

<b>STANDARD SECTOR INDICATOR CODE:</b> CED-030-F	<b>Stronger Leaders:</b> Number of individuals, out of the total number of individuals the Volunteer/partner worked with, who improved or adopted leadership skills or practices. (CED-030-F)	
<b>CED SECTOR</b>	<b>Sector Schematic Alignment</b> <b>Project Area:</b> Organizational Development <b>Project Activity Area/Training Package:</b> Leadership Development	
<b>Type:</b> Outcome	<b>Unit of Measure:</b> Individuals	<b>Disaggregation:</b> <b>Sex:</b> Male, Female

**Definitions:**

**Leadership skills** – the techniques used to influence, guide, or direct other people

**Supervision** –the act of managing the performance of one or more individuals and providing feedback (ideally, timely, constructive and relevant) to improve performance or further develop supervisees’ skills

**Delegation** – assigning a responsibility, authority, or management of a task to another individual or group

**Setting a strategic direction** –developing and/or communicating a vision for moving forward

**Participatory decision-making** – including a wide variety of stakeholders in the process of analyzing issues, identifying priorities and choosing a course of action for a group, business, or organization

**Team-building** –process of transforming a disparate group of individuals into a cohesive group that works together to achieve a set of goal and objectives

**Conflict resolution** – the steps taken to reach a peaceful end to a disagreement or conflict between individuals

**Public speaking** –speaking to a group in order to inform, entertain, or influence

**Rationale:** An increase in the number of people who improve or adopt leadership skills or practices encourages more active community engagement and participation by leaders and the people they influence.

**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 an individual or group of individuals improving or adopting leadership skills or practices. It provides a basis for planning and/or assessing subsequent progress or impact with these same people. 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 individuals improving or adopting leadership skills or 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 individuals 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” above), taking a baseline measurement helps Volunteers to develop a more realistic snapshot of where individuals 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 individuals 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 individuals 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 individual(s), 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 individual (or group of individuals) for the following valid reasons:

- Volunteers may want to measure whether or not any additional individuals 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 individuals achieving the outcome in their next VRF.

- 5. Definition of Change:** The minimum change to report against this indicator is an individual who improved or adopted leadership skills or practices in one of the ways listed. Volunteers should not assume that the person whose behaviors or practices they are trying to influence or skills they are trying to develop or improve are starting at “0.” In this case, an individual may already be implementing some leadership practices but, because of his/her work with the Volunteer, be inspired to adopt more of these practices. So the Volunteer would measure only the new or improved practices that he/she influenced.
- 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 individuals who have improved or adopted leadership skills or practices in one of the listed ways. The “total number” (or denominator) that Volunteers will report on for this indicator in their VRFs is the total number of individuals who participated in the activities designed to meet this indicator.
- 7. Reporting on Disaggregated Data in the VRF:** This indicator is disaggregated by “Sex.” When reporting in the VRF, a Volunteer should disaggregate the individuals who achieved the outcome based on male and female gender.

**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 LEADERS