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## APPENDICES

### Appendix 1: List of people interviewed

<b>ZAMBIA- Lusaka</b>			
<b>Person interviewed</b>	<b>Position</b>	<b>Organization</b>	<b>Date of interview</b>
Stefan Kranz	General Manager	Shoprite/Checkers	08/06/2004
Obed Mushiko	Manager	Spar Zambia	11/06/2004
M.M. Vallah	Manager	Melisa supermarket	
Muyenga Atanga	Director (Consumer Welfare & Education)	Zambia Competition Commission (ZCC)	5/07/2004
Ndambo E. M. Ndambo	Liaison Officer	Zambia National Farmers' Union (ZNFU)	10/06/2004
Geoffrey Hope	Manager	Freshmark Africa (Zambia) Ltd.	08/06/2004
Felix Chizhuka	Project Manager	NORAD Support to Farmers Association Project	9/06/2004
Brian Mwanamambo	Associate Field Manager	Zambia Agribusiness Technical Assistance Centre (ZATAC) Limited	9/06/2004
Tim Durgan	Country Coordinator-International Development	Land O' Lakes, Inc	10/06/2004
D. E. Daka	Chief Animal Production Specialist	Ministry of Agriculture and Cooperatives	14/06/2004
Martin Njovu	Quality Manager	Parmalat Zambia Limited	11/06/2004
Mike Jones	Managing Director	Enterprises Limited	15/06/2004
Hyde Haantuba	Deputy Director (Market Development)	Ministry of Agriculture and Cooperatives	14/06/2004
Sandress Nyirenda	Marketing Manager	Parmalat Zambia Limited	11/06/2004
Asif Essa	Director	Dairy King	15/06/2004
Martin Muolewa	Factory Manager	Dairy King	15/06/2004
Ben Zimba	Board Secretary	Coffee Board of Zambia	
Brenda Kachapulula	Assistant Technical Manager	Agriflora	15/06/2004
John Henderson	Technical Manager	York farm	04/07/2004
J. J. Shawa	Deputy Director (Planning and Policy)	Ministry of Agriculture and Cooperative	08/06/2004



Lillian S. Bwalya	Senior Economist	Ministry of Commerce, Trade and Industry	11/06/2004
K. Muwina	Manager	National Milling Company	11/06/2004
	Manager	Nyati Milling	05/08/2005
Mr. Biraddy	Financial Controller	SABCO (Superior) Millers	09/06/2004
Trevor Muyunda	Depot Liaison Officer	Makeni Cooperative	19/06/2004
Mr. Nyangulu	Personnel Officer	Agriflora	15/06/2004
A. G. Bobat	Sales Manager	Amigo Foods Ltd	18/06/2004
Mr. Divecha	Dairy farmer	Lusaka West	21/06/2004
Mrs Mukutu	Dairy farmer	Palambana Dairy Cooperative	21/06/2004
Focus-group 1	8- Cooperative members and officials	Chamba Valley Cooperative	20/06/2004
Focus-group 2	5- Cooperative members and officials	Buteko Cooperative /Outgrower Scheme	22/06/2004
Focus-group 3	6-Cooperative members and officials	Panjira Cooperative Society	22/06/2004
<b>Zambia-Chipata (Eastern Province- 600km from Lusaka)</b>			
G. Jere	Crops officer	Ministry of Agriculture and Cooperatives	25/07/2005
Mr Nkhuwa	Manager	Shoprite store – Chipata Zambia	26/07/2005
P. Phiri	Planning officer	Ministry of Finance – Chipata office	27/07/2005
Elison. Phiri	Area Camp Extension officer	Luangeni village	28/07/2005
Interviewed traders	Saturday Market (traditional fresh produce market)	Chipata	27/07/2005
Focus-group 1 in Chipata	7 farmers	Small-scale farmers in Kaluba village producing vegetables for Shoprite and traditional markets	28/07/2005
Focus-group 2 in Chipata	23 farmers and cooperative officials (15 male and 8 female)	Luangeni Multipurpose Cooperative	29/07/2005
Mr. Daya	Director	Eastern Dairies	1/08/2005
Daka Masauso	Assistant Manager	Manyana Farm	30/07/2005
Ibrahim Sundi	Manager	Jambo Bakery	28/07/05
	General Manager	Kwacha Milling	28/07/2005



