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A Monitoring and
Evaluation System
for Peace Corps'
Small Business
Development
Program

GEMINI Technical Report No. 13

GEMINI

GROWTH and EQUITY through MICROENTERPRISE INVESTMENTS and INSTITUTIONS
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A Monitoring and Evaluation System for Peace Corps' Small Business Development Program

by

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I. INTRODUCTION

Official cooperation in microenterprise development programs between the Agency for International Development (A.I.D.) and the U.S. Peace Corps was begun in September 1988 through a Memorandum of Understanding (MOU). This led to a two-year Participating Agency Service Agreement (PASA) which provided Peace Corps' Office of Training and Program Support/Small Business Development (OTAPS/SBD) with approximately \$927,000; \$600,000 was used to support Peace Corps' microenterprise programs in ten countries and \$227,000 was authorized to support Peace Corps programming through Robert Nathan Associates, the firm then managing ARIES - A.I.D.'s large microenterprise development project.

Following a successful two-year trial period, in July 1990, A.I.D. signed a second MOU authorizing a four-year extension of the Microenterprise Development Program (MEDP) PASA. This agreement authorized Peace Corps to continue to expand the program through 1995. Currently there are over 500 Peace Corps Volunteers (PCVs) assigned to small business development projects worldwide. These small business development volunteers are complemented by over 3,000 PCVs carrying out income-generating activities in other sectors, including agriculture, aquaculture, vocational education, and community/urban development. Increasing incomes has become an important objective of many of Peace Corps' current programs.

In mid-1990, Peace Corps commissioned an evaluation of its activities funded under the MEDP PASA with A.I.D. The evaluation, conducted by an independent consultant, concluded that Peace Corps' program was well managed but lacked an adequate monitoring and evaluation system. Following up on the recommendation Peace Corps, through a contract with A.I.D.'s GEMINI project managed by Development Alternatives, Inc., commissioned Management Systems International to develop a monitoring and evaluation system for its SBD program. (The complete Statement of Work is presented as Annex A.)

II. PEACE CORPS' SMALL BUSINESS DEVELOPMENT PROGRAM

Peace Corps' small business sector is defined as including all volunteers undertaking business-related activities. Primary volunteers in this sector are those with the following classifications: 140, Business Management; 141, Cooperatives and; 142, Accounting. Volunteers performing SBD activities as a secondary job role will also be included in the monitoring system because they too make important contributions to improving incomes. These volunteers include those managing Small Project Assistance (SPA) funds and those working in other sectors including urban development and agriculture.

As a basis for designing a monitoring and evaluation system, a conceptual design framework of Peace Corps' SBD program was constructed. The design framework is not an official Peace Corps document but is included to provide a hierarchical overview of the program's activities and objectives. Clearly articulating the SBD program's objectives was found to be a useful exercise to identify the performance indicators on which the monitoring system will collect information. Also, it is hoped that this framework will serve as a guide for OTAPS/SBD to use in designing country-specific projects and thus help to ensure strategic uniformity throughout the Office's portfolio. (See the table on the following pages for an overview of the program's conceptual design.)

The monitoring and reporting system presented in this document will address the accomplishment of the SBD program's tasks and milestones. These worldwide accomplishments will be documented in an annual report produced by OTAPS/SBD. To determine the degree to which the program's goals have been achieved, periodic program impact evaluations should be conducted.

III. OBJECTIVES OF THE MONITORING AND EVALUATION SYSTEM

The purpose of this assignment was "to develop a workable, easy to use, monitoring and evaluation system for the Small Business Development Sector of Peace Corps." This monitoring and evaluation system will benefit Peace Corps as follows:

- Increase the availability of program information in order that the agency can assess and improve the projects within its small business development sector;
- Document the tasks completed under Peace Corps' SBD program and develop a profile of the program's participants by country;
- Report the program's accomplishments to A.I.D. and Congress in order to boost the likelihood of continued financial support, and
- Concisely communicate to host country officials the activities and impacts of Peace Corps' program and thus enhance the climate for a continuing Peace Corps presence as well as reinforce Peace Corps' reputation as a well-managed and successful development organization.

