, room-nights sold to foreigners via tour operators and/or travel agencies should be considered indirect exports.</p> <p><u>Direct export:</u> the sale of goods where the immediate recipient is outside the borders of the country.</p> <p>Please note that some service establishments, such as hotels, may cater to foreigners at their domestic locations. Sales to these foreigners constitute exporting.</p>

Section	Number	Instructions
Sales and Supplies	d4	<p><i>Average time goods remain in customs:</i> from the moment they arrive at customs, including waiting time to enter, until they are ready to be shipped out of customs from their point of exit (e.g., port, airport). Do not include waiting time for shipment, after being cleared by customs officials.</p> <p>Export to CIS (Commonwealth of Independent States) or customs union counts as export. If there are no associated customs procedures, for example, within a customs union, enumerators may record “DOES NOT APPLY”</p> <p><i>Main point of exit</i> is the last domestic location (e.g. port, border crossing, airport, or internal custom) from which the goods leave the country. Whenever different ports of exit are used this question refers to the port where “most goods” exit defined in terms of consignment value (not physical units).</p>
Sales and Supplies	d5a	<u>Opinion based or sensitive</u>
Sales and Supplies	d8	<i>Year establishment first export directly or indirectly:</i> self-explanatory
Sales and Supplies	d10	<p><i>Losses due to theft as percentage of the value of the products:</i> only includes shipments made to supply domestic markets.</p> <p>If an establishment does not make shipments and sells all goods on site, or if an establishment exclusively supplies foreign markets, mark “NO INTERNAL SHIPMENTS MADE”</p>
Sales and Supplies	d11	<i>Losses due to breakage or spoilage as percentage of the value of the products:</i> see d10
Sales and Supplies	d12a d12b	<p><i>Inputs</i> are materials that go through a mechanical, physical, or chemical transformation that will ultimately make up some portion of the final good produced. E.g. lumber in a furniture factory.</p> <p><i>Supplies</i> are materials or products that are used, expended, consumed, but will not comprise the final good produced. Pencils and writing paper are good examples of a supply.</p> <p><i>Materials and goods for resale:</i> includes goods and final materials purchased by retailers or wholesalers for sale without further modifications.</p> <p>The calculation is done as a percent of all purchases of supplies, inputs and goods purchased by the establishment for the fiscal year.</p> <p>The origin of the inputs, supplies, materials, or goods, matters regardless of whether the establishment directly imports them or not.</p>

Section	Number	Instructions
Sales and Supplies	d13	<i>Imported material inputs, supplies, or finished goods and materials purchased to resell:</i> self-explanatory
Sales and Supplies	d14	<p><i>Average time goods remain in customs:</i> includes all clearances required from the moment the goods arrived at their point of entry (e.g., port, airport) until the moment they satisfy the requirement of the clearance procedures at the customs office and can be picked up. It does not include time spent on transportation to reach the point of entry but it includes waiting time to enter customs.</p> <p>If there are no associated customs procedures, for example, within a customs union, enumerators may record “DOES NOT APPLY”</p>
Sales and Supplies	d15a	<u>Opinion based or sensitive</u>
Sales and Supplies	d30a d30b	<u>Opinion based or sensitive</u>
R. MANAGEMENT PRACTICES		
Management Practices	r1	<p><i>Dealing with a process problem:</i> description of actions taken in reaction to process problems, such as machinery break-down, human errors, or failures in communication. For manufacturers, this refers to the production process; for services establishments this involves problems affecting service delivery or provision. Answer that best describes the management practices in the establishment should be chosen.</p> <p>Use DOES NOT APPLY (-7) if there were no problems in the production process in the last complete fiscal year.</p>
Management Practices	r2	<p><i>Monitor (production) performance indicators:</i> Production performance indicators (in Manuf.) include, for example, volume of production (number of units produced), number of errors per 10000 units produced, monitoring the cost of inputs, greenhouse gas emissions in thousand tons of CO2/year, sulfur dioxide in thousand tons per year, nitrogen oxides in thousand tons per year, total energy use and energy intensity, total water used, hazardous/dangerous waste generated, non-hazardous/non-dangerous waste generated, number of production related incidents, etc.</p> <p>Performance indicators (in Serv.) include, for example, sales generated over a period of time or sales per sq. foot (retail); foot traffic (retail, restaurants) which is the number of people in the shop during a particular period; average amount customers spend during each purchase; stock turnover rate (refers to the number of times the average inventory of a product is sold in a year); costs of providing services; client satisfaction, time predictability, booked on-line value,</p>

