



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



# IMPACT ASSESSMENT OF COVID-19 ON AFGHANISTAN'S MANUFACTURING FIRMS

SURVEY RESULTS MAY-JUNE

## **Acknowledgments**

This report was produced by the UNIDO Field Office in Afghanistan with the support and technical assistance of UNIDO's Policy Research and Statistics Department and the Asia and the Pacific Regional Coordination Division. Special thanks go to all ministries and associations that supported the implementation of the survey as well as to the respondents from the private sector, including micro, small, medium and large enterprises, who dedicated valuable time during this pandemic to contribute to the survey.

## **Disclaimer**

This report provides information about a situation that is rapidly evolving. As the circumstances and impacts of the COVID-19 pandemic are continuously changing, the interpretation of the information presented here may also have to be adjusted in terms of relevance, accuracy and completeness.

## **Executive summary**

The findings of a survey of firms in Afghanistan indicate that the majority of firms was affected by the COVID-19 crisis and the containment measures during the months of May and June 2020. Ninety per cent of firms reported that the restrictions had an impact on their business, with small, medium and low-tech firms being affected the most.

Two-thirds of firms reported that more than half of their employees were not able to come to work, with the share of women in this category being higher, highlighting the effects of the crisis on women, in particular.

Nearly all firms (92 per cent) experienced cashflow and input shortages and faced difficulties fulfilling their contracts. The accompanying financial problems resulted in difficulties paying wages and salaries (87 per cent) and the payment of fixed costs and rent (75 per cent). Almost all firms in different categories were affected to the same extent.

Firms expected to be impacted by decreased revenues of 50 per cent, and nearly half of the firms were contemplating laying off employees, with small and domestic downstream firms being affected the most. Similarly, 60 per cent of firms expected to not survive if the restrictions and crisis continued for more than 6 months. Domestic downstream firms face higher risks in this regard.

Consequently, 50 per cent of firms in all categories chose to reduce production, with food processing firms being affected the most. Other options firms opted for were delays in deliveries and exploring new production channels. The latter option was more prevalent among smaller firms.

Two-thirds of firms expected to return to ‘business as usual’ within 3 months from the lifting of restrictions. Larger firms, however, would need more time to return to business as usual, with 45 per cent claiming that the road to full recovery will take more than 6 months.

Lastly, in choosing policy options, over two-thirds of firms expected the government to reduce and/or defer taxes and rent and to lower the cost of utilities, mainly electricity. Large and exporting firms, on the other hand, also expected to see a reduction in export tax to support the mitigation of the crisis’s effects.

## Table of contents

Introduction .....	1
1. Method and data.....	2
1.1 The survey.....	2
1.2 Typology of firms.....	2
1.3 Data .....	3
2 Findings and analysis .....	4
2.1 Current impact of COVID-19.....	4
2.2 Expected impact of COVID-19.....	9
2.3. Dealing with COVID-19 disruptions .....	13
2.4. Policy options.....	17
3 UNIDO's response to the crisis .....	18
Annex I: Survey form.....	20

## Introduction

The COVID-19 pandemic is unprecedented, and its impacts continue to affect lives, businesses and the industrial sector as a whole. The most recent data from UNIDO's seasonally adjusted Index of Industrial Production (April 2020 versus December 2019) indicate that both lower- and upper middle-income countries have been significantly impacted by COVID-19<sup>1</sup>. Even minor public health events can severely affect firms in lower-income countries due to their poor socio-economic conditions (vulnerability) and their weak capacity to respond to crises (resilience). Moreover, in a globalized world, many countries are suffering the indirect consequences of value chain disruptions and lower international demand for goods due to widespread recession<sup>2</sup>. UNIDO investigates the manufacturing sector to identify the nature and scale of impacts firms have experienced, and to determine how they have been coping with the pandemic and the restrictions imposed. Additionally, we discuss what policy options could be suitable in this period of crisis.

By mid-May, COVID-19 had spread to all provinces in Afghanistan. Testing labs were still limited and only 22,500 people had been tested, of which around 6,600 tested positive according to data of the Ministry of Public Health. The virus hotspot was Herat Province, as returnees from Iran were coming back to the country. To contain the spread of the virus, the government announced lockdown measures for Herat and Kabul, which were later expanded to other provinces in early April and ultimately, a complete lockdown was imposed.

To evaluate the impact of COVID-19 restrictions on businesses, UNIDO conducted an MSME micro-level impact assessment in Afghanistan. UNIDO has carried out similar assessments in other countries in Asia, including Bangladesh, Cambodia, Indonesia, Iran, Lao PDR, Thailand, Mongolia, Pakistan, Malaysia and Viet Nam. This assessment provides UNIDO and the Afghanistan United Nations Country Team (UNCT) with the necessary information, on the one hand, to determine the socio-economic impact of COVID-19 on the country's manufacturing firms, and offers a baseline for UNIDO's global assessment of the effects of the coronavirus, on the other. As part of the global assessment, UNIDO plans to conduct similar exercises again in these countries in coming months to explore the development of impacts and the firms' situation over time.

---

<sup>1</sup> UNIDO statistical update on COVID-19: <https://stat.unido.org/COVID-19>

<sup>2</sup> A health pandemic or a pandemic for the economy? <https://www.unido.org/stories/coronavirus-economic-impact-10-july-2020>

## **1. Method and data**

### **1.1 The survey**

UNIDO launched the MSME's survey on the impacts of COVID-19 in Afghanistan during the month of May and early June 2020. The survey was conducted using online and paper-based platforms in collaboration with the Afghanistan Chamber of Industries and Mines, the Afghanistan Women Chamber of Commerce and Industries and the Ministry of Industries and Commerce. The survey questionnaire was designed by UNIDO's Department of Policy Research and Statistics based on the questionnaire on the Resilience of Micro, Small and Medium Enterprises to COVID-19, which was included in the 2020 edition of the Enterprise Survey for Innovation and Entrepreneurship in China (ESIEC) led by Peking University.

The survey questionnaire contained 27 questions grouped into four sections, namely i) current impacts of COVID-19; ii) expected impacts of COVID-19; iii) dealing with COVID-19, and iv) general information about responding firms.

### **1.2 Typology of firms**

In the analysis, the firms and information are organized into three categories.

*i) Type of firm:* The firms' production and market orientation are categorized into three groups, namely

- Domestic downstream: firms that sell at least 2/3 of their production domestically, and their main clients are final consumers;
- Domestic upstream: firms that sell at least 2/3 of their production domestically, and their main clients are other firms;
- Exporter: firms that sell at least 1/3 of their production abroad.

*ii) Size of firms*

The firms are categorized by size in line with the classification of the Ministry of Industry and Commerce. A firm with less than 25 employees is considered a small firm; a firm with 25 to 50 employees is a medium-sized firm, and firms with above 50 employees are considered large.

*iii) Orientation of firms by production* is divided into three categories:

- Food processing firms are engaged in different levels of food and beverage processing and production;
- Low-tech firms are engaged in low-technology-related production, such as textiles, wood processing, paper, printing and leather;
- Medium- and high-tech firms are engaged in medium-technology-related production, such as chemicals, plastics, machinery, medical supplies and electric supplies.

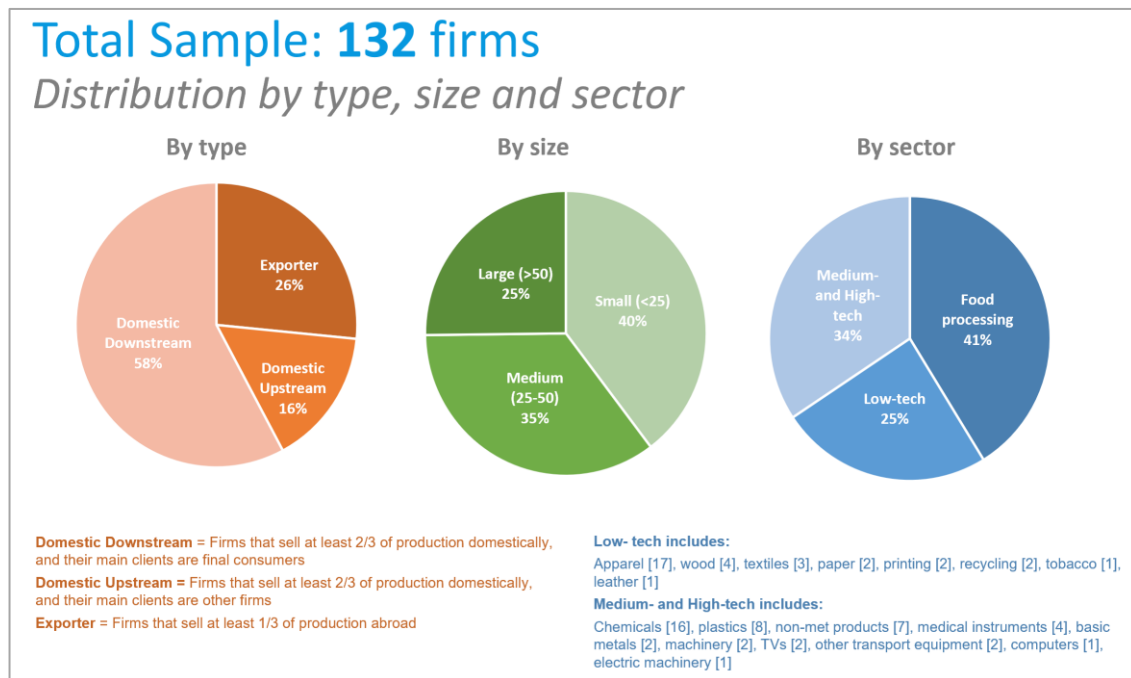
### **1.3 Data**

Survey data was collected from 141 firms; the data of 132 firms were included in the analysis. The sample comprised 40 per cent small firms, 35 per cent medium and 25 per cent large firms (Figure 1). Forty-one per cent of respondents were from the food processing sector, 25 per cent from low-tech and 34 per cent from medium- to high-tech firms.

