

PN-ACC-732

**Southern Africa Enterprise
Development Fund
Implementation Assistance Report:
Data Collection, Processing and
Reporting Systems Manual**

Final Report

U.S Agency for International Development

Prepared for USAID/RCSA

Prepared by Coopers & Lybrand L L P

**Sponsored by Private Enterprise Development
Support Project III
Contract No PCE-0026-Q-00-3031-00
Delivery Order No 815
Prime Contractor Coopers & Lybrand, L L P**

January 1998

**Coopers
& Lybrand**

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Development Fund
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**Prepared by Dennis M. Smyth, Coopers & Lybrand L L P
Raymond W. Suarez, consultant to Coopers &
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**SOUTHERN AFRICA ENTERPRISE DEVELOPMENT FUND
IMPLEMENTATION ASSISTANCE REPORT**

DATA COLLECTION, PROCESSING AND REPORTING SYSTEMS MANUAL

I DATA COLLECTION INSTRUMENTS

A Data Collection Questionnaires

1 For SME Clients of SAEDF Funded Intermediate Financial Institutions (IFIs)

A questionnaire which SAEDF-funded IFIs may use to collect impact data from their SME clients is attached as Appendix A

It is expected that many IFIs, especially non-governmental organizations (NGOs) dealing with micro- and small businesses, already report impact data to donors, governments and others. Some IFIs funded by SAEDF will, therefore, have existing impact data collection, consolidation and reporting instruments and systems. These instruments and systems may be modified and/or substituted in whole or in part for the data collection and reporting procedures specified in this manual.

2 For Direct Investee Companies

A questionnaire which SAEDF may use to collect impact from direct investee companies is contained in Appendix B

B Cover Letter and Instructions

1 For SME Clients of SAEDF-Funded IFIs

Appendix C contains a sample cover letter and instructions for this data collection questionnaire. The cover letter should be edited by the SAEDF investment officer where necessary to more accurately reflect particular situations and to add a personal touch. The instructions are directed to the IFIs and offer the option of completing the questionnaires on behalf of their SAEDF-funded SME clients, or requesting that each SME complete and submit a questionnaire.

2 For Direct Investee Companies

Appendix D contains a sample cover letter and instructions for this data collection questionnaire. The cover letter should be edited by the SAEDF investment officer where necessary to more accurately reflect particular situations and to add a personal touch. The instructions are directed to the direct investee company.

C Data Consolidation

The impact and performance data requested of SMEs and direct investments, and the associated data collection and reporting procedures, have been designed to be simple and direct. Interim instruments to consolidate data for reporting are, therefore, unnecessary.

II DATA PROCESSING AND REPORTING SCHEDULES AND PROCEDURES

The questionnaires and instructions designed for use by SAEDF funded IFIs to collect impact data from (i) SME clients, and (ii) SAEDF funded direct investments, are critical tools in the process of performance measurement. These instruments will only provide effective performance measurement, however, if the Fund's investment officers diligently apply the following procedures, thereby ensuring that the data is collected, consolidated and reported by IFIs and direct investees in a timely fashion.

- SAEDF investment officers and legal staff will ensure that investment agreements clearly delineate what impact data SAEDF funded IFIs and direct investees are expected to collect, and the schedule for reporting such impact data to SAEDF.
- The responsible SAEDF investment officer will review and confirm understanding with each IFI and/or direct investee which s/he monitors as to the purpose and nature of the data to be collected from each SME client or direct investee.
- SAEDF investment officers will complete static company and ownership questions, leaving portions which will vary annually to be completed by IFIs or direct investee.
- Current questionnaires will then be provided to SAEDF funded IFIs and direct investees no later than March 31, annually.
- During periodic site visits to each IFI or SAEDF direct investee, the SAEDF investment officer will monitor and review questionnaires completed by existing investees or sub-borrowers, and answer questions of IFI and investee personnel on the data collection instruments and procedures.

- The SAEDF investment officer will ensure that impact data for the current or most recently available year is reported by each IFI or direct investee for which s/he is responsible, no later than January 31, of the following year
- The SAEDF Chief Executive Officer will ensure that impact data for the current year is consolidated by SAEDF Accounting and Finance staff and reported to USAID, no later than February 28, annually

APPENDIX A

**SOUTHERN AFRICA ENTERPRISE DEVELOPMENT FUND
IMPACT DATA QUESTIONNAIRE
FOR SME CLIENTS OF
SAEDF FUNDED INTERMEDIATE FINANCIAL INSTITUTIONS (IFIs)**

Southern Africa Enterprise Development Fund
Impact Monitoring Questionnaire
For Small and Medium Enterprises (SMEs)
Funded by
SAEDF Intermediate Financial Institutions (IFIs)