Section	Number	Instructions
		<p>etc.</p> <p><i>Additional examples by industry are provided in https://kpidashboards.com/kpi/industry/transportation-and-warehousing/.</i></p>
Management Practices	r3	<i>Number of production performance indicators monitored:</i> self-explanatory
Management Practices	r4 r5 r6 r7	<p><i>Production or service provision targets:</i> Such targets can be defined in terms of units of products produced, percentage of products with errors, percentage of products, customer satisfaction, or services delivered on-time etc. For example, a production target could be a maximum of 50 errors per 10000 units produced.</p> <p><i>Time frame of production or service provision targets:</i> The purpose is to find out whether short-term or long-term goals are the focus of the establishment, and to understand the relationship between the short-term and long-term targets. Short-term targets refer to periods of less than a year. Long-term targets refer to periods a year or longer.</p> <p><i>Difficulty of achieving targets:</i> The purpose is to assess how demanding are the establishment's production or service provision targets.</p> <p><i>Awareness of targets:</i> By managers we mean people who have responsibility for pay and promotion for at least one other worker. This excludes shift supervisors.</p> <p>Answer that best describes the management practices in the establishment should be chosen.</p>
Management Practices	r8 r9	<p><i>Performance bonuses and production targets:</i> Performance bonus is a form of payment to workers, which is related to the performance output of an worker. Managers as defined in r7. Targets as defined in r4.</p> <p><i>Basis for performance bonuses:</i> whether own, team's, establishment's, or entire firm's targets were used as a basis to assess bonuses.</p> <p>Answer that best describes the management practices in the establishment should be chosen.</p>
Management Practices	r10	<p><i>Primary way of promotion of non-managers:</i> By non-managers we mean workers excluding managers as defined in r7.</p> <p>Use DOES NOT APPLY (-7) if no non-manager was promoted in the last complete fiscal year.</p> <p>Answer that best describes the management practices in the establishment should be chosen.</p>

Section	Number	Instructions
Management Practices	r11	<u>Under-performing non-managers</u> : The purpose is to find out what happens to workers who do not meet expectations in their position. Use Does Not Apply (-7) if there were no under-performing non-managers in the last complete fiscal year. Answer that best describes the management practices in the establishment should be chosen.
E. DEGREE OF COMPETITION		
Degree of Competition	e1 (Manuf)	<u>Main market</u> : is defined by the market that generates the most sales for the main product or activity as defined in d1a1x. Whenever local, national and international markets have equal shares choose the national market.
Degree of Competition	e2b (Manuf)	<u>Number of competitors in the establishment's market</u> . Self-explanatory
Degree of Competition	e6 (Manuf)	<u>Technology licensed from a foreign owned company</u> : the license may be held by the establishment's parent company. The answer is "no" if the establishment uses foreign technology without a license or a formal agreement. This excludes licenses to publicly available office software.
Degree of Competition	e11	<u>Establishment compete against unregistered or informal firms</u> : self-explanatory
Degree of Competition	e30	<u>Opinion based or sensitive</u>
H. INNOVATION		
Innovation	h1	<u>New or improved products and services (product innovation)</u> : Introduction to the market during the reference period of a) products or services that are new to the establishment; and b) products or services that have significant improvements in capabilities, user friendliness, components or sub-systems. Significant improvements include new or significantly improved i) capabilities or other functions; ii) technical specifications; iii) components and materials; iv) incorporated software; v) user friendliness. <u>DO NOT INCLUDE:</u> i) minor changes; ii) regular seasonal changes; iii) routine upgrades, iv) purely aesthetic design changes that do not affect functionality; v) the resale of a good purchased from other enterprises. <u>Product innovations in manufacturing (Manuf)</u> include products that differ significantly in their characteristics or intended uses from products previously produced by the firm. A new product can use new technology or a new combination of existing technology. The development of a new use for a product with only minor changes to its technical specifications is also a product innovation. Significant improvements to existing products can occur through changes in materials, components and other characteristics that enhance