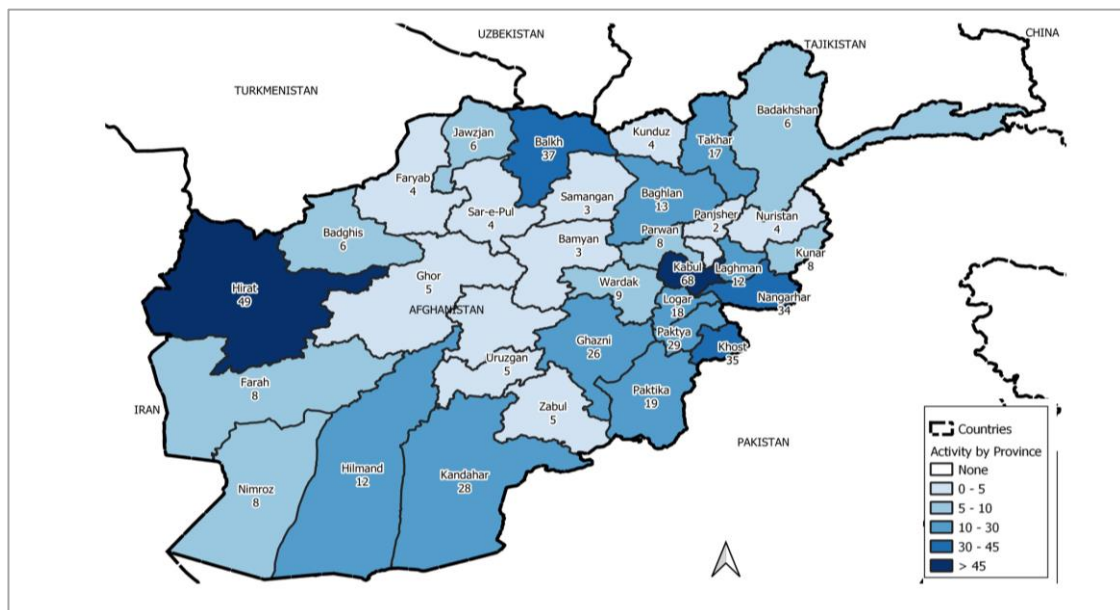
Nearly all firms are engaged in domestic production, with 58 per cent involved in domestic downstream and over 65 per cent of their production targeting final consumers; 16 per cent are involved in domestic upstream, producing over 65 per cent for other firms and productive goods; and 26 per cent are firms that produce goods for consumers and domestic firms, with around 33 per cent of their goods also being exported.

The respondent firms represented all provinces of Afghanistan (Figure 2), with their main office and/or a production and sales activity in one or more provinces. The majority of firms participating in the survey were located in Kabul and Herat (more than 50), followed by Balkh, Nangarhar and Khost (30 to 45).

**Figure 1** Distribution by firm type, size and sector



**Figure 2** Firms' activity by province



## 2 Findings and analysis

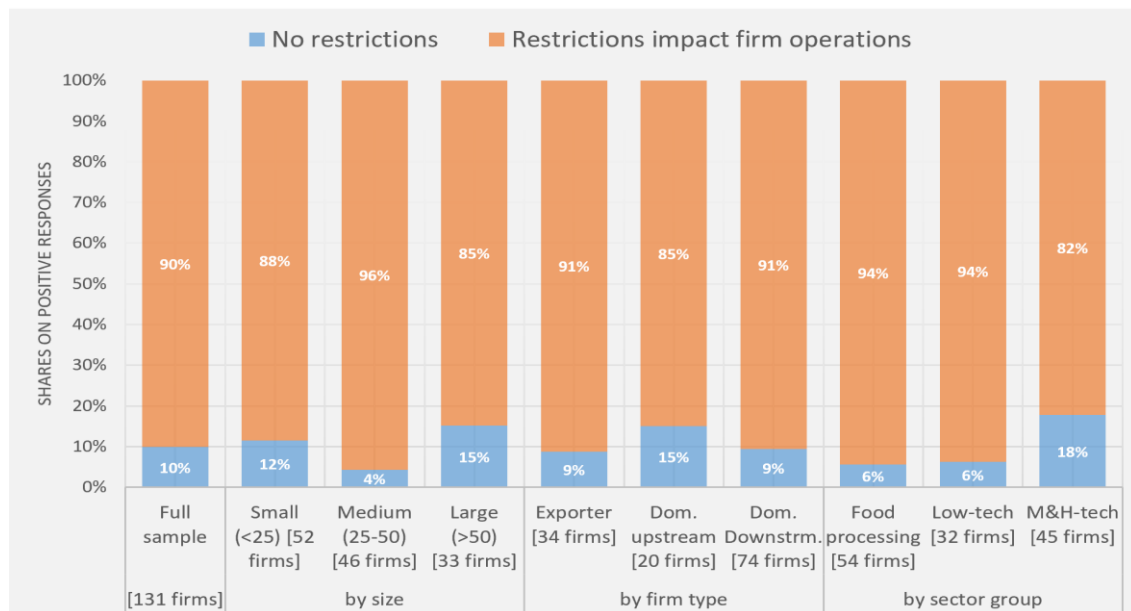
### 2.1 Current impact of COVID-19

This section on the current impact of COVID-19 aims to identify firms' situation compared with the peak duration of the pandemic's impact, when the virus's spread was increasing, health facilities were being overwhelmed and restrictions were being imposed by the government. The duration of the crisis—though still ongoing—covered by this survey are the months of March to

early June 2020. We examine the crisis has affected firms' employee attendance at work, firms' financial problems, their operating challenges and what areas of their business were most disrupted.

The restrictions imposed during lockdown affected nearly all firms (Figure 3), with 90 per cent of survey respondents reporting impacts on their operation. Around 5 per cent to 8 per cent of large and medium- to high-tech firms were less affected. This could be attributable to differing production capacities and/or mechanized production, which are less dependent on human inputs. This, however, only represents a small percentage of the sample and does not warrant further interpretation.

**Figure 3** Impact of government restrictions on firms



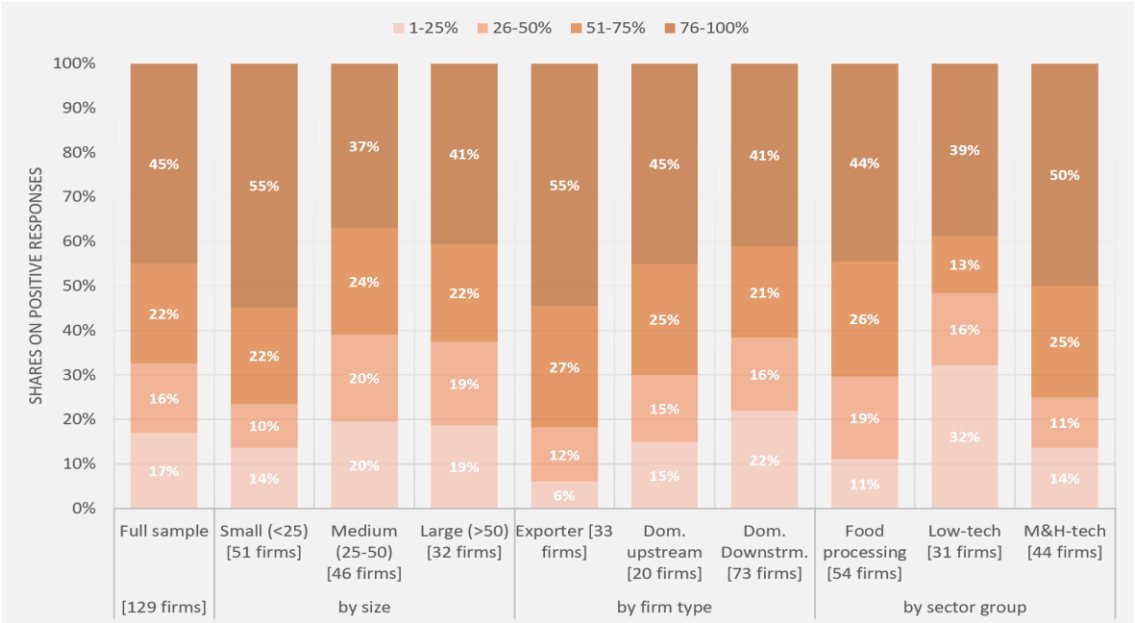
### 2.1.1 Impact on employment

As a result of the restrictions imposed to contain the spread of COVID-19, two-thirds of firms reported that more than half of employees were unable to go to work (Figure 4). More than half of small firms and exporting firms reported that their staff were unable to come to work at all. This trend has been dominant among all firms.

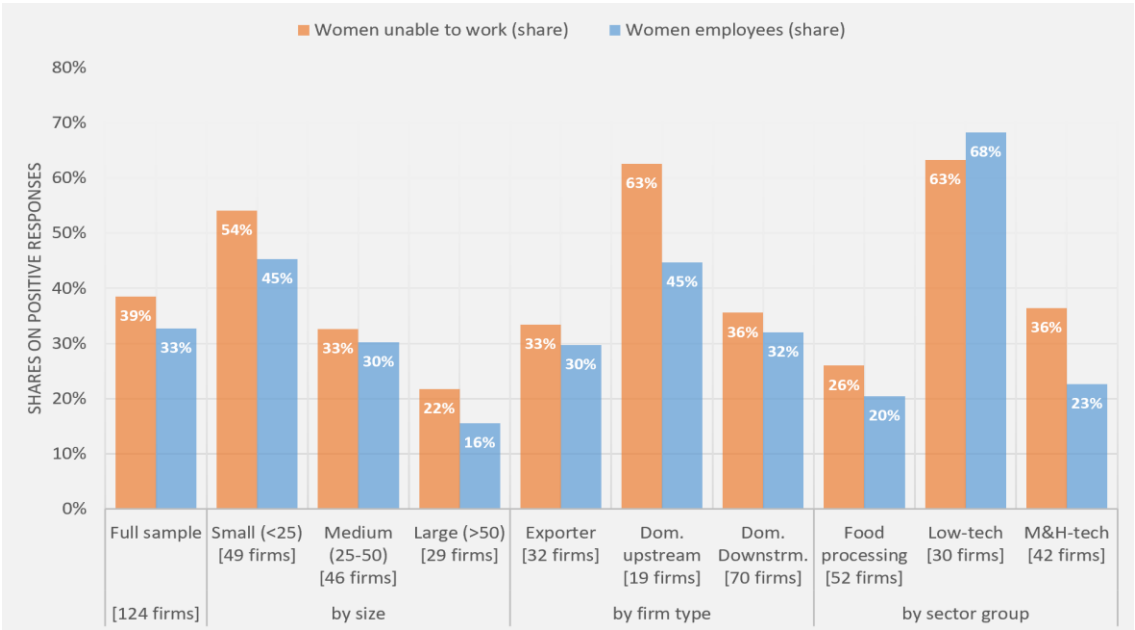
The impact on female employees has been even more severe (Figure 5). The share of women who were not able to come to work is higher than the share of total employees who could not go to work. Only 124 firms (of 132) reported on their number of female employees, i.e. women employment in the sample is 33 per cent. However over 50 per cent of women in small firms, and more than 60 per cent in low-tech firms, which employ the majority of women, were not able to

come to work. It is also worth noting that only 16 per cent of employees in large firms are women; as firm size increases, the share of female employees decreases.