<b>Namibia</b>			
Kobus van Graan	Managing Director	Namib Mills (Pty) Ltd	25/04/2004
Sartorius von Bach	Livestock farmer/tourism	Kamanjab-500km from Windhoek (interviewed in Windhoek)	11/09/2005
Tom Oyieke	Rural Enterprise Development & Finance Advisor	National Agricultural Support Services Programme-Windhoek	12/09/2005
Namene Kalili	Horticulture Officer	Namibia Agronomic Board	15/09/2005
	Manager	Fruit and Veg City (Windhoek Branch)	21/09/2005
	Buying Manager	Woerman & Brock Supermarkets	30/09/2005
Ute Kressler	Marketing and Sales Manager	Capricorn Sweets-(Windhoek)	20/09/2005
Vee Maharaj	Windhoek Branch Manager	Namibia Chamber of Commerce & Industry	21/09/2005
	Manager	Freshmark Namibia	26/09/2005
	Manager	Freshco Namibia	26/09/2005
<b>Botswana</b>			
Abel Katse	Dairy farmer	Tlokweng-Gaborone	11/10/2004
P. Gabarongwe	Dairy farmer	Mosinki –Molopolole (60 km from Gaborone)	11/10/2004
Mr. Majale	Farm manager- BCA Farm (Dairy section)	Notwane -Gaborone	20/10/2004
Mr. Gobotswang	Dairy farmer/farm input merchant	Molopolole (60 km from Gaborone)	25/10/2004
Mr. Motlodi	Dairy farmer	Tlokweng-Gaborone	12/10/2004
Naval Sparrow	General Manager	MetCash-Gaborone	23/09/2004
	Marketing Officer	Ministry of Agriculture	
Dave Mitchel	Production Manager	Clover Botswana Ltd	15/09/2004
Mr. Obvious	Assistant Manager	Score Supermarkets (Bus rank) -Botswana	24/09/2004
Mr. Patrick	Production Manager	Sally Dairy Ltd	10/09/2004
J. C. Willems	Director	Parmalat Botswana Ltd	7/09/2004
Mr. H. Kochar	Director	Mr. Veg, FFV wholesaler-Gaborone	3/08/2004
Mr. Knight	Manager	Lulu Bananas FFV Wholesalers Gaborone	4/08/2004
Julian van der Nat	Manager-owner	Tony's Café (FFV Wholesale) Gaborone	5/08/2004
J. Henni	General Manager-Distribution Centre	Payless Supermarkets	8/09/2004



Johnson Anthony	Warehouse Manager- Choppies Distribution Centre	Choppies Superstores	06/09/2004
Mr. de Klerk	Manager	Pick ' n Pay Family Supermarket (Molapo Crossing ) Gaborone	05/10/2004
Mr. S. Mosiele	Principal Scientific Officer	Department of Animal Production, Ministry of Agriculture	03/08/2004
	Manager	OK Foods (Westgate Mall)	03/08/2004
Mr. Dlamini	Chairman	Botswana Horticultural Council (telephone conversation)	30/08/2004
<b>South Africa</b>			
Rob de Vos	Retail Operations Director	Spar North Rand Distribution Centre- Olfantsfontein	04/05/2004
Gawie du Toit	Manager	Freshmark Distribution Centre-Centurion	8/05/2004
Dr. Johan van Deventer	CEO	Freshmark / Shoprite	31/07/2004



## Appendix 2: Checklists

### Checklist for farmer focus groups (FFV and dairy farmers)

1. How large are your farms?
2. What products do you produce?
3. Why do you produce these products?
4. Where do you market produce?
5. Do you carry out any processing on farm?
6. Are there processing firms for the commodities you produce?
7. What constraints do you face in accessing supermarkets and other markets?
8. If farmers are members of a group, e.g cooperative, how has supermarkets affected members' livelihoods, and other farmers in the area?
9. What benefits do you get as members for joining the cooperative or out grower scheme?
10. How do you influence policy?
11. Any other issues as arose during discussions.

