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Review of
MANAGEMENT INFORMATION SYSTEMS
Supporting the
INTERNATIONAL SCIENCE & TECHNOLOGY, INC.
MAHAWELI ENTERPRISE DEVELOPMENT
MED/EIED PROJECT

USAID/Sri Lanka Project No. 383-0090
Contract No. C-00-0031-00

April, 1993

INTERNATIONAL PROJECT SERVICES, INC.
P.O. Box 305; 3229 Lander Road, Jefferson, Maryland 21755 USA
Telephone (301)834-9984 FAX (301)663-6656

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EXECUTIVE SUMMARY

International Project Services, Inc. was engaged by International Science and Technology, Inc. (ISTI), to provide an objective third party review of the management information systems (MIS) supporting the Mahaweli Enterprise Development Project currently in progress in Sri Lanka. The purpose of the review was to determine the adequacy of the existing MIS to support the project on a continuing basis and provide objective measurement of project activities and impacts.

It was concluded that the current MIS is serving the project team, the funding agency, and the participating government agencies satisfactorily, and with a few improvements can serve as a model of an appropriate MIS for similar projects in the future, as well as providing an invaluable historical data base for the design and guidance of future regional development projects.

In arriving at this conclusion the consultant noted that several of the observations made by the mid-term evaluation team were inaccurate or misleading, and cast the project MIS in an unnecessarily negative light. It is hoped that this report will correct any misconceptions arising from that source.

The most urgent problem is the completion, and establishment of timely maintenance, of the project activity data base. Until that requirement is met the project team will be vulnerable to errors and misapprehensions in data interpretation, and criticism based on the perception of incomplete information. It is recommended that efforts be continued to acquire the backlog of project data in the field offices and enter them into the system as quickly as possible, and to equip field offices with personal computers and a subset of the project activity data base system for local data entry, maintenance, and submission of updates to the head office.

An additional recommendation is that a new module be programmed and added to the project activity system, to facilitate the selection of data fields to produce statistical and tabular data without having to use native mode interpretive FoxPro commands.

INTRODUCTION

International Project Services, Inc. was engaged by International Science and Technology, Inc., to provide an objective third party review of the management information systems (MIS) supporting the Mahaweli Enterprise Development Project currently in progress in Sri Lanka. The purpose of the review was to determine the adequacy of the existing MIS to support the project on a continuing basis and provide objective measurement of project activities and impacts. The review did not include project financial and administrative management systems.

In the course of the review the following individuals were interviewed:

Dr. James Finucane	ISTI Chief of Party
Mr.M. W. Panditha	ISTI Credit Advisor
Mr.Dias Gunasinghe	ISTI Computer Operator
Dr. Kamal U. Hyder	ISTI Business Development Advisor
Mr.K. Kodituwakku	SRD Research Group, Consultant
Mr. Gary Alex	USAID Project Officer

A "hands on" demonstration and examination of the project's activity data base system was conducted, and pertinent sections of the project's mid-term evaluation report, conducted by Devres, Inc. late in 1992, were reviewed and compared with the consultant's findings. The review was carried out by Mr. Bruce A. Johnston, president of International Project Services, Inc. on 6 and 7 April 1993. This report includes the consultant's findings and conclusions, and some specific recommendations for improvements in the project's MIS.

FINDINGS

Background

The Mahaweli Enterprise Development Project (MED) is being conducted in cooperation with the Government of Sri Lanka to develop the private sector economy in the Mahaweli region of Sri Lanka, through encouraging investment and the development of small manufacturing and agricultural enterprises, and the consequent improvement in employment opportunities. There are nine field offices, staffed by 33 individuals, conducting project activities in appropriate areas of the country, and at this time approximately 2,600 business enterprises (referred to as "clients" in project parlance) in the Mahaweli region are supported by the program.