A schematic logical framework illustrating the objectives of this assignment is presented as Annex B.

IV. DESCRIPTION OF THE SYSTEM

The system is composed of four different forms which will be used to collect and forward information. A fifth form has been developed to assist PCVs to keep track of the assistance they provide to entrepreneurs. These forms are:

Form A: Activity Report - this report form will be completed once a year by PCVs and will enable OTAPS/SBD to document the number of participants, by gender, receiving training or technical assistance from PCVs in small business development skills.

CONCEPTUAL DESIGN OF U.S. PEACE CORPS MICROENTERPRISE DEVELOPMENT PROGRAM

PURPOSE: Contribute to the growth of the private small business sector in PC host countries.

GOAL:	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Increase employment, income, and productivity of PCV-assisted small entrepreneurs by 15% by the year 2000.</p>	<p>End of Project Status 10 year trends of employment and productivity of PCV assisted clients taken through a representative longitudinal sampling of assisted entrepreneurs.</p>	<p>Periodic program impact evaluation reports.</p>	<p>If employment increases, and businesses are doing better, then productivity has increased.</p>
<p>OBJECTIVES: 1) Improvement in the small businesses of entrepreneurs assisted by PVCs. 80% of entrepreneurs should be economically disadvantaged.</p>	<p>MILESTONES: 1a. Percentage of clients assisted who are in lower 50% of their countries' income range 1b. Changes in: status of businesses owned/operated by entrepreneur's assisted by PCVs; and changes in the number of employees.</p>	<p>Annual receipt by OTAPS/SBD of relevant sections (monitoring forms C & D) of IPBS Project Status Reports. Data will be collected annually by PCVs then aggregated by PC/field staff and forwarded to Washington. (If appropriate, data should be made available to, or collected with, host-country counterparts.)</p>	<p>1. Lack of entrepreneurial skills is a critical constraint holding back the success of small entrepreneurs; skills being transferred are relevant and will be applied.</p>
<p>2) Institutions assisted by PCVs should maintain or increase their demand for services over time and improve their ability to deliver quality services.</p>	<p>2a. Intermediate institution statistics documenting changes in the number of clients assisted by institutions where PCVs are assigned. 2b. Number of institutions introducing qualitative procedural/systems improvements and upgrading staff skills</p>	<p>Annual receipt by OTAPS/SBD of relevant sections (monitoring forms B & D) of IPBS Project Status Reports. Data will be collected annually by PCVs then aggregated by PC/field staff and forwarded to Washington.</p>	<p>2a. If there is an increase in institutional service delivery then: services are useful to the community and institution's capacity to deliver services has increased. 2b. Intermediate institutions will be receptive to providing client data to PC.</p>

TASKS:	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>PC staff trained in SBD program management skills through conferences and workshop.</p> <p>PCVs trained in SBD skills in PSTs, ISTs, conferences and workshops.</p> <p>Representatives from HCN institutions trained in SBD skills through conferences workshops, extension, advising and networking services.</p> <p>Training, or technical assistance, provided to entrepreneurs by PCVs.</p> <p>Increased collaboration between USAIDs and Peace Corps, including workshops, conferences and projects.</p> <p>Monitoring and evaluation system installed and functioning.</p>	<p>Number of PC staff completing SBD management training.</p> <p>Number of PCVs trained.</p> <p>Number of HCN personnel trained.</p> <p>Number of entrepreneurs assisted by SBD PCVs.</p> <p>List of SBD related activities involving both PC and USAID.</p> <p>Reports received by PC/SBD/W documenting completion/results of activities.</p>	<p>Annual project status reports submitted to OTAPS/SBD.</p> <p>IPBS Reports</p> <p>Monitoring Form A</p> <p>Monitoring Form A</p> <p>Monitoring Form B</p>	<p>PCVs and APCDs complete and submit reports in a timely manner.</p> <p>USAID and PC objectives within a given country are compatible.</p>