### Checklist for large farms and processors

1. When did your company start operations in Zambia/Botswana/ Namibia?
2. What products do you produce
  - for export market
  - for domestic market
3. Do you buy from small –scale producers?
4. Do you sell to local supermarkets/sourcing companies?
5. When did you start selling to South African supermarkets and other supermarkets?
6. How has your production changed since you started supplying to supermarkets?
7. What is your involvement with small-scale out grower schemes?
8. What grades and standards do you and out grower farmers have to meet?
9. What Constraints do you face in the input and output markets?
10. Other issues arising as discussion proceeds.

### Checklist for impacts (Key informants)

1. What has been the effect of the shoprite in Zambia/Botswana/Namibia?

#### a) Household level

- income
- more children going to school
- household food security
- more consumption of food produced in other countries (more varieties available)

#### b) Retail and wholesale business

- has there been closure of small businesses?



- has there been transfer of skills (management) to local entrepreneurs?
- improvements in local supermarkets as copied from multinational SA supermarkets
- effect on wholesalers
- impact on supply chain of FFV and dairy products
- development of grades and standards to help small farmers and processors meet the requirements of supermarkets
- are prices in Shoprite lower than other retail outlets?

**c) Impact on agriculture and processing/manufacturing sector**

- has the production of some crops been reduced due to imports?
- has the processing of some products been reduced due to imports?
- has there been the establishment of new processing factories to meet the new demand for these products by supermarkets?



**Appendix 3: Product lists**

**SUPERMARKET ----- TOWN-----**

**PRODUCT CATEGORY: PROCESSED PRODUCTS**

**DATA COMPILED BY: ----- DATE: -----**

**DAIRY PRODUCTS-----**

<b>BRAND NAME</b>	<b>QUANTITY</b>	<b>PRICE</b>	<b>COMPANY/TOWN/COUNTRY</b>
<b>1</b>	a.		
	b.		
	c.		
	d.		
	e.		
<b>2</b>	a.		
	b.		
	c.		
	d.		
	e.		
<b>3</b>	a.		
	b.		
	c.		
	d.		
	e.		
<b>4</b>	a.		
	b.		
	c.		
	d.		
	e.		
<b>5</b>	a.		
	b.		
	c.		
	d.		
	e.		

## Appendix 4: Supermarkets' questionnaire

### Introduction of the study

The University of Pretoria, Department of Agricultural Economics, Extension and Rural Development is carrying out this study in order to assess how supermarkets impact on producers and other traders in the region. The information gathered will be used to complete a PhD study and also make a contribution to show how markets and supply chains for agricultural products have been changing. This will assist in policy formulation for the benefit of all. Your participation is very important for this project. Your participation is voluntary and the information you give will be held in strict confidentiality. Thanks in advance for your participation.

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Johann Kirsten, Professor and Head of Department  
Department of Agricultural Economics, Extension and Rural Development.  
**Phone:** (+27-12) 420 3248  
**Fax:** (+27-12) 420 3247  
**E-Mail:** [jkirsten@up.ac.za](mailto:jkirsten@up.ac.za)

### A. Identification

Name of supermarket----- Date-----

Name of interviewee ----- Position -----

Address----- Tel. -----

E-mail address-----

### B. Company profile (growth and expansion):

1. When was your company established (Year when started operations in this country) ---  
-----

2. Where was it located then ----- Has it moved to other locations? -----

3. Is this supermarket an independent store or is it part of chain?

Independent  Chain

4. If it is part of a chain how many branches or chains does it have in this country?

### C: Procurement/Sourcing/supplier

5. What food products do you sell?

Own labels  Manufacturer's brands  both

6. How is the procurement of the products organised?

Buying Centre / company  source from producers directly  both

7. From whom/where do you source the following products?

Product	Name and source of product suppliers (Get a list if possible)			Why do you source from this sources (Reason)
	SA	SADC	Globally	
Potatoes				
Tomatoes				
Onions				
Cabbage				
Milled products <ul style="list-style-type: none"> <li>• Maize meal</li> <li>• Wheat flour</li> <li>• Pasta products</li> </ul>				
Processed Fruits & vegetables <ul style="list-style-type: none"> <li>• Canned vegetables</li> <li>• Canned fruits</li> <li>• Juices</li> </ul>				
Dairy products <ul style="list-style-type: none"> <li>• Fresh milk</li> <li>• Cheese</li> <li>• Processed milk</li> <li>• other</li> </ul>				