**Figure 4** Employees unable to work due to restrictions



**Figure 5** Impact on female employees

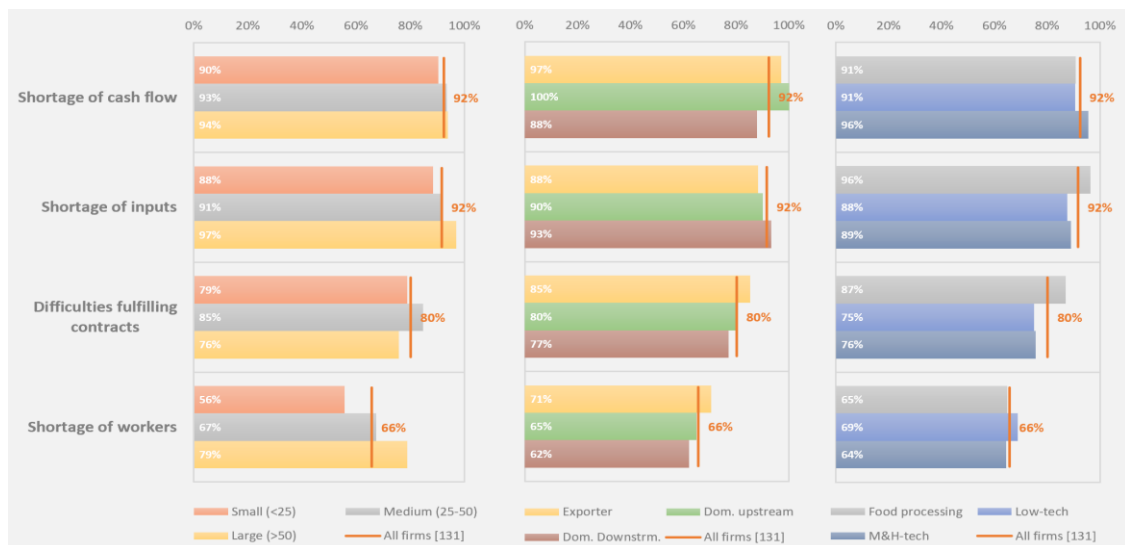


### 2.1.2 Impact on finance and operations

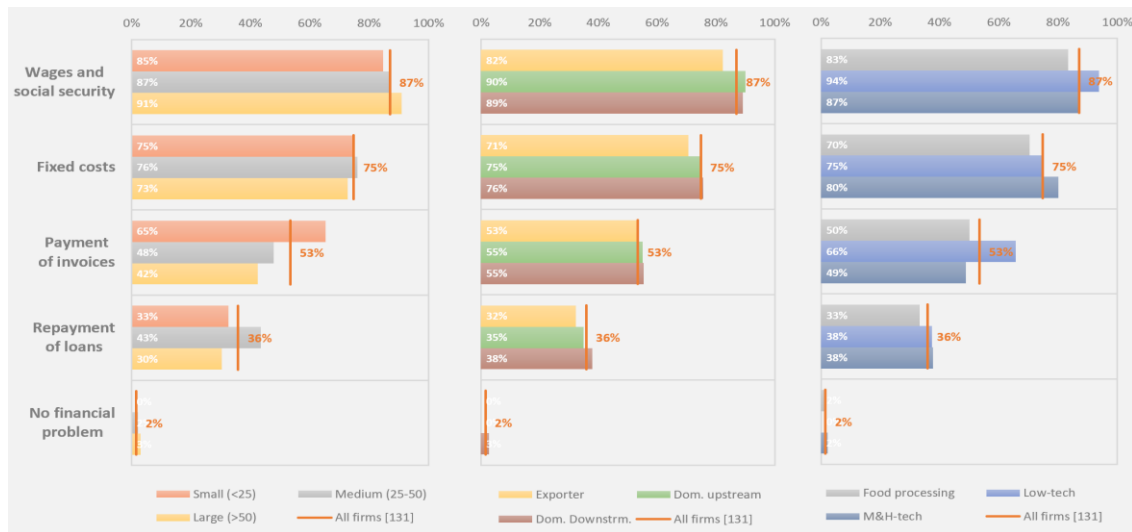
Several problems arose due to these restrictions. As firms in Afghanistan operate with limited working capital, shortage of cashflow has been a major problem for all firms, regardless of type and size. Figure 6 illustrates that over 90 per cent of all firms experienced a shortage of cashflow. This seems to apply to all firm types. The restrictions also resulted in a shortage of inputs, the second most reported problem all firms faced. This, in turn, resulted in the firms' inability to fulfil their contracts for the production and delivery of orders.

As cashflow decreased, the payment of employees' wages became especially challenging (Figure 7). Nearly 90 per cent of firms stated that the payment of wages and salaries was their main financial problem, followed by payment of fixed costs such as rent. A higher number of small firms (65 per cent) relative to medium and large firms reported that the payment of invoices also posed a problem,. Limited working capital seems to be a problem for small firms, as they were not able to meet the payments of their day-to-day expenses.

**Figure 6 Main operational problems**



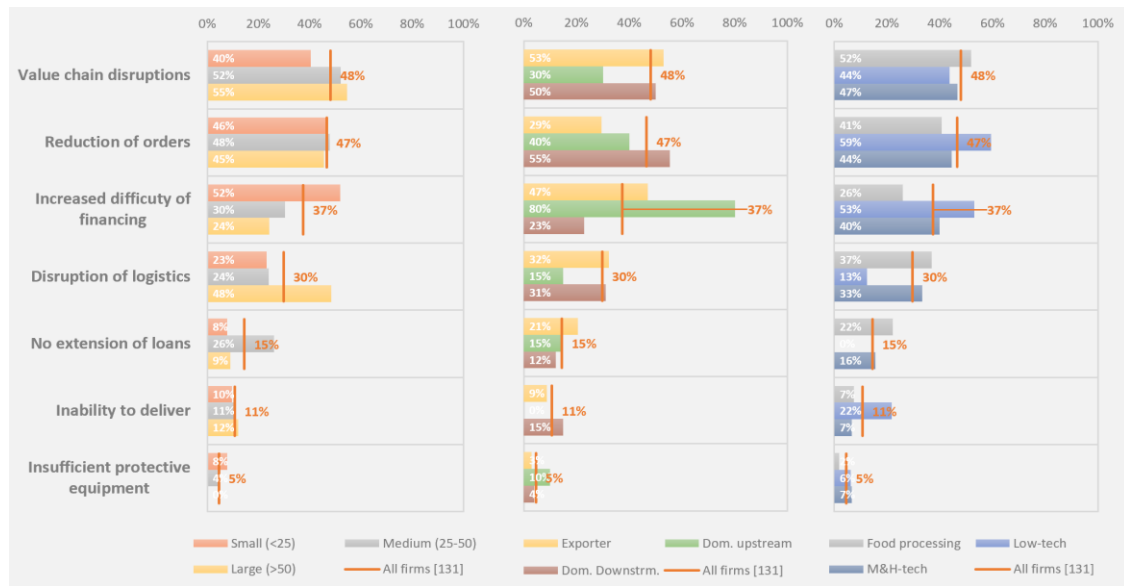
**Figure 7 Main financial problems**



Value chain disruptions and the reduction of orders also caused problems (Figure 8). About 50 per cent of firms experienced value chain disruptions and a reduction of orders. As orders reduced and revenue declined, smaller and low-tech firms reported increasing difficulties to finance their operations (52 per cent and 53 per cent, respectively). It is worth noting that 80 per cent of domestic upstream firms reported financing difficulties, as their operation and production relies on other businesses and markets. It is also interesting to note that around 50 per cent of large firms experienced disruptions of logistics, as production depends heavily on the delivery of raw materials and delivery of orders to clients.

Delivery problems have been relatively higher for downstream and low-tech firms due to their nature and firm type; despite the restrictions, some consumer-oriented firms were active, but deliveries were affected.

**Figure 8** Disruption to business and operations



## 2.2 Expected impact of COVID-19

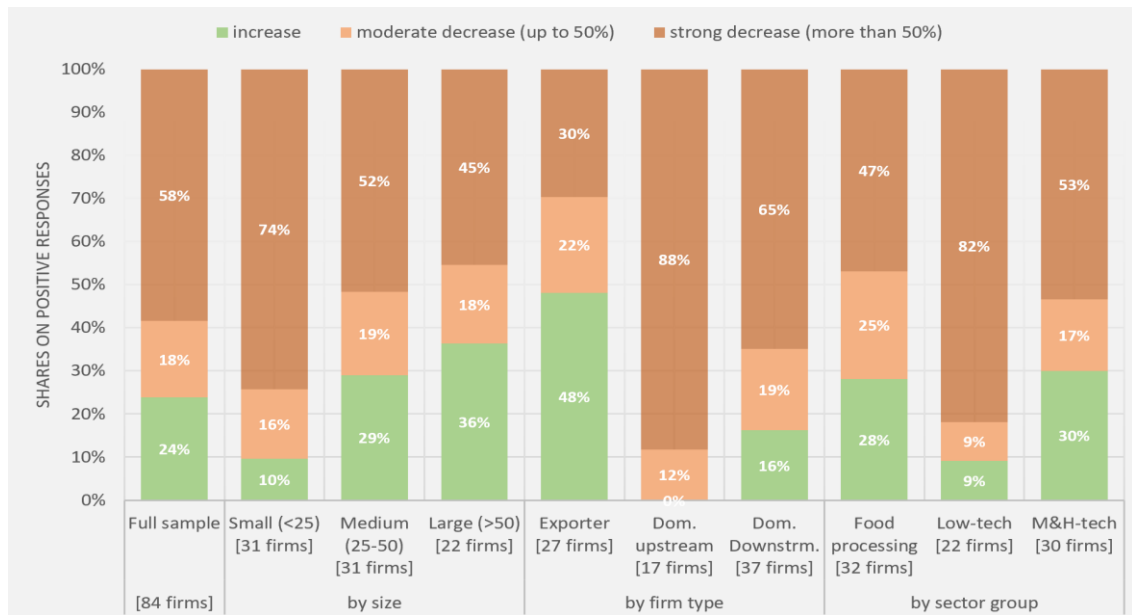
The firms were asked how the COVID-19 restrictions might affect their business. As the restrictions continued, firms faced countless problems, including impacts on revenue, layoffs and the threat of going out of business. This section reviews firms' responses to their expectations and analyses their impacts.