The AID/MASL MED project is one component of an overall government of Sri Lanka program to develop the Mahaweli region, which involves several government agencies. Integration of MED project activities into overall government plans and strategies is significant because the project team is charged to report not only on its own activities, but also on many activities over which it has no direct control. An elaborate schedule of quantitative indicators has been defined to track project activity and performance, and a major portion of the MIS is geared to meeting this requirement. Quantitative project targets appear to be set by mutual consent of the project team and participating agencies, and not arbitrarily set by outside agencies.

The project office in Colombo appears to be well equipped with a personal computer network system, with enough equipment and appropriate software to carry out the MIS functions. The project MIS consists of two major components: the project activity data base system and the planning and project reporting system. In addition numerous ancillary spread sheets contain details of project data and are used for ongoing analysis.

Project Clients and Services Data Base

The project clients and services data base is the most fundamental because it records all key project activity pertaining to clients and investment in the Mahaweli region. The system is a custom programmed data base application developed in the FoxPro 2.0 xBase language and

running with partially complied interpretive command files: it is not a compiled application with independent .Exe files. Currently the system is operational in the project head office in Colombo, but the consultant was advised that plans to provide a subset of the system to some or all of the field offices for on-site data maintenance and communication with the head office are being considered. The consultant observed that the system is easy to use, making extensive use of pull-down menus and single key operations to initiate actions. The data base design is quite sophisticated and comprehensive, with table codes, data fields, and records covering virtually every aspect of client description and activity, including historical data elements, which are updated as the client enterprises develop and services are provided under the project.

The data base is maintained through the submission of six input forms (attached) from the field and Colombo offices:

- Input form #1: Individual/Enterprise Client Card, for entering the initial client enterprise contact and descriptive information.
- Input form #2: Individual Client Card Update Sheet, for recording changes in client status, at least semi-annually.
- Input form #3: Record of Services Provided..., For recording all services provided to client enterprises and associations under the project.
- Input form #4: Association and Group Client Card, as form #1, for association and group clients.
- Input form #5: Update Form for Associations and Groups, as form #2, for association and group clients.
- Input form #6: Training Provided to Entrepreneurs, Associations and Groups.

Approximately 1,300 of the known 2,600 project clients have been entered into the data base to date, and are being maintained.

In addition to extensive on-line inquiry and display capability of individual client records, the system includes programmed capability for the periodic reports needed for project

management and administration. The consultant observed that these reports had evolved with the perceived needs of project management and appeared to fit their needs well. A major benefit of using an xBase language, in this instance FoxPro 2.0, for the project activity data base is the facility with which new programmed reports can be added, and with which ad hoc reports and statistics can be generated by a knowledgeable operator using the interpretive xBase language. It was clear to the consultant that the system operator was familiar with this capability and reasonably adept in its use. The consultant also observed that anti-virus and data backup discipline was satisfactory.

Although the personal computer used for the system is connected to the office network, the consultant did not have time to examine the source code to ascertain whether it is truly "network ready," to provide multiple user access, or is only available to a single personal computer user, regardless of the network. The consultant believes that the latter is the case because unlike some other xBase language variants, FoxPro requires a special network version of the program for the data base to be accessed by more than one user at a time, and no evidence of the network version was seen. This limitation is not significant now, as the MIS operator has modified the file sharing facility to provide for three users and the data and transaction volume is still quite low, but increases in activity may require that the central data base be converted to a true network application so that more operators can work simultaneously.

The mid-term evaluation team observed that the data base was about 30% complete. The project team has clearly made efforts to complete the data base, and about 50% of the clients are now entered. As noted above, plans to decentralize data base operations are being considered and if implemented should greatly improve completeness and timeliness of project data. The evaluation team was also critical of a perceived lack of data verification and cross checking, a lack of user friendliness of the system, and a perceived confusion with the nature of the data being collected.

Planning System

The planning and activity reporting system is essentially a text data base, separate from the project clients and services data base, and is used for project management and periodic reports to funding and participating agencies. The vehicle is the WordPerfect 5.1 word processing program, and the format is tabular, divided into quantitative and qualitative activity targets, actions planned and taken, and issues which have arisen.