- Form B:** Institutional Profile - this form will be completed once a year by each PCV working in the SBD program. Information collected will document the number of SBD volunteers working in each country by volunteer assignment classification and will provide data on the institutions where volunteers are assigned. This will include information on the types and quantity of services provided by those institutions. The volunteer completing this form will determine whether or not the institution has introduced any new procedures or systems (capacity measures) to improve its operations and will document the annual number of clients served.
- Form C:** Client Assistance Record - one form will be completed annually by the PCV for each entrepreneur assisted. This form will provide a profile of those being assisted, a profile of their businesses, and changes in the productivity of assisted businesses.
- each of the above forms will be completed by volunteers and submitted to their APCD.
- Form D:** APCD Reporting Form - this form will be completed once a year and submitted to OTAPS/SBD as part of field staff's routine Annual Project Status reporting system required by IPBS procedures.
- Form E:** PCV Client Assistance Record - this form should be used by PCVs to monitor to whom, when, and for what period of time technical assistance or training has been provided by volunteers and will assist volunteers in annually completing their Activity Records (Form A).

This monitoring system will permit OTAPS/SBD to annually construct a report documenting activities completed and objectives attained worldwide - the information will be able to be disaggregated by gender, country and region. This monitoring information will also enable Peace Corps to begin to routinely collect baseline data that can later be used to conduct periodic program impact evaluations and measure accomplishments at the goal level.

V. KEY INFORMATION USES AND USERS

The key information users of this system will be Peace Corps' Field staff responsible for SBD programs, OTAPS/SBD, and A.I.D. and the U.S. Congress. The following are examples how the information will be used:

Peace Corps' Field Staff - will use this information to track the progress of their activities and report to OTAPS/SBD and host-country officials on the accomplishments of the program. This information will help to ensure a climate of receptivity for SBD programs among host government officials and will assist Peace Corps field staff in planning projects, identifying viable counterpart institutions, and fulfilling IPBS reporting requirements in a useful and practical manner.

OTAPS/SBD - will use the information to document past accomplishments, report on uses of PASA funds to A.I.D., and develop future strategies. This will help to ensure that Peace Corps

is able to continue receiving A.I.D. funding to implement SBD activities, and that it is able to make informed management decisions based on information generated by field activities.

A.I.D. - will use the information to report its micro-enterprise accomplishments to Congress and to be better able to plan continued collaboration with Peace Corps. This will be useful for enhancing the continued Peace Corps/A.I.D. relationship and to assist A.I.D.'s effort to maintain its current levels of micro-enterprise funding and guide the programming of those funds.

VI. ORGANIZATION AND RESPONSIBILITIES

Peace Corps Field Staff will provide the locus of the information gathering and reporting; the information forms will be completed by the volunteers, collected and aggregated by field staff, and then reported in a concise format (APCD reporting form) to OTAPS/SBD. OTAPS/SBD should maintain the information over time and produce annual program status reports. These performance reports will be submitted annually to A.I.D. and also sent to Peace Corps' SBD field staff.

SBD field reporting will be done annually as part of IPBS reporting requirements. It will be necessary for field staff to collect the information at least once a year. It is recommended that when and how this information is collected from volunteers be left to the discretion of field staff in each participating country.

The first computer data base should be developed and maintained by OTAPS/SBD in Washington and it is recommended that copies of all volunteer forms initially be sent to Washington. It is important that each individual record be entered into the main data base in order to permit the greatest number of data cross-tabulations. This will help to ensure the most extensive possible analytical use of the data collected. Once the OTAPS/SBD data base has been developed and fine-tuned, a plan should be initiated to install compatible systems in each country hosting SBD projects. This would mean that eventually each Peace Corps country would input data itself and then periodically forward computer disks to Washington. This would have the effect of decentralizing the workload and would keep data input functions in Washington to a minimum, perhaps four hours per week once the system is established. However, it should be expected that prior to full automation at the country level, the installation and maintenance of the OTAPS/SBD data base could initially consume as much as two person days per week once information begins being routinely forwarded to Washington. Most of this time would be consumed by data entry.

VII. GUIDELINES FOR COMPLETING MONITORING FORMS

This section presents guidelines for completing each monitoring form. Monitoring forms should be completed by all volunteers classified as SBD volunteers. This would include the following classifications: 140, Business Management; 141, Cooperatives; and 142, Accounting. Volunteers with other job classifications should also be requested by APCDs to complete these monitoring forms if a significant part of their job is related to small business development. For example, those volunteers managing small project assistance (SPA) funds, or volunteers working in agricultural markets development, should be encouraged to participate in OTAPS/SBD's monitoring system.

