PN ABX-152
97079

DESIGNING AN IMPACT TRACKING SYSTEM

Experience from a Small and Micro Enterprise Project

May 1995

Janice K. Stallard
National Cooperative Business Association

Produced for the Small and Micro Enterprise Project, under USAID contract number 263-0212-C-00-3101-00

TABLE OF CONTENTS

	Page
INTRODUCTION	1
BACKGROUND	1
STEP ONE: SURVEY PLAN	2
STEP TWO: TAKING THE SAMPLE	5
STEP THREE: QUESTIONNAIRE DESIGN	7
STEP FOUR: DATA ANALYSIS	10
TRAINING ISSUES	12
FINAL COMMENTS	14

ANNEXES

Annex A Strengths and Weaknesses of System Design

Annex B Sample Questionnaire

Annex C Analysis Reporting System

INTRODUCTION

This report is based on the experience of the Small and Micro Enterprise (SME) project funded by USAID/Cairo. It was conceived as a tool to help practitioners trying to sort through the process of designing an "impact tracking system" for their small and micro enterprise project.

As AID/Washington grows increasingly concerned about how to monitor and evaluate the impact of its projects, this report may fill a void in the literature for small and micro enterprise programs.

There are several characteristics of the SME project that had a significant influence on the design of its impact tracking system (ITS). Although these will be described briefly in this report, it is recommended that readers have an adequate understanding of the SME project.[1]

The ITS was designed over a six week period in a series of steps. Each of these steps is described below and reviews the major issues and problems addressed by the design team.

BACKGROUND

The Small and Micro Enterprise (SME) project has been funded for over five years by the USAID Mission in Cairo. This project has established private, non-profit foundations throughout Egypt to act as financial intermediaries to small and micro entrepreneurs. Each foundation has been endowed by USAID with a US dollar fund for its capitalization.

The SME project has set up four foundations throughout Egypt, including:

The Alexandria Business Association, Alexandria (1990)

The Egyptian Small Enterprise Development Project, Cairo (1991)

The Small Enterprise Development Association of Port Said, Port Said (1994)

The Assuit Business Association, Assuit (1995)

The methodology for this project is described further in other documentation, however, its

[1] A variety of documentation is available on the project through A.I.D.'s Center for Development Information and Evaluation in Washington, D.C. This includes the original Project Paper, a 1992 mid-term evaluation prepared by GEMINI, and several Annual Reports and Special Evaluations.

approach follows many of the standard methods employed in other countries. The foundations' methodology is based on the following:

* Working capital loans
* Short repayment periods (3-12 months)
* Market interest rates
* Loans to informal and formal enterprises
* Few collateral conditions
* Hands-on client assistance
* Flexibility in loan repayments

As of 1995, the Alexandria Business Association (ABA) had by far the strongest and largest portfolio[2] and was selected as the pilot organization for the ITS. After the system had been designed and implemented at ABA, the ITS was to be implemented at the other three foundations.

ABA's program is very large compared to other USAID initiatives in Africa, Asia, and Latin America. Practitioners using this report should keep in mind that as of 1995, ABA had seven separate branches throughout the city of Alexandria and around eighty extension officers. While most other programs may not be this size, much of the analysis in developing indicators, sample selection, and data analysis will be relevant to the design of other impact tracking systems.

STEP ONE: SURVEY PLAN

The first step taken to design the impact tracking system was to develop a survey plan. This plan dealt with three key questions:

➜ What type of survey design should be used?

➜ Who should conduct the interviews?

➜ What sampling method should be employed?

The strengths and weaknesses of each of these questions is discussed in Annex A. The process taken to address each question is examined below.

---

[2] ABA has a client base of 8,000, has disbursed almost $5.1 million in loans, and has reached operational break even.

➜ ***Survey Design***

Two major types of survey designs were considered for the impact tracking system: longitudinal and cross sectional.

> *Longitudinal survey* - tracks a group of borrowers over time.
>
> *Cross sectional survey* - takes a sample ("cross section") of borrowers at a given time; this process is repeated at given intervals.

Most evaluations employ cross sectional surveys. However, this technique has significant methodological weaknesses for an impact tracking system. The major weaknesses is the assumption of comparability between samples, where the researcher must assume that the baseline and subsequent samples are comparable. This weakens the linkage between project inputs and impact as intervening factors cannot be taken into account.

