$\square$

Enterprise Name
tlena

# Tanzanian Manufacturing Enterprise Survey 

Wave 4

## Main Questionnaire

## November 1999

Centre for the Study of African Economies (CSAE), University of Oxford
Economic and Social Research Foundation (ESRF), Dar es Salaam
and
Centre for Research on Trade \& Development (CREDIT), University of Nottingham


## FIRST VISIT

DATE AND PROPOSED TIME FOR THE VISIT


DATE OF THE INTERVIEW


## SECOND VISIT

DATE AND PROPOSED TIME FOR THE VISIT


DATE OF THE INTERVIEW


| PROGRESS |  | REQUIRED | LEFT WITH FIRM | PICKED UP | COMPLETED |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | BY FIRM |  |  | FIRST INTERVIEW | EVENTUALLY! |
| MAIN | SECTION 1SECTION 2SECTION 3SECTION 4SECTION 5SECTION 6SECTION 7 PARTS A - DSECTION 7 PARTS E - FSECTION 8SECTION 9SECTION 10SECTION 11 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| WORKERS | SECTION 13 \& 14 |  |  |  |  |  |  |

## SECTION 1: General Information Sheet



## SECTION 1: General Information Sheet

## IF THE FIRM IS ONE OF THE RPED FIRMS INTERVIEWED BETWEEN 1993-96, ASK THE FOLLOWING QUESTIONS.

IF THE RESPONDANT CANNOT RECALL CLEARLY, THEN ASK THE QUESTIONS IN SECTION 2A FOR NEW FIRMS IF THIS FIRM WAS NOT INTERVIEWED PREVIOUSLY, ASK QUESTION 14 AND THEN SKIP TO SECTION 2a FOR NEW FIRMS

13 Is this firm under exactly the same ownership and same legal status as it was when interviewed previously?


If not, describe changes in ownership and legal status

## t1q13s

$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$

14 In the period since 1996, has the business been doing well or badly?
Describe the major changes and events that have taken place in product and input markets influencing your business?
................ t1q14
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$

## SECTION 2: Entrepreneur Questionnaire

## Part A: New Firms or Firms Without Current Owner's Details

1. THIS SECTION IS FOR ENTERPRISES THAT ARE NEW TO THE SURVEY OR FOR ENTERPRISES THAT HAVE CHANGED OWNERSHIP SINCE THE LAST ROUND OF THE SURVEY (OR WHERE THERE IS ANY DOUBT ABOUT CHANGES HAVING TAKEN PLACE SINCE 1995)
2. THESE QUESTIONS ARE TO BE ANSWERED BY THE OWNER OF AN ENTREPRENEURIAL FIRM, OR THE CHAIRMAN OF A COOPERATIVE, OR THE GENERAL MANAGER OR MANAGING DIRECTOR OF A CORPORATION (NOTE THAT SOME QUESTIONS ARE NOT RELEVANT

## FOR PROFESSIONAL MANAGERS. THESE ARE IDENTIFIED WITH AN ASTERISK)

1. What is the legal status of this firm?

Sole Proprietorship.................................................. 1
Partnership............................................................... 2
Cooperative........................................................... 3
Limited Liability Enterprise...................................... 4
Corporation (public or private)................................. 5
Subsidiary of a Multinational Corporation................ 6
2. What is the ownership structure?

Private owners only, (Tanzanian Owners)................... 1 (=>4)
Private owners only, (Foreign owners) $\qquad$
Private owners, (Tanzanians and Foreign joint)........ $3(=>3)$
State and private joint, (Tanzanian Private) $\qquad$ State and private joint, (Foreign private owners).
State and Private joint, (Tanzanian and Foreign privatя 6 ( $=>3$ )
State............................................................................ 7 (=> 3a)
3. What is the percentage of foreign ownership?

3a. What is the percentage of state ownership?
\% t2aq3
\%
t2aq3a
$\square$ $.4(=>3 a)$ .... $5(=>3)$
$\square$
4(=>4)
( $=>3$ )
4. Are the Tanzanian owners..
African origin only.......................... 1
Asian origin only .....  2
Both African \& Asian origin. .....  3
Other (SPECIFY) .....  4
5. Gender (of interviewee)

$$
\text { MALE.......... } 1
$$



$$
\text { FEMALE..... } 2
$$

6. How old are you?

YEARS: $\square$
7. Were you born in this town?

YES.. ... 1
NO .............. 2
8. How long have you lived here? YEARS:
9. If not an owner of the firm, what is your current position?

Chairman of cooperative........... 1
General Manager/ MD of Firm.... 2
Other Manager......................... 3
Other (specify).
.... 4

## SECTION 2: Entrepreneur Questionnaire

Part A: New Firms or Firms Without Current Owner's Details

* 10. What was the main occupation of your father?

OWN BUSINESS, MANUFACTURING


OWN BUSINESS, TRADING $\qquad$
OWN BUSINESS, FARMING $\qquad$ .... 3 EMPLOYEE, PUBLIC SECTOR ENTERPRISE.......... 4 EMPLOYEE, PRIVATE SECTOR ENTERPRISE....... 5 EMPLOYEE, GOVERNMENT ADMINISTRATION.... 6

```
(SPECIF t2aq10s
```

* 11. What was the main occupation of your mother?


OWN BUSINESS, MANUFACTURING....................... 1 OWN BUSINESS, TRADING...................................... 2 OWN BUSINESS, FARMING..................................... 3 EMPLOYEE, PUBLIC SECTOR ENTERPRISE.......... 4 EMPLOYEE, PRIVATE SECTOR ENTERPRISE....... 5 EMPLOYEE, GOVERNMENT ADMINISTRATION.... 6 (SPECIFY: $\qquad$ t2aq11s
12. What is the highest level of formal education you reached?

$$
\text { NONE.................................... } 1 \text { ( => 16) }
$$

PRIMARY. ... 2 MIDDLE SCHOOL.................. 3 SECONDARY (O LEVEL)...... 4 SECONDARY (A LEVEL)...... 5 VOCATIONAL $\qquad$ TECHNICAL/POLYTECHNIC... 7 PROFESSIONAL $\qquad$ .... 8 UNIVERSITY.......................... 9 ( => 14)
$\qquad$
13. What was the highest standard (if primary only) or form (if secondary) you completed?
14. What year did you leave school/vocational programme/university? (if the vocational programme is not continuous with ordinary schooling, then use the school leaving year)
15. What did you study at the university?
Humanities................................... 1
Sciences.................................... 2

Engineering
$\qquad$
Other $\qquad$
(SPECIFY $\qquad$ t2aq15s
16. Were you an apprentice in your firm's field?

 3

$\qquad$
Medical. .....  45
$\square$
t2aq15
t2aq16

YES.

.. 1

NO.
... 2

* 17. Was the business owned by your parents or other family members?
YES....................... 1
NO .............. 2
$\square$


## SECTION 2: Entrepreneur Questionnaire

## Part A: New Firms or Firms Without Current Owner's Details

* 18. Do you own any of the following?
(a) a house backed by title?


(b) a motor vehicle
(c) a farm?
(d) other real estate?


19. When was this business founded? (i.e. the first year from which the business as presently constituted operated)

t2aq19a

* 20. Did you establish this business?

YES ...................... 1 (=>22)
NO ....................... 2 (=>21)


* 21. How did you acquire this business?

BOUGHT IT................... 1
INHERITED IT............... 2 MERGER....................... 3 OTHER.......................... 4
(SPECIFY $\qquad$ t2aq21s
22. Did you have previous experience in this industry (apart from owning/ managing this firm?)

$$
\begin{aligned}
& \text { YES ....................... } 1 \\
& \text { NO ....................... } 2 \text { ( => 25) }
\end{aligned}
$$

$\square$

YEARS:
23. What form did this experience take?

YES $\qquad$
$\qquad$
(a) Did you work for this firm? $\square$
(b) Did you work for another firm? $\square$
(c) Were your parents in this business?
(d) Did you work and learn at home?
(e) Were you self-employed? $\square$
(f) Other? (SPECIFY $\qquad$ t2aq23s $\square$
t2aq23f
24. How many years of experience did you have in this industry prior to acquiring/ becoming a manager in this firm?
t2aq22

NO ....................... 2
$\square$
$\square$

## SECTION 2: Entrepreneur Questionnaire

## Part A: New Firms or Firms Without Current Owner's Details

25. What were you doing immediately prior to acquiring/ becoming a manager in this business?
UNEMPLOYED......................................................................................................................................