Planning system reporting is comprehensive and clearly presented, and seems to meet the immediate requirements of its reporting and historical functions. Although the planning system is based on quantitative targets for activities, because it is tabular text stored in a word processing system, there is no facility to rapidly use the data base for quantitative or statistical analysis. To a large degree the clients and services system fills this function, and with the present level of project activity the non-automatic translation of activity data into project management information seems to be adequate.

CONCLUSIONS

Based on his past experience with similar projects, and the interviews, the consultant noted the ease with which quantitative indicator data could be collected and presented, and, at the same time, the difficulty of tracing the causal impact of the project on overall economic development in the Mahaweli regions. The issue of causality; that is, definition of the specific contribution of the project to the overall economic development of the Mahaweli region, is common in such projects. It is not clear that this causality issue can be satisfactorily resolved within the confines of the MIS technology that is cost effective for use in context of the MED project.

Having made that observation, in the consultant's opinion the project MIS is serving the project team, the funding agency, and the participating government agencies satisfactorily, and with a few improvements can serve as a model of an appropriate MIS for similar projects in the future, as well as providing an invaluable historical data base for the design and guidance of future regional development projects. Further, it appears that the project's clients and services data base system could, with relatively little adaptation, be used on similar development projects in most other countries or regions in the future.

It is necessary to differentiate between the design of the project data base system, and the contents of the data base itself. The system is well thought out and designed and, contrary to the opinion of the mid-term evaluation team, quite easy to use. The mid-term evaluation team's observation that operator intervention needed to produce an unanticipated report is a disadvantage is irrelevant: there is no data base system in existence for which the knowledge of an experienced operator is not needed to produce unanticipated reports. As noted above, a major benefit of using an xBase language is the facility with which ad hoc reports and statistics can be generated by a knowledgeable operator using the interpretive xBase language. However this type of operation would be facilitated by adding a general logical operator driven field selection module to the system, rather than relying exclusively on the knowledge of the operator.

New standard management reports can be added to the system when the need for them is recognized and their requirements defined, and the mid-term evaluation team's criticism that the existing reports are not well designed appears to be highly subjective, especially since the evaluation report did not address the capabilities of the planning system, which appears to serve the impact side of project reporting satisfactorily.

The mid-term evaluation team's observation that the project activity system does not provide for data verification and cross checking is not correct. The consultant tested the system and found extensive checking of values and where practical, the syntax of field contents. A check for duplicate client and enterprise names would be irrelevant because the same individual may be involved in more than one enterprise, and enterprises in different Mahaweli areas may have the same name: because of their local familiarity the regional field offices would appear to be capable of discriminating between like and unlike client applications. In any case each client is assigned a distinctive identification code.

Contrary to the mid-term evaluation team's observation, there is a clear differentiation in the system between consultancies and enterprises, and this information can currently be displayed on line for any individual client selected. Using data already in the system it is possible to relate jobs created, and for that matter, eliminated, to individual enterprises and the services provided to them under the project. It was not clear to the consultant what significance such a detailed report would be to overall project management or to measuring overall project performance against indicators, as is already being done on aggregate levels.

The criticism that the data base is incomplete is valid, and the project team is well aware of this backlog problem. In addition to recent efforts to accelerate data entry, in the consultant's opinion the project team's plan to equip some or all of the field offices with personal computers and a subset of the project activity system for data entry and maintenance, and for management in the field, shows the most promise of completing the data base and insuring timely updates. Ideally, all data would be entered and maintained in the field, with periodic submissions of updates to the head office for consolidation in the central data base.

The project planning system is satisfactory in its present form, but the use of a word processing program as a data base vehicle introduces a degree of inconvenience and lack of security, would cause some problems if the level of activity within the project increases, or the project is substantially expanded or extended. This late in the project it does not appear to be cost effective to introduce a more sophisticated approach, but if the project is expanded consideration should be given to adopting a more sophisticated technical base for project planning, to integrate schedule, planning, and textual data with quantitative data from the project activity system.