Methodologically the longitudinal survey design was considered superior by the design team. This method would allow the project to track a selected sample of borrowers over time. As such, issues of *causality* between project inputs and recipients (borrowers) could be traced.

➜ ***Interviewers***

Who would conduct the interviews was the next major issue for the design team. Three different types of interviewers were considered:

① Extension Officers

② Project Staff

③ Outside Interviewers

The decision of who should conduct the interviews was one of the most difficult for the design team. There were a variety of inherent interests and issues that had to be addressed by all the stakeholders, including USAID, the technical assistance team, and the implementing foundation.

In the end, the design team decided to use extension officers to collect and track client data. To strengthen this alternative, a part time expert was hired to supervise and monitor the ITS's implementation. The strengths and weaknesses of all these options are discussed below.

① Extension Officers

Using extension officers (EOs) to conduct interviews for the ITS seemed like a logical choice to many of those involved. Most viewed the extension officer's knowledge of the project and their long standing association with clients as positive contributions to this process.

The weakness of using extension officers was the potential for bias during the interview process because of their "relationship" with clients. That is, a client may be reluctant to provide candid information to a person that is making decisions about their next loan application.

The other problem of using extension officers is time. EOs were already very busy tracking existing borrowers and identifying new clients. Adding the burden of collecting impact information was considered too great by some. In addition, EOs are given financial incentives (in addition to their base salary) based on new borrowers and repayment rates. Various stakeholders felt that the lack of incentives to accurately gather the impact information would prove fateful to the entire system.

② Project Staff

Another group considered to track the impact data was existing foundation staff. These individuals' knowledge of small and micro enterprise development and the project in general was considered an asset. In addition, their lack of a pre-existing relationship with clients could alleviate possible bias in data gathering.

The major problem of this option became staffing limitations. As with most development projects, existing staff had little free time. In addition, the foundation Executive Director was not inclined to delegate his administrative staff to this task. For these reasons the option of using existing foundation staff to conduct the survey was dropped.

③ Outside Interviewers

From a methodological perspective, outside interviewers were the best choice. External interviewers have no relationship with the clients and would be specifically trained for the task. As such, their time could be devoted to gathering accurate and thorough information on the sample population.

The major weakness of this choice is its lack of sustainability. By hiring staff for a specific task, there was concern that the tracking process may come to a halt once the USAID funding was terminated. In addition, the foundation Executive Director was reluctant to hire supplementary staff for this effort due to cost considerations.

A compromise was reached that one outside expert would be hired on a part time basis to supervise and monitor the entire impact tracking system. In this manner, the design team was able to capture some of the strengths of using outsiders while retaining the sustainability of employing extension officers for the ITS.

➜ *Sampling Method*

The two methods considered for sampling were: (1) sample; or (2) census. The sample method would take a random sample of existing clients. The census option would gather data on all active clients.

The design team decided to use the sampling method for the ITS. A major determining factor in selecting this method was ABA's size. ABA had an active client base of around 8,000 borrowers. Given the large -- and growing -- client base of the foundation the most cost effective method of gathering data was considered to be the sampling method. In addition, the design team considered this a methodologically sound option to gather and track data for the ITS.

STEP TWO: TAKING THE SAMPLE

As described under step one, the sample method selected for the ITS was to take a "sample" of active borrowers. The steps to identify the final sample, consisted of:

✓ Determining the Sample Size

✓✓ Making the Sample Stratification

✓✓✓ Taking the Sample Selection

Below is a review of these steps and some of the issues and problems addressed by the design team.

✓ The Sample Size

Given that ABA had 8,000 active borrowers when the ITS was designed, a sample size of 300 was calculated as a statistically sound representation of the entire client base. However, one of the major concerns of the design team was the drop out rate of borrowers. While ABA's program is based on repeat lending, the foundation had a 75 percent drop out rate over three years.[3]

---

[3] The design team looked at 1992 borrower data to determine that of the 2,523 active borrowers in 1992, only 628 were still in the loan program in 1995; this indicates a 75 percent drop out rate over three years.

This drop out rate meant that a sample size had to be calculated that would (in three years) still retain a 300 sample size.[4] Accordingly, the design team decided on an initial sample size of 1,200. This sample size could withstand a 75 percent drop out rate and maintain a final sample that could provide answers on program impact.