Section	Number	Instructions
		<p>performance.</p> <p><i>Examples of product innovation for manufacturing include: a shirt-maker introducing a shirt with non-iron material; a shoe-maker introducing a shoe with a new cushioning technology; an appliance manufacturer introducing an appliance with built-in software or reduced energy consumption; a factory producing bar soap for personal uses that introduces liquid soap for personal uses.</i></p> <p><u>Product innovations in services (Serv)</u> can include significant improvements in how services are provided (for example, in terms of their efficiency or speed), the addition of new functions or characteristics to existing services, or the introduction of entirely new services.</p> <p>Apart from retail and wholesale, services can be classified into four groups: services dealing mainly with goods (such as transport and logistics), those dealing with information (such as call centers), knowledge-based services (such as ICT), and services dealing with people (such as hospitality).</p> <p><i>Examples of product innovation for services include an electronics store that starts a rental or leasing program, a hotel that opens a spa, a restaurant that was previously offering only local food and starts offering an “Italian” or “French” menu.</i></p>
Innovation	h2	<p><i>New or improved products or services new for the establishment’s main market:</i> Introduction of new or significantly improved products or services into the establishment’s main market before the establishment’s competitors. This is different from the introduction by the establishment of new or significantly improved product that is already available from the establishment’s main competitors.</p>
Innovation	h3x	<p><u>Main new or improved product or service</u> is defined as the new or significantly improved product or service that generates the largest proportion of annual sales in monetary value (not volume) among all new or significantly improved products or services.</p> <p>The description has to be as detailed as possible.</p> <ul style="list-style-type: none"> • <u>Examples of good descriptions for manufacturing</u> are: packaging material produced with a new chemical that makes the product stronger; started producing liquid soap; new exterior paint made with quartz (new input). Bad descriptions are: packaging material; paint. • <u>Examples of good descriptions for services</u> are: new menu with food for diabetic (restaurant); adding a spa service (hotel); an electronics store that starts offering repair program (retail); introduced free wireless internet usage for customers while they are at the café. Bad descriptions are: new menu; spa; cosmetics goods; Wi-Fi.

Section	Number	Instructions
Innovation	h4x	Description of how the establishment's main new or improved product or service differs from the products or services already produced or offered by the establishment. The description has to be as detailed as possible.
Innovation	h5	<p><i>New or improved processes</i> include the introduction by the establishment during the reference period of: a) methods of manufacturing products or offering services; b) logistics, delivery, or distribution methods for inputs, products, or services; c) supporting activities.</p> <ul style="list-style-type: none"> • New or improved <u>methods of manufacturing products</u> include: <ul style="list-style-type: none"> a) changes in production techniques or process of production; b) introduction of new technology for production; c) introduction of automation of processes previously man-made; d) introduction of new process of finishing, packaging, or quality control; e) introduction of new or significantly improved production equipment not previously used; f) introduction of new software for production. <p><i>Examples include: a furniture maker that buys and makes use of an electric sander; a shoe manufacturer begins using a computerized sewing machine; an electronics manufacturer installs new lighting to improve productivity of workers.</i></p> • New or significantly improved methods of offering services include: <ul style="list-style-type: none"> a) changes in technique or equipment to perform the service or to offer the product; b) introduction of new technology to perform the service or to offer the product; c) introduction of new software to perform the service or to offer the product; d) introduction of automation of processes previously man-made; e) introduction of internet based service delivery options; f) increased accessibility and/or changes in the degree of self-service. <p><i>Examples include: a hotel or restaurant begins to use electronic records and billing; a restaurant buys a new oven to offer pizza; an internet café begins an automated billing system.</i></p> • New or improved <u>logistics, delivery, or distribution methods for inputs, products, or services</u> both for <u>manufacturing</u> and <u>services</u> include: <ul style="list-style-type: none"> a) changes in how inputs are delivered to the establishment, for ex. outsourcing transport that previously was done in-house; b) changes in how products or services are delivered to clients; c) introduction of scanning to register goods using bar codes; d) introduction of new software to manage inventories; e) changes in the supply chain management. <p><i>Examples include, introduction of home delivery service; new forms of warranty; new forms of purchase on credit; use of internet for ordering and delivery.</i></p> • New or improved <u>supporting activities</u> introduced by the