RECOMMENDATIONS

The most urgent problem confronting the project team is the completion, and establishment of timely maintenance, of the project activity data base. Until that requirement is met the project team will be vulnerable to errors and misapprehensions in data interpretation, and criticism based on the perception of incomplete information.

It is strongly recommended that

- o every effort be made to acquire the backlog of project data on forms in the field offices and enter them into the system as quickly as possible, and
- o that some or all of the field offices be equipped with personal computers and a subset of the project activity data base system for local data entry, maintenance, and submission of updates to the head office.

Meeting the latter recommendation entails resolving several technical and logistical issues which are explored in more detail in the appendix to this report. In the consultant's opinion the investment is warranted because it is assumed that the project operations and field offices will continue for the foreseeable future; in any case, well after the current AID funded project is completed. The remaining recommendation is concerned with a cost effective refinement to the existing MIS to improve its efficiency and usefulness.

It is recommended that

- o A new module be programmed and added to the project activity system, to facilitate the selection and parametrization of combinations of data fields to produce statistical and tabular data without having to use native mode interpretive FoxPro commands. This "selective data extraction" should be able to combine up to three different data base fields with logical .AND., .OR., and .NOT. operators; assign ranges or absolute value

conditions to each field, and scan the entire data base to count or list the client records which meet the specified conditions. An experienced xBase programmer will take about 10 days to develop such a module and incorporate it into the system.

APPENDIX

Expansion of the Project Activity Data Base System

To extend the project activity data base system into the field offices, and to improve its utility in the head office, several issues need to be considered.

Personal computers

It does not appear that the volume of data processing in any single field office will need networked personal computers. A personal computer based on an 80386/SX 25ms processor, with 2mb of memory and an 80mb hard disk should be sufficient for project activities, and allow sufficient capacity for local word and spread sheet processing. 3-1/2" high density floppy diskettes should be standard. It is strongly recommended that VGA color monitors be supplied as they contribute to screen clarity and reduce operator fatigue, and a power surge suppressor or, preferably, an uninterruptible power supply of 5 minutes capacity, should be provided to each installation.

Software

The operating system should be MS DOS 5.0 or 6.0. The newly released MS DOS 6.0 adds many utilities to the operating system, but does not materially expand its basic capabilities. Microsoft Windows is *not* recommended. However if Windows is to be used, the minimum personal computer memory compliment should be increased to 4mb, and a mouse will be needed.

A memory resident anti-virus program should be installed in each system. Currently Central Point Anti-Virus version 2.0, supplied with PCTOOLS Version 8.0, is the best available, with the latest version of McAfee Anti Virus a close second.

The FoxPro compiler should be acquired and used to compile the project activity data base system into distributable .EXE program modules. This will increase the speed and efficiency of the system and prevent inadvertent or deliberate tampering with source code, although it will impose a small additional cost on the project. Alternatively, and in the consultant's opinion, preferable, is to use the Computer Associates CLIPPER compiler for the FoxPro source code. The initial cost will be somewhat higher, but unlike FoxPro, there are no additional licensing fees for distribution of runtime modules.

CLIPPER has another distinct advantage if the system is to be installed on a network for simultaneous access in field offices or the head office: network security (i.e. record and file locking protection) instructions can be added directly to the programs without the necessity of acquiring a special, additional network version of the language as is required by FoxPro.

Data communications

Data updates can be submitted from the field offices to the head office by diskette (via post or messenger), or by transfer of files over standard voice telephone lines. The head office and those field offices with adequate telephone facilities can be supplied with modems for file transfers over telephone lines. The consultant learned that 2400 baud (characters per second) is the probably the fastest transfer speed that can be reliably maintained in Sri Lanka, although if exceptionally noise free lines are available, 4800 baud can probably be used. Since on-line access is not a requirement between the head office and field offices at this time, transfer by diskette should prove reliable and timely enough for the purposes of the project, and will keep initial costs down. But data transmission should be the ultimate goal.