A Company Information

Name _____

Address (both postal and physical addresses)

Telephone _____ Fax _____

Type of Business _____

Date Started _____ Fiscal year end _____

Annual Sales or Revenue (please specify currency) _____

Percentage Ownership

Institutional ___ % + Individuals ___ % = 100%

For individual shareholders

Male ___ % + Female ___ % = 100%

Southern African¹ ___ % + Non-So African ___ % = 100%

¹ Ownership by individuals or institutions indigenous to Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa Swaziland, Tanzania, Zambia or Zimbabwe

B Ownership Information for SME (please attach separate responses for each owner)

Name _____

Is owner an Institution or Individual? Percentage Ownership _____%
If individual Age _____, Gender male or female

Citizenship (check all that apply)

- | | | |
|-----------------------------------|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Angola | <input type="checkbox"/> Mozambique | <input type="checkbox"/> Tanzania |
| <input type="checkbox"/> Botswana | <input type="checkbox"/> Namibia | <input type="checkbox"/> Zambia |
| <input type="checkbox"/> Lesotho | <input type="checkbox"/> South Africa | <input type="checkbox"/> Zimbabwe |
| <input type="checkbox"/> Malawi | <input type="checkbox"/> Swaziland | <input type="checkbox"/> Other _____ |

Annual Salary (please indicate currency) _____

Other compensation (value of annual leave and sick leave, insurance premiums, in-kind benefits, and other compensation, as applicable) _____

Total Compensation (salary plus other) _____

C Financing

Monetary amount of SAEDF financing (please specify currency) _____

Date of initial disbursement _____

Purpose(s) (check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> greenfield/startup | <input type="checkbox"/> expansion |
| <input type="checkbox"/> working capital | <input type="checkbox"/> acquisition |
| <input type="checkbox"/> asset leasing | <input type="checkbox"/> franchising |
| <input type="checkbox"/> home mortgage | <input type="checkbox"/> commercial mortgage |
| <input type="checkbox"/> management/leveraged buyout | <input type="checkbox"/> other _____ |

Type of SAEDF financing Equity Debt Guarantee Other _____,

Initial term (period) of financing (if applicable) _____

D Other Sources of Financing Received

Source	Amount	Purpose	Type ²	Date	Term

E Employment

1) Number of Paid Full-Time Owner-Managers

Male _____ Female _____ = Total _____

Southern _____ Non-Southern _____
 African _____ African _____ = Total _____

2) Number of Other Paid Full-Time Managers

Male _____ Female _____ = Total _____

Southern _____ Non-Southern _____
 African _____ African _____ = Total _____

3) Number of Paid Full-Time Professional Staff

Male _____ Female _____ = Total _____

Southern _____ Non-Southern _____
 African _____ African _____ = Total _____

4) Number of Paid Full-Time Support Staff

Male _____ Female _____ = Total _____

Southern _____ Non-Southern _____
 African _____ African _____ = Total _____

5) Number of Unpaid Family Workers

Male _____ Female _____ = Total _____

Southern _____ Non-Southern _____
 African _____ African _____ = Total _____

² Ordinary shares, preference shares loans, debentures, guarantees, overdrafts, leases, grants, etc

6) Total Annual Salaries Paid to Full-Time Employees
(please specify currency)

	Salaries	Benefits	Total
Owner-managers			
Other managers			
Full-time professional staff			
Full-time support staff			
Males			
Females			
Southern African			
Non-Southern African			

F Other Impact

In which areas has SAEDF, either directly or indirectly, benefitted your company, industry or marketplace? Please check all that apply

- Analysis and due diligence
- Negotiation and Structuring
- Monitoring
- Technical Assistance
- Board of Directors Participation
- Contacts and relationships
- Joint venture opportunities
- Education, training or promotion of entrepreneurship and risk-taking
- Education, training or promotion of entrepreneurial finance and investment
- Education, training or promotion of entrepreneurial management
- Other (please describe below)

Please describe and, where possible, quantify innovations, improvements or other positive impact attributable to SAEDF

APPENDIX B

**SOUTHERN AFRICA ENTERPRISE DEVELOPMENT FUND
IMPACT DATA QUESTIONNAIRE
FOR SAEDF-FUNDED DIRECT INVESTMENTS**

Southern Africa Enterprise Development Fund

**Impact Monitoring Questionnaire
(For Direct Investments)**

A Company Information

Name _____

Address (both postal and physical addresses)

Telephone _____ Fax _____

Type of Business _____

Date Started _____ Fiscal year end _____

Annual Sales or Revenue (please specify currency) _____

Percentage Ownership

Institutional ___% + Individuals ___% = 100%

For individual shareholders

Male ___% + Female ___% = 100%

Southern African¹ ___% + Non-So African ___% = 100%

¹ Ownership by individuals or institutions indigenous to Angola Botswana Lesotho Malawi Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia or Zimbabwe

