

Scoping Study of Chinese Manufacturing and Commercial Agriculture Investment

Questionnaire for Chinese Firms

BASIC INFORMATION:

1. Interview code: _____
2. Date of interview: _____
3. Name of Firm: _____
4. Location of Firm:
 - a. Street address, county: _____
 - b. If industrial zone, name: _____
 - c. Coordinates (longitude, latitude): _____
5. ISIC Division code: _____
6. Products manufactured:

7. Person interviewed: _____
8. Position: _____
9. Confidentiality level [ask interviewee]:
 - a. Data can be shared in aggregate; identifying location:
 - b. Narrative / qualitative info can be shared with firm name & direct quotes:
10. Narrative / qualitative info can be shared with firm name & unattributed quotes:
11. **History of the firm**
 - a. Is there a parent company in China? Yes/No
 - i. If yes, location (province/center): _____
 - ii. Year the parent company was founded in China: _____

- iii. What is the ownership structure and location of the parent company (SOE, private, provincial) etc., record all relevant descriptions)?

- iv. What is the major business of the parent company in China?

- b. Year that firm/entrepreneur came to country: _____

- c. Year that the current investment project was created: _____

- d. Total investment to date (not “committed” but actual): _____

- i. Initial Investment: _____

- ii. When and how additional capital was added to the project, if any: _____

- iii. How much of the capital was raised in China, how much was accumulated locally:

- iv. Co-investors? If yes, describe your relationships with co-investors.

- v. Other sources of funding? If yes, describe. (bank loans from China or host country, government subsidy, loans from family & friends, *etc.*)

- e. Planned future investment? Yes/No

- i. If yes, what sector does the company plan to invest in?

Interview Questions

12. How did owner learn of the investment opportunity in the first place?

- a. Chinese government organized business tour? Yes/No

- b. If yes, was this organized by the central or provincial (or other) government?

c. Owner's Chinese social or business network? [Ask for examples]

d. Has the owner worked in other African countries?

i. If yes, for how many years and doing what kind of work?

13. If import/export, has current investment benefited from owner's experience in trade?

14. If working in other factories/firms, is that firm/factory in the same/relevant sector that the current investment project is involved in?

a. If yes, how? (networks of client/customer/supplier/distributor; development of government relations; accumulation of knowledge of the industry)?

15. Are you aware that if there's any incentives provided by local MOFCOM branches? (11. d. iv.) asks if the investor *actually* receives any government funding, and this question asks if the investor is aware of the availability of any government funding.)

a. If yes, what is the application procedure?

b. Did your firm qualify for the government incentive and did you apply?

c. If applied and received, what is the amount and condition of government incentive? (If there are government incentives provided by the company did not apply, please ask why they did not apply.)

16. How do Chinese regulations on outbound investment or trade affect your business in Africa, if any? For example:

- a. If the company imports raw materials, machinery, etc. from China and/or export production to China, has it found its operations facilitated or restricted by Chinese regulations on trade (customs, tax, etc.)?

- b. Were the company operations affected by the recently imposed restrictions on capital outflows from China?

17. Global Production Chains

- a. Does the company procure supplies for local production, with the goal of exporting the product to third markets? For example, shoe manufacturer, garment manufacturer. [ask for examples]

- b. Do you know if your products are exported to regional markets? [ask for examples]

- c. What logistics do you use to ship goods to final market? (road, rail, aviation)

- d. How much of your production is exported to global market? [ask for estimated percentage]

- e. Have your global buyers helped you to upgrade the quality of your products here? Yes/No (ask for examples)

18. Local Compliance

- a. What local government authorities you have to deal with in order to start your current business and for what purpose? (For example, tax bureau, export processing zones and investment authorities for company registration, etc.)

- b. What authorities do you think are the most important/relevant to your business operations and why? Ask for examples.

- c. Are you satisfied with your experiences with local authorities (time efficiency, impartiality, etc.)? Ask for examples.

- d. What intermediate agencies has the company used in connection with this investment? (Chinese or local lawyers, consultants, etc.)

- e. What do you think are the major regulatory challenges for doing business in Country? Ask for examples. (For instance, small Chinese business owners complain about rent seeking of tax officials, how do they usually do with these badgering? Labor relations? Environmental standards?)

19. Local linkages

- a. Is the company a joint venture with local partners? Yes/No
- b. If yes, who are the local partners?

- c. Do they have a direct role in the everyday operations of the firm?

d. Do you procure your raw materials locally? Yes/No

i. If yes, what kind of supplies?

ii. If yes, do you have any regular local supplier? Yes/No

iii. Are your regular suppliers local companies, Chinese companies/other foreign companies in this country, or companies in other African countries?

iv. Are you satisfied with the quality of local supplies? Yes/No [ask for examples]

v. Have you worked with your suppliers to improve the quality of the products they supply to you?

Yes/No? [ask for examples]

e. Do you have regular equipment suppliers? _____

f. Do you supply equipment or related service to local companies? _____

g. Have you subcontracted any part of your operations to locally firms/individuals? Yes/No [ask for examples]

h. If yes, have you worked with the local subcontractors to improve the quality? Yes/No

i. If company produces for local markets, do they have local competitors? Yes/No

j. What are the advantages/disadvantages of Chinese firms in this sector/market compared to local firms?

