REPUBLIQUE DU CAMEROUN
Paix – Travail - Patrie

REPUBLIC OF CAMEROON
Peace – Work - Fatherland

SURVEY TO EVALUATE THE SOCIOECONOMIC IMPACT OF THE COVID-19 PANDEMIC AND THE CONFLICT IN UKRAINE ON VERY SMALL, SMALL AND MEDIUM-SIZED ENTERPRISES IN CAMEROON

Confidentiality:

The information collected during this survey is strictly confidential pursuant to Law No. 2020/010 of 20 July 2020 to regulate statistical activity in Cameroon which, in section 14 paragraph 1, stipulates that "the nominative information relating to a natural or legal person entered in the questionnaires during statistical data collection operations may not be used outside the services responsible for such statistical operations.

ENTERPRISE QUESTIONNAIRE

SECTION 0: GENERAL INFORMATION

1. QUESTIONNAIRE ID

		Code
S0Q01	ID …………………………......................................	|__|__|__|__|__|__|__|__| **(Do not write anything in the corresponding boxes)**
S0Q02	Survey region ____	|__|__|
S0Q03	SME category: 1=SME filling out a STR 2=SCOOP CIG 3=IPU	|__|

2. COLLECTION TEAM

S0Q04	Supervisor’s name	|__|__|
S0Q05	Interviewer's name	|__|__|
S0Q06	Date of the interview: Day: |___|___| Month: |___|___| Year: |__2_|__0_|_2__|__3_|	|__|__|
S0Q07	**Collection result: 1=Survey complete 2=Survey incomplete**	|__|
S0Q08	If survey incomplete, give reason: 1=Partial refusal 2=Total refusal 3=Premise closed for the duration of the operation 4= Temporary cessation of activity 6= Other (specify) ___________________________	|__|

3. ENTERPRISE IDENTIFICATION AND LOCATION

S0Q09	Company Name or Corporate name: ____	
S0Q10	Company acronym ____	
S0Q11	Taxpayer number ***If modern SME, go to S0Q13*** |__|__|__|__|__|__|__|__|__|__|__|__|__|__|	
S0Q12	Census area number *Concerns only IPUs*	|__|__|__|__|__|__|__|__|
S0Q13	Region:	|__|__|
S0Q14	Division:	|__|__|
S0Q15	Sub-division:	|__|__|__|
S0Q16	City/Town ____	
S0Q17	Landmark: (Quarter/Street/Place known as/Landmark) ...……………………………………………………………	
S0Q18	Tel. 1 (WhatsApp):_______________________ Tel. 2:____	
S0Q19	Website:_______________________________ Email ____	
S0Q20A	Is the company a Startup? 1= Yes 2 = No 3 = DNK	|__|

S0Q20	**Company size** *1 = Very Small Enterprises (TPE) 2 = Small Enterprises (PE) 3 = Medium Enterprises 4 = Informal Production Unit (IPU)*	|__|
S0Q21	**Legal status**1. Limited liability company (LLC), 2. Public limited company (PLC) 3 Single-member limited liability company 4. Sole proprietorship 5. Cooperative/CIG 6. Other (specify) ___________________	|__|
S0Q22	In what year did this company start its activities? ***(For IPU, If year of start of activity greater than or equal to 2018, End of survey)***	**|__|__[__[__[**
S0Q23	**What is the main activity of your company? (give the detailed wording of the activity)**____	**NACAM code** **|__|__[__[__[__|**

4. PROFILE OF THE PROMOTER AND/OR MAIN MANAGER

S0Q24A	**Is the promoter of this company also the main manager?** **1= yes 2 = no if S1Q24A = 1, scroll the table once. If no, twice.**	|__|	
		PROMOTER	**MAIN MANAGER**
S0Q24B	**Sex**: 1. Male 2. Female	|__|	|__|
S0Q25	**Marital status :** *1. Single 2. Common law union 3. Married 4. Divorced 5. Separated 6. Widowed*	|__|	|__|
S0Q26	**Age**:	|__|__|	|__|__|
S0Q27	**Nationality**: __________________/________________ See. nomenclature	|__|__|__|__|__|	|__|__|__|__|__|
S0Q28	**Educational level**: 1. No level 2. Primary 3. Secondary 4. University	|__|	|__|
S0Q29	**Have you received professional training** *1. Yes 2. No* **If S0Q29 = 2 go S1Q01**	|__|	|__|
S0Q30	If yes, specify the field of your professional training ____	|__|__|__|	|__|__|__|