✓✓ The Sample Stratification

Stratifying the sample was the next step taken and was based on the question of how best to stratify the client base so the ITS would accurately track information important to USAID and the foundations. After consulting with stakeholders from USAID and the foundation, the key variables identified were:

- Enterprise size (micro or small)[5]
- Enterprise type (trade, services, or manufacturing)

Given this criteria, the design team stratified the client base according to these variables. Below is a chart which represents the findings from this stratification.

Stratification of Client Base

ENTERPRISE TYPE	TRADE	SERVICES	MANUFAC-TURING	*TOTAL*
Micro	1601	820	3772	6193
Small	814	174	1392	2380
TOTAL	2415	994	5164	8573

From this stratification, each variable's proportional representation to the total was calculated. As such, the design team was able to calculate exactly how many clients should be selected from each stratum. Below is a sample chart which shows the final sample size, by stratum.

---

[4] The design team felt that three years was an adequate length of time in which to conduct the study and obtain good results. After three years, another sample could be taken and the tracking process repeated.

[5] The definition for this project of small and micro are: (1) Micro enterprises have between 1-5 employees; and (2) Small enterprises have between 6-15 employees.

Stratification of Sample

ENTERPRISE TYPE	TRADE	SERVICES	MANUFAC-TURING	*TOTAL*
Micro	229	117	539	885
Small	116	25	199	340
TOTAL	345	142	738	1225

✓✓✓ The Sample Selection

The next step was exciting for the design team as it allowed them to see names of borrowers for the sample. At this time, a list of borrowers in each stratum was printed, and ordered by: (1) branch; (2) extension officer; (3) client code (i.e., date of the first loan).

A random number was selected for the "starting point" to initiate the sampling. The team also determined an interval from which the sample should be selected within each stratum.[6] An interval of seven was calculated that would allow even representation across the foundation's portfolio.

Once the final sample of 1,225 clients was selected, a profile of the sample was done. In general, these findings indicated that:

- Each client had received around four loans.
- The average loan size was around LE 3,445 ($ 1,019).

STEP THREE: QUESTIONNAIRE DESIGN

After all this work, one of the major tasks in the design process was still ahead: drafting the survey questionnaire. This step probably took the most time due to the desire to have as much input as possible from the various stakeholders.

---

[6] Determining an "interval" from which to count (or take the selection) the team ensured that each branch and each extension officer would have a relatively similar number of clients to track.

The design of the questionnaire entailed three stages:

- Developing a Set of Indicators
- Drafting a Questionnaire
- Soliciting Input from Stakeholders

Another important issue that was resolved during this phase was the timing for the questionnaire administration. The design team determined that the most appropriate time to gather information on clients was at the end of each loan period. As the average loan term for the program was six months, on average, each client would receive two ITS visits a year.

Below is a short description of each step in the questionnaire design process; Annex B provides a complete copy of the final questionnaire.

Developing Indicators

Establishing a set of indicators was the initial challenge during the questionnaire design stage. One of the main difficulties for the team was to determine what "levels" of impact should be tracked. That is, should the impact tracking system gather information at the enterprise level, household level, or other.

The design team consulted with various experts in the United States and AID/Washington before making its final decisions about the levels issue. At this time, AID/Washington had been focusing on designing a SME impact tracking system in its central, Global Bureau. This impact tracking system was being designed to focus on the household level, and as such would capture many of the issues important to AID. However, many of the household issues were not considered central to the USAID/Cairo project's objectives. Although household impact issues are important, these were overshadowed by the need to learn more about enterprise level impact. In addition, since ABA was operating as an autonomous foundation (as were the other three foundations) it did not seem practical to convince these organizations of the importance of assessing household level impact. The foundations are all concerned with the provision of credit and having an enterprise level impact. As such, indicators at the enterprise level were given priority in the questionnaire.[7]

---

[7] In fact, there are only two household questions in the survey. The information from these questions will furnish basic data to make assumptions about household impact. In addition, it will provide a basis from which further in-depth analysis can be conducted if USAID so chooses.