### 2.2.1 Impact on revenue and employment

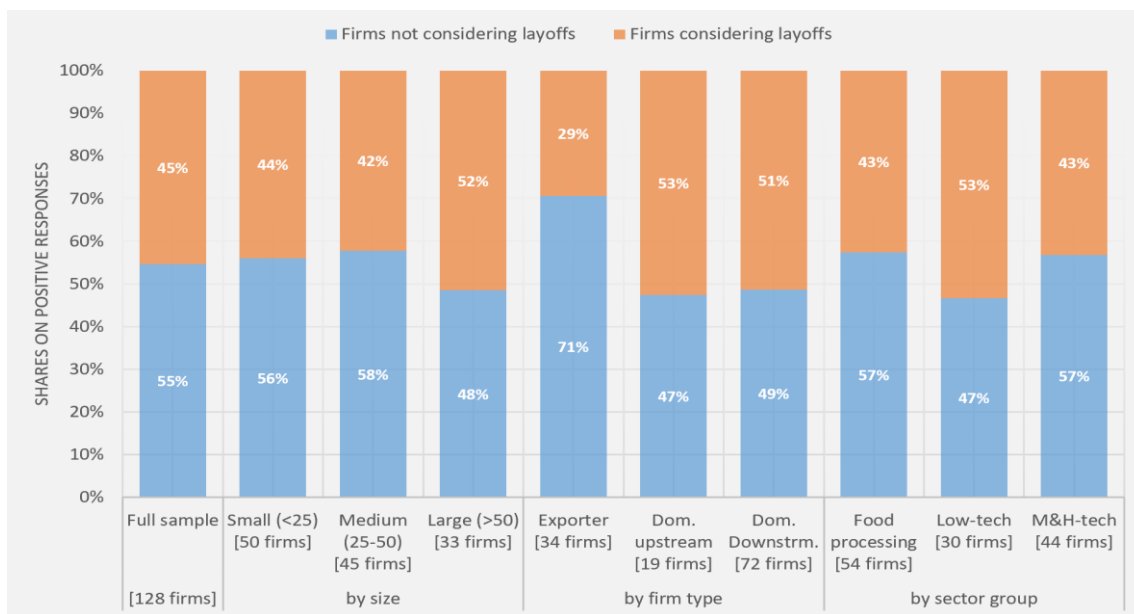
Although not all firms were able to articulate the impact of COVID-19 on their revenue (Figure 9), over 50 per cent of respondent firms expected COVID-19 to have a strong impact, and that their revenue would decrease by more 50 per cent. As already mentioned above regarding business disruptions of domestic upstream firms, about 90 per cent of the same category of firms expected their revenue to decrease by more than 50 per cent, with 82 per cent of low-tech firms anticipating a decline in revenue by more than 50 per cent.

With the disruption of business and the perceived impact on revenue, nearly 50 per cent of firms are considering layoffs to reduce their expenses. Figure 11 presents the percentage of potential layoffs in each category. Sixty per cent of small and domestic downstream firms expect to dismiss over 75 per cent of their staff, with other firms also anticipating to dismiss at least 10 per cent to 15 per cent of their employees or even more than 75 per cent of their employees.

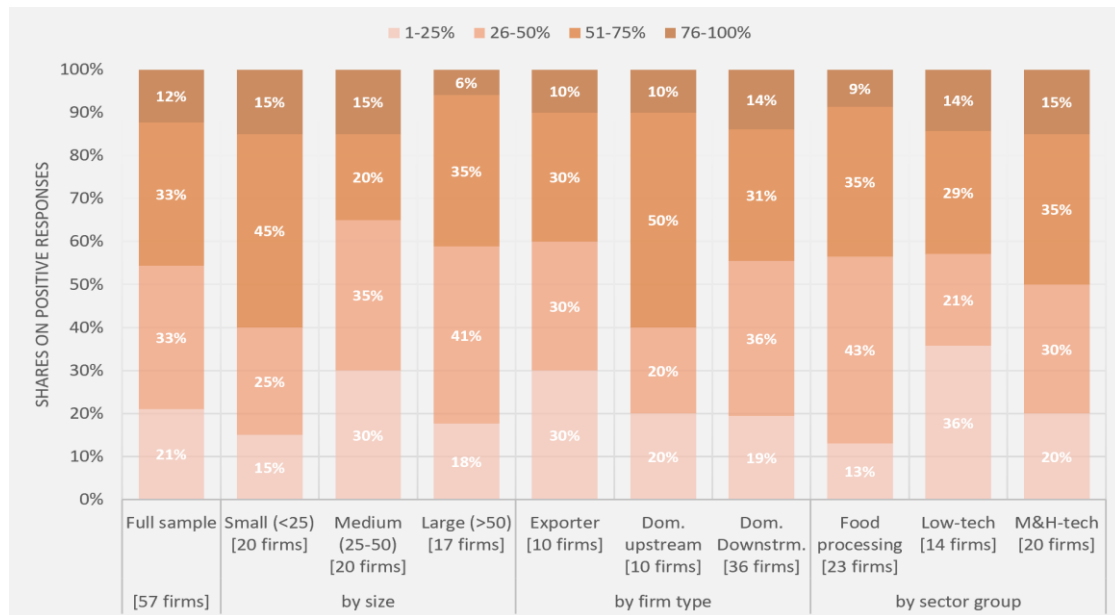
**Figure 9**      **Impact on revenue**



**Figure 10**      **Impact on employment**



**Figure 11**      **Percentage of expected layoffs**

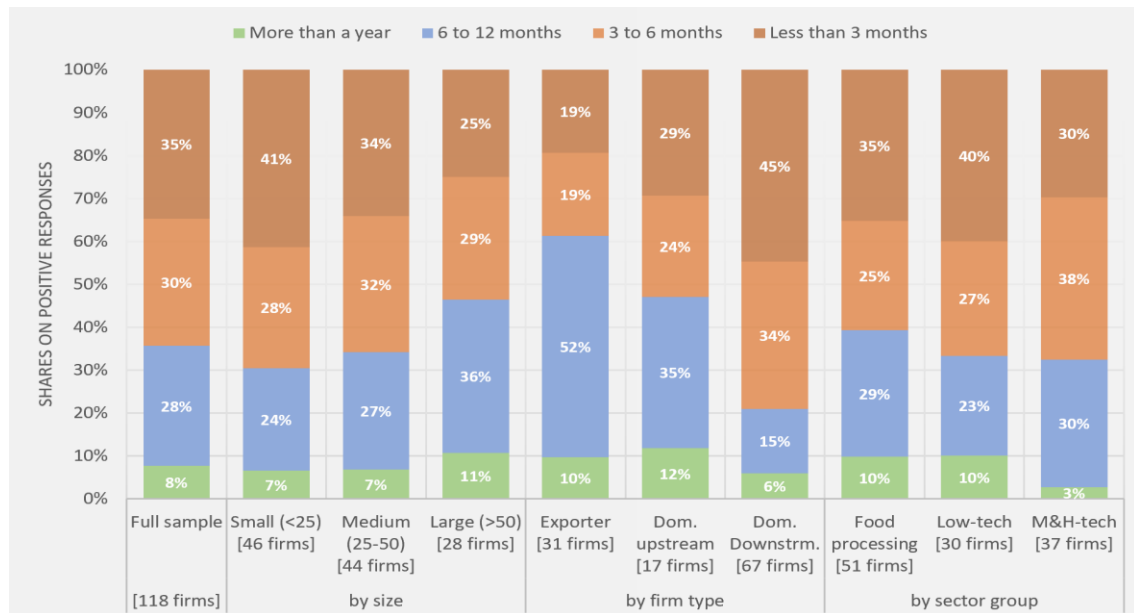


### 2.2.2 *Survival of business during and after COVID-19*

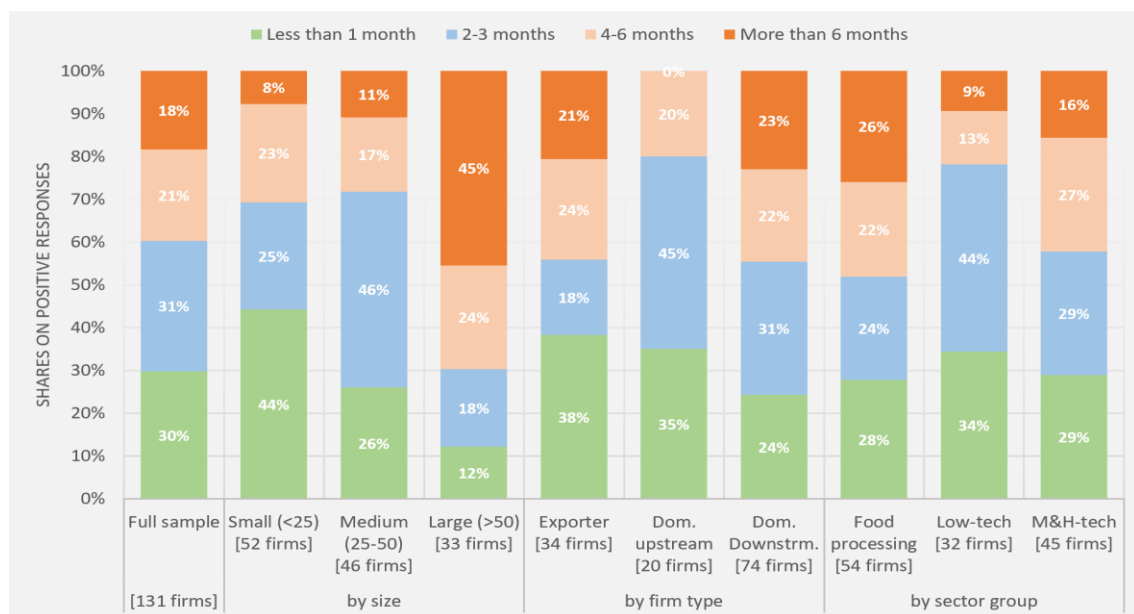
The vulnerability of firms is further examined by focussing on the operational and financial consequences of the COVID-19 restrictions. The respondents were asked about their expectation of business survival if the restrictions continued. Sixty-five per cent of firms stated that they would not survive more than 6 months if the restrictions continued. Of the domestic downstream firms, over 80 per cent predicted that they would not survive for more than six months. The same applies to smaller firms as well.

Firms were also asked how much time they presumed they would need to return to ‘business as usual’ once the restrictions were lifted (Figure 13). Two-thirds of all firms were optimistic that they would be able to return to normal business within 3 months, with small firms indicating more optimism, with 44 per cent stating that they expected to return to normal business in less than one month after the end of the restrictions. Likewise, low-tech firms also reported that they anticipated to recover in less than 3 months. By contrast, large firms showed more concern, with 45 per cent expecting to return to normal business beyond a period of 6 months, highlighting the difficulties larger firms expect to face in restarting their operations compared with smaller and low-tech firms.