SECTION 1: OVERALL IMPACT OF CRISES

1. COVID-19 pandemic

S1Q01	**Have your compant's activities been impacted by the COVID-19 pandemic?** *1= Yes Negatively 2=Yes positively 3= No 4= DNK if S1Q01= 3 or 4 go to* **S1Q11**	**|__|**
S1Q02	**As of today, do you think that your company's activities are still affected by the impact of Covid-19?***1= Yes 2=No 3=DNK*	|__|
S1Q03a	**Have your company's sales been impacted by the COVID-19 pandemic?** 1= Yes, increase 2= Yes, decrease 3= No 4= DNK if S1Q03a = 3 or 4, go to S1Q04a	|__|
S1Q03b	**As of today, do you think your company's sales are still being impacted by the Covid-19 pandemic?***1= Yes 2=No 3=DNK*	|__|
S1Q04a	**Has your production been impacted by the COVID-19 pandemic?** 1= Yes, increased 2= Yes, decreased 3= No 4= Does Not know if S1Q04a = 3 or 4, go to S1Q05	|__|
S1Q04b	**As of today, do you think that your company's production is still affected by the impact of the Covid-19 pandemic?***1= Yes 2=No 3=DNK*	|__|
S1Q05	**In 2020, id your company adjust the workforce to deal with the consequences of the COVID-19 pandemic?***1= Yes, increased 2= Yes, decreased 3= Unchanged*	|__|
S1Q06	**Compared to 2020, how has workforce in your company changed until 2021?***1= increased 2= unchanged 3= decreased*	|__|
S1Q07	**In 2020, did your company adjust staff salaries to deal with the consequences of the COVID-19 pandemic?***1= Yes, increased 2= Yes, decreased 3= Unchanged*	|__|
S1Q08	**Compared to 2020, how have staff salaries evolved in your company up to 2021?***1= increased 2= unchanged 3= decreased*	|__|
S1Q09	**In 2020, did your company adjust working hours to deal with the consequences of the COVID-19 pandemic?***1= Yes, increased 2= Yes, decreased 3= Unchanged*	|__|
S1Q10	**Compared to 2020, how have working hours changed in your company until 2021?** *1= Increased 2= Unchanged 3= Decreased*	|__|

2. Crisis between Russia and Ukraine

S1Q11	**Have your company's activities been impacted by the crisis between Russia and Ukraine?** *1= Yes, negatively 2=Yes, positively 3= No*	|__|
S1Q12	**Has your production been impacted by the crisis between Russia and Ukraine?** 1= Yes, increased 2= Yes, decreased 3= No 4= Don't Not know if S1Q12 = 3 or 4, go to S1Q14	|__|