Section	Number	Instructions
		<p>establishment in the reference period</p> <p><i>Examples of new or improved production process both for <u>manufacturing</u> and <u>services</u> include: a) changes in the accounting method; b) changes in the purchasing method; c) changes in the maintenance method; d) changes in the quality control system.</i></p>
Innovation	h6x	<p><u>Main new or improved process</u> is defined as the new or improved process that has the biggest impact on one of the following dimensions: decrease unit costs of production or delivery, increase quality, produce or deliver new or improved product. The description has to be as detailed as possible.</p> <p>Examples of good descriptions for manufacturing are: introduced continuous production monitoring (lean manufacturing); introduced new automation equipment on the production line, before done by hand; introduced a bar-coded goods-tracking system. Bad descriptions are: new production method; new equipment; new delivery method.</p> <p>Examples of good descriptions for services are: introduced a bar-coded goods tracking system; introduced a self-checkout system; introduced a system allowing customers to track the parcels sent to them.</p>
Innovation	h7x	The description of how the establishment's main new or improved process differs from to the most similar process that is or was used by this establishment. The description has to be as detailed as possible.
Innovation	h8	<p><u>Spending on R&D</u>: R&D or research and development refers to a specific group of activities that a business chooses to conduct with the intention of making a discovery that can either lead to the development of new products or service or procedures, or to improvement of existing products or service or procedures. For example, laboratory research for a new chemical compound of paint would be research and development while market research surveys or internet surfing are NOT considered to be R&D.</p> <p>R&D spending either in-house or by contracting other companies is considered here.</p>
Innovation	h9	<p><u>Cost of R&D</u> refers to how much money was spent on R&D either in-house or contracted to other companies. R&D as defined in h8. Includes all spending related to R&D (personnel costs, materials, etc.).</p> <p>The cost should be provided in Local Currency Unit (LCU)</p>
F. CAPACITY (Manuf)		
Capacity	f1 (Manuf)	<u>Capacity utilization</u> : is the output or production level compared to the full-production capacity, that is, the maximum level of production that could reasonably be expected under normal conditions fully utilizing the machinery and equipment in place.

Section	Number	Instructions
		This question only refers to the production facility and not the administrative offices.
Capacity	f2 (Manuf)	<i>Hours per week of operation</i> includes the time that machines and/or workers are engaged in some type of mechanical, physical, or chemical transformation of materials into new products or in which the assembly of components into new products takes place, including maintenance. This question only references the production facility and not the administrative offices.
G. LAND AND PERMITS		
Land	g6a	<i>Percentage of buildings owned, rented, or leased:</i> If establishment occupies several buildings, the percentages should be computed for all buildings.
Land	g1a	<i>Percentage of land owned, rented, or leased:</i> Mark “DOES NOT APPLY” if the establishment occupies a floor or part of a building.
Land	g2	<i>Application for a construction-related permit:</i> When interviewing construction businesses, these permits refer to both those related to the expansion or construction of the establishment’s premises and to permits required in order to carry out construction work for clients.
Land	g3	<i>Days to obtain construction-related permit:</i> the period between the time the application was completed and submitted and the time it was granted.
Land	g4	Opinion based or sensitive
Land	g5a (Serv) g5bx (Serv) g5b (Serv)	<i>Total selling area</i> refers to the space where sales take place. It does not include warehouses or administrative offices. Whenever the establishment is composed of several locations the selling areas of each location should be added.
Land	g30a	Opinion based or sensitive
I. CRIME		
Crime	i1	<i>Pay for security:</i> includes expenses on equipment, personnel, and professional security services, including payments that consist as part of rent, fees, or dues to occupy a building. Expenses on internet security and protection against hackers should also be included.
Crime	i2a i2b	<i>Total annual cost of security:</i> include all expenditures under i1, providing responses as either a percentage of annual sales or in local currency, but not both.
Crime	i3	<i>Experienced losses from theft, robbery, vandalism, arson.</i> Include losses due to hacking or internet fraudulent transactions that may have affected the establishment.
Crime	i4a i4b	<i>Total losses from theft, robbery, vandalism, arson, including, including losses due to hacking and internet fraudulent transactions:</i> responses as either a percentage of annual sales or in local currency, but not both.
Crime	i30	Opinion based or sensitive
K. FINANCE		