The final list of indicators used in the impact tracking systems were as follows:

- Business Expansion -- including factors of variable and fixed costs
- Shifts from formal to informal sector
- Final product quality
- Increase/decrease in employment
- Wages of full-time employees
- Sales
- Net Revenue
- Owner Income
- Household issues: increased spending and number of dependents

Drafting the Questionnaire

The design team next set about drafting questions for the ITS. The final questionnaire is provided in Annex B. One of the important features of this process was the simultaneous development of English and Arabic questionnaires. The majority of the foundation staff do not speak or read English fluently and it was critical to have the questionnaire in Arabic to solicit their input.

In addition to tracking impact indicators, a set of explanatory variables were incorporated into the questionnaire, including: (1) age of the borrower; (2) level of education of the borrower; and (3) years of experience as owner of current business. This information would be taken once on each borrower in the sample and retained for the data analysis stage.

Other issues included in the final questionnaire were:

- Questions regarding the loan program and problems experienced by clients.
- A question for those voluntarily leaving the program.
- Questions related to ABA's training programs -- had they been useful, what other types of training would they find beneficial.

Although the design team wanted to limit the questionnaire to two pages, this quickly became infeasible. One of the reasons to keep the questionnaire short (beyond issues of time) was to track this information through the use of booklets. Every client in the sample would have a booklet with 6 questionnaires. Over the life of the study, the same booklet would be used to collect client information and would be a useful reference, by retaining the complete history of sampled clients in one place. The final questionnaire is just over three pages.

✏ Soliciting Input

Once the questionnaire was drafted, input from all those concerned was solicited. At the foundation this included: (1) several meetings with the Executive Director; (2) meetings with the Operations Manager; (3) a review session with Branch Managers; (4) introductory sessions with extension officers in four out of the seven branches. The questionnaire was also presented to relevant USAID staff and the technical assistance team.

This process took at least one week and entailed a constant reassessment of indicators, formation of the questions, the ordering of the questions, among other issues. In addition, the design team took several days to pre-test the questionnaire. The team tested the questionnaire with clients from all enterprise types (service, trade, and manufacturing) to obtain the most user friendly format.

STEP FOUR: DATA ANALYSIS

The final stage in the ITS design was to develop a simple system for data analysis. The centerpiece for this was the development of a database to enter the survey data. From this system, monthly reports would be generated that would present cumulative information on the survey sample.

To facilitate the analysis of the survey data, the design team designed a monthly reporting system that would lend itself to simple trend analysis. Below is a sample of the data analysis form, as originally designed. The form presents basic data in a manner that allows simple analyses to be made. More thorough analysis were recommended on an annual basis. Annex C presents the data analysis form, referencing relevant questions.

It was recommended that a review committee be formed for the first year of survey implementation. This committee would review the data being generated from the ITS and make revisions to the reporting format. In addition, this committee would be mandated to conduct a more in-depth analysis of the complete range of data being gathered on the sample. At the end of this evaluation period, a final data analysis system would be put in place.

Impact Tracking System
Monthly Status Report

DATA	ANALYSIS
No. of clients interviewed (cumulative)	
Average number of loans received	
Average loan size	
Increase or decrease in employment	
Level of change	
Increase or decrease in female employment	
Level of change	
Increase or decrease in wages	
Level of change	
How the loan was used	
Change in quality of goods	
Business expansion/contraction Changes in fixed or variable costs	
Number of firms to shift from informal to formal sector (some form of license)	
Changes in sales	
Reasons for change	
Changes in net revenue	
Increase/decrease of owner's income on household spending	
Average number of dependents	
Major problems with loan program	
Reasons for client drop out	

Benefit from Training (number)	
Total no. who have attended training at ABA	
General accuracy of all responses	

TRAINING ISSUES

The training of the surveyors is one the most vital aspects to the successful implementation of the impact tracking system. In this case, that meant extension officers. The EOs had received little previous training in communication skills, interviewing techniques, and the importance of gathering impact data. Although training the EOs was not part of the ITS design, members of the design team spent considerable time with the foundation Executive Director and his staff outlining a comprehensive plan for training.

The training program included two levels of staff: (1) supervisors; and (2) extension officers. It was considered critical to include supervisors (e.g., branch managers) in the training process as they would have the day to day responsibility of overseeing the implementation of the survey.