<table>
<tr><td>S1Q13</td><td>Can you quantify the evolution (decrease or increase) of your production during the year 2022?
1=Less than 10% 2= between 11 and 25% 3= between 26% and 50% 4=51% and 75% 5= more than 75%</td><td>|__|</td></tr>
<tr><td>S1Q14</td><td>Compared to 2021, how has the number of staff in your company changed during the year 2022?1= increased 2= unchanged 3= decreased4= DNKif S1Q14 = 2 or 4, go to S1Q16</td><td>|__|</td></tr>
<tr><td rowspan="2">S1Q15</td><td>What are the main reasons for this change? 1=yes 2=no (Multiple choice)</td><td></td></tr>
<tr><td>• Persistence of the Covid-19 pandemic;
• Crisis between Russia and Ukraine
• Financial difficulties
• Other specify ___________________________________</td><td>|__|
|__|
|__|</td></tr>
<tr><td>S1Q16</td><td>Compared to 2021, how have salaries evolved in your company during 2022?
1= Raised 2= Unchanged 3= Lowered4= DNK if S1Q16 = 2 or 4, go to S1Q18</td><td>|__|</td></tr>
<tr><td rowspan="2">S1Q17</td><td>What are the main reasons for this change? 1=yes 2=no (Multiple choice)</td><td></td></tr>
<tr><td>• Persistence of the Covid-19 pandemic;
• Crisis between Russia and Ukraine
• Financial difficulties
• Other specify ___________________________________</td><td>|__|
|__|
|__|</td></tr>
<tr><td>S1Q18</td><td>Compared to 2021, how have working hours in your company evolved during the year 2022?1= Increaed 2= Unchanged 3= Decreased4= DNKif S1Q18 = 2 or 4, go to S2Q01</td><td>|__|</td></tr>
<tr><td rowspan="2">S1Q19</td><td>What are the main reasons for this change 1=yes 2=no (Multiple choice)</td><td></td></tr>
<tr><td>• Persistence of the Covid-19 pandemic;
• Russo-Ukrainian Crisis
• Financial difficulties
• Other specify ___________________________________</td><td>|__|
|__|
|__|
|__|</td></tr>
</table>

SECTION 2: TRANSMISSION CHANNELS

<table>
<tr><td>S2Q01</td><td>During 2022, did the company have to cancel customer orders due to insufficient production inputs (delayed or interrupted delivery)?
1= Yes 2= No if S2Q01=2 go to S2Q03</td><td>|__|</td></tr>
<tr><td>S2Q02</td><td>How has the company adjusted or plans to adjust production when/if delivery of critical inputs is delayed or interrupted?
1= No change, waiting for the situation to improve
2= Increase the number of local suppliers
3= Increase the number of international suppliers
4= Increase the production of inputs within the company itself
5= Keep larger stocks
6= Other, to be specified</td><td>|__|</td></tr>
<tr><td rowspan="2">S2Q03</td><td>Compared to 2020, how do you assess the evolution of the difficulties below during the year 2022?1= less difficult 2= unchanged 3= more difficult (Multiple choice)</td><td></td></tr>
<tr><td>a) Access to raw materials?
b) High commodity prices?
c) Drop in local demand?
d) Decline in exports
e) Funding difficulties</td><td>|__|
|__|
|__|
|__|
|__|</td></tr>
<tr><td rowspan="2">S2Q04</td><td>What are the main reasons for the evolution of these difficulties?
1= Persistence of Covid-19 2= Crisis between Russia and Ukraine 3= Other factors(Multiple choice)</td><td></td></tr>
<tr><td>a) Access to raw materials?
b) High commodity prices?
c) Drop in local demand?
d) Decline in exports
e) Financing difficulties</td><td>|__|
|__|
|__|
|__|</td></tr>
<tr><td>S2Q05</td><td colspan="2">If persistent financing difficulties, if (S2Q03e =3 or S2Q04e=1 or 2), can you specify which ones?1=Yes 2=No (Multiple choices)</td></tr>
<tr><td rowspan="8"></td><td>A. Interest rates too high</td><td>|__|</td></tr>
<tr><td>B. Reluctance of external financial partners</td><td>|__|</td></tr>
<tr><td>C. Refusal of bank financing</td><td>|__|</td></tr>
<tr><td>D. Absence/insufficient funds in tontines/associations</td><td>|__|</td></tr>
<tr><td>E. Reluctance of internal financial partners</td><td>|__|</td></tr>
<tr><td>F. Lack of equity due to declining sales</td><td>|__|</td></tr>
<tr><td>G. Diaspora transfer decline</td><td>|__|</td></tr>
<tr><td>H. Supplier is less willing to supply inputs on credit (upfront before payment)</td><td>|__|</td></tr>
</table>