13. What sourcing arrangements do you make with your suppliers?

Contract  Other

14. If you buy by contracting with suppliers, what types of contracts are entered into with suppliers?

Formal  Non-formal   
(Written) (Verbal)

15. How long do you take before payment is made to supplier after delivery of products?

30 days  60days

16. What type of support do you give to your suppliers? -----  
-----  
-----

**E: Quality, grades and standards:**

17. Does quality play an important role in your sourcing decisions? Yes  No

18 If yes what quality attributes for the following products do your suppliers have to meet?

Product	Quality attributes	Type of grades and standards	Comments
Tomatoes			
Potatoes			
Onions			
Cabbages			
Dairy products (Fresh milk)			
Flour products			

19. How do you ensure compliance?

Private grades and standards	Public grades and standards
-----	-----
-----	-----
-----	-----

20. Which kinds of suppliers meet these grades and standards? -----  
-----  
-----

21. Could you say that the enforcement of grades and standards has made it difficult for suppliers (small scale farmers and processors) to supply to your supermarket? -----

**F: Criteria influencing sourcing and procurement decisions**

22. What listed criteria do you consider when sourcing food products and how important are they?

<b>Product</b>	<b>Criteria</b>	<b>Considered Yes or no</b>	<b>Ranked according to importance (1= fairly important, 2=important, 3= Very important)</b>
<b>Fresh fruits and vegetables</b>	Price		
	Location where produced		
	Transport cost		
	Volume of product		
	Credit period		
	Formed relationship of trust		
	Government policies		
	Other		
<b>Dairy products (Fresh milk)</b>	Price		
	Location where produced		
	Transport cost		
	Volume of product		
	Credit period		
	Formed relationship of trust		
	Government policies		
	Other		
<b>Milled products</b>	Price		
	Location where produced		
	Transport cost		
	Volume of product		
	Credit period		
	Formed relationship of trust		
	Government policies		
	Other		
<b>Processed Fruit and vegetables</b>	Price		
	Location where produced		
	Transport cost		



	Volume of product		
	Credit period		
	Formed relationship of trust		
	Government policies		
	Other		

23. What prohibits you from sourcing from small-scale producers? -----  
 -----  
 -----  
 -----

24. What are the constraints in your sourcing strategy? -----  
 -----  
 -----  
 -----  
 -----

25. What are your main competitors?  
 Small retailers  other chain supermarkets  hawkers  other

26. If other please specify -----  
 -----  
 -----  
 -----

27. Do you source from local producers? Yes  No

28. If no, why do you not source from local producers? -----  
 -----  
 -----  
 -----

29. What role do processors play in the supply chain? -----  
 -----  
 -----

30. What is the role of the cold chain? -----  
 -----  
 -----

**Thanks for your participation!!!**



**Appendix 5: The agro-industry (food processors) questionnaire**

**Introduction of the study**

The University of Pretoria, Department of Agricultural Economics, Extension and Rural Development is carrying out this study in order to assess how supermarkets impact on the producers and other traders in the region. The information gathered will be used to complete a PhD study and also make a contribution to show how markets and supply chains for agricultural products have been changing. This will assist in policy formulation for the benefit of all. Your participation is very important for this project. Your participation is voluntary and the information you give will be held in strict confidentiality. Thanks in advance for your participation.