Operator training

It is assumed that field office staff will need training in general personal computer operations and in the operation of the project activity data base system. The consultant has found in similar situations in developing countries that classroom and on the job training is

necessary, but it is very advantageous to supplement the initial training by providing video training tapes to the field offices. There are many excellent tapes covering basic personal computer, spread sheet and word processor operations available, and a special tape for the MIS can be made right in the head office. The major advantage of video training is that it can be repeated at will, without using scarce technical staff resources.

The following information on employment, savings & credit society membership, loans, assets and sales is to be entered on initial contact if the client is an existing enterprise.

2.1 EMPLOYMENT INCLUDING WORKING PROPRIETORS

	MAIN OCCUPATION		SECONDARY OCCUPATION		SEASONAL EMPLOYMENTS		YOUTHS (Age Below 30 years)	2ND AND 3RD GENERATION SETTLERS
	M	F	M	F	M	F		
SELF								
UNPAID FAMILY								
PAID FAMILY								
UNPAID WORKERS								
PAID WORKERS								
OTHERS								
TOTALS								

2.2 BORROWING RECORD

HAVE YOU BORROWED FOR BUSINESS PURPOSES FROM ?

BANK _____ (Y/N)
 SAC _____ (Y/N)
 MVCC _____ (Y/N)
 OTHER _____ (Y/N)

2.3 BANKING INFORMATION

DO YOU MAINTAIN AN ACCOUNT IN A BANK _____ (Y/N)

2.4 MED SPONSORED SAVINGS AND CREDIT SOCIETY MEMBERSHIP RECORD

NAME OF SAVINGS & CREDIT SOCIETY _____
 DATE OF ACTIVE MEMBERSHIP -- / -- / --
 AMOUNT OF MEMBERSHIP CONTRIBUTION _____ Rs.

3. STATUS OF ENTERPRISE OR THE BUSINESS SITE

Encroaching on Land _____ Rents the Business site _____
 Has an Annual MASL Permit _____ Has a Free Hold Title _____
 Has a Long Term MASL Lease _____ Homesteaded _____
 Informal Purchase _____ Other _____

4. ASSETS OF ENTERPRISE

Provide your best estimate of the enterprise's gross assets (The amount the assets could be sold for today). Assess land value only for the lands with free hold titles.

LAND _____ Rs. BUILDINGS _____ Rs. EQUIPMENT _____ Rs.
STOCKS _____ Rs. OTHER _____ Rs.
TOTAL _____ Rs.

5. MONTHLY SALES LEVELS

Provide your best estimate of the enterprise's volume of sales for the previous month. The entrepreneur's memory may be most accurate regarding this past week's revenues, in which case you can use this to create your estimate for the monthly figure.

AVERAGE _____ Rs./Month

OR

MINIMUM _____ Rs./month. MAXIMUM _____ Rs./month.

6. COMMENTS

Comment on the most important facts about this enterprise. Concentrate on areas such as Management, Marketing, Production, Finance, Record keeping & Procurement etc.

Strengths/Opportunities:

Weaknesses/Constraints:

Recommended Actions/Follow-up

MISCA FORM # 2
INDIVIDUAL CLIENT CARD UPDATE SHEET

BUSINESS CENTER _____

Complete this form whenever the follow-up service visits to the clients reveals a change in status regarding employment, credit or S & C society membership. Each client's record should be updated at least once every six months. The records of most clients will be updated during the normal course of follow-up service visits. Once every six months the MIS will report to each field business center a list of the names and addresses of enterprises whose updates are over six months old. The field officers and consultants will then visit each of these enterprises and prepare an update sheet.