	I. Other specify)	|__|
S2Q06	**Where do you buy your raw materials?** 1=Imports 2=domestic market 3=mixed if S2Q06=2 go to S3Q01	|__|
S2Q07	**What is the origin of your main raw materials?** 1= Cameroon 2=Ukraine 3= Russia 4= China 5= Asia excluding Russia and China 6= Europe excluding Ukraine and Russia 7= Nigeria 8= Africa excluding Cameroon 9=DNK 10= Other (specify) ___________________________	|__|__|

SECTION 3: VULNERABILITY FACTORS TO SHOCKS

S3Q01	**How do you assess the size of your company compared to that of your main competitors?** *1= Much larger* *2= Larger* *3= Similar* *4= Smaller* *5= Much smaller*		|__|
S3Q02	**How do you assess your market share compared to that of your main competitors?** *1= Much larger* *2= Larger* *3= Similar* *4= Smaller* *5= Much smaller*		|__|
S3Q03	**How many establishments/points of sale does your company have?**		|__|__|
S3Q04	**Does your company belong to a group of companies?** 1=yes, 2=no		|__|
S3Q05	**How many different products/services are offered by your company?**		|__|__|
S3Q06	**How many raw material supply areas/places does your company have?**		|__|__|
S3Q07	**How many suppliers does your company have?**		|__|__|
S3Q08	**What are the sources of financing for your company's activities?** For each of the sources, the respondent should answer 1= Yes or 2= No		**Share (as a %)**
	1. Own funds	|__|	|__|__|
	2. Bank loan	|__|	|__|__|
	3. Loan Microfinance	|__|	|__|__|
	4. Tontine	|__|	|__|__|
	5. Supplier loan	|__|	|__|__|
	6. Other (s) to be specified_________________________	|__|	|__|__|
S3Q09	**How do you assess your company's ability to access bank or microfinance financing?** 1=Very easy 2= Easy 3= Indifferent 4= Difficult 5= Very difficult		|__|
S3Q10	**How do you assess your company's ability to obtain raw materials on credit from your suppliers?** 1=Very easy 2= Easy 3= Indifferent 4= Difficult 5= Very difficult		|__|
S3Q11	**With the cash funds the company currently has and excluding future sales, how many months can the company continue to cover all costs and payments (such as payroll, suppliers, taxes, or loans) without other specific assistance?** *___ Months 0 = no cash available*		|__|__|
S3Q12	**Do you expect your company to be in default of payments to its suppliers and/or its debts in the next 6 months?** *1 = Yes, already in default* *2 = Yes, it will be in default.* *3 = No*		|__|
S3Q13	**Do you expect your company to go bankrupt in the next 6 months?** *1 = Yes, already bankrupt. 2 = Yes, it will go bankrupt. 3 = No*		|__|
S3Q14	**Do you expect your company's customers to have delayed payments or have they had any arrears on payment of their debts with your establishment over the next 6 months?** *1= Yes, already overdue or in arrears* *2= Yes, will be overdue or in arrears* *3= No*		|__|

SECTION 4: COPING STRATEGIES

S4Q01	**Has this company started to use or increase the use of the internet, social media, specialized applications or digital platforms in response to the outbreak of COVID19?** *1 = Yes, started.* *2 = Yes, increased.*	|__|

	3 = No, the company uses these tools, but has not increased their use. *4 = No, the company does not use these tools.*	
S4Q02	**Since the beginning of the COVID19 pandemic (February 2020), has your company invested in any new hardware, software or digital solution in response to COVID-19?** *1 = Yes 2 = No 9 = Does Not know*	|__|
S4Q03	**Have you taken the following measures in your company to deal with the Covid-19 pandemic?***1=Yes, only during Covid-19 2=Yes, so far 3=No (Multiple choice)*	
	A. Reduce staff working hours	|__|
	B. Reducing self and/or employee salaries	|__|
	C. Rotate staff	|__|
	D. Set up a telecommuting system	|__|
	E. Lay off some workers	|__|
	F. Delay payment of employee salaries	|__|
	G. Cancel company orders from suppliers	|__|
	H. Cancel orders made by company customers	|__|
	I. Postpone investments in the business	|__|
	J. Borrow from financial institutions	|__|
	K. Draw on company equity	|__|
	L. Other specify)	|__|
S4Q04	**What measures have you taken to deal with the effects of the crisis between Russia and Ukraine in your company?** *1=Yes 2=No (Multiple choices)*	
	A. Use of local raw materials	|__|
	B. Diversification of sources of supply	|__|
	C. Adoption/use of alternative energy sources	|__|
	D. Adoption/use of new production technologies	|__|
	E. Other (specify)	|__|