The branch managers were given a half day introductory session on the new impact tracking system. Since their input had been solicited during the questionnaire design, they were aware of the new system and its objectives. A such, the branch manager training focused on the technical aspects of the ITS and their role in supervising its implementation. One of the key components to the training was a group discussion on the potential implementation problems and how they could be resolved.

The extension officers were given more extensive training over a two day period. The first day was dedicated to the theoretical aspects of the impact tracking system and the second day was spent in the field. The program's schedule is given in the chart below.

Extension Officer Training

Day I - In the Classroom

- Overview of ITS objectives
- Introduction to communication skills
- How to develop good communication skills
  - Interviewing techniques
  - Role playing
- What is impact and why is it important
- Group discussions
  - Developing indicators
  - Designing "potential" questions
- Conclusion and Final Comments

Day II - In the Field

- Introduction of the questionnaire
- Review of questions
  - Importance and reasons for individual questions
  - Gather input from EOs regarding questionnaire
- Field test questionnaire
  - Questionnaire taken to test with clients
  - (performed in the field with a training officer)

As ABA had seven branches, the training courses ran over several weeks to maintain small class sizes. Class sizes were kept to around 10 to allow individual attention by the training officers.

The training team at ABA decided that a follow-up training session would be held after 1-2 months to review problems experienced during implementation. This was also seen as an attempt to track progress and ensure that the questionnaires were being administered properly and overall implementation was being kept on schedule.

FINAL COMMENTS

The design of the impact tracking system was considered an important step for USAID and the foundations. Although the SME project had been in existence for several years, a systematic system had not been established for tracking impact at the foundations. Once the ITS is in place at all the foundations, this system will provide data to USAID and the foundation directors on the impact of their efforts. The ITS will also be a useful management tool for the foundation staff to identify areas of need, interest, and concern on the part of its clients.

In conclusion it should be noted that the design team recognized that the ITS would probably undergo several revisions during its implementation. As with the design of any system, what may initially seem reasonable may become unworkable in the field. This was addressed to some extent through field testing of the questionnaire, however, as each foundation implements the ITS they may have to adapt some components to fit their circumstances.

It is the hope of the design team that this report proves useful to other practitioners in the field of small and micro enterprise development. Too often, significant field efforts go unrecorded and valuable information is lost. This tool may serve a useful role in filling the literature gap on designing impact tracking systems.

Thanks should also be given to the USAID Mission in Cairo that has recognized the importance of research and analysis in the field of small and micro enterprise development. Their funding of this report -- and other efforts -- will make a significant contribution to other SME programs around the world by providing evidence from Egypt's experiences.

ANNEX A

DESIGNING THE SURVEY: STRENGTHS AND WEAKNESSES

SURVEY DESIGN: STRENGTHS AND WEAKNESSES

Element	Options	Advantages	Disadvantages
Overall survey design	Longitudinal - study over time of a group of borrowers	<u>Methodological</u> We are able to identify a <u>process</u> of development of small industries. The fact that we are following the same people over time strengthens our conclusions about causality. Very few longitudinal studies of any kind have been done in Egypt, so this would be a chance to do ground-breaking research. SAMPLING ERROR/VALIDITY, ETC. <u>Logistical</u> No need to draw repeated samples.	<u>Methodological</u> Borrowers selected for inclusion are fixed; the sample size may be reduced over time by dropouts. <u>Logistical</u> The fact that borrowers are re-interviewed when they renew loans means that they are re-interviewed at differing times during the year, and hence that the effort to re-interview them is a continuous process rather than a process which is limited to a certain time during the year. This means that a little staff time is needed over a long period rather than a lot of time over a short period.

Overall survey design, cont.	Cross-sectional - study at one point in time which is repeated at another point in time with a different group of borrowers	<u>Methodological</u> <u>Logistical</u> Easier to manage because the study is done over a specific, limited time period.	<u>Methodological</u> A new sample has to be selected every time the study is repeated. The link between baseline and impact is based on <u>assumptions about the comparability</u> of the two samples, whereas with a longitudinal study the two samples are directly comparable (causality). <u>Logistical</u> Because the work is more intense (concentrated in time), either special staff have to be hired or current staff have to be seconded to the survey effort.