Section	Number	Instructions
Finance	k3a k3bc k3e k3f k3hd	<p><i>Financing of working capital</i> refers to financing of short-term activities, such as purchases of inputs and raw materials, covering wage bills, etc. It does not refer to larger investments, such as in machinery or equipment. Note that cash provided from the establishment's own funds is considered retained earnings.</p> <p>It is important for the enumerator to make sure that the various sources do add up to 100%.</p> <p>Both domestic and foreign banks are included in k3bc</p>
Finance	k4	<i>Purchase of fixed assets (new or used) including land, buildings, machinery, equipment, and vehicles:</i> self-explanatory
Finance	n5a n5b	<p><i>Purchase of (new or used) machinery, equipment, and vehicles:</i> includes anything used directly by the establishment to produce goods or provide services. Vehicles include transport and loading and unloading vehicles. It should include not only the purchase cost but also all other costs involved in the investment such as transport of the item and installation cost. Computer hardware should be considered as equipment.</p> <p><i>Land and buildings:</i> is the annual investment in land, buildings and structures used directly or indirectly by this establishment to produce goods and services. Included are expenditures for new and used structures (including those under construction at the end of last complete fiscal year), fixtures and equipment, additions, major alterations and improvements to existing facilities, and capitalized repairs.</p>
Finance	k5a k5i k5bc k5e k5f k5hdj k5a1 k5i1 k5bc1 k5e1 k5f1 k5hdj1	<p><i>Financing of fixed assets</i> include any purchases made by the establishment as described in K.4. Note that cash provided from the establishment's own funds is considered retained earnings.</p> <p>Importantly:</p> <p>(i) enumerator should ask respondent whether answering in percentages or local currency units (LCU) is more convenient. All answers should be provided in only one form (some in percentages and some in LCU are not acceptable).</p> <p>(ii) if answering in percentages, enumerator should make sure that the various sources do add up to 100%. This latter check will be automatically performed in CAPI.</p>
Finance	k4b (Manuf)	<i>Purchase of fixed assets (new or used):</i> Self-explanatory.
Finance	n5c (Manuf)	<i>Cost of purchased fixed assets:</i> The category <i>machinery, vehicles and equipment</i> is the annual investment of

Section	Number	Instructions
	n5d (Manuf)	<p>anything used directly by this establishment to produce. Vehicles include transport and loading and unloading vehicles. It should include not only the purchase cost but also all other costs involved in the investment such as transport of the item and installation cost. Computer hardware should be considered under equipment</p> <p><u>Land, buildings</u> is the annual investment in land, buildings and structures used directly or indirectly by this establishment to produce goods and services. Excluded are investments for property leased to others. Included are expenditures for new and used structures (including those under construction at the end of last complete fiscal year), fixtures and equipment, additions, major alterations and improvements to existing facilities, and capitalized repairs.</p> <p>Also included are expenditures made by the establishment for structures which, on completion, were, or are, to be sold or leased back to that establishment or firm.</p>
Finance	k6	<u>Checking/savings account.</u> In many countries, a checking account is known as a “current account”
Finance	k7	<u>An overdraft facility</u> is a flexible account that allows firms to draw upon in the event their account balance becomes negative. The firm will incur fees or are subject to interest payments if they exercise this option.
Finance	k8	<p><u>A line of credit</u> is an available amount of credit that the establishment can draw upon or leave untapped. Lines of credit usually carry monthly interest rates, and are repaid quickly (as soon as the establishment’s cash flow allows for repayment). They may or may not have a defined date of expiration.</p> <p><u>A loan</u> is generally a much less flexible form of finance. It comes in fixed amounts (rather than ranges), carry annual interest rates (either fixed or floating), and they carry a determined term to maturity (finite period for repayment).</p>
Finance	k9	<u>Type of financial institution granted this loan or line of credit:</u> self-explanatory
Finance	k10	<u>Year the most recent line of credit or loan was approved:</u> self-explanatory
Finance	k11	<p><u>Value of the loan or line of credit:</u> This question refers to the value of the loan at the time of approval, as it was specified in the credit agreement. The respondent should answer according to what was specified in the loan contract.</p> <p>For lines of credit, consider the full amount available to the establishment.</p>
Finance	k13 k14a k14b k14c	<u>Collateral</u> refers to property of the business or personal property of the manager or owners that is used to secure the loan in the event that the establishment defaults on its payment obligations. Collateral only refers to real property or financial assets, not to personal guarantees by