SECTION 5: FINANCIAL AND NON-FINANCIAL INVESTMENT NEEDS

S5Q01	**Does your company feel a need for support in recruiting a skilled workforce?***1=Yes 2= No*	|__|
S5Q02	**Does your company feel a need for support in finding outlets?** *1=Yes 2=No*	|__|
S5Q03	**Does your company need support in finding new suppliers?** *1=Yes 2=No*	|__|
S5Q04	**INVESTMENT IN INTANGIBLE ASSETS** **Does your company currently have a need:***1=Yes 2=No****(Multiple choice)***	
	A. To invest in capacity building (training/retraining) of its staff?	|__|
	B. To invest in the acquisition of personalized management tools?	|__|
	C. To invest in the development of production optimization strategies?	|__|
	D. To invest in the creation/improvement of its website?	|__|
	E. To obtain accreditation in its sector?	|__|
	F. To obtain a license?	|__|
	G. Goodwill?	|__|
	H. Lease right?	|__|
	I. Other intangible investment? if yes, specify	|__|
S5Q05	**INVESTMENT IN TANGIBLE ASSETS** **Does your company currently have a need:***1=Yes 2=No* ***(Multiple choice)***	
	A. Land acquisition?	|__|
	B. Construction / repair of buildings?	|__|
	C. Acquisition of equipment and tools (industrial, commercial or agricultural)?	|__|
	D. Acquisition of equipment and furniture (office, IT, office automation)?	|__|
	E. Acquisition of transportation equipment	|__|
	F. Other physical investment? if yes, specify	|__|
S5Q06	**INVESTMENT IN FINANCIAL FIXED ASSETS** **Does your company currently have a need:***1=Yes 2=No* ***(Multiple choice)***	
	A. Share or equity title	|__|
	B. Obligations	|__|
	C. Other financial assets? if yes, specify ________________________________	|__|
S5Q07	**WORKING CAPITAL REQUIREMENT** **Does your company currently have a need for:***1=Yes 2=No* ***(Multiple choice)***	

	A. Payment of salaries	|__|
	B. Payment of small equipment	|__|
	C. Payment of bills (rent, water and electricity,	|__|
	D. Trade receivables	|__|
	E. Other	|__|