**Figure 12** Expectation of business survival with current restrictions



**Figure 13** Time expected to return to normal business



## **2.3. Dealing with COVID-19 disruptions**

Governments, firms and civilians around the world were not prepared for the shock that COVID-19 has generated, and the case was no different in Afghanistan, given that only limited or no instruments were available to deal with the scale and speed of market disruptions. As the market disruptions continued for several months, the manufacturing firms dealt with the situation in different ways.

### **2.3.1 *Cashflow shortages***

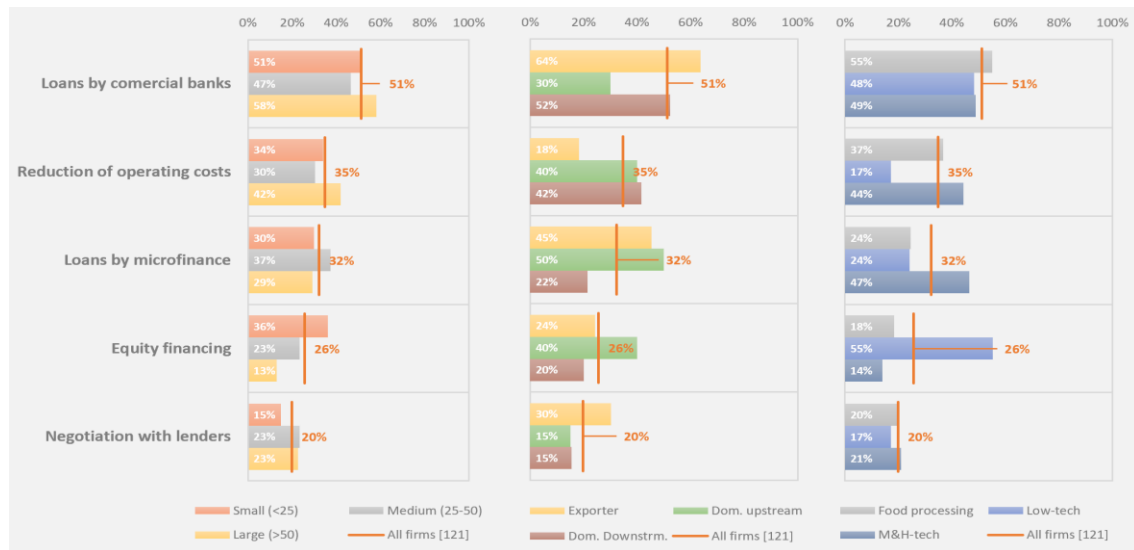
To deal with cash shortages (Figure 14), half of the respondent firms were considering loans from commercial banks but cited high interest rates and lack of Islamic finance as a barrier. The reduction of operating costs was the second most stated option by one-third of all firms, although this could be difficult for low-tech firms (17 per cent) and only around half of the medium-sized and high-tech firms would be able to reduce their operating costs.

The third most stated option, loans by microfinance institutions and personal loans, were preferred by medium-sized and high-tech firms (47 per cent), and the possibility of equity financing was favoured by low-tech firms. Negotiations with lenders were the least favoured option among all firm types, as the credit crunch would make it equally difficult for vendors to negotiate, and businesses may not be active in the commercial loan market.

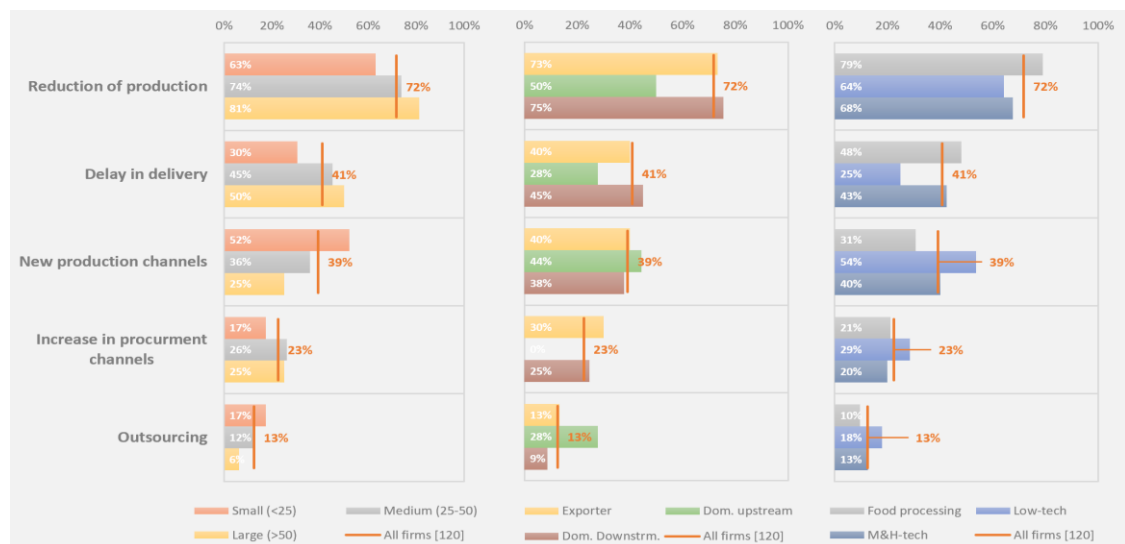
On the other hand, firms were not prepared to deal with input shortages (Figure 15), and nearly 50 per cent of firms in all categories chose to reduce production. Food processing firms were affected the most, with 80 per cent reporting that they were considering reductions in production. The option to delay deliveries was far more preferred by larger firms than smaller ones. Smaller firms favoured exploring new production channels owing to the flexible nature of their set up. Low-tech firms also prefer seeking new production channels under the restricted market conditions.

Outsourcing seems to be the least preferred option given the nature of firms in Afghanistan, with only 20 per cent of respondent firms stating that this option would be a possibility.

**Figure 14** Addressing cashflow shortages



**Figure 15** Addressing shortage of inputs

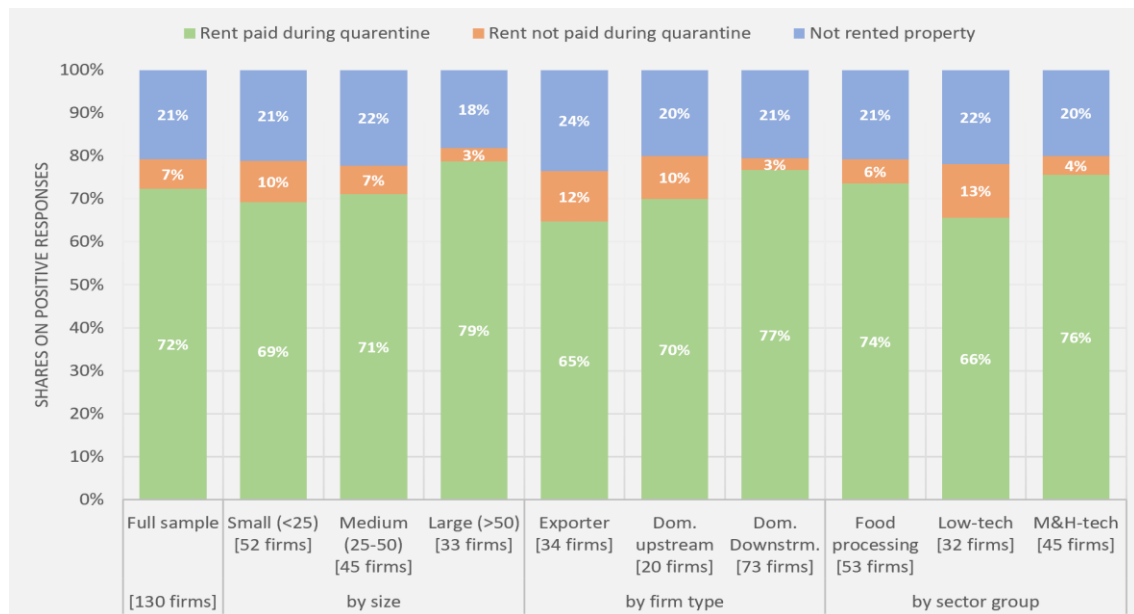


### 2.3.2 Fixed costs and insurance

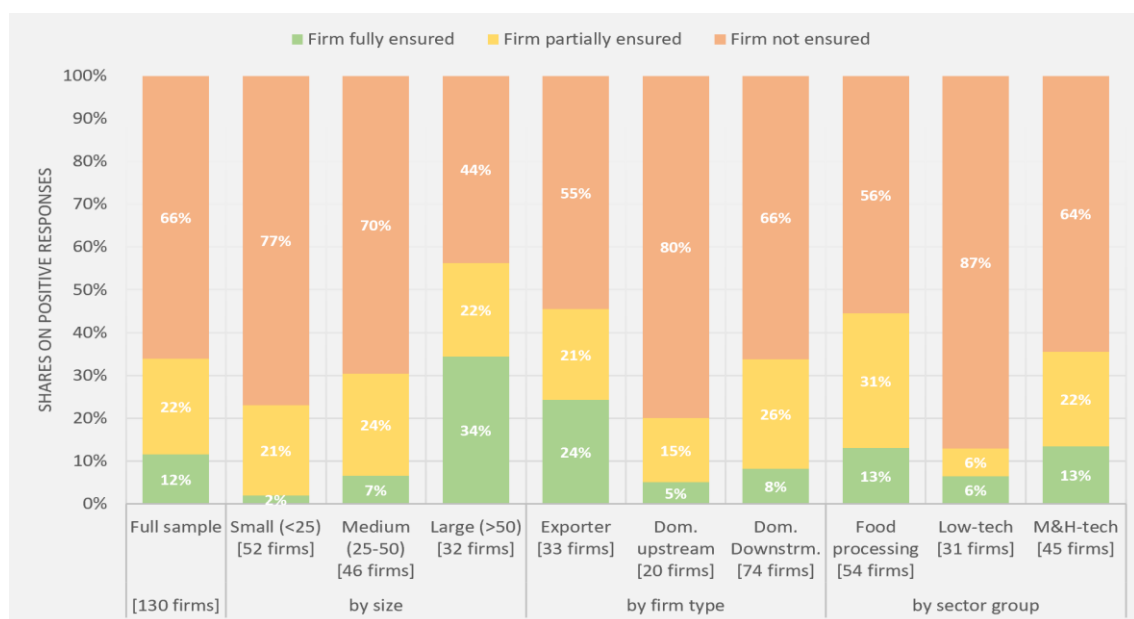
In view of the impending financial and cashflow problems, firms were asked whether they were still paying rent during the crisis period (Figure 16). Over 90 per cent of all firms that were renting reported that they were paying their rent during the lockdown. Eighty per cent of firms were in fact renting while only 20 per cent either owned the property or held other forms of ownership. Firms from all categories seem to share the same fate with regard to rent. While the decrease in cashflow threatened all firms, fixed costs such as rent seem to be an inevitable cost with no specific policy having been put in place to address this problem in the short term.