WORKING FOR ANOTHER FIRM IN THIS INDUSTRY................... 3 (=> 26)
WORKING IN A FIRM IN ANOTHER INDUSTRY.......................... 4 (=> 26)
SELF-EMPLOYMENT/BUSINESS OWNERSHIP......................... 5
APPRENTICESHIP/SCHOOLING................................................ 6
CIVIL SERVANT/ GOVERNMENT/ PUBLIC SERVICE..................
MILITARY SERVICE......................................................................... 8
OTHER................................. t2aq25s
( $=>$ Q. 27 unless 3 or 4 above)

26. Was this other firm foreign owned or foreign managed?
YES ..................... 1


* 27. Do you currently own any other business?
YES ......................
NO $\quad 2(=>29)$

29. Excluding your current firm(s), have you ever owned any other business?
YES $\qquad$ . 1
NO ....................... 2 (=>33)
```
t2aq29
```

| 30 | 31 | 32 |
| :---: | :---: | :---: |
| Name the type of organization | How long were you in that business? <br> (years) | Why you no longer own that business? $\begin{aligned} & \text { CLOSED IT...................... } 1 \\ & \text { SOLD IT............................ } 2 \\ & \text { WENT BANKRUPT........ } 3 \\ & \text { OTHER(SPECIFY)......... } 4 \\ & \hline \end{aligned}$ |
| t2aq30a | t2aq31a | t2aq32a |
| t2aq30b | t2aq31b | t2aq32b |
| t2aq30c | t2aq31c | t2aq32c |

* 28. Are any of your other businesses in the same sector as this firm?
YES .............................. 1
NO ................. 2
$\square$


## SECTION 2: Entrepreneur Questionnaire

## Part A: New Firms or Firms Without Current Owner's Details

THIS SECTION IS TO BE ASKED OF FIRMS WHICH ARE NEW TO THE SURVEY
33. When the firm started, what was the initial start up capital?

34. From what sources did you/ the owners get this capital ?

| (Percentages) | \% |
| :---: | :---: |
| (a) OWN SAVINGS | t2aq34a |
| (b) BORROWING FROM FRIENDS OR RELATIVES | t2aq34b |
| (c) LOAN FROM A FOREIGN BANK OR DONOR AGENCY | t2aq34c |
| (d) LOAN FROM A LOCAL BANK | t2aq34d |
| (e) LOAN FROM A MONEY LENDER |  |
| (f) LOAN FROM A SUPPLIER | t2aq34e |
| (g) SALE OF PERSONAL ASSETS | t2aq34f |
| (h) OTHER (SPECIFY : ___ ) | t2aq34g |

35. What were the total number of paid employees in........ ?

36. What were your annual sales in........?
when business was founded

| 1985 | t2aq36a |
| :--- | :--- |
|  | t2aq36b |
| 1990 | t2aq36c |
|  |  |
|  | t2aq36d |

Note: Check that (a) - (h) add up to $100 \%$

## SECTION 2: Entrepreneur Questionnaire

## Part B: Additional Questions for Owners

1. Why did you choose to start this business? $\square$
Previous business failed and I could not find a waged job...................... 1
Previous business failed (did not bother to look for waged work).......... 2
Could not find a waged job that I wanted after leaving school/uni.......... 3
Lost my waged job and could not find another that I wanted................... 4
Believed I could earn more money with my own business...................... 5
Have a family, so wanted flexible working hours................................. 6
Always wanted my own business....................................................... 7
Inherited/came into some money......................................................... 8
Other (specify)................................................................................. 9
9

| YES ....................... 1 <br> NO ......................... 2 |  |  | Did you acquire <br> any of the following <br> in the past year? |
| :--- | :--- | :---: | :---: |
| 2. | a house backed by title? |  |  |
| 3. | a motor vehicle? |  |  |
| 4. | a farm? |  |  |
| 5. |  |  |  |
|  |  |  |  |

6. Did you start any other business in the last two years?

$$
\begin{aligned}
& \text { YES.............. } 1 \\
& \text { NO............. } 2
\end{aligned}
$$

7. Did you acquire any other business in the last two years? $\square$

$$
\text { YES............. } 1
$$

$$
\text { NO.............. } 2
$$

8. Did you exit from any other business in the last two years? $\square$

$$
\begin{aligned}
& \text { YES.............. } 1 \\
& \text { NO............ } 2
\end{aligned}
$$

IF THE ANSWER TO EITHER QUESTIONS 6 OR 7 WAS YES, THEN ASK QUESTIONS 9 AND 10. OTHERWISE SKIP TO NEXT PAGE.
9. Are any of your newly started or acquired businesses in the same line as this firm?

in
10. Does this firm receive inputs from, or supply inputs to any of your newly started or acquired businesses? $\square$
YES.............

## SECTION 2: Entrepreneur Questionnaire

## Part C: Management Experience and Qualifications

| Ask these questions for each of the following managers, where relevant | 1. <br> How many years in present industry? (including current \& other firms) <br> YEARS | 2. <br> Highest completed level of education? <br> None. $\qquad$ <br> Primary/ Middle.............. 2 <br> Secondary (O level)........ 3 <br> Secondary (A Level)...... 4 <br> Vocational.................... 5 <br> Technical/ Polytech......... 6 <br> Professional................... 7 <br> University (Tanzania)...... 8 <br> University (Abroad)........ 9 | 3. <br> Ethnicity? <br> African.... 1 <br> Asian...... 2 <br> European.. 3 <br> Other. $\qquad$ |
| :---: | :---: | :---: | :---: |
| Entrepreneur (owner) | t2cq1a | t2cq2a | t2cq3a |
| General manager | t2cq1b | t2cq2b | t2cq3b |
| Production/ Plant manager | t2cq1c | t2cq2c | t2cq3c |

Note: for entrepreneur (owner) check education information with that given in
Section $2 a$ of the questionnaire
4. Do the following have any professional business/management qualifications?

If yes, please specify. Yes....... 1

| No.......2 | Title of qualification |  |
| :--- | :--- | :---: |
| Entrepreneur (owner) | t 2 cq 4 a | t 2 cq 4 as |
| General manager | t 2 cq 4 b | t 2 cq 4 bs |
| Production/ Plant manager | t 2 cq 4 c | $\mathrm{t} 2 \mathrm{cq4} 4 \mathrm{cs}$ |

5. Do the following have any relevant technical qualifications?

If yes, please specify. Yes....... 1

| No........2 |  | Title of qualification |
| :--- | :--- | :---: |
| Entrepreneur (owner) | t2cq5a |  |
| General manager | t2cq5as |  |
| Production/ Plant manager |  |  |
|  | t2cq55 | t2cq5bs |

6. Have any of the following received training/ attended a training course in any aspect of business management in the last 5 years?

If yes, please specify. Yes....... 1

| No.......2 | Title of Training Course |  |
| :--- | :--- | :---: |
| Entrepreneur (owner) | t2cq6a |  |
| General manager |  | t2cq6as |
| Production/ Plant manager | t2cq6b | t2cq6bs |
|  | t2cq6c | t2cq6cs |

7. If this firm does not have professional managers with relevant experience and qualifications, why not?

Managers/ more managers not needed... 1
Skilled Managers are too expensive...... 2


Skilled Managers are scarce.............. 3
Other (SPECIFY)............................. 4 4

## SECTION 3: General Firm Questionnaire

1. Does your firm keep accounts on an annual basis?


DISCUSS THE OPTIONS GIVEN IN QUESTION 2. FROM ONE YEAR DOWN
BEING AWARE OF THE ANSWER GIVEN FOR 1994 OR 1995
2. What is the easiest time period for you to use in discussing the cost of the inputs and the value of the outputs of your production process?

| 1 year........... 1 | 1994 | 1995 | 1996 | 1997 | 1998 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 6 months....... 2 | t3q2a | t3q2b | t3q2c | t3q2d | t3q2e |
| 1 month........ 3 |  |  |  |  |  |
| 2 weeks........ 4 |  |  |  |  |  |
| 1 week......... 5 |  |  |  |  |  |
| Other........... 6 |  |  |  |  |  |

3. What is the last period of this length for which you have data?


ASK QUESTION 4 IF THE PERIOD IS LESS THAN 1 YEAR

4 Can this last period be considered as average compared to the year as whole?

(Specify why not. $\qquad$

IF FIRM HAS PEAK PERIODS DURING THE YEAR eg CERTAIN MONTHS WHEN ORDERS ARE HIGH, NOTE HOW MANY MONTHS THESE ARE AND USE THIS INFORMATION WHEN CALCULATING AVERAGE OUTPUT/ SALES FOR THE TIME PERIOD AGREED.

## SECTION 3: General Firm Questionnaire

WHERE '[period]' APPEARS IN THE FOLLOWING QUESTIONS THE ANSWERS SHOULD RELATE TO THE TIME PERIOD AGREED IN QUESTION 2 ABOVE.
5. What was your revenue from sales of your manufactured output in this [period]?

6. What was the value of your manufactured output in this [period]?

7. What was the value of any additional income you made from selling goods that your firm did not make or from supplying services in this [period]?


FOR SMALL FIRMS USE THE TABLES ON THE FOLLOWING PAGES TO CALCULATE THE VALUE OF OUTPUT AND THE VALUE OF RAW MATERIALS (UNLESS YOU HAVE ACTUAL DATA, ASSUME THAT SALES AND OUTPUT ARE EQUAL). THEN COMPLETE THE RELEVANT TOTALS FOR SALES AND OUTPUT ABOVE AND FOR RAW MATERIALS BELOW.
8. What percentage of your output did you export to other African countries?