1. CLIENT ID #

____/____/____
System Block Serial No.

2. DATE OF UPDATE

____/____/____

3. CHANGES REGARDING EMPLOYMENT, LOANS, OR CREDIT SOCIETY MEMBERSHIP _____(Y/N)

4. IF ENTERPRISE HAS STARTED OPERATION IN MAHAWELE SINCE LAST REPORT:

MONTH & YEAR OF ENTERPRISE START-UP ____/____/19____ PROJECT SECTOR & TYPE ____ (See code sheet)

5. ENTERPRISE HAS CEASED OPERATION COMPLETELY, MONTH & YEAR OF CLOSING ____/____/19____

6. CURRENT EMPLOYMENT INCLUDING WORKING PROPRIETORS

Enter the totals at the time of the update.

	MAIN OCCUPATION		SECONDARY OCCUPATION		SEASONAL EMPLOYMENTS		YOUTHS (Age Below 30 years)	2ND & 3RD GENERATION SETTLERS
	M	F	M	F	M	F		
SELF								
UNPAID FAMILY								
PAID FAMILY								
UNPAID WORKERS								
PAID WORKERS								
OTHERS								
TOTALS								

7. IF OWNERSHIP TYPE HAS CHANGED SINCE LAST REPORT, NOTE THE NEW OWNERSHIP TYPE

- _____ Individual Proprietorship
- _____ Family Holdings
- _____ Partnership
- _____ Private Limited Liability Co.
- _____ Other

8. CURRENT VALUE OF ASSETS OF ENTERPRISE

Provide your best estimate of the enterprise's gross assets (The value if they were sold today). Assess land value only for the lands with free hold titles.

LAND _____Rs. BUILDINGS _____Rs. EQUIPMENTS _____Rs.

STOCKS _____Rs. OTHER _____Rs.

TOTAL _____Rs.

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9. EED/MD ASSISTED LOANS

NAME OF LENDER	Purpose	Date Applied	Amount applied	Date Approved	Amount Approved	Grace Period (Months)	Application rejected(Y)	Rate of Interest	Security (Security Code)	Repayment Period	Installment Monthly	Amount released to borrower	Amount Repaid
BANKS DIRECT													
1.													
2.													
BANKS THROUGH SAVINGS & CREDIT SOCIETIES													
1.													
2.													
MYDC													
1.													
2.													
OTHERS													
Informed Loans													
Fire Purchase													

10. RENT, TITLES UPDATE

Enter information pertaining to land permits and transferrable lease applications made by the client.

LAND PERMIT ISSUED _ / _ / _

TITLE ISSUED _ / _ / _

11. CURRENT VALUE OF MONTHLY SALES LEVELS

Provide your best estimate of the enterprise's volume of sales for the previous month.

AVERAGE _____ Rs./Month

OR

MINIMUM _____ Rs./month. MAXIMUM _____ Rs./month.

12. MEDAIED SPONSORED SAVINGS AND CREDIT SOCIETY UPDATE

Enter information pertaining to new membership in a savings and credit society.

NAME OF SAVINGS & CREDIT SOCIETY _____

DATE OF ACTIVE MEMBERSHIP --/--/--

AMOUNT OF MEMBERSHIP CONTRIBUTION _____ Rs.

13. BANKING RECORD UPDATE

DATE SAVINGS ACCOUNT OPENED --/--/--

AMOUNT OF CURRENT BALANCE IN SAVINGS ACCOUNT _____ Rs.

DO YOU HAVE A CURRENT ACCOUNT ____ (Y/N)

14. UPDATE ON MEDAIED TRAINING

Date of Training --/--/-- to --/--/--

Type of training ____ EDP ____ Other

15. COMMENTS

Comments on the most important changes in this enterprise, as well as the most important problems it still faces.