The majority of firms were not insured before the COVID-19 crisis (Figure 17). Only a mere 12 per cent of firms reported that they had full insurance, with large firms representing the major share in this category (34 per cent). The majority of small and low-tech firms, including domestic downstream firms, on the other hand, had little or no insurance. Some firms reported that the partial insurance they had was in fact the mandatory government insurance scheme required for business registration. Apparently, however, it does not provide any benefits and/or entails burdensome procedures to claim reimbursements.

**Figure 16** Payment of rent during lockdown



**Figure 17** Insurance before COVID-19

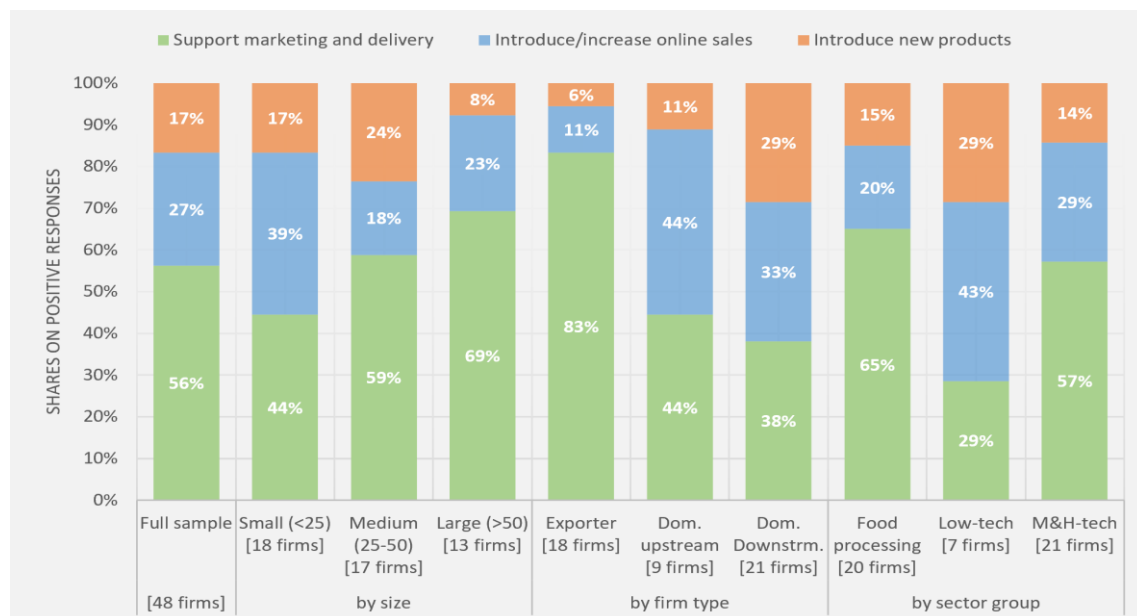


### 2.3.3 Diversification and initiative

Firms also showed some capacity to diversify their production and sales when possible. Nearly 40 per cent of all firms reported that they had introduced initiatives to explore alternative avenues to elude the restrictions. Over half of the firms that had introduced such initiatives reported improvements in their marketing and delivery channels; one-third of respondent firms reported an increase in sales using online sales channels and 17 per cent by introducing new products. Albeit a small sample, qualitative data suggest that food processing firms shifted towards increased marketing techniques and consumer delivery, and exporting and large firms introduced additional incentive schemes for agents and dealers. Some firms even diversified their production to manufacture personal protective equipment (PPE) for health workers, sanitizers and hand washing products to respond to market demand during the crisis period. Only very few exporting firms targeted the domestic market since trade routes for export were closed.

The COVID-19 crisis has opened the opportunity for Afghan firms to increasingly use online marketing campaigns, online sales and home delivery. This could represent an opportunity for firms to continue exploring technological advances and the use of different means to expand their consumer base and increase sales.

**Figure 18** Firms' initiatives to diversify production and sales



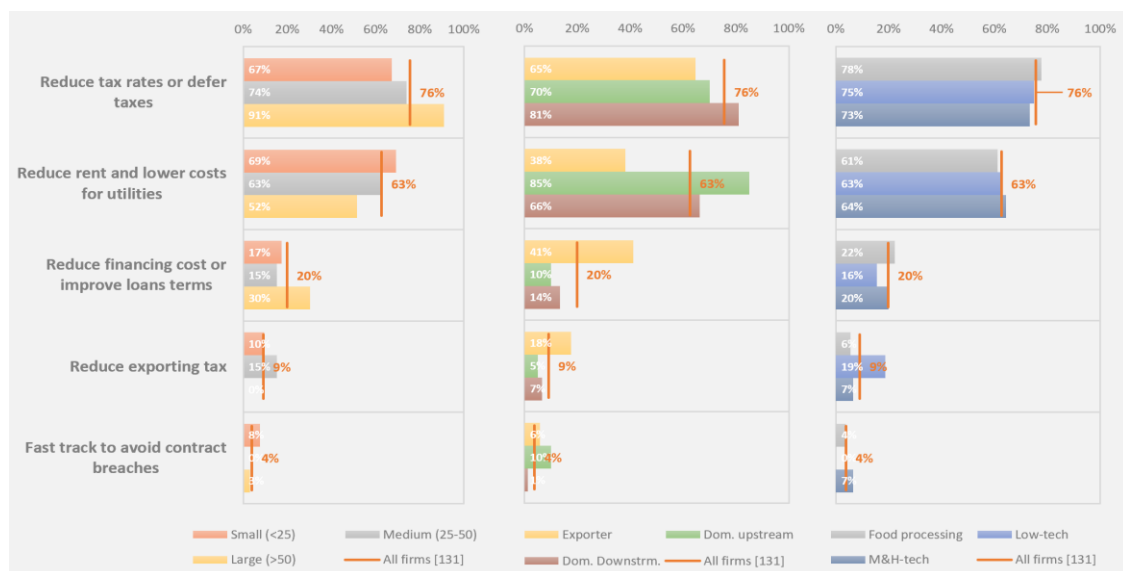
## 2.4. Policy options

The survey included a question on the policies firms expected to emerge from the COVID-19-induced crisis. The results (Figure 18) indicate a strong preference for a reduction of tax rates or a deferral of tax payments. Over two-thirds of all firms would like the government to reduce and/or defer taxes, with 91 per cent of large and 81 per cent of downstream firms, respectively, supporting such measures.

As most firms continued to pay rent during the crisis and a reduction of costs seemed to be one of the key options, over 60 per cent of all firms expected a reduction in rent and a lowering of utility costs, primarily electricity. Eighty-five per cent of domestic upstream firms stated that a reduction of utility costs would be beneficial, while firms in the market orientation category shared this opinion (61 per cent to 64 per cent).

Larger and exporting firms tend to prefer a reduction of financing costs and the improvement of loan terms which better matches their portfolio. Exporting firms also favour a reduction of export taxes. Introducing force majeure into contracts to prevent breaches seems less popular among firms.

**Figure 19** What policies should be implemented?



### 3 UNIDO's response to the crisis

As a specialized agency of the UN system, UNIDO's mandate is to promote inclusive and sustainable industrial development. Considering that UNIDO is not an organization mandated to provide humanitarian or emergency response, UNIDO's response framework is to a) prepare and contain, b) respond and adapt, and c) recover and transform. UNIDO's approach over the next 12 to 18 months will be based on mutually inclusive pillars, namely partnerships to accelerate global response, integrated service packages tailored to each Member State's specific situation and needs, capacity-building and knowledge exchange based on lessons learned, best practices and best available technologies.

These packages aim to support countries based on comprehensive socio-economic recovery approaches, geared towards ISID results at scale. UNIDO will deliver its assistance in line with the Organization's four core functions of i) technical cooperation, ii) policy analysis and advice, iii) norms and standards, and iv) convening and partnerships in an integrated, programmatic approach, with scaled-up results. UNIDO has prepared a COVID-19 Industry Recovery Programme (CIRP)<sup>3</sup>, for example, which provides phased guidance on assessment and recovery options in industry, an MSME Recovery Guide<sup>4</sup> for micro, small and medium enterprises (MSMEs) seeking some orientation while dealing with the effects the COVID-19 pandemic may have on their businesses, and a new publication on digital transformation and industry recovery response<sup>5</sup>. UNIDO has also supported the development of the Building Back Business from Crisis (B3C) online platform<sup>6</sup> with detailed guidance and resources that can be used by Members States and businesses. The launch of such interventions will also be useful in Afghanistan, taking the local realities and challenges into consideration.

UNIDO's funding partners play a key role in this context. UNIDO is engaging in the various working groups of the Donor Committee for Enterprise Development (DCED) to identify innovative ways to support the governments of developing countries in utilizing targeted assistance packages during the different phases of the pandemic. In accordance with government requests, UNIDO is also prepared to provide targeted technical assistance and expertise to assist national counterparts with the implementation of IFI-financed operations focussed on helping economies and the private sector to deal with the negative impacts of COVID-19. Similarly,

---

<sup>3</sup> <https://www.unido.org/news/unido-launches-covid-19-industrial-recovery-programme#:~:text=Drawing%20on%20its%20longstanding%20experience,inclusive%20recovery%20of%20the%20industrial>

<sup>4</sup> [https://www.unido.org/sites/default/files/files/2020-06/MSME\\_Recovery.pdf](https://www.unido.org/sites/default/files/files/2020-06/MSME_Recovery.pdf)

<sup>5</sup> <https://www.unido.org/news/new-publication-digital-transformation-and-industrial-recovery-response-covid-19-pandemic>

<sup>6</sup> <http://www.b3cmsme.org/>

UNIDO is uniquely positioned to support joint initiatives with other UN agencies to respond to COVID-19's economic effects and to support MSME's in their recovery processes.

