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**APPENDIX A**

**THE FORMULATION OF A COUNTERTRADE POLICY FOR  
GOVERNMENT PROCUREMENT**

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**Aim:** The aim of this survey is to determine which criteria should be included in a policy when formulating a policy on countertrade for government procurement.

**Instructions:** Listed in questions 1-14 are various factors identified in literature, which can be included in a countertrade policy. Please mark with an X on a scale of 1-5, the number, which best expresses the importance of the factor to you for inclusion in a countertrade policy for government procurement. **If a factor is not necessary for inclusion, please mark the number 1 (Not important) with an X. A rating of 5 (Very important) should be reserved for those factors, which is extremely important when formulating a countertrade policy.** Question 15 is an open-ended question, which you must please complete in the provided space.

**Example:**

**Factors considered:**

**1. Develop clear countertrade objectives.**

1.	2.	3.	4.	5.
			X	

**Factors considered:**

**1. A countertrade policy should contain clear and un-ambiguous objectives.**

1.	2.	3.	4.	5.

**2. It should be policy to analyse the motives and policies of potential suppliers.**

1.	2.	3.	4.	5.

3. A countertrade policy should state that the country would only negotiate with an enterprise that follows a mutual advantage policy, and not with enterprises that follow a company advantage policy (a win-lose policy).

1.	2.	3.	4.	5.

4. A countertrade policy should state that a country would only negotiate with an enterprise that follows a company advantage policy (win-lose), and not with an enterprise that follows a mutual advantage policy.

1.	2.	3.	4.	5.

5. A countertrade policy should state that not only low value low quality products should be included in the countertrade deal.

1.	2.	3.	4.	5.

6. High value products for which there is a cash market and that would have been exported in any case should be excluded from countertrade deals.

1.	2.	3.	4.	5.

7. The policy should specify the size of the countertrade requirements as a percentage of the total value of the original purchase.

1.	2.	3.	4.	5.

8. In the case of the use of offsets the policy should state what percentage of the offsets should be direct, and what percentage should be indirect.

1.	2.	3.	4.	5.

9. The countertrade policy should specify that a detailed description of any countertrade should be given.

1.	2.	3.	4.	5.

10. The policy should state that specific dates should be given for carrying out the program.

1.	2.	3.	4.	5.

11. Performance penalties should be given for non-performance with the agreed obligations.

1.	2.	3.	4.	5.

12. A countertrade policy should try to avoid the use of penalties for non-performance and rather use other sanctions such as the increase of the offset volume, extending the time limit and black listing the enterprise for future sales to the government.

1.	2.	3.	4.	5.

13. The policy should specify that all role players be named for all transactions.

1.	2.	3.	4.	5.

14. The policy should require the establishment of a board or body to evaluate the compliance with the countertrade obligations, and to ensure that the penalties or other sanctions are enforced for non-compliance with the countertrade obligations.

1.	2.	3.	4.	5.

15. Which other variable should be included in a countertrade policy for government procurement and list these variables according to their importance on a five point scale where five is very important and one, not important?