SECTION 6: GOVERNMENT MEASURES

S6Q01	**Since the outbreak of COVID-19 (February 2020), has this company benefited from measures taken by local or national authorities in response to the crisis?** *1 = Yes* *2 = No* **if S6Q01 = 2, go to S6Q05** ***INSTRUCTION****: Please do not include aid from other sources than national or local, such as UN agencies, NGOs, etc. Metrics defined here are metrics given to your business directly. They do not include COVID information campaigns, or COVID education or awareness raising campaigns, etc.*	|__|
S6Q02	**What government structure did you receive support from? (multiple choice)**	
	1) MINFI	|__|
	2) MINEPAT	|__|
	3) MINPMEESA	|__|
	4) MINADER	|__|
	5) MINEPIA	|__|
	6) Other (specify) ____	|__|
S6Q03	**Which of the following support measures has the company benefited from?** *1=Yes 2=No* ***(Multiple choice)***	
	A. Subsidies	|__|
	B. Postponement of payments (rent, mortgage payments, utility bills, credit payments).	|__|
	C. Access to new credits or loans	|__|
	D. Tax exemptions, tax reductions or tax deferrals	|__|
	E. Salary subsidies	|__|
	F. Support (technical assistance and/or subsidies) for the adoption of digital technology	|__|
	G. Support (technical assistance and/or subsidies) for the adoption of health protocols	|__|
	H. Support (technical assistance or grants) to improve my marketing and/or repackage my product	|__|
	I. Support (technical assistance or grants) to improve organizational and management practices to reduce costs	|__|
	J. Other (specify)	|__|
S6Q04	**How have these measures impacted your company's activities?** 1= Positively 2= No impact 3= Negatively	|__|
	A. Supply of raw materials	|__|
	B. Company production	|__|
	C. Product storage	|__|
	D. Transportation of goods	|__|
	E. Company sales	|__|
	F. Staff salaries	|__|
	G. Other (specify) ____	|__|
S6Q05	**Since the outbreak of the crisis between Russia and Ukraine (February 2022), has this company benefited from the measures taken by local or national authorities in response to the crisis?** *1 = Yes 2 = No* **if S6Q05= 2, go to S7Q01**	|__|
S6Q06	**Which of the following support measures has your company benefited from?** *1 = Yes 2 = No* ***(Multiple choice)***	
	A. Increase in selling prices (flour, bread, etc.)	|__|
	B. Tax benefits (Tax exemptions, tax reductions or tax deferrals)	|__|
	C. Customs exemptions	|__|
	D. Other (specify) ____	|__|
S6Q07	**How have these measures impacted your company's activities?** 1= Positively 2= No impact 3= Negatively	|__|
S6Q08	**What is your opinion about the nature and extent of government support and measures you have received?**	|__|

	1= Adequate and sufficient *2= Adequate but insufficient* *3= Inadequate*	
S6Q09	**What is your opinion about the criteria for selecting government support and measures that you have benefited from?** *1= Good* *2= Bad* *3= No opinion*	|__|

SECTION 7: BUSINESS CLIMATE

S7Q01	**In your opinion, what are the actions to be implemented by the Government to enable you to deal with crises such as the COVID19 pandemic and the crisis between Russia and Ukraine? *(Multiple choice)***	
	A. Facilitate access to state subsidies/financial aid	|__|
	B. Facilitate access to formal loans	|__|
	C. Reduce the tax burden	|__|
	D. Implement tax incentives	|__|
	E. Facilitate access to technical assistance	|__|
	F. Lower input/raw material prices	|__|
	G. Other (specify)	|__|
S7Q02	Do you think that COVID-19 has made it difficult to access public services? *1= Yes 2= No 3= DNK*	|__|
S7Q03	**Are you aware of the following supervisory structures:** 1=Yes 2=No (Multiple choices)	
	A. APME (SME Promotion Agency)	|__|
	B. BCPME (Cameroonian Bank for SMEs)	|__|
	C. CFCE (Formality Centre for Business Creation)	|__|
	D. NEF (National Employment Fund)	|__|
	E. CGA (Approved Management Centre)	|__|
S7Q04	**What do you think of the business environment in Cameroon?** *1=Very good 2=Good 3=Indifferent 4=Bad 5=Very bad 6=DNK*	|__|
S7Q05	**Are you aware of the following public strategies** *1=Yes 2=No*	
	A. NDS 30	|__|
	B. RSDS/PENIA	|__|
	C. Agriculture and Livestock Project/Programme	|__|
	*D. Other (specify)*____	|__|
S7Q06	**Do you think these strategies are likely to protect you from shocks?** *1=Very good 2=Good 3=Indifferent 4=Bad 5=Very bad 6=DNK* ***(Multiple choice)***	
	A. NDS30 Condition (S7Q05A=1)	|__|
	B. RSDS/PENIA Condition (S7Q05A=1)	|__|
	C. Agriculture and Livestock Project/Programme Condition (S7Q05A=1)	|__|
	D. Other (specify) Condition (S7Q05B=1)	|__|
S7Q07	**What are, in descending order of importance, the 03 main obstacles to entrepreneurship in Cameroon?** *1=Taxation 2=Access to credit 3= Cost of financing 4= Infrastructure 5= Transport* *6= Corruption 7= Supply of raw materials 8= Training/competence* *9= Labour legislation 10 = Energy and Water 11= Administrative formalities 12 = Unfair competition* *13= Justice 14= Market outlets 15= Granting of preferential regimes (Free Zones)* *16= Absence or insufficient public/private sector dialogue 17= Hassle with the town hall/urban community 18= No obstacle 19= Other (specify)*________________________	
	A. Obstacles 1	|__[__|
	B. Obstacles 2	|__[__|
	C. Obstacles 3	|__[__|
S7Q08	**What is your judgement about relations between companies and public authorities since the outbreak of COVID-19?** *1=Very good 2=Good 3=Indifferent 4=Bad 5=Very bad 6=DNK*	|__|
S7Q09	**What is your judgement about the relations between companies and public authorities since the beginning of the crisis between Russia and Ukraine?** *1=Very good 2=Good 3=Indifferent 4=Bad 5=Very bad 6=DNK*	|__|