## Annex I: Survey form

### COVID19: IMPACT ON MANUFACTURING FIRMS SURVEY

پرسشنامه بررسی تأثیر ویروس کرونا بالای شرکت های تولیدی

1. Because of the pandemic, what is the percentage of your company's employees who are unable to physically come to work and cannot adequately work from home at present? به دلیل قیودات وضع شده، فیصدی کارمندان شرکت شما که قادر نیستند به صورت فیزیکی به وظیفه حاضر شوند و قادر به کار کافی از خانه نیستند، چقدر است؟

( آقایان % _ % خانمها, _ % )	% ( _ % women, _ % men )
I don't know	نمیدانم

2. Please indicate the most significant financial problems for your firm during the outbreak (please select all that apply):

لطفاً مهمترین مشکلات مالی شرکت خود را از ابتداء شیوع کرونا ذکر نمایند (لطفاً همه موارد مرتبط را انتخاب نمایند)

Staff wages	معاش کارمندان
Fixed costs, e.g. rent	هزینه های ثابت مانند کرایه
Repayment of loans	باز پرداخت قرضه ها
Payments of invoices	پرداخت مصارف
Other expenses, please specify: _	هزینه های دیگر، لطفاً مشخص نمایید: _
No specific problem	مشکل خاصی نیست

3. Are there any other business problems your firm is facing due to the pandemic? (Up to two options) آیا مشکلاتی کاری دیگری هست که شرکت شما در نتیجه این بیماری همه گیر با آن مواجه باشد (حد اکثر دو گزینه مهم را انتخاب کنید)

Reduction of orders	کاهش سفارشات
Inability to deliver existing orders	ناتوانی در تحویل سفارشات موجود
Increased difficulty of financing	افزایش مشکل در تأمینات مالی
Existing loans cannot be extended	عدم تمدید قرضه های موجود
Disruption of logistics	اخلال انتقالات
Upstream and downstream chain disruptions	اخلال در خرید مواد خام و انتقال تولیدات به مستهلک/مارکیت
Insufficient protective equipment (e.g. masks)	تجهیزات محافظوی نا کافی (طور مثال. ماسک)
Other, please specify: _	موارد دیگر، لطفاً مشخص نمایید: _

### Expected impact of COVID-19

4. What impact do you currently expect on your firm's revenue this year as a result of COVID-19? در حال حاضر چه تأثیری را بر درآمد امسال شرکت خود که ناشی از کوئید 19 باشد توقع دارید؟

No impact	هیچ نوع تأثیری
Decrease of _ %	کاهش % _
Increase of _ %	افزایش % _
Too early to state	هنوز بسیار زود است که بیان نمایم
I don't know	نمیدانم

5. Is your firm currently considering layoffs, or has already done some because of the pandemic? آیا شرکت شما فعلاً در حال عزل مؤقت کارمندان است و یا این کار را انجام داده است؟

Yes (go to question 0)	بلی (به سوال 5.1 مراجعه نمایند)
No (go to question 6)	نخیر (به سوال 6 مراجعه نمایند)

5.1. What percentage of staff are you expecting to (or have already) cut? چند فیصد از کارمندان را پلان دارید (یا قبلاً) کاهش دهید؟

_____ % (go to question 0 _____ % (به سوال 5.2 مراجعه نمائید)	
Too early to state (go to question 6) (به سوال 6 مراجعه نمائید)	هنوز بسیار زود است که بیان نمائیم

5.2. Do you expect these layoffs to be temporary or permanent (total should sum up to 100%)? آیا توقع دارید که عزل کارمندان به طور موقت باشد و یا دائمی (مجموعه باید 100% شود)؟

_____ %	Temporary (of which _____ % women, _____ % men) (موقتی ( % آقایان % خانمها
_____ %	Permanent (of which _____ % women, _____ % men) (دائمی ( % آقایان % خانمها
_____ %	Too early to state (هنوز بسیار زود است که بیان نمائیم)

5.3. If possible, please indicate how these layoffs are distributed with respect to their qualification (please insert value as percent of total sales for every option; total should sum up to 100%) اگر ممکن باشد، لطفاً نحوه عزل کارمندان را با توجه به ویژگی ها و با صلاحیت های ( % برای هر گزینه مقادیر را بصورت فیصدی بر تمام فروشات به کار ببرید، مجموعه باید 100% شود) آنان بیان نمائید ( لطفاً برای هر گزینه مقادیر را بصورت فیصدی بر تمام فروشات به کار ببرید، مجموعه باید 100% شود)

_____ %	University degree (سند دانشگاه)
_____ %	Technicians (کارشناس فنی)
_____ %	Semi-skilled (نیمه حرفه یی)
_____ %	Unskilled (غیر حرفه یی)
_____ %	Apprentice (کارآموز)
_____ %	Unable to say at this stage (نمیتوانیم در این مرحله بیان نمائیم)

5.4. If possible, please indicate how these layoffs are distributed over the following areas (please insert value as percent of total sales for every option; total should sum up to 100%) اگر ممکن باشد، لطفاً نحوه عزل کارمندان را با توجه با موارد آتی بیان نمائید ( لطفاً برای هر گزینه مقادیر را بصورت فیصدی بر تمام فروشات به کار ببرید، مجموعه باید 100% شود)

_____ %	Research and development (تحقیق و انکشاف)
_____ %	Design (دیزاین)
_____ %	Manufacturing / Assembly (تولیدی / مونتاژ)
_____ %	Customer Service (خدمات مشتریان)
_____ %	Administrative (اداری)
_____ %	Unable to say at this stage (نمیتوانیم در این مرحله بیان نمائیم)

6. Are there currently restrictions by your government that impact your normal way of operating as a business? آیا در حال حاضر محدودیت های از طرف حکومت وجود دارد که روند عادی فعالیت شما را منحیث یک بزنس متاثر نماید؟

Yes (go to question 0) (بلی (به سوال 6.1 مراجعه نمائید)	
No (go to question 7) (نخیر (به سوال 7 مراجعه نمائی)	

- 6.1. If the current restrictions in your country continue, how long can your firm's current cash flow maintain the company's operation? اگر محدودیت های کنونی کشور شما ادامه پیدا نماید، و جوه پولی فعلی شرکت شما تا چه زمانی میتواند فعالیت شرکت را تأمین نماید؟

Indefinitely	بی نهایت
More than 12 months	بیشتر از 12 ماه
Between 6 and 12 months	بین 6 و 12 ماه
Between 3 and 6 months	بین 3 و 6 ماه
Between 1 and 3 months	بین 1 تا 3 ماه
Less than 1 month	کمتر از 1 ماه

7. If the international COVID-19 crisis were to end today, how long would you estimate it would take for your company to get back to business as usual? اگر قرار بود که بحران جهانی کوئید 19 امروز خاتمه یابد، شما چقدر زمان را برای اینکه شرکت شما دوباره به صورت عادی فعالیت نماید پیش بینی مینمائید؟

_____ days	روز ها
------------	--------

#### Dealing with COVID-19 برخورد با کوئید 19

8. What is the main means you are considering to deal with the cash flow shortage? (Up to two options) گزینه اصلی که شما در ارتباط به کمبود وجوه پولی در نظر میگیرید چیست؟ (حد اقل دو گزینه)

Loans by commercial banks	قرضه از بانک های تجاری
Loans by microfinance companies or private individuals	قرضه های با شرکت های مایکرو فایننس و یا اشخاص
Negotiating with lenders to avoid withdrawing loans	مذاکره با قرضه دهنده گان برای جلوگیری از ندادن قرضه
Equity financing (adding new shareholders or capital increase of former shareholders)	ایجاد سرمایه ذریعه فروش سهام (اضافه نمودن شرکا و یا افزایش سرمایه شرکایی قبلی)
Reduction of operating costs (e.g. layoffs and salary reductions)	کاهش هزینه های عملیاتی (طور مثال: عزل کارمندان و کاهش معاش)
No cash flow shortfalls problem	کدام مشکلی در زمینه کاهش وجوه پولی نیست
Other, please specify:	موارد دیگر، لطفاً مشخص نمایید: _____

9. What is the main means you are considering to deal with the shortage of workers? (Up to two options) گزینه اصلی که شما در ارتباط به کمبود کارمندان در نظر میگیرید چیست؟ (حد اقل دو گزینه)

Wage increases	افزایش دستمزد
Use of advanced equipment or software to reduce the amount of work	استفاده از وسایل و نرم افزار های پیشرفته جهت کاهش مقدار کار
Outsourcing of orders	قرارداد سفارشات به شرکت های دیگر
Delay in delivery	تأخیر در تحویل دهی
No shortage of workers	کمبود کارمند نیست
Other, please specify:	موارد دیگر، لطفاً مشخص نمایید: _____

10. What is the main means you are currently considering to deal with the shortage of inputs such as intermediate goods and raw materials? (Up to two options) **گزینه اصلی که شما در ارتباط به کمبود مواد اولیه مانند مواد خام در نظر میگیرید چیست؟ (حد اقل دو گزینه)**

<input type="checkbox"/>	Reduction of production کاهش تولید
<input type="checkbox"/>	Outsourcing of orders قرارداد سفارشات به شرکت های دیگر
<input type="checkbox"/>	Increasing the procurement channels افزایش منابع خریداری
<input type="checkbox"/>	Seeking new production channels شناسایی منابع تولیدی جدید
<input type="checkbox"/>	Delaying goods delivery به تأخیر اندازی تحویل کالا ها
<input type="checkbox"/>	No shortage of inputs کمبود مواد مصرفی نیست
<input type="checkbox"/>	Other, please specify: موارد دیگر، لطفاً مشخص نمایید: _____

11. What is the main means you are currently considering to deal with difficulties in fulfilling contracts? **گزینه اصلی که شما در ارتباط به مشکلات در اجرای قرار داد ها در نظر میگیرید چیست؟**

<input type="checkbox"/>	Settlement by mutual agreement تصفیه با توافق متقابل
<input type="checkbox"/>	Legal or arbitral settlement تسویه حساب حقوقی
<input type="checkbox"/>	Expect the government to coordinate and provide clear disclaimer agreements از دولت برای تسهیل و هماهنگی توافق نامه های رد مسئولیت صریح تقاضا مینماییم
<input type="checkbox"/>	Payment of liquidated damages پرداخت خسارات نقدی
<input type="checkbox"/>	No contractual performance issues هیچ مشکلی در زمینه اجرای قرارداد ها وجود ندارد
<input type="checkbox"/>	Other, please specify: موارد دیگر، لطفاً مشخص نمایید: _____

12. Are there currently any measures / support packages by your government that your company is benefiting from? **آیا در حال حاضر شرکت شما از کدام راهکار و یا بسته حمایتی که از طرف حکومت باشد استفاده مینماید؟**

<input type="checkbox"/>	Yes (go to 12.1) بله، (به سوال 12.1 مراجعه نمایید)
<input type="checkbox"/>	No (go to 13) خیر، (به سوال 13 مراجعه نمایید)