9. What percentage of your output did you export to non-African countries?


## SECTION 3: General Firm Questionnaire

10. What percentage of your exports did you sell in the most recent [period]..
a. Direct to foreign buyers
b. through government trading agencies
c. through private trading agencies
d. Other

| t3q10a |
| :---: |
| t3q10b |
| t3q10c |
| t3q10d |

(Specify................... t3q10s
t3q10d
11. What percentage of your output for the domestic market did you sell.. (in most recent [period])
a. direct to private end users
b. direct to public sector end users
c. to private retailers and wholesalers
d. to public retailers and wholesalers
e. to other firms to be used in production
f. other
(Specify................................... t3q11s
12. How many shifts do you usually operate?

$$
\text { one-shift.................. } 1
$$

$$
\text { two-shift................. } 2
$$

$$
\text { three-shift................ } 3
$$

| 1996 | 1997 | 1998 |
| :---: | :--- | :---: |
| t3q12a | t3q12b | t3q12c |

$$
\text { Other....................... } 4
$$

(specify $\qquad$ t3q12s

## SECTION 3: General Firm Questionnaire

FOR LARGE FIRMS JUST LIST THEIR FIVE MOST IMPORTANT PRODUCTS AND THE PRICE PER UNIT AT WHICH THEY SELL EACH OF THEM

YEAR $=1998$

| a. What were your firm's most important products in 1998 ? <br> (list them in order of | b. In what units do you sell each of these products? | c. How much do you charge for one unit of each product? | d. How many/much of each of these products did you sell in the last [period]? | ```e. So, the total revenue from each product last period was....... (should equal c * d)``` | f. What is the total cost of raw materials for one unit of each product? | g. So, the total cost of raw materials for the amount of each product you sold last [period] is... |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| importance below) | Units | Shillings/unit | Quantity = Number of units | Shillings | Shillings/Unit | Shillings |
| t3q13aa1 | t3q13ab1 | t3q13ac1 | t3q13ad1 | t3q13ae1 | t3q13af1 | t3q13ag1 |
| t3q13aa2 | t3q13ab2 | t3q13ac2 | t3q13ad2 | t3q13ae2 | t3q13af2 | t3q13ag2 |
| t3q13aa3 | t3q13ab3 | t3q13ac3 | t3q13ad3 | t3q13ae3 | t3q13af3 | t3q13ag3 |
| t3q13aa4 | t3q13ab4 | t3q13ac4 | t3q13ad4 | t3q13ae4 | t3q13af4 | t3q13ag4 |
| t3q13aa5 | t3q13ab5 | t3q13ac5 | t3q13ad5 | t3q13ae5 | t3q13af5 | t3q13ag5 |
| t3q13aa6 | t3q13ab6 | t3q13ac5 | t3q13ad6 | t3q13ae6 | t3q13af6 | t3q13ag6 |
| t3q13aa7 | t3q13ab7 | t3q13ac7 | t3q13ad7 | t3q13ae7 | t3q13af7 | t3q13ag7 |
| t3q13aa8 | t3q13ab8 | t3q13ac8 | t3q13ad8 | t3q13ae18 | t3q13af8 | t3q13ag8 |

NOTE THAT FOR BAKERIES IT IS EASIER TO CALCULATE QUANTITY, REVENUE AND COSTS ON THE BASIS OF A BAG OF FLOUR, I.E. A BAG OF FLOUR COST SO MUCH HAS TO BE COMBINED WITH SO MUCH FAT, SUGAR YEAST ETC., AND MAKES SO MANY LOAVES THAT FETCH A REVENUE OF .... THEN MULTIPLY THE COSTS ETC. BY THE NUMBER OF BAGS OF FLOUR USED IN THE TIME PERIOD AGREED.

## SECTION 3: General Firm Questionnaire

FOR LARGE FIRMS JUST LIST THEIR FIVE MOST IMPORTANT PRODUCTS AND THE PRICE PER UNIT AT WHICH THEY SELL EACH OF THEM

YEAR $=1997$

| a. What were your firm's most important products in 1997? <br> (list them in order of | b. In what units do you sell each of these products? | c. How much do you charge for one unit of each product? | d. How many/much of each of these products did you sell in the last [period]? | $\begin{array}{\|l} \hline \text { e. So, the total revenue } \\ \text { from each product last } \\ \text { period was....... } \\ \text { (should equal c }{ }^{\text {d })} \\ \hline \end{array}$ | f. What is the total cost of raw materials for one unit of each product? | g. So, the total cost of raw materials for the amount of each product you sold last [period] is... |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| importance below) | Units | Shillings/unit | Quantity = Number of units | Shillings | Shillings/Unit | Shillings |
| t3q13bal | t3q13bb1 | t3q13bc1 | t3q13bd1 | t3q13be1 | t3q13bfl | t3q13bg1 |
| t3q13ba2 | t3q13bb2 | t3q13bc2 | t3q13bd2 | t3q13be2 | t3q13bf2 | t3q13bg2 |
| t3q13ba3 | t3q13bb3 | t3q13bc3 | t3q13bd3 | t3q13be3 | t3q13bf3 | t3q13bg3 |
| t3q13ba4 | t3q13bb4 | t3q13bc4 | t3q13bd4 | t3q13be4 | t3q13bf4 | t3q13bg4 |
| t3q13ba5 | t3q13bb5 | t3q13bc5 | t3q13bd5 | t3q13be5 | t3q13bf5 | t3q13bg5 |
| t3q13ba6 | t3q13bb6 | t3q13bc5 | t3q13bd6 | t3q13be6 | t3q13bf6 | t3q13bg6 |
| t3q13ba7 | t3q13bb7 | t3q13bc7 | t3q13bd7 | t3q13be7 | t3q13bf7 | t3q13bg7 |
| t3q13ba8 | t3q13bb8 | t3q13bc8 | t3q13bd8 | t3q13be18 | t3q13bf8 | t3q13bg8 |

NOTE THAT FOR BAKERIES IT IS EASIER TO CALCULATE QUANTITY, REVENUE AND COSTS ON THE BASIS OF A BAG OF FLOUR, I.E. A BAG OF FLOUR COST SO MUCH HAS TO BE COMBINED WITH SO MUCH FAT, SUGAR YEAST ETC., AND MAKES SO MANY LOAVES THAT FETCH A REVENUE OF .... THEN MULTIPLY THE COSTS ETC. BY THE NUMBER OF BAGS OF FLOUR USED IN THE TIME PERIOD AGREED.

## SECTION 3: General Firm Questionnaire

14. Indirect Costs: What was the cost to your business of each of the following items during the last [period]?
a. Rent
b. Electricity
c. Water
d. Telephone
e. Liquid fuel, solid fuel and gas
f. Stationary and office supplies
g. Transportation costs (excluding fuel)
h. Security services if not included in wage bill
i. Insurance and other business services
j. Promotion \& Advertising
k. Maintenance of plant equipment \& buildings
15. All other costs (exclude labour costs \& interest payments)

| 1994 |
| :--- |
| t 3 q 14 aa |
| t 3 q 14 ab |
| t 3 q 14 ac |
| t 3 q 14 ad |
| t 3 q 14 ae |
| t 3 q 14 af |
| t 3 q 14 ag |
| t 3 q 14 ah |
| t 3 q 14 ai |
| t 3 q 14 aj |
| t 3 q 14 ak |
| $\mathrm{t} 3 q 14 \mathrm{al}$ |


| 1995 |
| :--- |
| t3q14ba |
| t3q14bb |
| $t 3 q 14 b c$ |
| $t 3 q 14 b d$ |
| $t 3 q 14 b e$ |
| t3q14bf |
| $t 3 q 14 b g$ |
| $t 3 q 14 b h$ |
| $t 3 q 14 b i$ |
| t3q14bj |
| t3q14bk |
| $t 3 q 14 b l$ |


| 1996 |
| :--- |
| t 3 q 14 ca |
| t 3 q 14 cb |
| t 3 q 14 cc |
| t 3 q 14 cd |
| t 3 q 14 ce |
| t 3 q 14 cf |
| t 3 q 14 cg |
| t 3 q 14 ch |
| t 3 q 14 ci |
| t 3 q 14 cj |
| t 3 q 14 ck |
| t 3 q 14 cl |


| t3q14da |
| :--- |
| t3q14db |
| t3q14dc |
| t3q14dd |
| t3q14de |
| t3q14df |
| t3q14dg |
| t3q14dh |
| t3q14dj |
| t3q14dk |
| t3q14dl |


| 1998 |
| :--- |
| t3q14ea |
| t3q14eb |
| t3q14ec |
| t3q14ee |
| t3q14ef |
| t3q14eg |
| t3q14eh |
| t3q14ei |
| t3q14ej |
| t3q14ek |
| t3q14el |

m . Total indirect costs (sum of sections a. to 1 . above)

$\square$
$\square$
$\square$
t3q14em

## SECTION 3: General Firm Questionnaire

15. What was the value of all the raw materials you used in production during this [period]?

| 1994 | 1995 | 199 | 1997 | 1998 |
| :---: | :---: | :---: | :---: | :---: |
| t3q15a | t3q15b | t3q15c | t3q15d | t3q15e |

16. What percentage of your raw materials was sourced from businesses you own?

17. What percentage of your raw materials was imported?


NOW CALCULATE VALUE ADDED BY TAKING THE ANSWER TO QUESTION
6 (VALUE OF OUTPUT) AND SUBTRACTING THE ANSWERS TO QUESTION 14 m (TOTAL INDIRECT COSTS) AND QUESTION 15 (RAW MATERIAL COSTS)
18. Calculated value added


## IF VALUE ADDED IS NEGATIVE CHECK THE NUMBERS WITH THE

INTERVIEWEE AGAIN. CHECK THAT THE TIME UNITS USED FOR ALL COMPONENTS ARE CONSISTENT!!!
19. What was the value of your allowable depreciation in this [period]?