Form A - Activity Report:

This form should be completed by PCVs once a year and submitted to their APCDs. The volunteers will be able to use Form E, the PCV Client Assistance Record, to track to whom and with what intensity assistance has been provided.

Question one of the form requests the PCV to fill in the appropriate box regarding what type of assistance was provided and to whom. For example, if over the course of a year, the volunteer twice visits entrepreneur Juan Valdez to provide assistance with coffee marketing then this would be recorded as one entrepreneur, a male, having received multiple technical assistance visits. For a government official, Maria Valdez, who attended a two-day marketing workshop, then this would be indicated as one HCA female having attended a training.

In addition, any anecdotal data the PCV wishes to communicate should be supplied under questions two or three.

Form B - Institutional Profile:

This form should be completed by PCVs once a year and submitted to their APCD. One form should be completed for each institution that the PCV has worked with. It will be the APCDs responsibility to decide at what point the information will be collected. After initial installation it is hoped that the collection frequency will be complementary to IPBS reporting cycles.

Question one of this form requests the volunteer to identify the institution with which they work and determine the number of individuals served, by gender, and by type of service. "Technical assistance" is defined as business counseling; "training" as participation in an organized course, usually along with other participants. It is possible that one institutional client could receive multiple services from the institution, such as attending a bookkeeping seminar and receiving credit. If this individual were Maria Valdez, this would be indicated as one female receiving credit and one female receiving training.

Question two asks whether any new procedures or systems within the past year have been introduced to strengthen institutional development. The volunteers will have to make this determination based on their knowledge of the institution and/or interviews with key staff. If the institution, say a rural development bank, during the past year has sent staff to a management training seminar, this would be indicated as "yes" under staff trained. If this information is unavailable, the volunteer should explore the possibility of a collaborative approach to designing and installing a simple monitoring system for that institution's use.

Question three asks whether the institution with which the volunteer collaborates has increased or decreased its staff, operating budget, and number of clients served. The volunteer will need to consult institutional records. Each column should have one box checked.

Again, the PCV is provided an opportunity to provide anecdotal information under questions four, five, or six.

Form C - Client Assistance Record:

This form should be completed by PCVs for each entrepreneur assisted and forwarded to APCDs once a year. Only entrepreneurs receiving more than a single "assistance-visit" should be tracked. (All volunteer assistance, even if only a single technical assistance visit, will be captured on Form E and reported on Form A.) It is suggested that PCVs fill out Form C, and begin tracking assistance to an entrepreneur, following a second technical assistance contact. The name and location of the entrepreneur should be provided so that it will be possible for a sampling of PCV-assisted entrepreneurs to be visited in the future in order to capture illustrative longitudinal data, or to conduct other types of special evaluation studies.

Question one - indicate gender of assisted entrepreneur.

Question two - Check whether the assistance given was technical assistance or training. "Technical assistance" is defined as business counseling; "training" is participation in an organized course, usually along with other participants. If technical assistance, it should have been provided at least twice. Indicate, as per Form E, the approximate amount of assistance provided.

Question three will indicate the highest level of education completed by assisted entrepreneurs. All formal schooling, public, religious, or otherwise, should be included.

Question four - the PCV should estimate total income earned from all sources by assisted entrepreneurs. This income should not be limited to business earnings but should also include remittances, pensions, salaries, etc. This information will be used to document the economic status of those assisted by PCVs and to determine median incomes and the percentage of those assisted who are below the poverty line.¹

Question five indicates whether or not the individual receiving assistance owns or operates a business.

Question six if the answer to question six is no, the rest of the form should not be completed.

Question seven will provide information on the types of businesses assisted. The PCV should list each business, by type, that is owned or operated by assisted entrepreneurs. Examples of types of businesses would be shoe repair, garment manufacturing, transportation service, dry goods retail store, etc.

Question eight - in this section indicate whether each business listed under question seven is doing better, worse, or the same as a year ago. Columns one to four correspond with the up to four businesses listed under question seven.