SECTION 8: COMPANY PERFORMANCE

If IPU (S0Q20=4) request only information on the year 2022 for S8Q01a), S8Q01b and S8Q02
If IPU (S0Q20=4) request information on the years 2019 to 2022 for S8Q03 to S8Q09
If modern SME (S0Q20=1, S0Q20=2, S0Q20=3) request information for the years 2019 to 2022 from S08Q01a) to S8Q09

		2019	2020	2021	2022
S8Q01a)	Total amount of sales of products/services for the year… in CFA francs	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q01b)	Of which for export	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q02	Net profit for the year… in CFA francs	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q03	Number of paid employees of the year…	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q04	Number of female paid employees of the year…	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q05	Number of unpaid employees of the year…	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q06	Number of unpaid female employees of the year…	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q07	Number of employees hired during the year….	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q08	Number of female employees hired during the year….	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|
S8Q09	Number of employees laid off during the year…	|_|_|_|	|_|_|_|	|_|_|_|	|_|_|_|

DIVISION 9: EMERGING OPPORTUNITIES

S9Q01	**Have you developed any new activities between 2020 and 2021 in connection with COVID-19?** *1 = Yes 2 = No*	|__|
S9Q02	**Have you developed any new activities between 2022 and 2023 in connection with the crisis between Russia and Ukraine?***1 = Yes 2 = No if S9Q02=2 go to S10Q01*	|__|
S9Q02A	**For each of the emerging opportunities listed, which ones have concerned the company?** *1=Yes, during Covid-19 2=Yes, during the crisis between Russia and Ukraine 3=Yes, in both cases 4=No 5=Does Not know*	
	A. Diversification of products and services	|__|
	B. Digital transformation	|__|
	C. Adaptation to new consumer behaviour	|__|
	D. Innovation on the supply chain	|__|
	E. Health and safety support	|__|
	F. Collaborations and partnerships	|__|
	G. Other (specify) ____	|__|
S9Q03	**Has your company developed new supply methods since 2020?** *1=Yes between 2020 and 2021 2=Yes between 2022 and 2023 3=No*	|__|
S9Q04	**Has your company used new financing methods since 2020?** *1=Yes between 2020 and 2021 2=Yes between 2022 and 2023 3=No* ***if S9Q04=3 go to S10Q01***	|__|
S9Q05	**If yes, which ones ?***1=Leasing 2=Equity 3=Borrowing from financial institutions 4=Family financing 5=Tontine 6=Increase in company capital 7 = Other financing methods (to be specified)* ________________________________	|__|

SECTION 10: CONTACT PERSON IN THE COMPANY

S10Q01	**Name of respondent:**		**Company visa**
S10Q02	**Capacity of respondent** |__| 1=General Manager/Promoter 2=Deputy General Manager 3= Administrative and Financial Officer/Accountant 4=Management staff 5=Supervisory staff 6= Other, please specify.		
S10Q03	**A. Tel. 1** |__|__|__|__|__|__|__|__|__|__|	**B. Tel. 2** |__|__|__|__|__|__|__|__|__|__|	
	C. Email:____		