Section	Number	Instructions
	k14d k14e	third parties.
Finance	k15a	<i>Value of collateral:</i> the value of the collateral on the most recent loan or line of credit.
Finance	k15b	<i>Total number of open lines of credit or outstanding loans:</i> An <i>outstanding loan</i> is a loan with principal value that has not yet been fully repaid. An <i>open line of credit</i> is one from which the establishment has withdrawn funds and has not yet fully repaid.
Finance	k15c	<i>Total value of all outstanding loans or lines of credit:</i> the unpaid portion of loans and lines of credit at the time of the survey. This is not the total value of the loans or lines of credit at the time of disbursement. If a line of credit has not been used, the outstanding value of that line of credit is 0.
Finance	k15d	<i>Personal loans used for business financing:</i> if an owner has taken out any personal loans in his/her name and is using those personal loans to finance the business. This does not include loans made to the establishment where the owner is a signatory on behalf of the establishment.
Finance	k16	<i>Establishment applied for any lines of credit or loans:</i> self-explanatory
Finance	k17	<i>Main reason to not apply for any line of credit or loan:</i> self-explanatory
Finance	k20a1	<i>Outcome of application for line of credit or loan:</i> self-explanatory
Finance	k21	<i>Financial statements checked and certified by auditor:</i> self-explanatory
Finance	k30	<u>Opinion based or sensitive</u>
J. BUSINESS-GOVERNMENT RELATIONS		
Business-Government Relations	h7a	<u>Opinion based or sensitive</u>
Business-Government Relations	j2	<i>Percent of total senior management's time:</i> estimate of percentage of senior managers' time spent dealing with government regulations, inspections, negotiations and other bureaucratic burden. This is time that would otherwise be spent on business matters. It should not include time spent negotiating procurement contracts with the government - only time dealing with red tape and bureaucracy.
Business-Government Relations	j3	<i>Visitations and inspections from tax inspectors:</i> On-site and off-site inspections, scheduled and un-scheduled, are to be included.
Business-Government Relations	j4	<i>Visitations and inspections from tax inspectors:</i> Self-explanatory
Business-Government Relations	j5	<u>Opinion based or sensitive</u>
Business-	j6a	<i>Attempt to secure a government contract:</i> self-explanatory

Section	Number	Instructions
Government Relations		
Business-Government Relations	j6	<u>Opinion based or sensitive</u>
Business-Government Relations	j7a j7b	<u>Opinion based or sensitive</u>
Business-Government Relations	j10	<i>Application to obtain an import license:</i> An import license is a document issued by a national government authorizing the importation of certain goods into its territory. Each license specifies the volume of imports allowed, and the total volume allowed should not exceed the quota. Licenses can be sold to importing companies at a competitive price, or simply a fee. Government may put certain restrictions on what is imported as well as the amount of imported goods and services. Imports refer to both imports of final goods for sale as well as imports of materials/intermediate goods.
Business-Government Relations	j11	<i>Days to obtain an import license:</i> The period between the time the application was completed and submitted and the time it was granted. Import license defined as in j10.
Business-Government Relations	j12	<u>Opinion based or sensitive</u>
Business-Government Relations	j13	<i>Application to obtain an operating license:</i> <u>Licenses</u> are defined as state-issued documents certifying the right of its holder to engage in a particular business activity. It is the authorization to carry out an activity on a continuous basis (e.g. license to sell alcohol, license to import, license to operate) If the establishment applied more than once during the reference period, an average wait should be recorded. This includes renewals of operating licenses.
Business-Government Relations	j14	<i>Days to obtain an operating license:</i> The period between the time the application was completed and submitted and the time it was granted.
Business-Government Relations	j15	<u>Opinion based or sensitive</u>
Business-Government Relations	j30a j30b j30c j30e j30f h30	<u>Opinion based or sensitive</u>
L. LABOR		

Section	Number	Instructions
Labor	11	<p><u>Number of permanent, full-time workers last complete fiscal year:</u> all workers that are contracted for one or more fiscal years and/or have a guaranteed renewal of employment or an open-ended contract. These workers work a full shift, though this definition may vary by country and by industry.</p> <p>Include paid and unpaid workers (for ex. family members if any). All workers and managers (including respondent) should be counted.</p> <p>In many countries, firms keep workers under temporary contracts that get renewed every year. In these instances, given that workers work a full year they should be included. In other countries, firms “outsource” their employment so that they hire a third party for its workers: in this case all these workers should be accounted for as well, to the extent that they meet the criteria explained above.</p>
Labor	12	<p><u>Number of permanent, full-time workers three complete fiscal years ago:</u> see 11</p>
Labor	13a (Manuf) 13b (Manuf)	<p><u>Number of permanent, full-time production workers</u> are all workers directly involved in the production process. Typically they are physically located in the plant of the manufacturing establishment, separate from administration and sales. They are engaged in fabricating, processing, assembling, inspecting, receiving, storing, handling, packing, warehousing, shipping (but not delivering), maintenance, repair, product development, auxiliary production for plant’s own use (e.g., power plant), recordkeeping, and other services closely associated with these production operations. Plant supervisors and production managers are considered production workers.</p> <p><u>Number of permanent, full-time non-production workers</u> are those workers employed in sales (including driver-salespersons), sales delivery (highway truck drivers and their helpers), janitorial and guard services, advertising, credit, collection, installation and servicing of own products, clerical and routine office functions, executive, purchasing, financing, legal, personnel (including cafeteria, medical, etc.) are included.</p> <p>Non-production workers are NOT engaged in fabricating, processing, assembling, inspecting, receiving, storing, handling, packing, warehousing, shipping (but not delivering), maintenance, repair, product development, auxiliary production for plant’s own use (e.g., power plant), recordkeeping, and other services closely associated with these production operations. Typically they are physically located in adjacent or separate premises to the production plant.</p>
Labor	14a1 (Manuf)	<p><u>Highly skilled production workers.</u> Highly skilled production workers are those workers involved in the production process whose main tasks</p>





Section	Number	Instructions
	14a2 (Manuf) 14b (Manuf)	<p>and duties involve complex problem solving, decision making and creativity, technical and practical tasks requiring extensive body of theoretical, technical, procedural, and factual knowledge in a specialized field. A highly skilled worker usually has attended a higher educational institution for at least one year or more after completing secondary school. Skill is defined based on the occupation or tasks the individual performs rather than his/her qualifications. This type of skills corresponds to skill level 3 and 4 in the ILO classification.</p> <p><u>Semi-skilled production workers.</u> Semi-skilled production workers are those workers involved in the production process whose main tasks and duties involve operating and maintaining mechanical and electrical equipment, driving vehicles, manipulating, ordering and storing information. A semi-skilled worker may have completed some secondary level education or vocational training to acquire the skills required for the job. A semi-skilled skilled worker may also have learned the skills on the job through experience or on the job-training. Skill is defined based on the occupation or tasks the individual perform rather than his/her qualifications This level of skills corresponds to skill level 2 in the ILO classification.</p> <p><u>Unskilled production workers</u> are workers engaged in production operations and whose main tasks and duties involve the performance of simple and routine physical or manual task, such as cleaning, digging, lifting, packaging, and carrying materials by hand, etc. These workers are <u>unskilled</u> in that the tasks they perform don't require special training, education, or skills to be performed. This type of skills corresponds to skill level 1 in the ILO classification.</p>
Labor	15 (Serv) 15a (Manuf) 15b (Manuf)	<p><u>Number of permanent, full-time workers that are female:</u> Self-explanatory</p> <p><u>Number of permanent, full-time production workers that are female.</u> Self-explanatory</p> <p><u>Number of permanent, full-time production workers that are female.</u> Self-explanatory</p>
Labor	16	<p><u>Full-time temporary or seasonal workers</u> are defined as all short-term or seasonal (i.e. for less than a fiscal year) workers (paid or unpaid) with no guarantee of renewal of employment contract and work a full work week for the term of their contract.</p> <p>“Temporary” workers who are constantly renewed every year and work for a full year should be accounted as permanent.</p>
Labor	16a	<p><u>Number of full-time temporary or seasonal that are female:</u> self-explanatory</p>
Labor	18	<p><u>Average length of employment of all full-time temporary or seasonal workers:</u> the number of months that the worker was contracted for work that</p>

Section	Number	Instructions
		occupied employees for a full work week. If average full-time temporary or seasonal employment was for less than one month, enumerator should write 1.
Labor	19b (Manuf)	<i>Percentage of full time permanent workers who completed secondary school:</i> “Secondary school” is considered the level of education prior to university. To be clarified on a country-by-country basis.
Labor	110	<i>Formal training:</i> has a structured and defined curriculum. It may include classroom work, seminars, lectures, workshops, and audio-visual presentations and demonstrations. This does not include training to familiarize workers with equipment and machinery on the shop floor, training aimed at familiarizing workers with the establishment’s standard operation procedures, or employee orientation at the beginning of an worker’s tenure. <i>In-house training</i> may be conducted by other non-supervisory workers of the establishment, the establishment’s supervisors or managers, or the establishments training centers.
Labor	111a (Manuf) 111b (Manuf)	<i>Percentage of production vs. non-production workers that were trained:</i> Self-explanatory
Labor	130a 130b	<u>Opinion based or sensitive</u>
M. BUSINESS ENVIRONMENT		
Business Environment	m1a	<u>Opinion based or sensitive</u>
N. PERFORMANCE		
Performance	n2a n2e (Manuf) n2i (Serv) n2b n2p (Manuf)	<i>Total cost of labor, including wages, salaries and benefits</i> is the total annual wages and all annual benefits, including food, transport, social security (i.e. pensions, medical insurance, and unemployment insurance). <i>Raw materials and intermediate goods: (Manuf)</i> is the cost of all inputs in the production activity. This is usually an item directly taken from the financial statements. <i>Cost of Finished goods and materials purchased to resell: (Serv)</i> is the cost of all finished goods and materials purchased to be resold. This is usually an item directly taken from the financial statements. For an example please see the income statement in the next section. <i>Electricity</i> is the total annual cost of electric energy purchased from public or private utility companies or received from other establishments that belong to the same firm. Exclude the value of electricity generated and used at this establishment.