Question nine - each column will indicate the number of persons working for each business listed under question seven. All persons working for the business should be listed regardless of whether or not they are paid for their work. Full-time workers are those persons working 30 hours or more per week throughout the year; all others should be considered part-time, including seasonal labor.

Question ten - indicate how many of those persons listed under question nine are family members. This should include only the entrepreneurs' immediate family; not cousins, nieces or nephews.

¹ Calculations to determine the number and percentages of persons assisted who are below their country's poverty line will be performed by OTAPS/SBD and will be based on available World Bank statistics.

Question eleven - again, for each business listed under question seven, please list how years it has been in operation. If only one business is owned or operated by the entrepreneur only complete the information under column one.

Question twelve indicates whether assisted entrepreneurs have improved their "capacity" skills over the past year. Under each of these three sub-questions please indicate assistance received from any source, not just from the PCV. For example, if Juan Valdez attended a fertilizer applications seminar sponsored by the local ministry of agriculture then indicate yes under received training.

Form D - APCD Reporting Form:

This form is to be completed annually by the APCD responsible for the management of SBD program.

Question one will indicate the number of volunteer months that have been represented on this report form. Other should include all volunteers not primarily classified as SBD volunteers (other than 140, 141, and 142s) but whose SBD efforts have been monitored.

Question two should be tabulated from each Form A received from PCVs during the reporting period.

Question three should be based on the names of institution listed for each Form B received.

Question four - tabulate from Form B, question one.

Question five - tabulate from Form B, question two.

Question six - tabulate from Form B, question three.

Question seven - tabulate from Form C, question three.

Question eight - tabulate from Form C, question three.

Question nine - tabulate from Form C, question four.

Question ten - tabulate from Form C, question four

Question eleven - tabulate from Form C, question six.

Question twelve - tabulate from Form C, question seven.

Question 13 - tabulate from Form C, question eight.

Question 14 - tabulate from Form C, question nine.

Question 15 - tabulate from Form C, question eleven.

Question 16 - tabulate from Form C, question twelve.

Questions 17, 18, and 19 - present anecdotal information collected from narrative answers on Forms A, B, and C.

Form E - PCV Client Assistance Record:

This form is for PCVs to use to help keep track of the assistance they have provided throughout their terms of service. Each time a training session is held, or each time technical assistance is provided, it should be noted on this form. When volunteers complete their annual Activity Report (Form A), Form E will be helpful in tabulating the quantity of assistance provided throughout the past reporting period.

VIII. DATA ANALYSIS

The monitoring and evaluation system has been designed to collect an assortment of data concerning the individuals and institutions with whom Peace Corps collaborates. Besides statistical analysis of Peace Corps' activities, the forms also provide an opportunity for volunteers and APCDs to provide anecdotal information on any special successes or constraints they would like to communicate.

This monitoring system should not be viewed as the SBD sector's sole source of information about its activities, rather it should be viewed as the center piece of a larger and more comprehensive effort to understand the program's operating environment and to assess impacts. Information collected from the monitoring system should be supplemented by periodic performance evaluations and other special studies.

Illustrative examples of the types of information that the collected data will yield are presented below:

Peace Corps Volunteers:

- Number of volunteers undertaking SBD activities.
- Number of persons trained by PCVs.

Assistance Provided by PCVs:

- Level, and ranges of, education of those receiving assistance.
- Average and relative incomes.
- Types and quantity of assistance received by entrepreneurs (credit, technical assistance, and training).
- Types of businesses they operate or own.
- Number of people employed in businesses (family, non-family; full-time, part-time) and changes over time.
- Number of years business has been in operation.

- Whether the businesses assisted are earning more or less money than their prior year of operation.
- Capacity skills learned and implemented by entrepreneurs, including receiving business training, introducing new management practices, and developing new sources of credit.

Counterpart Institutions:

- Types of institutions volunteers work with.
- Types services delivered by those institutions.
- The amount of individuals benefitting from the institutions' services and whether the numbers are increasing or decreasing.
- Number and type of capacity skills introduced by institutions over the past year including new management practices, and developing new sources of credit.
- Yearly institutional trends regarding employment, operating budget, and number of clients served.