Interviewers	Extension officers	<u>Methodological</u> Because extension officers are well acquainted with their borrowers, they may be able to elicit more accurate responses. <u>Logistical</u> By using people on staff, if there is a relatively low turnover rate, the institutional knowledge of the borrower and his circumstances is preserved over time. By using permanent staff, the costs can be absorbed into regular personnel expenses.	<u>Methodological</u> Because extension officers promote the policies of the lending institution, their leanings are known to the borrower, and this may result in response bias - a tendency to give responses that will please the interviewer. Because extension officers are wholly occupied with new borrowers and repayment rates, it would require a major institutional effort to convince extension officers that <u>impact on employment</u> is important and requires their sincere attention. Because they are employees of the foundation, they may have a tendency to overestimate the impact of the project by asking leading questions or prompting responses <u>unless</u> they are well trained. <u>Logistical</u> Because extension officers' compensation is based on new borrowers and repayment rates, it would be complicated to devise a system for compensating extension officers for the time they spend administering impact questions. <u>Cost</u> There might be high opportunity costs associated with using extension officers for interviewing.

Interviewers, cont.	Outsiders	<u>Methodological</u> Because there is no relationship between the interviewer and the respondent, with good interviewer training, response bias may be lessened. <u>Logistical</u> By using outside staff, the costs are more clearly defined and segregated from regular expenses. These expenses could be covered from the Special Projects line item in the foundations' budgets.	<u>Methodological</u> Outside interviewers' lack of background in small and micro enterprises may make it difficult for them to obtain accurate data <u>unless</u> they are well trained. <u>Logistical</u> There may be a greater demand for institutional support using outside interviewers, since they are not as familiar with the institution. If the study is funded through the Special Projects line item, it is not clear whether foundations will choose to continue to spend their resources on measuring impact once donor funding ends. <u>Cost</u> Probably nominally more expensive than using extension officers.

	Internal staff, but not extension officers	Methodological Have background in small and micro enterprises, and may understand better the purpose of the survey. Since they do not have a pre-existing relationship with borrowers, response bias may be less. Logistical May be more sustainable by foundations in the long run if their salaries are seen as a regular cost rather than a "special" expense.	Methodological Because they are employees of the foundation, they may have a tendency to overestimate the impact of the project by asking leading questions or prompting responses unless they are well trained. Logistical If such people are not already on staff, they have to be hired and their salaries funded. If they are already on staff, their job description has to be revised to incorporate an additional task.
Sample design	Sample - of about 400 borrowers	Methodological Unbiased sample selection yields a scientifically sound and defensible sample. Logistical Less overall effort is required than censusing, and the effort that is expended can be focused on quality of data rather than quantity.	Methodological Logistical There is a need to produce lists of borrowers by stratum.

	Census - of all active borrowers (about 6,000)	<u>Methodological</u> No issue of selection bias. <u>Logistical</u> None.	<u>Methodological</u> None. <u>Logistical</u> A tremendous amount of effort is expended in training a large number of interviewers, and in data collection, entry, and cleaning. The huge volume of data places a tremendous demand on computing power. <u>Cost</u> Much higher cost than sampling.

ANNEX B

SURVEY QUESTIONNAIRE

Impact Tracking System
Questionnaire
(Cover Page)

1.	Name of borrower _____	Code __ __ __ __ __ __ __ __
2.	How many years of education has this borrower had?	Years of education ___ ___
3.	How old is the borrower?	Age ___ ___
4.	When did the borrower take charge of this business?	Year 19 ___ ___

5.	Questionnaire number		
6.	Branch code	Code ___ ___	
7.	Extension officer code	Code ___ ___	
8.	Date of this interview	Date ___/___/___	
9.	Amount of the last loan disbursed	LE _ _ _ _ _ _	
10.	Number of the last loan disbursed	Number ___ ___	

	How did you use this loan? Anything else?	11. Bought raw materials or goods - the usual quality ____ 12. Paid regular wages, rent, tax ____ 13. Paid off debts 14. Bought raw materials or goods a better quality ____ 15 Hired additional temporary workers ____ 16 Pay additional wages to old employees ____ 17 Bought new machines or tools ____ 18 Hired new permanent workers ____ 19 Rent/buy new premises ____ 20 Other _____	
21.	Did the last loan permit you to change your legal status or business organization?	Yes .....1 No 0	→27
	What change did you make?	22 Made a license ____ 23 Commercial license ____ 24 Industrial license ____ 25 Tax card ____ 26 Social insurance ____ 26 Bookkeeping ____	
27	What quality of goods\services are you selling?	Popular quality .....1 Medium .....2 Excellent 3	

How many permanent and temporary workers did you have last month, including yourself? Did you hire any temporary workers last month?