## SECTION 3: General Firm Questionnaire

20. How much were your total interest payments in this [period]?

21. What was your total wage bill in this [period], excluding allowances?

22. What was the total cost of labour in this [period], including the wage bill all allowances and Christmas and production bonuses?


NOW CALCULATE GROSS PROFITS BY TAKING THE CALCULATED VALUE ADDED (QUESTION 13)
AND SUBTRACTING THE ANSWER TO QUESTION 22 (TOTAL LABOUR COSTS)
23. Calculated profits (before depreciation and interest charges)

24. What were your (gross) profits after all labour, administration and input costs have been deducted,
but before interest, depreciation allowances and taxation have been deducted in this [period]?


IS THE PROFIT FIGURE YOU HAVE CALCULATED SIMILAR (IT IS UNLIKELY TO BE THE SAME)
TO THE PROFIT FIGURE THEY HAVE GIVEN TO YOU? IF NOT, CHECK THE NUMBERS AGAIN.

## SECTION 3: General Firm Questionnaire

25. With your current machines and your current workforce, if you had the working capital you
needed and a buyer for the goods, by what percentage could you increase production?

$\square$


Assume no change in shifts, i.e. (Potential output - Actual output) * 100
Actual output

## THIS SECTION LOOKS AT INVENTORIES.

THE INVENTORIES AT THE END OF THE YEAR SHOULD EQUAL THE INVENTORIES AT THE BEGINNING OF THE NEXT PERIOD.

THE CHANGE IN INVENTORIES OF FINISHED GOODS BETWEEN THE BEGINNING AND THE END OF THE PERIOD SHOULD EQUAL THE DIFFERENCE BETWEEN SALES AND OUTPUT (QUESTIONS 5 AND 6).
26. What was the value of your inventories of FINISHED GOODS at the BEGINNING of this [period]?

27. What was the value of your inventories of FINISHED GOODS at the END of this [period]?

28. What was the value of your inventories of RAW MATERIALS at the BEGINNING of this [period]?

29. What was the value of your inventories of RAW MATERIALS at the END of this [period]?


## SECTION 4: Investment Questionnaire

1. How much would it cost to replace all your plant and equipment with similar new equipment?
1995
t4qla
1996


1998

| 1998 |
| :---: |
| t4q1d |

IF QUESTIONS 1 TO 3 ARE DIFFICULT USE QUESTION 4 TO HELP ESTIMATE THE ANSWERS. THEN COMPLETE QUESTIONS 1 TO 3.
2. How much would you get if you sold all your plant and equipment?



EVEN WHERE FIRMS ARE ABLE TO GIVE ANSWERS TO Q. 1-3 PLEASE COMPLETE A LIST OF THE MAJOR ITEMS OF MACHINERY THAT THE FIRM UTILISES IN IT'S PRODUCTION ACTIVITIES (INCLUDING VEHICLES) IF THE FIRM USES HAND TOOLS ONLY, MAKE A NOTE OF THESE.
3. How much would you get if you sold all your land and buildings?


NOTE: APPRENTICES/ TRAINEES TOOLS AND MACHINES SHOULD BE TREATED AS A PART OF THE FIRM'S CAPITAL STOCK.
4.

| List of major assets including land, buildings, machinery and equipment | What would it cost to replace each of these items? (Shillings) |  |  | How much could you get if you sold this item? (Shillings) |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1996 | 1997 | 1998 | 1996 | 1997 | 1998 |
| Land |  |  |  | t4q4bla | t4q4blb | t4q4blc |
| Buildings |  |  |  | t4q4bba | t4q4bbb | t4q4bbc |
| Machinery and equipment Item 1 | t4q4am1a | t4q4am1b | t4q4am1c | t4q4bm1a | t4q4bm1b | t4q4bm1c |
| Item $2 \quad \mathrm{t4q4m} 2$ | t4q4am2a | t4q4am2b | t4q4am2c | t4qbm2a | t4qbm2b | t4qbm2c |
| Item $3 \quad$ t4q4m3 | t4q4am3a | t4q4am3b | t4q4am3c | t4qbm3a | t4qbm3b | t4qbm3c |
| Item $4 \quad \mathrm{t4q4m4}$ | t4q4am4a | t4q4am4b | t4q4am4c | t4qbm4a | t4qbm4b | t4qbm4c |
| Item $5 \quad \mathrm{t4q4m5}$ | t4q4am5a | t4q4am5b | t4q4am5c | t4qbm5a | t4qbm5b | t4qbm5c |
| Item $6 \quad \mathrm{t4q4m6}$ | t4q4am6a | t4q4am6b | t4q4am6c | t4qbm6a | t4qbm6b | t4qbm6c |
| Item $7 \quad \mathrm{t4q4m7}$ | t4q4am7a | t4q4am7b | t4q4am7c | t4qbm7a | t4qbm7b | t4qbm7c |
| Item $8 \quad$ t4q4m8 | t4q4am8a | t4q4am8b | t4q4am8c | t4qbm8a | t4qbm8b | t4qbm8c |
| TOTAL | t4q4amta | t4q4amtb | t4q4amtc | t4q4bmta | t4q4bmtb | t4q4bmtc |

## SECTION 4: Investment Questionnaire

5. Did you sell any land, buildings or equipment in... YES........... 1 (=> 6)

NO............. $2(=>8)$
$\square$
$\square$

1998

6. What was the value in SHILLINGS?

| LAND | 1996 | 1997 | 1998 |
| :---: | :---: | :---: | :---: |
|  | t4q6al | t4q6a2 | t4q6a3 |
|  | t4q6b1 | t4q6b2 | t4q6b3 |
| EQUIPMENT | t4q6c1 | t4q6c2 | t4q6c3 |
| TOTAL | t4q6d1 | t4q6d2 | t4q6d3 |

7. If the sale was equipment, why was it sold?

| 1996 | 1997 | 1998 |
| :---: | :---: | :---: |
| t4q7a | t4q7b | t4q7c |
| EXCESS CAPACITY........................... 1 |  |  |
| REPLACEMENT................................. 2 |  |  |
| INCREASE LIQUIDITY........................ 3 |  |  |
| CHANGE OF OUTPUT MIX................. 4 |  |  |
| OTHER (specify)......... t4q7s |  |  |

8. Has this firm ever imported new or second hand equipment to
use in production?
$\begin{array}{rl}\text { YES............. } 1 & 1(=>10) \\ \text { NO............. } 2(=>~ 9)\end{array}$
9. Has this firm ever purchased new or second hand equipment that is foreign made to use in production?
t4q9

YES............. 1 (=> 10)
NO.............. 2 (=> 11)
10. How did you find out about the foreign machinery and equipment? (Multiple answers allowed)
t4q10a/b/c-k

Domestic suppliers of machinery and equipment .........................
Foreign suppliers of machinery and equipment ............................. 2
Parent company........................................................... 3
Consultants
Publications.......................................................... 5
Trade fairs................................................................... 6
Personal trips to other countries................................................... 7
Technology institutions............................................................. 8
Business and other contacts based in Tanzania............................ 9
Business and other contacts based outside Tanzania..................... 10
Other (specify)...............t4q10s
11 11

NOTE: WE ARE INTERESTED IN DETAILS OF THE INVESTMENTS MADE BY THE FIRM IN THE LAST THREE YEARS.
THERE IS A SEPARATE TABLE FOR EACH YEAR WITH ADDITIONAL QUESTIONS CONCERNING THE TYPE OF INVESTMENT MADE.
11.

12. What was the purpose of the investment in equipment?

$$
\text { Add to capacity....................... } 1
$$

Replace old equipment................. 2
Improve productivity............... 3
Improve quality of output....... 4
Produce a new output............... 5
13. Was the equipment... New.................. 1

Used.................. 2
$\qquad$

$$
2
$$

Mixed................ 3
14. Was the equipment...

Imported. $\qquad$
..... 1
Foreign made, bought locally.. 2
made locally.............................. 3
$\square$

| YEAR $=1997$ |  | Land | Buildings | Plant and Equipment | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| How much did you invest in land, buildings and equipment in 1997? |  |  |  |  |  |
|  | SHILLINGS: | t4q15a1 | t4q15a2 | t4q15a3 | t4q15a4 |
| $\begin{array}{lll}\text { What was the form of the acquisition? } & \text { Purchase..... } & 1 \\ & \text { Lease........... } & 2\end{array}$ |  | t4q15b1 | t4q15b2 | t4q15b3 | t4q15b4 |
| What proportion of money came from... <br> Company retained earnings | PERCENT: | t4q15c1 | t4q15c2 | t4q15c3 | t4q15c4 |
| Personal savings | PERCENT: | t4q15d1 | t4q15d2 | t4q15d3 | t4q15d4 |
| Borrowed from friends and relations | PERCENT: | t4q15e1 | t4q15e2 | t4q15e3 | t4q15e4 |
| Bank loan or overdraft | PERCENT: | t4q15f1 | t4q15f2 | t4q15f3 | t4q15f4 |
| Suppliers credit | PERCENT: | t4q15g1 | t4q15g2 | t4q15g3 | t4q15g4 |
| Borrowed from money lender | PERCENT: | t4q15h1 | t4q15h2 | t4q15h3 | t4q15h4 |
| Borrowed from parent or holding co. | PERCENT: | t4q15i1 | t4q15i2 | t4q15i3 | t4q15i4 |
| Sale of equity | PERCENT: | t4q15j | t4q15j2 | t4q15j3 | t4q15j4 |
| New partner | PERCENT: | t4q15k1 | t4q15k2 | t4q15k3 | t4q15k4 |
| Other <br> (Specify | PERCENT: | t4q1511 | t4q1512 | t4q1513 | t4q1514 |

16. What was the purpose of the investment in equipment?

Add to capacity....................... 1
Replace old equipment.................. 2
Improve productivity............... 3
Improve quality of output....... 4
Produce a new output............... 5
17. Was the equipment... New................... 1

Used................. 2
Mixed................ 3
18. Was the equipment..

Imported................................... 1
Foreign made, bought locally.. 2
made locally............................. 3
$\square$
t4q17


## SECTION 5: Labour Questionnaire

Note: for firms with owners, shareholders or cooperative members who do work in the firm, include these in the total employment figures below. For sole traders, enter total employment as one; for cooperatives, enter the number of cooperators. If the employment figures are very different from those recorded in 1994/95, find out what has changed and why.

1. What was the total number of people employed by this firm AT THE END OF..?

| 1994 | 1995 | t5q1a | 1996 | t5qq1e |
| :--- | :--- | :--- | :--- | :--- | :--- |

2. Of these how many were
a. Full-time permanent
b. Full-time casual
c. Part-time

| 1994 | 1995 | 1996 | 1998 |  |
| :--- | :--- | :--- | :--- | :--- |
| t 5 q 2 a 1 | t 5 q 2 a 2 | t 5 q 2 a 3 | t 3 q 2 a 4 | t 4 q 2 a 5 |
| t 5 q 2 b 1 | t 5 q 2 b 2 | t 5 q 2 b 3 | t 3 q 2 b 4 |  |
| t 5 q 2 c 1 | t 1 | t 5 q 2 b 5 |  |  |

Note: Casual includes contract workers; check that $Q .2 a+b+c$ is equal to $Q .1$; these totals should exclude any additional workers hired during peak seasons (see below)
3. Do you have a peak season?

$$
\begin{aligned}
& \text { Yes.............. } 1 \\
& \text { No................ } 2 \text { => Q. } 7
\end{aligned}
$$

$\square$
4. How many months is the peak season? $\square$
5. How many more workers do you hire in the peak season? (in addition to the total number given in Q.1)
6. Is it peak season now?

$$
\begin{aligned}
& \text { Yes................. } 1 \\
& \text { No............ } 2
\end{aligned}
$$

$\square$

## SECTION 5: Labour Questionnaire

7. Of your total workforce as at December 1998, how many are in each of the following categories? (Note (1)

|  |  | Number of workers |  |
| :---: | :---: | :---: | :---: |
|  |  | Men | Women |
| Managers (Note (2)) | Employed managers | t5q7a1 | t5q7a2 |
|  | Proprietor as manager | t5q7b1 | t5q7b2 |
| Professionals <br> (university degree) | Engineers | t5q7c1 | t5q7c2 |
|  | Physical scientists (chemists, etc.) | t5q7d1 | t5q7d2 |
|  | Accountants, programmers, etc. | t5q7e1 | t5q7e2 |
| Technicians (Note (3)) | Technicians | t5q7f1 | t5q7f2 |
| Office workers | Skilled typists, clerks etc. | t5q7g1 | t5q7g2 |
|  | Unskilled messengers etc. | t5q7h1 | t5q7h2 |
| Sales personnel | Trained sales personnel | t5q7i1 | t5q7i2 |
|  | Assistants | t5q7j1 | t5q7j2 |
| Service workers | Cleaners, guards, canteen staff, etc. | t5q7k1 | t5q7k2 |
| Production workers | Foreman, supervisors | t5q711 | t5q712 |
|  | Electricians, plumbers, welders, etc. | t5q7m1 | t5q7m2 |
|  | Machine operators/drivers, assemblers | t5q7n1 | t5q7n2 |
|  | Labourers, helpers (Note (4)) | t5q7ol | t5q7o2 |
|  | Industry specific skilled 1 (Note (5)) | t5q7p1 | t5q7p2 |
|  | Industry specific skilled 2 (Note (5)) | t5q7q1 | t5q7q2 |
|  | Apprentices/ Trainees | t5q7r1 | t5q7r2 |
| Total |  | t5q7s1 | t5q7s2 |

Note (1): THE TOTAL NUMBER OF WORKERS REPORTED IN THIS TABLE SHOULD EQUAL THE ANSWER GIVEN FOR 1998 UNDER QUESTION 1 OF THIS SECTION.

Note (2): A manager heads a small manufacturing business or a section of a larger business and, on his/her own behalf or that of the proprietor, plans directs and coordinates the activities of the business.

Note (3): A technician applies technical knowledge and principles to identify and solve problems arising in the course of work. He/she organizes maintenance and repair work, and the installation of machinery.

Note (4): Labourers and helpers perform simple and routine tasks which require the use of simple hand-held tools, or they undertake product sorting and simple assembling of components. Tasks usually consist of lifting, loading, unloading, washing, polishing, packing by hand...

Note (5): These workers would include specifically skilled employees, such as carvers,
dressmakers, masterchefs, etc

## SECTION 5: Labour Questionnaire

8. Were there any changes between December 1997 and December 1998?

$$
\begin{aligned}
& \text { Yes..................... } 1 \\
& \text { No.......... } \quad 2 \text { (=> Q.10) }
\end{aligned}
$$

9. Of your total workforce as at December 1997, how many are in each of the following broad categories? (Note (1)

## See notes on previous page

| 1997 | Number of workers |  |
| :---: | :---: | :---: |
|  | Men | Women |
| Managers (Note (2)) | t5q9a1 | t5q9a2 |
| Professionals (university level) | t5q9b1 | t5q9b2 |
| Technicians (Note (3)) | t5q9c1 | t5q9c2 |
| Office workers | t5q9d1 | t5q9d2 |
| Sales personnel | t5q9e 1 | t5q9e2 |
| Service workers | t5q9f1 | t5q9f2 |
| Foremen/Supervisors | t5q9g1 | t5q9g2 |
| Production workers | t5q9h1 | t5q9h2 |
| Total | t5q9i1 | t5q9i2 |

Note: Total number of workers reported in this table should equal the answer given for 1997 in Question 1 of this section
0. Were there any changes between December 1996 and December 1997?

$$
\begin{aligned}
& \text { Yes................... } 1 \\
& \text { No......... } 2 \text { (=> next page) }
\end{aligned}
$$

11. Of your total workforce as at December 1996, how many are in each of the following broad categories? (Note (1))

See notes on previous page

|  | Number of workers |  |
| :--- | :--- | :--- |
|  | Men | Women |
| Managers (Note (2)) | t 5 q 11 a 1 | t 5 q 11 a 2 |
| Professionals (university level) | t 5 q 11 b 1 | t 5 q 11 b 2 |
| Technicians (Note (3)) | t 5 q 11 c 1 | t 5 q 11 c 2 |
| Office workers | t 5 q 11 d 1 | t 5 q 11 d 2 |
| Sales personnel | t 5 q 11 e 1 | t 5 q 11 e 2 |
| Service workers | t 5 q 11 f 1 | t 5 q 11 f 2 |
| Foremen/ Supervisors | t 5 q 11 g 1 | t 5 q 11 g 2 |
| Production workers | t 5 q 11 h 1 | t 5 q 11 h 2 |
| Total | t 5 q 11 il | t 5 q 11 i 2 |

Note: Total number of workers reported in this table should equal the answer given for 1996 in Question 1 of this section

## SECTION 5: Labour Questionnaire

12. How many expatriates do you employ?

13. Of these expatriates how many are in....
a. Management
b. Technical fields
c. Administration
d. Production
e. Other

| t 5 q 13 a |
| :--- |
| t 5 q 13 b |
| t 5 q 13 c |
| t 5 q 13 d |
| t 5 q 13 e |

(Specify $\qquad$ t5q13s
14. How many permanent workers did you hire in [period]?

15. How many permanent workers left the firm in [period] ?

| 1996 | 1997 | 1998 |
| :---: | :---: | :---: |
| t5q15a | t5q15b | t5q15c |

17. Of those that left, how many
a. did you fire or lay off
b. quit or absconded
c. retired
d. left because of illness
e. died

Note: Check that columns add up to the relevant year total in Q. 15
18. In total, how much severance pay did you have to give to the workers you layed-off or fired? SHILLINGS

19. Did you insure your workforce against accident or illness?

16. Net change in total labour force (= workers hired less workers who left)

| 1996 | 1997 | 1998 |
| :---: | :---: | :---: |
| t5q16a | t5q16b | t5q16c |

NOTE THAT THE NET CHANGE FIGURE IN QUESTION 16 SHOULD EQUAL
THE DIFFERENCE BETWEEN THE TOTAL NUMBER
OF PERMANENT WORKERS AT THE BEGINNING AND END OF THE CORRESPONDING YEARS (GIVEN IN QUESTION 1 OF THIS SECTION)

## SECTION 5: Labour Questionnaire

20. Do you expect next year the workforce size to......
Increase. $\qquad$ .1
Decrease................... 2

Remain the same..... 3
21. What percentage of your labour force is unionized?