4.1 BANKING ARRANGEMENTS FOR SAVINGS & CREDIT SOCIETIES

TYPE OF ACCOUNTS

Savings:

AID Grant Balance in Account Rs. _____ Opened on ___/___/___ Acc. No. _____
 Members Share Deposit
 Balance in Account Rs. _____ Opened on ___/___/___ Acc. No. _____

Any Other: Type _____

Name of the Bank _____ Branch _____

Value of Start-up cost Reimbursement grant Rs. _____

Value of Operational Cost Reimbursement grant Rs. _____

5. FOR OTHER ASSOCIATIONS AND GROUPS WHICH HAVE MED GRANTS

Memorandum of Agreement Signed on ___/___/___

Has a trust deed been signed _____ (Y/N) If yes date signed ___/___/___

Type of Account in Bank _____

Grant Assistance Provided

Type	Amount
Start-up Cost	Rs. _____
Conventions	Rs. _____
Training	Rs. _____
Information Services	Rs. _____
Surveys	Rs. _____
Operational Expenses	Rs. _____
Other	Rs. _____

INPUT FORM # 5
UPDATE FORM FOR ASSOCIATIONS AND GROUPS

1. CLIENT ID #

____/____/____
 System Block Serial No.

2. DATE OF UPDATE

____/____/____

3. OTHER DETAILS

Date Formed (date by-laws approved) ____/____/____

Is the Association Registered ____ (Y/N)

Registered with _____

Date of Registration ____/____/____

Registration Number _____

Number of Members _____

4. UPDATE FOR SAVINGS AND CREDIT SOCIETIES

Memorandum of Agreement Signed on ____/____/____

Total of members' contributions to savings schemes Rs. _____

Total of members' contributions to Society's share capital Rs. _____

Number of loans to members from Bank _____

Total value of loans to members from Bank Rs. _____

Number of members whose loan repayments are presently in arrears (from sponsored loans) _____

Value of loans presently in arrears (from sponsored loans) Rs. _____

Collateral Fund Agreement signed on ____/____/____

5. UPDATE OF GRANT APPLICATIONS AND DISBURSEMENTS TO SAVINGS & CREDIT SOCIETIES

Grant	Application submitted		Grant Approved		Disbursements	
	Date	Amount (Rs)	Date	Amount (Rs)	Date	Amount (Rs)
Collateral Fund						
Start-up Cost						
Operational Cost						

6. UPDATE OF GRANT APPLICATIONS AND DISBURSEMENTS FOR OTHER ASSOCIATIONS WHICH HAVE MED GRANTS

Memorandum of Agreement Signed on _____ / _____ / _____
 Has a trust deed been signed _____ (Y/N) If yes date signed _____ / _____ / _____
 Type of Account in Bank _____
 Grant Assistance Provided

Type	Amount
Start-up Cost _____	Rs. _____
Conventions _____	Rs. _____
Training _____	Rs. _____
Information Services _____	Rs. _____
Surveys _____	Rs. _____
Operational Expenses _____	Rs. _____
Other (specify) _____	Rs. _____

7. UPDATE FOR TRAINING PROGRAMS FOR SCSs, ASSOCIATIONS & GROUPS

Dates of Training Course: _____ / _____ / _____ to _____ / _____ / _____
 Number of Trainees: _____
 Type of Training: Organizational _____ Credit _____
 Entrepreneurial _____ Technical _____
 Management & Accounting _____ Auditing _____
 Other (specify) _____

8. COMMENTS

Comment on the most important facts about this association.

Strengths/Opportunities:

Weaknesses/Constraints:

Recommended Actions/Follow-up

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INPUT FORM 6

TRAININGS PROVIDED TO ENTREPRENEURS, ASSOCIATIONS & GROUPS

- 1. Business Centre _____
- 2. Date of Training ___ / ___ / ___ to ___ / ___ / ___
- 3. Type of Training Ad Hoc _____ Other _____
- 4. Subject _____
- 5. Number of Persons Participated _____

CLIENT ID	if CLIENT ID is not available ; NAME ADDRESS	
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

- 6. Association or Group Participated (Client ID) _____
- 7. Institution : _____
- 7.1 Resource Personnel : 1. _____
2. _____
3. _____
- 8. Cost Involved for the Training Programme :
Participants Contribution _____
MED Contribution _____
Other (Specify) _____

9. Comments