Name	Male	Female	Part/t	Full/t→	Wage per _____
Total number	28	29	30	31	32. Per month:

33	What is the value of the sales you made last month?	LE ___ ___ ___ ___ ___ Don't know 99999	
34	To the extension officer: Check back at question 33 in the previous questionnaire. Has the value of sales in the current questionnaire not changed, or is it higher or lower?	Sales unchanged.....1 Sales increased .....2 Sales decreased 3	→49 →43
	Can you tell me the reasons why your sales have declined compared to the last time?	35 Seasonal drop in demand _ 36 Problem with delayed payment by customers ____ 37 Competition ___ 38 The market is down ___ 39 Inc in price of raw matl ___ 40 Lack of raw matl in mkt ___ 41 Drop in production ___ 42 Other _____	
	Can you tell me the reasons why your sales have increased compared to the last time?	43 Seasonal inc in demand ___ 44 Increase in mktg channels____ 45 Increase in production ___ 46 Inc in quality of goods ___ 47 Added a new product ___ 48 Other _____	
49	Can you tell me what were your expenses last month? Rent _____ Elec _____ Insce _____ Salaries ___ Other _____ Goods _____ Raw matls ____ Water ___	Monthly expenses LE___ ___ ___ ___ ___	
50	Did the last loan permit an increase in your income?	Yes .....1 No 0	→59
	How did you use this increase?	51 Increased purchase of matls/goods _____ 52 Increased investment in equipment ____ 53 Investment in premises ____ 56 Savings _____ 57 Inc in household expend _____ 58 Other _____	
59	How many dependents do you have?	Number of dependents ___ ___	
60	Did you face any problems during the last loan period? What problems did you face?	Yes .....1 No 0	→ 69
	What problems did you face? (To the extension officer: don't read the responses)	61 Loan length too short _____ 62 No grace period _____ 63 Loan amount too small _____ 64 Requirement of social insurance for > LE3000 _____ 65 Requirement of reading and writing for >LE3000_____ 66 Requirement of bank account for > LE 10000 _____ 67 Requirement of balance sheet/tax records for loan over LE 15000 _____ 68 Other _____	

69	Does this borrower want a new loan?	Yes .....1 No 0	→71
70	To the extension officer: Does the borrower have a good repayment history?	Yes .....1 No 0	→71
71	Why don't you want to renew your loan?	Loan from bank 1 Doesn't need money 2 Loan length too short 3 Grace pd too short 4 Other _____ 5	
72	Have you attended any training course at the project?	Yes .....1 No 0	→74
73	Did you benefit from the training?	Yes .....1 No 0	
74	To the extension officer: How accurate do you consider the borrower's responses?	Honest 1 Some responses are doubtful 2 Most or all responses are doubtful 3	

ANNEX C

Impact Tracking System
Monthly Analysis Report

MONTHLY ANALYSIS REPORT

DATA FOR REPORT	WHERE TO FIND INFORMATION
No. of clients interviewed (cumulative)	Total sample taken
Average number of loans received	Question #10
Average loan size	Average from question #9
Increase or decrease in employment	Changes in variable 28-31
Level of change	Analysis of changes
Increase or decrease in female employment	Changes in question #29
Level of change	Analysis of changes
Increase or decrease in wages	Changes in question #32
Level of change	Analysis of changes
How the loan was used	Variables #11-20
Change in quality of goods	Changes in question #27
Business expansion/contraction Changes in fixed or variable costs	Analysis of variables 11-20
Number of firms to shift from informal to formal sector (some form of license)	Analysis of answers to question #21
Changes in sales	Changes in question #33
Reasons for change	Analysis of variables 35-42
Changes in net revenue	Question #33 -(minus) question #49
Increase/decrease of owner's income on household spending	Changes to variable #50
Average number of dependents	Question #59
Major problems with loan program	Analysis of variable #61-68
Reasons for client drop out	Analysis of question #71

Benefit from Training (number)	Question #73
Total no. who have attended training at ABA	Question #72
General accuracy of all responses	Question #74