22. At which of the following levels are there negotiations between the firm and the union?

| $\begin{aligned} & \text { YES .............. } 1 \\ & \text { NO............. } 2 \end{aligned}$ | (a) national | t5q22a |
| :---: | :---: | :---: |
|  | (b) industry wide | t5q22b |
|  | (c) at firm/plant level | t5q22c |
|  | (d) other (specify) | t5q22d |

23. Are non-union members given the same wages and benefits as union members?

$$
\begin{gathered}
\text { Yes...... } 1 \\
\text { No....... } 2
\end{gathered}
$$

$\square$
24. In the last 3 years, have you undertaken any formal training programmes for your workforce, either in house or using external training courses?

25. What type of training programme(s) have you undertaken?

$$
\text { Yes........... } 1
$$

$$
\text { No............. } 2
$$

(a) formal instruction by company's own training staff/ management $\square$
(b) training provided by equipment or raw material suppliers or joint venture partners

(c) sending workers to external courses at schools, universities or technical institutes

(d) other form of training SPECIFY $\qquad$ t 5 q 25 s

26. Do plant foremen and supervisors have the responsibility for providing informal on-the-job instruction and training to production workers?
No........... 2 (=> 27)

```
t5q26
```

27. Why does your firm not invest in formal training? (multiple answers allowed)

Training not affordable due to limited resources.


Training is pointless because of high labour turnover... 2
We lack knowledge about training programmes......... 3
Workers learn on the job/ do not require training........ 4
We can hire skilled workers from other firms........... 5
We are sceptical about the benefits of training........... 6
Other (specify $\qquad$ t5q27s

1. How much did you pay in company tax to the Central Government in ...?

2. How much sales tax/ value added tax did you pay to the Central Government in ...?

3. How much excise tax did you pay to the Central Government in ...?

4. What rate of excise tax do you pay?

5. How much did you pay to the Local Authorities in service charges in ... ?

6. How much import duty did you pay on ... in ...?
a) imported inputs

b) imported capital equipment
$\square$

$\square$
7. Have there been changes in government regulations in any of the following areas that have...
made it easier for you to run your business the way you wish........ 1 made it harder for you to run your business the way you wish........ 2
no change........................................................................................ 3
a. Ownership regulations
b. Labour market/ employment regulations
c. Restrictions on buying and selling assets
d. Taxation, tax holidays, reclaiming duty, etc.
e. Regulations relating to licenses
f. Price controls
g. Other (Specify $\qquad$ t6q7s

| $t 6 q 7 a$ |
| :--- |
| t6q7b |
| t6q7c |
| t6q7d |
| $t 6 q 7 e$ |
| $t 6 q 7 f$ |
| $t 6 q 7 g$ |

8. Where there was a change that affected you, please describe the change
t6q8 $\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$

## SECTION 7: Financial Markets

Part A: Liquidity/Cash Flow

1. All firms have cash flow (liquidity problems) at some time. Have you had any cash flow (liquidity) problems in the last year?
YES ..................... 1
NO .................... 2 => Part B
$\square$
2. What did you do about it? (MULTIPLE ANSWERS ALLOWED)

SOLD OFF RAW MATERIALS...................... SOLD SOME EQUIPMENT............................ 2 BORROWED FROM BANK (OVERDRAFT). 3 BORROWED FROM BANK (LOANS)........... 4 USED PERSONAL CASH RESERVES........... 5 BORROWED INFORMALLY......................... 6 TOOK CASH ADVANCES FROM CLIENTS. 7 OBTAINED SUPPLIER CREDIT..................... 8 OTHER. $\qquad$ ... 9
(SPECIFY: $\qquad$ t7q2s

NOTE: TRADE CREDIT IS NOT THE SAME AS TRADE DISCOUNTS FOR LARGE VOLUME ORDERS OR GOOD CLIENTS. IT IS ACCOUNTS PAYABLE AND RECEIVABLE FROM SUPPLIERS AND CLIENTS.

1. What was your current outstanding balance owed to all suppliers (accounts payable), including suppliers of capital equipment, at the end of......?


ACCOUNTS PAYABLE (SHILLINGS)
2. What was the current outstanding balance due to you from all clients (accounts receivable) at the end of .....?


## ACCOUNTS RECEIVABLE (SHILLINGS)

## SECTION 7: Financial Markets

Part C: Deposits with Financial Institutions

THE FOLLOWING QUESTIONS APPLY TO ACCOUNTS AND ASSETS OF THE ENTERPRISE OR, IF THOSE ARE NOT SEPARABLE, THE ACCOUNTS OF THE OWNER. AS A RULE OF THUMB: IN CASE OF A SOLE PROPRIETOR THE ACCOUNTS AND ASSETS OF THE ENTERPRISE AND OWNER CAN NOT BE SEPARATED.

1. Does your firm have any of the following accounts?
YES ...................... 1
NO ................... 2

NO ......................... 2
(a) Current
(b) Savings
(c) Foreign Currency Account
(d) Foreign Bank Account
$\square$

## $7 \mathrm{cq1a}$


$\square$
2. Has your firm acquired any of the following financial assets in the last year?

$$
\begin{gathered}
\text { YES ......................... } 1 \\
\text { NO .................. } 2
\end{gathered}
$$

(a) shares in other enterprises $\square$
(b) deposit accounts in foreign banks $\square$
(c) treasury bills $\square$
(d) bonds $\square$
(e) other (specify $\qquad$ tc $7 q 2 \mathrm{~s}$

## SECTION 7: Financial Markets

## Part D: Overdrafts and Loans

ASK THE FOLLOWING QUESTIONS, MAKING A CLEAR DISTINCTION BETWEEN OVERDRAFT FACILITIES AND LOANS FROM FORMAL FINANCIAL INSTITUTIONS:

1. Has your enterprise had any overdraft facilities with banks since 1996 ?
2. What is the current maximum amount of your combined overdraft facility?

$$
\begin{aligned}
& \text { YES ... } 1 \\
& \text { NO .... } 2 \text { ( => Q7) }
\end{aligned}
$$



SHILLINGS: $\square$
2. In how many banks did you have overdraft facilities?

Number of banks:

| 1996 | 1997 | 1998 |
| :--- | :---: | :---: |
| t 7 dq 2 a | t 7 dq 2 b | t 7 dq 2 c |

5. What is the current annual interest rate on overdrafts?

PERCENT: $\square$
3. What was the balance owed on all overdrafts at end of [period]?
6. How often do you renew the overdraft facility?

Other......................................................... 3
(SPECIFY: $\qquad$ t7dq6s

| INSTITUTION TYPE | 7a. LOANS 1996 <br> What was the total outstanding balance of loans due at end of 1996 ? <br> SHILLINGS | 7b. LOANS 1997: <br> What was the total outstanding balance of loans due at end of 1997? <br> SHILLINGS | 7c. LOANS 1998: <br> What was the total outstanding balance of loans due at end of 1998 ? <br> SHILLINGS | 8. <br> For loans outstanding at end of 1998, what was the value of the collateral required? <br> SHILLINGS | 9. <br> What was this collateral? <br> LAND/BUILDINGS. 1 EQUIPMENT. $\qquad$ 2 <br> COMPANY ASSETS <br> (e.g. stock)............ 3 <br> OTHER. $\qquad$ | 10. <br> What was the rate of interest? (annual) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (a) Banks (domestic) | t7dq7aa | t7dq7ba | t7dq7ca | t7dq8a | t7dq9a | t7dq10a |
| (b) Non-bank finance institutions (domestic) | t7dq7ab | t7dq7bb | t7dq7cb | t7dq8b | t7dq9b | t7dq10b |
| (c ) Government Loan Programmes or similar | t7dq7ac | t7dq7bc | t7dq7cc | t7dq8c | t7dq9c | t7dq10c |
| (d) Foreign Bank Loans (eg from IFC) | t7dq7ad | t7dq7bd | t7dq7cd | t7dq8d | t7dq9d | t7dq10d |
| (e) Other (Specify) <br> .............. t7dq7s | t7dq7ae | t7dq7be | t7dq7ce | t7dq8e | t7dq9e | t7dq10e |

11. Did you have any loans denominated in a foreign currency in ..... ?

$$
\begin{aligned}
& \text { YES ................ } 1 \\
& \text { NO ............... } 2
\end{aligned}
$$

| 1996 | 1997 | 1998 |
| :---: | :---: | :---: |
| t7dq11a | t7dq11b | t7dq11c |

## SECTION 7: Financial Markets

## Part E : Loan Applications and Access to Finance

1. Did the enterprise apply to any institutions for a loan in ...... ?

| 1996 | 1997 | 1998 |  |
| :--- | :--- | :--- | :--- |
| YES .......... 1 (If yes in any year $=>$ 2) |  |  |  |
| NO $\ldots \ldots \ldots \ldots . .2$ (If no in all years $=>4$ ) | t7eq1a | t7eq1b | t7eq1c |

2. Were the applications approved?
YES ........... 1 (If yes in all years => Part F)
NO ........... 2 (If no in any year => 3 )

| 1996 | 1997 | 1998 |
| :--- | :--- | :--- |
| t7eq2a | t7eq2b | t7eq2c |

3. So, would you describe your enterprise as still in need of a (another) loan but unable to get one or have you found another source of finance or have you changed your plans, or would you describe your situation some other way?
STILL IN NEED OF A (ANOTHER) LOAN....... 1 (Part F)
FOUND ANOTHER SOURCE............................. $2(=>7)$
CHANGED PLANS....................................... $3(=>8)$

3 (=> 8) OTHER................................................................. 4 (=> 9)
4. Why did the firm not apply for a loan in these years?