Each of the above are examples of the types of information that will be available to Peace Corps by analyzing data routinely collected through monitoring efforts. All of the above information will be able to be presented and broken down by gender, country, and region.

IX. MONITORING FORMS

Form A

ACTIVITY REPORT

(To be completed by PCV and submitted to APCD once a year.)

Name _____ Date _____

1. Type of assistance given, to whom, by gender:

	HCAs				Entrepreneurs				Others			
	M		F		M		F		M		F	
	s*	m	s	m	s	m	s	m	s	m	s	m
Technical Assistance												
Training												
Total												

* under technical assistance, indicated whether assistance provided was a single visit (s) or multiple visits (m).

2. Describe any special impact or successes of SBD training/assistance? Draw from your own and counterparts experiences.
3. Is there any other information you would like to share?

Form B

INSTITUTIONAL PROFILE

(One form completed annually, per PCV, for each institution with which the Volunteer works.)

Name: _____ Date: _____

Name of institution _____

1. Over the past year please estimate the number of clients served by the institution you worked most closely with by type of service provided and by gender:

	Males	Females	Total
Credit			
Technical Assistance			
Training			
Total			

2. Over the past year, has the institution:

Yes	No	
_____	_____	Trained staff
_____	_____	Implemented Improved Management Systems/Procedures
_____	_____	Diversified its funding

3. Over the past year, what have been the trends in the institution regarding (check as appropriate):

	Employment	Operating Budget	# of Clients
Increased			
Decreased			
Stayed the Same			

4. Describe any special impact that the SBD program is having regarding institutional development or improvements in the institution's ability to deliver services?
5. Has any A.I.D., other donor or U.S. private sector collaboration taken place over the past year? Please describe.
6. Is there any other information you would like to share?

Form C

RECORD OF PCV ASSISTANCE TO ENTREPRENEURS

One form to be completed annually by PCV for each entrepreneur assisted.

Name of Volunteer: _____ Date (M/D/Y) _____

Name of Individual Assisted: _____

Location of Individual Assisted: _____

1. Profile of Assisted Entrepreneur:

Sex: _____ Male _____ Female

2. Type of assistance received: training _____ TA _____

if technical assistance, number of visits or "sessions": _____

3. Education Level: # of years of school completed

_____ six or less, _____ more than six but no post-secondary
 _____ attended, but not completed, post-secondary
 _____ completed post-secondary education

4. Income: _____ Approximate total from all sources over the past year - in local currency

5. Does the individual own or operate a business:

_____ Yes _____ No

6. If no, explain how the individual has been assisted and stop here. If yes, continue to question 7.

7. List the types of businesses operated by each entrepreneur:

1. _____

2. _____

3. _____

4. _____

8. Is your business doing better than a year ago (making more money)? Check one for each business.

1 2 3 4

Doing Better				
About the same				
Doing Worse				

9. How many persons worked for each business over the past year?

1 2 3 4

	M	F	M	F	M	F	M	F
Full-time								
Part-time								
Total								

10. For each employee listed above, how many were family members?

1 2 3 4

Family							
--------	--	--	--	--	--	--	--

11. How long has each business been in operation?

	1	2	3	4
1 year or less				
1 to 2 years				
2 to 3 years				
more than 3 years				

12. Over the past year, has the individual assisted:

Yes	No	
_____	_____	Received training or technical assistance from any source
_____	_____	Introduced new management practices/products/markets/other improvements.
_____	_____	Developed new sources of business credit

13. Describe any special impact that the SBD program is having on this individual?

Form D

APCD Reporting Form

Country: _____ Reporting Period: _____

INFORMATION ON ACHIEVEMENT OF PRODUCTION AND CAPACITY GOALS:

1. Number of Volunteer months in this reporting period by volunteer assignment: _____ 140 Business Management
 _____ 141 Cooperatives
 _____ 142 Accounting
 TOTAL = _____ Other

2. Total number of persons receiving assistance over the past year:

	HCAs		Entrepreneurs		Others	
	M	F	M	F	M	F
Technical Assistance						
Training						
Total						