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**E-Mail:** [jkirsten@up.ac.za](mailto:jkirsten@up.ac.za)

**A. Identification**

Name of company----- Date of interview-----

Name of interviewee ----- Position -----

Address----- Tel. -----

E-mail address-----

**B. Company profile (growth and expansion):**

1. When was your company established (Year when started operations) -----

2. What products do you process/package? -----  
-----  
-----

3. Type of company (based on work force)

Small-scale  Medium-scale  Large-scale

4. What type of ownership?

Sole trader  Limited company  Co-operation  other

5. What are your total sales last year? -----

6. What were your total sales 2-3 years ago? -----



7. Total number of workers: Permanent Casual  
 a) This year ----- a) this year -----  
 b) 2-3 years ago ----- b) 2-3 years ago -----

8. How much products do you produce per day  
 Name product -----  
 Amount per day -----

**C. Sourcing and procurement of raw materials:**

9. What raw material do you use in the processing? -----  
 -----  
 -----  
 -----

10. Do you produce your own fruits/vegetables/milk for processing? Yes  No

11. If yes, do you produce all your requirements? Yes  No

If no,

12. From whom/where do you source your raw materials?

Local  South Africa  Other SADC countries  Global

And why do you source from this source? -----  
 -----  
 ---

13. From the local suppliers, what% do you source from large and small-scale producers?

Large-scale  Small scale  both

14. Do you give support to your suppliers?

Yes  No

If yes,

15. What kind of support do you give them?

Credit  Extension services  transport of produce to factory

Contracts  Organise farmers in groups

16. What kinds of suppliers are able to meet your criteria?



Large scale  small-scale  both

17. Do you enforce any Quality standards in your sourcing?

Yes  No

If yes,

18. What grades and standards do you expect your suppliers to meet? -----  
-----  
-----  
-----

19. By enforcing this grades and standards, how does this affect your business? -----  
-----  
-----

20. What effect does it have on small-scale producers that supply your firm? -----  
-----  
-----

**D: Marketing of products.**

21. Where do you market your produce?

Export market  Local market  both

22. In the domestic market, where do you sell your products?

Type of market	% Of total product sold	Comments
Supermarkets		
Wholesalers		
Small shops		
Street vendors		
Other		

23. If you sell to supermarkets, when did you start selling to supermarkets -----  
-----

24. Which supermarkets do you supply to? -----  
-----  
-----

25. What products do you supply to the named supermarkets-----  
-----  
-----



26. How has your production changed since you started supplying to supermarkets ? -----

-----  
-----  
-----

27. How have your sales changed since you started supplying to supermarkets? -----

-----  
-----  
-----

28. What changes have occurred in your employment since you started supplying to supermarkets? -----

-----  
-----

29. If do not sell to supermarkets, why don't you sell to supermarkets?

Low volume  Long credit period  Lack of transport  cannot meet  
quality standards  Lack cash to upgrade facilities  other

30. If other please explain -----

-----

31. If processors were to gain more from supermarkets, what role should the government play? -----

-----  
-----

-

32. What constraints do you face when selling supermarkets? -----

-----  
-----

-----

**Thanks for your participation!!!**

**Appendix 6: Farmer questionnaire**

**Introduction of the study**

The University of Pretoria, Department of Agricultural Economics, Extension and Rural Development is carrying out this study; to assess how supermarkets are impacting on producers and other traders in the region. The information gathered will be used to complete a PhD study and also make a contribution to show how markets and supply chains for agricultural products have been changing. This will assist in policy formulation for the benefit of all. So your participation is very important for this project. Your participation is voluntary and the information you give will be held in strict confidentiality. Thanks in advance for your participation.