Section	Number	Instructions
		<p><u>Total cost goods sold</u>: this is the total costs of production of all goods and services produced and sold by the establishment. It includes the cost of labor, materials, inputs and depreciation of assets. It does not include administrative cost. For manufacturing establishments who also resell goods produced by other establishments (i.e. they engage in both manufacturing and retail activities) this should include both cost of production and cost of finished goods purchased to resell. For an example please see the income statement in the next section</p>
Performance	n2e1 (Manuf)	<p><u>Total cost of raw materials and intermediate goods used in production</u>: note that this question refers to the period of the last complete fiscal year -1. For example, if the reference period of the last completed fiscal year is 2017, this question refers to fiscal year 2016.</p>
Performance	n7a (Manuf)	<p>This question is designed to ascertain the market value of the establishment's capital, regardless of ownership You can ask the manager to estimate the market value if all of the equipment were purchased on the open market. If the respondent states that there is no market, ask how much the respondent would be willing to pay for the capital, knowing what it can produce in its <i>current condition</i>. Estimate how much it would cost to buy machinery in the current market which is similar in terms of age and characteristics. Keep in mind that it is one of the most important questions in the questionnaire.</p>
Control Information	a15a1ax a15a2a a15a3 a15a1bx a15a2b a15b3 a15a1cx a15a2c a15c3 a15d a15m a15y a15h a15min a16 a17 a17x a18 a19h a19m	<p><u>End-of interview questions</u>: self-explanatory</p>
END OF FACE-TO-FACE INTERVIEW		

Section	Number	Instructions
<p>SUPERVISOR SECTION: the following questions are to be answered by supervisors following the conclusion of the interview. They include coding of some respondent answers and the confirmation of details from the interview.</p> <p>Supervisors should be careful to use this stage to review key financial (sales and costs) and other quantitative figures; flags and assumption violations are ideally noted at this stage, immediately following the interview, rather than at later stages of quality control.</p> <p>Key areas for supervisor review include (but are not limited to): annual sales (d2, n3), description of the main activity (d1a1x), annual employment (l1, l2), costs (n2a, n2b, n2e, n2i, n2p, and n7a), and descriptions of innovative activity (h3x, h6x, and h7x). Supervisors should also review any apparent errors.</p>		
Control Information	a13	<u>Supervisor Code:</u> self-explanatory
Control Information	a3b	<u>Official capital city:</u> coded based on a3x
Control Information	a3c	<u>Main business city:</u> coded based on a3x
Control Information	a3	<u>Size of locality:</u> coded 1 if establishment is in the main business city; coded based on a3x
Sales and Supplies	d1a2	<p><u>Sector code for establishment's main activity or product/service:</u> Coding will be made in the office on the basis of the description provided in d1a1x, according to 4-digit industry classification codes using the United Nations ISIC Rev.3.1.</p> <p>http://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=17</p>

Income Statement

INCOME STATEMENT FISCAL YEAR XXXX MANUFACTURING RODRIGUEZ LLC			
Sales		1,980,000	
Purchases of raw materials & intermediates	620,000		
Change in inventories of raw materials & intermediates	<u>-25,000</u>		
Cost of raw materials & intermediates	595,000		n2e
Direct labor	405,000		
Indirect labor	<u>13,000</u>		
Cost of labor	418,000		n2a
Other costs of production (overhead)	187,000		n2b (included here)
Total manufacturing costs	1,200,000		
Change in inventory products in process	<u>-200,000</u>		
Total costs of goods manufactured	1,000,000		
Change in inventory of finished goods	60,000		
Cost of goods sold (or cost of sales)	<u>1,060,000</u>		n2p
Gross profit	920,000		
Operating expenses (administrative and selling)	<u>600,000</u>		
Income before taxes	320,000		
Taxes	<u>32,000</u>		
Income after taxes	288,000		