20. Local hiring and training

a. General information

- i) Total # of employees _____
- ii) # of Chinese workers _____ # of Chinese managers _____
- iii) # of local workers _____ # of local managers _____
- iv) # of workers of other nationality _____
- v) # of Managers of other nationality _____

b. What language is used in daily communications and in training local workers?

c. What are the language proficiencies of Chinese managers and workers in English, and other local languages?

21. How is training done for local workers? (both formal and informal, ask for examples)

a. Have you taken local workers or staff to China for training? Yes/No

- i) If yes, how many? _____
- ii) For how long? _____
- iii) For what kind of training? _____

b. Do you use interns from local universities/research centers/institutes/training centers? Yes/No [ask for examples]

c. Do you provide assistance to local universities/research centers, etc.? Yes/No [ask for examples]

d. Do you have any other contacts/connections with local universities/research centers, etc.? (taking or offering classes)?

i) Have you hired skilled labor that used to work for competing firms in this Country?

ii) Have you hired skilled labor from competing Chinese firms in this country?

iii) Have you lost skilled labor to competing local firms?

iv) Have you lost skilled labor to competing Chinese firms?

v) How long do local employees usually stay in the company?

vi) What would they do after they leave the company?

vii) Have any of your former employees started their own businesses in this or related sectors?

viii) If so, do you still have a business relationship with this employee? [Ask for details and examples, and contacts of these former employees if possible.]

22. Does the interviewee know of any local firms that have been improving their business by imitating Chinese practices, technologies? Yes/No

a. If yes, what are they imitating? _____

b. Can we know the company names? _____

23. If technologies in this industrial sector in this country go from 1 (simplest) to 10 (most modern), where is your company?

a. What level of technology do you think local competitors in this sector use? 1 (simplest) to 10 (most modern)? (this gets at local absorptive capacity, compared to other firms in the sub-sector)

24. Industry associations and government connections

a. Do you belong to any local industry associations? Yes/No [examples]

b. If yes, has the local industry association provided any benefits to your firm?

c. If no, why didn't you join any; what are the considerations?

d. Have local Chinese business networks or associations provided any assistance to your company?

e. If yes, ask for examples.

f. Have you received any encouragement or pressure from the local government to increase local hiring or local input supplies (for engaging in particular business sector, or borrowing from formal institutions, etc.)? Yes/No

g. If yes, ask for examples.

25. Possibilities of clustering and integration of value chains

- a. Are you aware of other Chinese firms in your specific industry in this country?

- b. If yes, do you have any business relationships with them? Describe.

- c. Would you be comfortable sharing their names and contact info?

26. Possibilities of clustering and integration of value chains

Since coming to this country, have you seen any examples of local companies learning from Chinese companies?

Are any Chinese companies helping to improve technology and capabilities among local firms in this sector?

[examples]

The following questions are applicable to agribusiness companies specifically.

27. Sub-contracting

- a. If yes, what is the scale of sub-contracting?
- b. Have long have you engaged in sub-contracting?
- c. How many outgrowers do you have?
- d. How much land do these outgrowers plant?
- e. Do you have previous experience of sub-contracting or related agricultural activities in China or other African countries?

- f. Describe the contract/arrangements between the company and the farmers. For example: what inputs are provided by the company to the farmers? How are the farmers paid and how are the products collected?

- g. Are there any intermediaries available for monitoring the enforcement of the subcontracting (including for example local farmers' association or local chiefs)? If yes, what are the relationships between these intermediaries and the company (commission or shareholding, *etc.*)?

- h. Do you provide training to the local farmers? If yes, please describe: what kind of training, in what form and how long/frequent is the training, what language is used, how many farmers have been trained to date?

28. 投资决定的影响因素/ Factors influencing your investment decision

请使用 1~5 to 来表示各项因素的重要性 [1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]/

Please rate the relevant importance of each factor using a 1-5 scale [1=irrelevant, 2=not important, 3=somewhat important, 4=important, 5=very important]

- a. 贵公司作为进出口 / 贸易企业在该国家的从业经验 Your experience in the import/export business in the host country

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- b. 更低廉的原材料成本 Lower cost of raw materials

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- c. 更低廉的劳动力成本 Lower cost of labor

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- d. 更有利于进入国际市场 (例如欧美) Preferential access to global markets (such as EU/NA)

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- e. 当地或该地区的市场潜力 Market potential in the host country or the region

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- f. 中国中央政府提供的财政激励措施 Financial incentives by the Chinese central government

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- g. 中国中央政府提供的非财政激励措施 Non-financial incentives by the Chinese central government

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- h. 中国地方政府提供的财政激励措施 Financial incentives by Chinese sub-national govts

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- i. 中国地方政府提供的非财政激励措施 Non-financial incentives by Chinese sub-national govts

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- j. 当地政府提供的政策支持 Policy support from host country govts

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- k. 与当地政府的友好关系 Relationship with host country govts

[1=不相关 2=不重要 3 = 比较重要 4 = 重要 5=非常重要]

- i) 是否曾有当地（中央或地方）政府的官员参观 / 访问过您的公司 / 工厂？Is there any host country gov official (national or local level) that has visited your company/factory?