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**A. Identification**

Name of farm (farmer) -----

Location of farm----- Nearest town----- Distance from farm-----Km

Name of interviewee----- Relationship to farmer -----

Address----- Tel. -----

**B. Farm enterprise**

1. What is the size of your farm? Hectares  Acres

2. When did you start farming on your farm? Year -----

3. How did you acquire this farm? -----

4. Who owns the farm? -----

Title deed.....Freehold----- Communal-----

Traditional.....Other-----

5. Level of education: Primary  Secondary  College/University

None

6. Have you received any training in agriculture? -----

-----

-----

Is farming your only source of income? Yes No

If no what is your employment? Teacher                      Civil servant                      private sector

Retired                       other

7. What type of assets do you possess on your farm?

Type of capital asset	Number	Date of purchase	Value	Comments
Oxen-drawn implements				
Tractor				
Pick-up				
Sprayers				
Sorting/packaging shade				
Greenhouse				
Irrigation system				
Other				

8. Household head age -----

9. Gender of household head

10. Total number of people living in household? -----

11. Total number of adults ----- Number working on the farm ----- Number working off-farm -----

12. Total number of children ----- Number working on the firm -----

13. Total number of hired farm workers: Permanent                      Casual  
a) This year -----                      a) this year -----  
b) 5 years ago -----                      b) 5 years ago -----

14. Who manages tomato/cabbage/spinach/ rape? -----  
-----



**C. Inputs and costs**

15. What inputs do you use in producing tomatoes

Tomatoes	Varieties grown/ type of input	Quantity used bags /litres / number	Land under crop (HA)	Unit cost	Total cost
Seed or seedlings					
Fertilisers					
Chemicals					
Labour	<b>Casual</b> Ploughing  Weeding  Harvesting  Sorting and grading  Marketing				
Labour	<b>Permanent</b>  Land preparation  Weeding Spraying Harvesting  Sorting and grading  Marketing				
Total labour	Casual Permanent				
Transport costs					
Other					

**D. Access to markets**

16. Where do you sell your tomatoes/cabbage/spinach or rape?

Supermarket  Farm gate  local market  other



17. If other explain-----  
-----  
-----

If supermarkets, go to question 18 and if local markets, go to question 40

18 Which supermarket do you supply to? -----  
-----

19. When did you start supplying to the named supermarket? (Year) -----

20. What quantities of produce do you supply to the supermarket per week or per month?

Type of product	Quantity supplied per week/month	Price per unit	Do you supply directly to supermarket or to distribution centre	Comments

21. How many kilograms did you supply to channel (supermarket or traditional) per week or month?

a) Last season ----- b) 3-5 years ago -----

22. Total kilograms supplied to the channel (supermarket or traditional)

a) Last season ----- b) 3-5 years ago-----

23. What changes have occurred in your output and income since you started supplying to supermarkets?

Increased  No change  decreased

24. Since you started supplying to supermarkets, have you increased the number of workers on your farm?

Yes  No



If yes, go to question 19, if no go to question 20

25. Changes in workers and wages

Year	Number of workers employed		wages	
	Permanent	Casual	Permanent	Casual

26. Why has the number of workers remained the same or decreased? -----  
-----  
-----

27. What benefits have you obtained since you started supplying to the named supermarket/s? -----  
-----  
-----

**E. Terms and Conditions**

28. What conditions do you have to meet in order to supply to the supermarket?

Sign contract  meet certain quality standards  grant credit period

Formed relationships of trust  other

29. Do you supply on contract?  
Yes  No

30. If yes, what kind of contract do you have with the supermarket?

Verbal  formal  other

31. Who negotiated the contract for you?

Myself  Farmer Association/group  NGO  other

32. How long does it take for you to receive your payments after supplying to the supermarket?

30 days  45 days  60 days  90 days  other  (specify)



33. What grades/standards do you have to meet in order to supply to channel? -----  
-----  
-----

34. What cost do you incur in meeting this grades and standards? -----  
-----  
-----

**F. Relationships/partnerships**

35. Have you formed any relationships with supermarket/ traditional buyer of your product?

Yes  No

36. What level of trust have you formed? None  fairly good  good   
very good

37. What benefits have you received due to this relationships -----  
-----  
-----

**Transport**

38. How do you transport your produce to the supermarket / distribution centre?-----  
-----  
-----  
-----

39. How much does it cost you to use the mode of transport you have mentioned-----  
-----  
-----

40. What are the major constraints in transporting your produce to the supermarket/distribution centre? -----  
-----  
-----