- 12.1. Please specify what measures/support you are receiving: **لطفاً مشخص نمایید که کدام بسته حمایتی و یا راهکار را دریافت مینمائید:**

<input type="checkbox"/>	Loans up for the first two years قرضه های کوتاه مدت تا دو سال
<input type="checkbox"/>	Date for filing corporate income tax extended تاریخ تادیه پرونده مالیات بر درآمد شرکت تمدید شده است
<input type="checkbox"/>	Filing of other taxes for affected operators extended by three months تشکیل سایر مالیات متاثر از فعالیتهای که از کویید 19 متاثر شده اند سه ماه تمدید شده است
<input type="checkbox"/>	Exemption of import duty for products related to the prevention and treatment of Covid-19 معافیت مالیات بر واردات برای محصولات مرتبط با پیشگیری و درمان کویید 19
<input type="checkbox"/>	Exemption of taxes and fee cuts for debt restructuring with non-financial institution creditors معافیت مالیات و کاهش هزینه برای بازسازی بدهی با طلبکاران موسسه غیر مالی
<input type="checkbox"/>	Other, please specify: موارد دیگر، لطفاً مشخص نمایید: _____

12.2. To what degree this support is useful to your company تا چه اندازه این حمایت برای شرکت شما مفید است

Strongly beneficial	فوق العاده مفید
Beneficial	مفید
Neutral	بی طرف
Almost beneficial	تقریباً مفید
Not beneficial	مفید نیست
Other, please specify: ____ موارد دیگر، لطفاً مشخص نمایید:	

13. In the face of the impact of the epidemic, governments at all levels and financial institutions have announced relief measures. Which policy do you believe is the most effective for your firm? (Up to two options) در مواجهه با تأثیر این بیماری همه گیر، دولتها در همه سطوح و موسسات مالی اقدامات امدادی را اعلام کرده اند. به نظر شما کدام پالیسی برای شرکت شما مؤثرتر است؟ (حداکثر دو گزینه)

Reduce rent for small and medium-sized enterprises and lower costs for electricity, gas, logistics, etc.	کرایهء شرکتهای کوچک و متوسط را کاهش داده و هزینه های برق، گاز، لجستیک و غیره را کاهش دهند
Reduction of tax rates, reduction or deferral of taxes	کاهش نرخ مالیات، کاهش یا تعویق مالیات
Reduction of financing costs for SMEs, extension of loan terms or partial debt relief	کاهش هزینه های مالی/فند دهی، تمدید شرایط قرضه یا تسویه بدهی جزئی
Temporary reduction of social insurance premiums and reimbursement of unemployment insurance to enterprises that do not lay off staff	کاهش موقتی حق بیمه های اجتماعی و بازپرداخت بیمه بیکاری به شرکت هایی که کارمندان را عزل نمی کنند
Optimization of exporting tax rebate services	بهینه سازی صادرات خدمات تخفیف مالیاتی
Provide fast-track "force majeure" certification to avoid contract breaches	را تهیه کنید "Majeure Force" برای جلوگیری از نقض قرارداد، مجوز سریع
Others, please specify: ____ موارد دیگر، لطفاً مشخص نمایید:	

14. If your business property was for rent, have you paid the rent during the quarantine/non-active period? اگر محل تجارت تان کرایه ای بوده، آیا در هنگام غیر فعال بودن آن کرایه را پرداخت نموده اید؟

14.1. Yes بلی

14.2. No نخیر

14.3. It is not on rent کرایه ای نیست

15. Does your enterprise have a Business Continuity Plan? آیا تجارت تان طرح استمرار کار را در اوقات اضطراری دارد

15.1. Yes بلی

15.2. No نخیر

16. Was your business ensured before the covid-19 crisis? آیا تجارت تان قبل از شیوع بیماری بیمه داشت؟

16.1. Fully کاملاً

16.2. Partially قسمی

16.3. Not at all هرگز نه

17. Do you have any best practice examples of how your enterprise is responding to? آیا کدام نوآوری در قسمت تولید و خدمات رسانی به مشتریان تان در جریان محدودیت فعالیت نموده اید؟ اگر بلی لطفاً مختصراً شرح دهید

**Background Information:****Profile of the firm**

18. When did the firm start to operate? شرکت شما از چی زمانی به فعالیت آغاز نموده است؟

سال را ذکر نمایند	Insert year
-------------------	-------------

19. Please select the industry that best describes the products your firm produces: لطفاً صنعتی را انتخاب کنید که تولیدات شما را به بهترین وجه توصیف میکند:

Food and beverages	غذا و نوشیدنی
Tobacco products	محصولات دخانی
Construction Material (Cement, Bricks etc)	مواد ساختمانی سمنت، خشت و غیره
Ceramics	کاشی
Plastic pipes / PVC	پایپ و پی و سی
Textiles	منسوجات
Wearing apparel, fur	پوشاک، لباس پشمینه
Leather, leather products and footwear	چرم، محصولات چرمی و کفش
Wood products (excl. furniture)	محصولات چوبی (مانند فرنیچر)
Paper and paper products	کاغذ و محصولات کاغذی
Printing and publishing	چاپ و نشر
Coke, refined petroleum products	ذغال سنگ، فرآورده های نفتی پالایش شده
Chemicals and chemical products	مواد شیمیایی و محصولات شیمیایی
Rubber and plastics products	محصولات لاستیکی و پلاستیک
Non-metallic mineral products	محصولات معدنی غیر فلزی
Basic metals	فلزات اساسی
Fabricated metal products	محصولات فلزی نقلی
Machinery and equipment	ماشین آلات و تجهیزات
Office, accounting and computing machinery	ماشین آلات اداری، حسابداری و محاسباتی
Electrical machinery and apparatus	ماشین آلات و دستگاههای برقی
Radio, television and communication equipment	تجهیزات رادیویی، تلویزیونی و ارتباطی
Medical, precision and optical instruments	ابزار طبی، صحنی و وسایل مربوط به بینایی
Motor vehicles, trailers, semi-trailers	وسایل نقلیه موتوری، تریلر، نیمه تریلر
Other transport equipment	سایر تجهیزات حمل و نقل
Furniture; manufacturing n.e.c.	فرنیچر، تولیدی ان ای سی
Recycling	بازیافتن، تبدیل کردن

20. What is the ownership structure of your company? ساختار مالکیت شرکت شما چیست؟

100% nationally owned enterprise	100٪ شرکت افغانی
Foreign subsidiary	شرکت تابعه خارجی
Joint venture	سرمایه گذاری مشترک
Other, please specify: _____	موارد دیگر، لطفاً مشخص نمایند: _____

21. What was the number of employees of the firm at the end of 2019? تعداد کارمندان شرکت تان اخیر؟ سال 2019 چقدر بود؟

تعداد کارمندان در اواخر سال 2019 را	Insert the number of employees at the end of 2019
اینجا ذکر نمایند	
(of which _____ % women, _____ % men)	(_____ % آقایان، _____ % خانمها)

22. In relation to the main production activity, the firm produces predominantly (please select one option): در رابطه با فعالیت اصلی تولید، شرکت بطور عمده تولید می کند (لطفاً یک گزینه را انتخاب کنید):

	Finished goods for consumers کالا‌های نهایی برای مصرف کنندگان
	Finished goods for industrial business کالا‌های نهایی برای صنایع
	Intermediate inputs for agriculture مواد اولیه برای زراعت
	Intermediate inputs for manufacturing مواد اولیه برای صنایع تولیدی
	Intermediate inputs for services مواد اولیه برای بخش خدماتی

23. Which share of purchases of raw materials and intermediate goods corresponded to each of these categories in 2019? (please insert value as percent of total sales for every option; total should sum up to 100%): کدام سهم از خرید مواد اولیه و مواد خام در سال 2019 با هر یک از این دسته ها (لطفاً برای هر گزینه مقادیر را بصورت فیصدی بر تمام فروشات به کار ببرید، مجموعه باید 100% شود)

___%	Import: foreign suppliers واردات: تهیه کننده گان خارجی
___%	National: Multinational corporations/foreign-owned suppliers located in the county ملی: شرکت های چند ملیتی/تهیه کننده گان خارجی که در کشور مستقر هستند
___%	National: domestic suppliers ملی: تهیه کننده گان داخلی

24. Which share of sales/turnover corresponded to each of these categories in 2019 (please insert value as percent of total sales for every option; total should sum up to 100%): کدام سهم از فروش / گردش مالی با هر یک از این دسته ها در سال 2019 مطابقت دارد (لطفاً برای هر گزینه مقادیر را بصورت فیصدی بر تمام فروشات به کار ببرید، مجموعه باید 100% شود)

___%	Export: foreign costumers صادرات: مشتریان خارجی
___%	National: Multinational corporations /foreign-owned customers located in the country ملی: شرکت های چند ملیتی/مشتریان خارجی که در کشور مستقر هستند
___%	National: domestic customers ملی: مشتریان داخلی

25. Has the firm run part of its production activity in another country in 2019 (offshores)? (please select one option): آیا این شرکت بخشی از فعالیت تولید خود را در کشوری دیگری (خارج از کشور) در سال 2019 انجام داده است؟ (لطفاً یک گزینه را انتخاب کنی)

	Yes, through direct investment (i.e. foreign affiliates/controlled firms) بلی، از طریق سرمایه گذاری های مستقیم (طور مثال، شرکت های کنترل شده/وابستگان خارجی)
	Yes, through contracts with domestic firms abroad (e.g. technical/manufacturing partnership agreement, licensing agreement) بلی، از طریق قرارداد ها با شرکت های داخلی در خارج از کشور (طور مثال، توافقنامه مشارکت تکنیکی/تولیدی، توافقنامه صدور مجوز کاری)
	No خیر

26. Which provinces does you company have offices or production plants in? شرکت شما در کدام ولایات دفاتر و یا مراکز تولیدی دارد؟

#### Follow up

27. We would greatly appreciate your participation in a follow up survey in a few months. If you would like to participate, please leave your contact details ما از اشتراک شما در یک بررسی بعدی در چند ماه آینده صمیمانه قدردانی مینمائیم. اگر شما علاقمند اشتراک هستید، لطفاً معلومات ارتباطی خویش را در ذیل با ما شریک نمائید.

Name and Email (optional, mobile or landline number) نام و آدرس ایمیل (شماره موبایل و یا تلفون دیجیتال)



Vienna International Centre  
Wagramerstr. 5, P.O. Box 300,  
A-1400 Vienna, Austria



+43 (1) 26026-0



[www.unido.org](http://www.unido.org)



[unido@unido.org](mailto:unido@unido.org)



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION