

<p>STANDARD SECTOR INDICATOR CODE: CED-007-C</p>	<p>Financial Management: Number of businesses or organizations, out of the total number of businesses or organizations that the Volunteer/partner worked with, that improved their financial management practices.</p>	
<p>CED SECTOR</p>	<p>Sector Schematic Alignment <i>Note: This indicator belongs to the “Business Development” Project Area and “Business Management” Project Activities/Training Package (PA/TP) within the CED Sector but is borrowed by the following Project Activities/Training Packages within the CED, AG, and ENV Sectors.</i></p> <p><u>CED Sector (“Home” of the SI)</u> PA/TP: Business Management</p> <p><u>CED Sector</u> PA/TP: Organizational Management</p> <p><u>AG Sector</u> PA/TP: Business Development Services</p> <p><u>ENV Sector</u> • PA/TP: Business Development Services</p>	
<p>Type: Outcome</p>	<p>Unit of Measure: Businesses or Organizations</p>	<p>Disaggregation: Type of Institution: Business, Organization</p>

Definitions:

Partner/s—refers to the local counterpart who is co-facilitating business management and/or organizational management activities with the Volunteer

Financial Management Practices— accounting policies and procedures, budgeting, financial control and inventory management, and financial reporting.

Policies and procedures—clear written rules and guidelines that promote transparency and accountability within an organization. An organization should establish and consistently follow them.

Bookkeeping— the practice of recording business accounts and transactions

Standard Bookkeeping Practices— recording financial transactions on a regular basis in a systematic way using:

- a daybook of day-to-day financial transactions
- a petty cash book to record small value purchases
- a journal – a formal and chronological record of financial transactions
- a ledger – record of accounts such as the five main accounts – assets, liabilities, equity, income and expenses
- an orderly filing system for accounts receivable and payable and other types of receipts, and payment records

(This may vary from country to country.)

Appropriate controls – Financial controls allow an organization to direct, monitor, and measure its resources in a consistent manner; protect resources against fraud and promote accurate reporting.

Management of Debt and Cash Flow—the process of analyzing and timing debt payments based on sufficient cash availability

Reporting—the process of sharing information and records regarding the financial state of the organization

Rationale: An increase in the number of businesses or organizations that improve their financial management practices demonstrates a greater capacity to effectively manage services to community members, and other community development activities.

Measurement Notes:

- 1. Sample Tools and/or Possible Methods (for Peace Corps staff use):** Volunteers should use data collection tools to measure progress against project indicators. A data collection tool to measure this indicator could be based on one of the following methods—observation, interview—though there may be other data collection methods that are appropriate as well. For more information on the suggested methods, please see [Appendix I in the MRE Toolkit](#). Also be sure to check [this link](#) on the intranet page as sample tools are regularly uploaded for post use. Once a tool has been developed, post staff should have a few Volunteers and their partners pilot it, and then distribute and train Volunteers on its use.
- 2. General Data Collection for Volunteer Activities:** All Volunteer activities should be conducted with the intention of achieving outcomes – knowledge change (short-term), skills demonstration (intermediate-term), and behavioral changes (intermediate to long term) as defined by the progression of indicators within the objectives of a project framework. The progression of measurement for all Volunteer activities should begin with baseline data being conducted prior to the implementation of an activity (or set of activities), followed by documenting any outputs of the activities and then later at the appropriate time, measurements of specific outcomes (see “Frequency of Measurement”).
- 3. Activity-Level Baseline Data Collection:** Activity-level baseline data should be collected by Volunteers/partners before or at the start of their activities with a business(es) or organization(s) improving their financial management practices. It provides a basis for planning and/or assessing subsequent progress or impact with these same businesses or organizations. Volunteers should take a baseline measurement regarding the outcome(s) defined in this data sheet. Volunteers should collect baseline information early in their work with businesses or organization improving their financial management practices, and may use their judgment to determine timing because the information will be more accurate if the Volunteer has built some trust with these businesses or organizations first. The information for the baseline measurement will be the same or very similar to the information that will be collected in the follow-on measurement (see “Frequency of Measurement”) after the Volunteer has conducted his/her activities and it is usually collected using the same data collection tool to allow for easy management of the data over time.

Because Volunteers are expected to implement relevant and focused activities that will promote specific changes within a target population (see “Unit of Measure”), taking a baseline measurement helps Volunteers to develop a more realistic snapshot of where businesses or organizations within the target population are in their process of change instead of assuming that they are starting at “0.” It also sets up Volunteers to be able to see in concrete terms what influence their work is having on the businesses or organizations they work with during their service.

Please note that data collection is a sensitive process and so Volunteers will not want to take a baseline measurement until they have been able to do some relationship and trust-building with the person/people the Volunteer is working with, and developed an understanding of cultural norms and gender dynamics.

- 4. Frequency of Measurement:** For reporting accurately on this outcome indicator, Volunteers must take a minimum of two measurements with members of the target population reached with their activities. After taking the baseline measurement (described above), Volunteers should take at least one follow-on measurement with the same businesses or organizations, typically after completing one or more activities focused on achieving the outcome in this indicator and once they have determined that the timing is appropriate to expect that the outcome has been achieved. Please note that successful documentation of a behavior change or new practice may not be immediately apparent following the completion of activities and may need to be planned for at a later time. Once Volunteers have measured that at least one individual has achieved the indicator, they should report on it in their next VRF.

Volunteers may determine to take more than one baseline and one follow-on measurement with the same business (or group of businesses) for the following valid reasons:

- Volunteers may want to measure whether or not any additional businesses initially reached with activities have now achieved the outcome in the indicator, particularly for any activities that are on-going in nature (no clear end date);
- Volunteers may want to enhance their own learning and the implementation of their activities by using the data collected as an effective monitoring tool and feedback mechanism for the need to improve or increase their activities;
- A Peace Corps project in a particular country may choose to increase the frequency of measurement of the indicator and Volunteers assigned to that project will be required to follow in-country guidance.

In all cases, any additional data collection above the minimum expectation should be based on the time, resources, accessibility to the target population, and the value to be gained versus the burden of collecting the data. Following any additional measurements taken, Volunteers should report on any new businesses achieving the outcome in their next VRF.

- 5. Definition of Change:** The minimum change to report against this indicator is a business or organization that improved their financial management practices compared to what was measured initially at baseline. In the case of this indicator, if the person the Volunteer/partner works with has already created a value-added product by drying mangoes before beginning to work with the Volunteer/partner, then the Volunteer would not be able to count him/her for this activity because the Volunteer's work did not actually lead to the desired change. However, if as a result of working with the Volunteer/partner, the individual decided to start selling chili-spiced dried mangoes, that would count because the Volunteer's work influenced adding value to an existing product.
- 6. General Reporting in the VRF:** The "number achieved" (or numerator) that Volunteers will report against for this indicator in their VRFs is the number of businesses or organizations that have that improved their financial management practices, after working with the Volunteer/partner. The "total number" (or denominator) that Volunteers will report on for this indicator in their VRFs is the total number of businesses or organizations that participated in the activities designed to meet this indicator.
- 7. Reporting on Disaggregated Data in the VRF:** This indicator is disaggregated by "Business" and "Organization."

Data Quality Assessments (DQA): DQAs are needed for each indicator selected to align with the project objectives. DQAs review the validity, integrity, precision, reliability, and timeliness of each indicator. For more information, consult the Peace Corps MRE Toolkit.

Alignment with Summary Indicator: CED IBMP (BUSINESS) and CED ORG. MAN.