INADEQUATE COLLATERAL......................... 1 (=> 6 )
DON'T WANT TO INCUR DEBT $\qquad$ $2(\Rightarrow 5)$
PROCESS TOO DIFFICULT.. $\qquad$ 3 (=> 6)
DIDN'T NEED ONE $\qquad$ 4 (Part F)
DIDN' $\qquad$ $5(=>6)$
INTEREST RATE TOO HIGH........................... 6 (=> 6)
ALREADY HEAVILY INDEBTED.................. 7 (Part F$)$
OTHER.(specify) $\qquad$ 8 ( $=>$ either 5 or 6 as appropriate)
5. So, would you describe your enterprise as not requiring a loan?

$$
\begin{aligned}
& \text { YES ........... } 1 \text { (Part F) } \\
& \text { NO ............ } 2(=>9)
\end{aligned}
$$

$\square$
t7eq5
6. So, would you describe your enterprise as in need of a loan but unable to get one or have you found another source of finance or have you adjusted your plans so that you can do without, or would you describe the situation some other way?
IN NEED OF A LOAN............................ 1 ( $=>$ Part F)
FOUND ANOTHER SOURCE.................... $2(=>7)$
ADJUSTED PLANS................................ $3(=>8)$
OTHER.......................................... $4(=>9)$
$\square$ OTHER $4(=>9)$
7. What was that source?
t7eq7
$\qquad$
$\quad(=>$ Part F)
8. How have you adjusted your plans?
t7eq8
(=> Part F)
9. So how would you describe your enterprise's situation with regard to getting a (another) loan?
$\qquad$

## SECTION 7: Financial Markets

## Part F: Informal Borrowing and Lending

SUMMARY OF LOANS OR ADVANCES IN THE LAST YEAR FROM NON-INSTITUTIONAL SOURCES ( I.E. FRIENDS, RELATIVES, MONEYLENDERS AND FIRMS EXCLUDING TRANSACTIONS FOR PURCHASE OR SALE ( I.E. CREDIT). BE SURE TO ASK ABOUT IN-KIND LOANS, E.G. RAW MATERIALS.

1. Have you borrowed from friends, relatives, moneylenders and firms
(excluding trade credit) in [period]?

|  | 1996 | 1997 | 1998 |
| :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { YES ....................... } 1 \\ & \text { NO ...................... } 2 \text { (=>6) } \end{aligned}$ | t7fq1a | t7fq1b | t7fq1c |

2. Why did you choose to borrow from this informal source? (MULTIPLE ANSWERS ALLOWED)

Most favourable interest rate... 1
Easier formalities................... 2
No collateral required............ 3
Flexible payback.................... 4
Other.................................... 5

Specify.....................................t7fq2s

| SOURCES |  | 3. What were the balances due in cash or in kind on loans from [....] in 1996? SHILLINGS | 4. What were the balances due in cash or in kind on loans from [....] in 1997? SHILLINGS | 5. What were the balances due in cash or in kind on loans from [....] in 1998? SHILLINGS |
| :---: | :---: | :---: | :---: | :---: |
| a. Relatives/ Friends |  | t7fq3a | t7fq4a | t7fq5a |
| b. Moneylender |  | t7fq3b | t7fq4b | t7fq5b |
| c. Informal Group |  | t7fq3c | t7fq4c | t7fq5c |
| d. Suppliers |  | t7fq3d | t7fq4d | t7fq5d |
| e. Clients |  | t7fq3e | t7fq4e | t7fq5e |
| f. Other Enterprises |  | t7fq3f | t7fq4f | t7fq5f |
| g. Church group |  | t7fq3g | t 7 fq 4 g | t7fq5g |
| h. Other (describe) | t7fq3-5hs | t7fq3h | t7fq4h | t7fq5h |

## SECTION 7: Financial Markets

Part F: Informal Borrowing and Lending
SUMMARY OF LOAN BALANCES GRANTED BY THE ENTERPRISE OR ENTERPRISE OWNER, EXCLUDING FINANCIAL TRANSACTIONS FOR PURCHASE OR SALE ie TRADE CREDIT), BY LOAN RECEIPT. BE SURE TO ASK ABOUT IN-KIND LOANS AS WELL, E.G. RAW MATERIALS.
9. Did you LEND to friends, relatives, moneylenders and firms
(excluding trade credit) in [year]?

10. Why did you choose to lend informally?
(MULTIPLE ANSWERS)


To earn a return......................................................... 1
Had excess profits.
... 2
If I lend, I can also borrow from this source if needed... 3
They provided funds in past, so I am obliged to lend in 4
Other......................................................................... 5
Specify................................ t7fq10s

| SOURCES | 11. <br> What were the cash balances due to you on loans to [....] in 1996? SHILLINGS | 12. <br> What were the cash balances due to you on loans to [....] in 1997? SHILLINGS | 13. <br> What were the cash balances due to you on loans to [....] in 1998? SHILLINGS |
| :---: | :---: | :---: | :---: |
| a. Relatives/ Friends | t7fq11a | t7fq12a | t7fq13a |
| b. Moneylender | t7fq11b | t7fq12b | t7fq13b |
| c. Informal Group | t7fq11c | t7fq12c | t7fq13c |
| d. Suppliers | t7fq11d | t7fq12d | t7fq13d |
| e. Clients | t7fq11e | t7fq12e | t7fq13e |
| f. Other Enterprises | t7fq11f | t7fq12f | t7fq13f |
| g. Church group | t7fq11g | t7fq12g | t7fq13g |
| h. Other (describe) t7fq 11-13hs |  |  |  |

14. What were your total interest receipts on these loans in the latest period?

Total Interest Receipts $\square$ (Shillings)

## t7fq14b

Monthly....... 1
Annual........ 2

## SECTION 8: Infrastructure

THE QUESTION IN THIS COLUMN IS TO BE ANSWERED BY THE INTERVIEWER ON THE BASIS OF HIS OBSERVATIONS. IT SHOULD NOT BE ADDRESSED TO THE RESPONDENT DIRECTLY

1 What is the state of the road(s) directly outside the enterprise? (note: not the private drive belonging to the enterprise)

## Codes

$1=$ sealed road in good condition i.e., a driver in a two wheel drive car could maintain a reasonable speed
$2=$ sealed road with a few pot holes that would require a driver in a 2 wheel drive car to alter course in order to avoid them
$3=$ sealed road in a poor state of repaire, i.e., with pot holes that could not be avoided and would require a driver in a two wheel drive car to drive very slowly
$4=$ not sealed, but in good condition, i.e., a driver in a two wheel drive car could maintain a reasonable speed
$5=$ not sealed with a few bumps and/or dips that would require a driver in a 2 wheel drive car to alter course in order to avoid them
$6=$ not sealed with bumps and/or dips that could not be avoided and would require a driver in a 2 wheel drive car to drive very slowly
$7=$ virtually impassable in a 2 wheel drive car
$8=$ impassible in a 4 wheel drive car
$9=$ no road

THE QUESTIONS IN THIS COLUMN SHOULD BE ASKED OF THE RESPONDENT

2 Do you need to use electricity to run your tools and machines? $($ yes $=1$, no $=2)$
t8q2
Are each of the following services supplied to the area in which your enterprise is situated? $($ yes $=1$, no $=2)$

| 3 | Electricity |  |
| :--- | :--- | :--- |
| 4 | Water | t8q3 |
|  | Sealed Roads |  |
| 7 | Telephones | t8q4 |
|  | Waste disposal services | t 8 q 5 |
| 8 | Security (Police) | t 8 q 6 |

9 Do you have a telephone? $($ yes $=1$, no $=2)$
t8q9

10 Over the last six months, on average, how many days per week (7 days) did you have mains electricity?

11 Over the last six months, on average, how many days per week (7 days) did the telephones work?

```
t8q11
```

12 Over the last six months, on average, how many days per week (7 days) did you have an adequate water supply?

## SECTION 9: Adjustment

1. What are your three biggest problems this year?

NOTE: DO NOT READ OFF THESE CATEGORIES. LET THE RESPONDENT ANSWER, THEN CODE. IF THE RESPONDENT CANNOT ANSWER, HAVE A DISCUSSION.
OWNERSHIP REGULATIONS ..... 1
TAXES. ..... 2
GOVERNMENT RESTRICTIONS ON ACTIVITIES. .....  3
GAINING INVESTMENT BENEFITS ..... 4
LABOUR REGULATIONS. .....  5
DIFFICULTY IN OBTAINING LICENSES ..... 6
CORRUPTION ..... 7
PRICE CONTROLS .....  8
LACK OF BUSINESS SUPPORT SERVICES .....  9
LACK OF INFRASTRUCTURE .....  10
ACCESS TO IMPORTED RAW MATERIALS ..... 11
COST OF IMPORTED RAW MATERIALS .....  12
ACCESS TO DOMESTIC RAW MATERIALS ..... 13
COST OF DOMESTIC RAW MATERIALS. ..... 14
UTILITY PRICES ... ..... 15
ACCESS TO CREDIT ..... 16
HIGH INTEREST RATES ..... 17
INFLATION. ..... 18
INSUFFICIENT DEMAND ..... 19
ACCESS TO FOREIGN EXCHANGE ..... 20
HIGH EXCHANGE RATES ..... 21
COMPETITION FROM IMPORTS ..... 22
COMPETITION FROM LOCAL FIRMS ..... 23
UNCERTAINTY ABOUT GOVERNMENT INDUSTRY POLICII 24
LACK OF SKILLED LABOUR ..... 25
OTHER. ..... 26
Specify.. ..... t9q1s

| FIRST | SECOND | THIRD |
| :---: | :--- | :--- |
| t 9 qla | $\mathrm{t9q1b}$ | $\mathrm{t9q1c}$ |

## SECTION 10: Investor Confidence

## EXPLAIN TO THE RESPONDENT THAT WE ARE INTERESTED IN HIS EXPECTATIONS FOR THE FUTURE

1. What do you expect your firm's sales to be compared with today?

Lower than today.............................. 1
Same as today.
.1

Higher than today.............................. 3
Do not know........................................ 4

One year from now $\square$
2. What do you expect your firm's access to credit to be compared with today?

Lower than today...............................
Same as today.................................... 2
Higher than today.............................. 3
Do not know. $\qquad$ .4

One year from now: |  |
| :--- | :--- |
| t10q2 |

4. What do you expect the level of consumer price inflation will be?
Lower than today.............................. 1
Same as today....................................................................................................................

Higher than today.............................. 3
Do not know....................................... 4

One year from now

## 10q4

5. What do you expect the exchange rate of the US Dollar (in local currency) will be?

Lower than today.............................. 1
Same as today.................................... 2
Higher than today.............................. 3
Do not know...................................... 4

One year from now: 10q5
3. What do you expect the cost of credit (ie interest rates) to be compared with today?

Lower than today $\qquad$
Same as today .. 1

Higher than today............................. 3
Do not know. .. 4

One year from now $\square$

Note: 'Lower than today' implies an appreciation of the Shilling (ie less shillings per \$) 'Higher than today' implies a depreciation of the Shilling (ie more shillings per \$)

The next question tries to ascertain by how much you expect the output of your firm to change, in terms of volume of products. We would like you to estimate the likelihood of each expected change in output occurring on a scale of 0-100. 100 means that there is a $100 \%$ chance that the specified growth rate will occur; 10 means that there is a $10 \%$ or 1 in 10 chance that the specified growth rate will occur, 0 means that there is a $0 \%$ chance that the specified growth rate will occur, etc., for each of the categories. Remember there are nine categories and your total points should add up to 100 .

| On this basis... |  | by what \% do you expect your product output to grow next year? (in \% terms) |
| :---: | :---: | :---: |
| INCREASE: | more than 30\% <br> (a great deal higher) | t10q6a |
|  | $\begin{array}{\|l\|} \hline \mathbf{2 0} \text { to } \mathbf{3 0 \%} \\ \text { (a lot higher) } \\ \hline \end{array}$ | t10q6b |
|  | 10 to 20\% <br> (moderately higher) | t10q6c |
|  | 0 to 10\% <br> (a little higher) | t10q6d |
| NO CHANGE: |  | t10q6e |
| DECREASE: | $\begin{array}{\|l\|} \hline \mathbf{0} \text { to } \mathbf{1 0 \%} \\ \text { ( a little lower) } \end{array}$ | t10q6f |
|  | $\begin{array}{\|l\|} \hline \mathbf{1 0} \text { to } \mathbf{2 0 \%} \\ \text { (moderately lower) } \end{array}$ | t10q6g |
|  | $\begin{aligned} & \mathbf{2 0} \text { to } \mathbf{3 0 \%} \\ & \text { (a lot lower) } \end{aligned}$ | t10q6h |
|  | $\begin{aligned} & \hline \text { more than } \mathbf{3 0 \%} \\ & \text { (a great deal lower) } \\ & \hline \end{aligned}$ | t10q6i |
| TOTAL POINTS (should add to 100) |  | 100 |

## QUESTIONS 7 TO 11 ARE TO BE ANSWERED BY THE INTERVIEWER

During the discussion about question 6 on this page did the respondent.
7. appear fatalistic, i.e., give the impression that he/she felt powerless to affect the future of his/her enterprise? $(\mathrm{yes}=1, \mathrm{no}=2)$
8. mention God's will or something related? $(\mathrm{yes}=1, \mathrm{no}=2)$
9. mention objectives, plans or an overall vision of the future, i.e., give the impression impression that (s)he could shape the future of his/her enterprise? (yes $=1, \mathrm{no}=2$ ) t10q9
10. put particular emphasis on the importance of one or two events,
such as securing a particular loan or getting a particular order? (yes =1, no = 2)

10q10
11. If the answer to question 10 was yes, what was/were the particular events?
t10q11

## SECTION 10: Investor Confidence

12. If you could have access to the necessary financial resources without having to borrow *, would you undertake further investments in your current business in the future?

$$
\begin{aligned}
& \text { Yes............... } 1 \text { (=> 13) } \\
& \text { No................. } 2(=>~ 14)
\end{aligned}
$$

$\square$

* Note: for example if additional funds became available to the entrepreneur through an increase in retained profits or due to a windfall income such as an inheritance.

13. Given expected business operating conditions, how much would you invest...

| $\left.\begin{array}{ll}\text { over next } 12 \text { months? } & \begin{array}{l}\text { t10q13a }\end{array} \\ \text { Shillings } \\ \text { over next } 3 \text { years? } & \text { Shillings } \\ & \boxed{t 10 q 13 b} \\ & \end{array}\right)$ |
| :--- | :--- |

14. If you could have access to the necessary financial resources without having to borrow, would you (also) choose to invest in other business activities (excluding purely financial investments)?

$$
\begin{aligned}
& \text { Yes............... } 1 \text { (=> 15) } \\
& \text { No.............. } 2 \text { (=> next section) }
\end{aligned}
$$

$\square$
15. In which sector(s) would you choose to invest?
(Please rank the respondant's unprompted choices using the codes shown)

| Other Manufacturing.......................... 1 | 1st |  |
| :---: | :---: | :---: |
| Commerce/ Trade................................ 2 |  | t10q15a |
| Real Estate......................................... 3 | 2nd |  |
| Services............................................. 4 |  | t10q15b |
| Transport.......................................... 5 | 3rd |  |
| Other Activities (specify)..................... 6 |  | t10q15c |

## SECTION 11: Conflict Resolution

1. How many times in the past year have you had labour disputes that caused disruptions in production or could have done so?
2. How many times in the past year have you had problems with late payments or non-payments by a client?
3. How many times in the past year have you had problems with late delivery of inputs/outputs?
4. How many times in the past year have you had problems with deficient quality of inputs/outputs?

How many times in the last year have you had any disputes with your competitors?
t11q5
6. When you have problems and conflicts with other people over business matters how do you usually resolve them? (Multiple answers allowed)
t11q6a-f
8. And have you ever actually employed a lawyer or taken someone to court?

$$
\begin{aligned}
& \text { yes............... } 1 \text { (=> 12) } \\
& \text { no............ } 2 \text { (=> 9) }
\end{aligned}
$$

9. Why have you never employed a lawyer or taken someone to court? (multiple answers allowed)
t11q9a-g

The conflicts were not that serious $\qquad$

Too expensive2
Too difficult/ I would not know how .....  3
Takes too long .....  4
They only make things worse .....  5
They would not be interested in my problems. .....  6
Other (specify).. .....  7

$\qquad$
t11q9s
t11q8
$\square$
10. So, if a conflict that a lawyer or court might be able to help with arose, would you employ a lawyer and/or go to court?

## t11q10

$$
\begin{aligned}
& \text { yes............... } 1 \text { (=> 12) } \\
& \text { no............ } 2(=>~ 11)
\end{aligned}
$$

11. Why not? (use codes for question 9) $\qquad$
12. What percentage of your sales are done on a cash-for-goods basis, i.e., the customer comes and selects the goods, pays you the full price in cash and then takes the goods away?


PER CENT
13. Do you give credit to customers or allow them to place an order without paying a deposit to cover raw material costs?

| Yes.......... | $(=>14)$ |
| :--- | :--- |
| No.......... | (=> end $)$ |$\quad$ t11q13

14. How do you assess their creditworthiness? (Multiple answers allowed)

Assess the person by talking to them........................................... 1
Visit the persons workshop/shop. $\qquad$
Get information from others who have done business with them 3
Get information from their bank
ave done business with them
Get information from other sources (specify). $\qquad$
Trade with them on a cash basis for some time. $\ldots . .5$

A partial deposit is enough......................................................... 7
t11q14a-g
15. If you have a problem with one of the people you give credit to or have taken an order from do you......

```
11q15
```

Stop trading with that person altogether. $\qquad$ .1 ( $=>$ end)
Carry on giving that person credit or taking orders from them. $2(=>$ end $)$
1 or 2 depending on certain things.. . $3(=>16)$
Go back to trading on a cash for good basis.
4 (=> end)
16. On what does it depend? (Multiple answers allowed)

```
11q16a-d
```

The nature of the problem or conflict.
The importance of your trading relationship with that person to you....... 2
The importance of your personal relationship with that person to you... 3
Other (specify).