B Ownership Information (please attach separate responses for each owner)

Name _____

Is owner an Institution or Individual? Percentage Ownership _____ %
 If individual Age _____, Gender male or female

Citizenship (check all that apply)

- | | | |
|-----------------------------------|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Angola | <input type="checkbox"/> Mozambique | <input type="checkbox"/> Tanzania |
| <input type="checkbox"/> Botswana | <input type="checkbox"/> Namibia | <input type="checkbox"/> Zambia |
| <input type="checkbox"/> Lesotho | <input type="checkbox"/> South Africa | <input type="checkbox"/> Zimbabwe |
| <input type="checkbox"/> Malawi | <input type="checkbox"/> Swaziland | <input type="checkbox"/> Other _____ |

Annual Salary (please indicate currency) _____

Other compensation (value of annual and sick leave, insurance premiums, in-kind benefits, and other compensation, as applicable) _____

Total Compensation (salary plus other) _____

C Financing

Monetary amount of SAEDF investment(s)(please specify currency) _____

Date of initial disbursement _____

Purpose(s)(check all that apply)

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> greenfield/startup | <input type="checkbox"/> expansion |
| <input type="checkbox"/> working capital | <input type="checkbox"/> acquisition |
| <input type="checkbox"/> management/leveraged buyout | <input type="checkbox"/> other _____ |

Type of financing (check all that apply) Equity Debt Guarantee Other _____

Initial term of SAEDF loan(if applicable) _____

D Other Sources of Financing

Source	Amount	Purpose	Type ²	Date	Term

²Ordinary shares, preference shares, loans debentures, guarantees, overdrafts, leases, grants etc

E Employment

1) Number of Paid Full-Time Owner-Managers

Male _____ Female _____ = Total _____

Southern African _____ Non-Southern African _____ = Total _____

2) Number of Other Paid Full-Time Managers

Male _____ Female _____ = Total _____

Southern African _____ Non-Southern African _____ = Total _____

3) Number of Paid Full-Time Professional Staff

Male _____ Female _____ = Total _____

Southern African _____ Non-Southern African _____ = Total _____

4) Number of Paid Full-Time Support Staff

Male _____ Female _____ = Total _____

Southern African _____ Non-Southern African _____ = Total _____

5) Number of Unpaid Family Workers

Male _____ Female _____ = Total _____

Southern African _____ Non-Southern African _____ = Total _____

6) Total Annual Salaries Paid to Full-Time Employees

(please specify currency)

	Salaries	Benefits	Total
Owner-managers			
Other managers			
Full-time professional staff			
Full-time support staff			
Males			
Females			
Southern African			
Non-Southern African			

F Other Impact

In which areas has SAEDF, either directly or indirectly, benefitted your company, industry or marketplace? Please check all that apply

- Analysis and due diligence
- Negotiation and Structuring
- Monitoring
- Technical Assistance
- Board of Directors Participation
- Contacts and relationships
- Joint venture opportunities
- Education, training or promotion of entrepreneurship and risk-taking
- Education, training or promotion of entrepreneurial finance and investment
- Education, training or promotion of entrepreneurial management
- Other (please describe below)

Please describe and, where possible, quantify innovations, improvements or other positive impact attributable to SAEDF

APPENDIX C

**SOUTHERN AFRICA ENTERPRISE DEVELOPMENT FUND
IMPACT DATA COLLECTION
COVER LETTER AND INSTRUCTIONS
FOR SME CLIENTS OF SAEDF-FUNDED IFIs**

Southern Africa Enterprise Development Fund

{Date}

{Name and Address of appropriate contact person at IFI}

Dear {_____},

The attached questionnaire is designed to collect information about small- and medium-sized enterprises (SMEs) which have been funded by SAEDF through your institution. The data collected will enable SAEDF to measure the impact of its investment and those of its co-investors. Furthermore, as a U S -sponsored enterprise fund, it is necessary for SAEDF to measure and report on its progress to USAID and the U S Congress. This questionnaire, therefore, is designed to collect data that can be reported in a format that is useful to SAEDF, co-investors, USAID, U S Congress and, most importantly, your institution's management.

Please collect the data requested in the questionnaire from the appropriate SME sub-borrowers. You may choose one of two ways to collect the data from each SME: (1) send a copy of the questionnaire to each SME and be available to assist them in completing and submitting it in a timely manner, or (2) complete each questionnaire at your institution, based on information contained in your files and gathered during periodic visits or contact with the client SMEs.

Thank you for your cooperation in the completion of the questionnaire. Please contact me if you have any questions about the data requested or if you have any comments on the structure of the form itself. My SAEDF telephone numbers are (27-11) 283-1630/1/2/3/4 and my e-mail address is {_____}@SAEDF.org.za

Sincerely,

{name and title of SAEDF Investment Officer}

Southern Africa Enterprise Development Fund

Impact Data Collection Questionnaire for SME Clients of SAEDF-funded IFIs

Instructions for Completion

To IFI As a U S -sponsored enterprise fund, it is necessary for SAEDF to measure and report on its progress to USAID and the U S Congress The information requested in the attached questionnaire should be collected from each sub-borrower of SAEDF funds on-lent through your institution

Company Information Please complete this section, making any necessary corrections to any information already entered by SAEDF

Ownership Information Please note that, in order to maximize the usefulness of this data collection exercise, it is important that this ownership section (Section B) be completed for each owner, whether institutional or individual In addition to annual salary, please include any additional compensation, where applicable

Financing This information will be entered following the initial SAEDF investment and should be updated following any subsequent investments or divestitures

Other Sources of Financing While much of this information is available from financial statements, it is important to list the non-SAEDF sources of finance here

Employment This section is designed to measure the various types of employment growth in your company, particularly growth related to investment by SAEDF and its co-investors Please contact SAEDF if you have questions or comments regarding how the data from your SME sub-borrowers fits into the categories listed

Total Annual Salaries Paid to Full-Time Employees This data relates to the above categories Please complete all applicable categories

Other Impact(s) This section (Section F) is designed to measure direct or indirect impacts and benefits achieved as a result of the investment by SAEDF and its co-investors Some of the benefits listed relate to pre-closing activities while others focus on post-closing activities Please identify those impacts and benefits which relate to the experiences of your SME sub-borrowers Please add any additional impacts or benefits which are not already listed

APPENDIX D

**SOUTHERN AFRICA ENTERPRISE DEVELOPMENT FUND
IMPACT DATA COLLECTION
COVER LETTER AND INSTRUCTIONS
FOR SAEDF-FUNDED DIRECT INVESTMENTS**

Southern Africa Enterprise Development Fund

{Date}

{Name and Address of appropriate contact person at direct investee}

Dear {_____},

The attached questionnaire is designed to collect information about your company that will enable SAEDF to measure the impact of its investment and those of its co-investors. Furthermore, as a U S -sponsored enterprise fund, it is necessary for SAEDF to measure and report on its progress to USAID and the U S Congress. This questionnaire, therefore, is designed to collect data that can be reported in a format that is useful to SAEDF, co-investors, USAID, U S Congress and, most importantly, your company's management.

Please collect the data requested in the questionnaire from the appropriate sources. You may choose one of two ways to collect the ownership data requested: (1) send a copy of the questionnaire to each owner and be available to assist them in completing Section B ("Ownership Information") and submitting it to you in a timely manner, or (2) complete the entire questionnaire at your institution, completing Section B based on data contained in your files.

Thank you for your cooperation in the completion of this questionnaire. Please contact me if you have any questions about the data requested or if you have any comments on the structure of the form itself. My SAEDF telephone numbers are (27-11) 283-1630/1/2/3/4 and my e-mail address is {_____}@SAEDF.org.za

Sincerely,

{name and title of SAEDF Investment Officer}

Southern Africa Enterprise Development Fund

Impact Data Collection Questionnaire for Direct Investees

Instructions for Completion

As a U S -sponsored enterprise fund, it is necessary for SAEDF to measure and report on its progress to USAID and the U S Congress. The information requested in the attached questionnaire should be recorded and submitted to SAEDF.

Company Information Please complete this section, making any necessary corrections to any information already entered by SAEDF.

Ownership Information Please note that, in order to maximize the usefulness of this data collection exercise, it is important that this ownership section (Section B) be completed for each owner, whether institutional or individual. In addition to annual salary, please include any additional compensation, where applicable.

Financing This information will be entered following the initial SAEDF investment and should be updated following any subsequent investments or divestitures.

Other Sources of Financing While much of this information is available from financial statements, it is important to list the non-SAEDF sources of finance here.

Employment This section is designed to measure the various types of employment growth in your company, particularly growth related to investment by SAEDF and its co-investors. Please contact SAEDF if you have questions or comments regarding how the data from your company fits into the categories listed.

Total Annual Salaries Paid to Full-Time Employees This data relates to the above categories. Please complete all applicable categories.

Other Impact(s) This section (Section F) is designed to measure direct or indirect impacts and benefits achieved as a result of the investment by SAEDF and its co-investors. Some of the benefits listed relate to pre-closing activities while others focus on post-closing activities. Please identify those impacts and benefits which relate to your company's experience. Please add any additional impacts or benefits which are not already listed.