**Grades and standards**

41. What grades/standards do you have to meet in order to supply to supermarkets? -----  
-----  
-----  
-----

42. What cost do you incur in meeting this grades and standards? -----  
-----  
-----  
-----

43. Who meets these costs? -----  
-----  
-----  
-----

44. What problems/constraints have you experienced in adhering to these grades and standards? -----  
-----  
-----

Local or other markets

45. Do you sell on other local markets?

Yes  No

46. If yes, which ones?

Name of market	Number of km from farm	village/town
----------------	------------------------	--------------

**K. Provision of services**

47. Do you receive any assistance from the supermarket you supply to?

Yes  No

48. If yes, what kind of assistance do you receive? -----  
-----  
-----

49. Did you get credit in your production?

Yes  No

50. From which source?

Bank  co-operative  informal lenders  other

51. What is your source of information for farming?

Radio  Government extension  NGO  Co-operative  other

52. Please compare, which market is better, the supermarket or the traditional market -----  
-----  
-----



**L. Household Income**

53. What are the sources of your income?

Sources of income	Amount per month	Total per year
Sale of crops		
Sale of livestock		
Off-farm employment		
Wages – working on other peoples farms		
Remittances		
Other		

54. Household wealth ranking (**enumerator to assess and assign**)

Low  Middle  high

Thank you for your time!!!



**Appendix 7: Calculation of z for frozen vegetables in Botswana**

Supermarket	Product source/country of origin				Number of brands
	South Africa	Zimbabwe	Botswana	ROW	
OK Foods	McCain 82.6%	McGregor 17.4 %	0	0	23
Checkers	McCain 100%	0	0	0	30
Metsef	McCain 85.2%	14.8%	0	0	27
Shoprite	McCain 100%	0	0	0	25
Spar (BBS Mall)	McCain 81%	McGregor 19%	0	0	47
Spar (Game City)	McCain 100%	0	0	0	34
Pick 'n Pay	McCain 85%	McGregor 15 %	0	0	26
Total	633.8%	66.2	0	0	212
Average	90.5%	9.5	0	0	30

Source: Survey results, 2004; ROW = rest of the world

## Appendix 8: Sampled supermarkets in Botswana, Namibia, Zambia and South Africa

Supermarket	Location	Country	Position of person interviewed	Remarks
Shoprite Manda Hill	Lusaka	Zambia	General Manager Procurement manager	Headquarters for all Shoprite stores in Zambia
Shoprite Chipata	Major Provincial town for Eastern Province	Zambia	Manager	Only one Shoprite store
Spar Arcade	Lusaka	Zambia	Manager	Only Spar store during interview. One year old.
Melissa Kabulonga	Lusaka	Zambia	Manager	3 stores in Zambia. All located in Lusaka
Woerman & Brock Independence Avenue	Windhoek	Namibia	Buying manager	Headquarters of the 15 stores in Namibia
Fruit & Veg City	Windhoek	Namibia	General Manager	3 stores in Namibia
Shoprite/Freshmark	Windhoek	Namibia	Manager	Sources FFV for 48 stores
Pick' n Pay/Freshco	Windhoek	Namibia	Manager	Sources FFV for 19 stores
Payless Commerce Park	Gaborone	Botswana	General manager	Distribution centre for 4 stores all located in Gaborone
MS Veg BBS Mall	Gaborone	Botswana	Director	Franchise of Mr. Veg
Score supermarket	Bus Rank & Molopolole	Botswana	Assistant manager Manager	16 stores in Botswana. Part of Pick 'n Pay
METSEF	Head Office	Botswana	General manger	Part of Metro
Choppies	DC Commerce Park Gaborone	Botswana	Warehouse manager	Sources for 27 Choppies stores in Botswana
Ok Foods Westgate Mall	Gaborone	Botswana	General manager	Franchise of Shoprite
Pick' n Pay Molapo crossing	Gaborone	Botswana	Manager	Franchise of Pick' n Pay. 3stores in Botswana
Shoprite	Freshmark DC Centurion	South Africa	CEO	FFV procurement
Spar North Rand DC	olfafortein	South Africa	Retail operations manager	Supervises Spar Namibia and Botswana