3. Total number of types of institutions assisted by volunteers (form B):

- | | |
|-----------------------------|--------------------------------|
| _____ Bank | _____ Cooperative/Village Org. |
| _____ Training Institute | _____ Local Government |
| _____ Federal Government | _____ NGO or PVO |
| _____ Business/Trade Assoc. | _____ Other |

_____ = total number of organizations assisted.

4. Over the past year, tabulate the number of clients served by the organizations assisted by type of service provided and by gender: (tabulate from form B, Q1)

	Males	Females	Total
Credit			
Technical Assistance			
Training			
Total			

5. Over the past year, have organizations assisted: (Tabulate totals from Form B, Q2)

Yes	No	
_____	_____	Trained staff
_____	_____	Implemented Improved Management Systems/Procedures
_____	_____	Diversified its funding

6. Over the past year, what have been the trends in the institutions assisted regarding (check as appropriate):

	Employment	Operating Budget	# of Clients
Increased			
Decreased			
Stayed the Same			

7. Range of education levels of individuals assisted over the past year (tabulate from form C, Q3):

From _____ years of schooling to _____ yrs.

8. Education Level: # of entrepreneurs assisted within each range. (tabulate from form C, Q3)

_____ six or less, _____ more than six but no post-secondary
_____ attended, but not completed, post-secondary
_____ completed post-secondary education

9. Range of total incomes of individuals assisted over the past year in \$U.S. (tabulate from form C, Q4):

From \$_____ to \$_____

10. Median Income of Entrepreneurs assisted:

\$_____ Approximate average annual income (from all sources) over the past year - in US\$

11. How have individuals who are not currently owners or operators of businesses been assisted? (Refer to Q6, Form C)

12. List type of businesses assisted and the number of each: (tabulate from form C, Q7)

- | | |
|------------------|-------------------------|
| 1. _____ # _____ | 8. _____ # _____ |
| 2. _____ # _____ | 9. _____ # _____ |
| 3. _____ # _____ | 10. _____ # _____ |
| 4. _____ # _____ | 11. _____ # _____ |
| 5. _____ # _____ | 12. _____ # _____ |
| 6. _____ # _____ | 13. _____ # _____ |
| 7. _____ # _____ | 14. Other/Misc. # _____ |

13. Are the PCV-assisted businesses doing better than a year ago (making more money)? (tabulate from form C, Q8)

Total	Doing Better	About the Same	Doing Worse
_____	_____	_____	_____

14. How many persons were employed (Family and non-family) by the PCV assisted businesses over the past year? (tabulate from form C, Q9 & 10)

	Family		Non-Family		total
	M	F	M	F	
Full-time					
Part-time					
Total					

15. How long have the PCV-assisted businesses been in operation? (tabulate from Form C, Q11)

1 year or less	
1 to 2 years	
2 to 3 years	
more than 3 years	

16. Over the past year, how many of the individuals assisted by PCVs: tabulate from form C, Q12)

Yes	No	
_____	_____	Received training or technical assistance from any source
_____	_____	Introduced new management practices/products/markets/other improvements.
_____	_____	Developed new sources of business credit

17. Describe any special impact that the SBD program is having in this country? Draw from your own and PCV experiences indicated on Form C, Q13).

18. Has any A.I.D., other donor or U.S. private sector collaboration taken place over the past year? Please describe.
19. Is there any other information you would like to share?

ANNEX A
STATEMENT OF WORK

Annex A
**STATEMENT OF WORK
FOR A GEMINI CONSULTANT
TO DEVELOP A MONITORING SYSTEM
FOR THE PEACE CORPS SMALL BUSINESS DEVELOPMENT SECTOR**

I. Background

This effort will be the first part of a two-part project to develop a workable, easy to use, monitoring and evaluation system for the Small Business Development (SBD) sector of Peace Corps (PC).

As the SBD sector of Peace Corps has grown, it has come become increasingly evident that the sector needs a formal, standardized monitoring system as a management, programming and accountability tool, in order to improve PC's ability to:

1. Manage and provide technical assistance to small business development programs in the countries where Peace Corps operates,
2. Program more effective small business support activities based on accurate information about program impact, and
3. Provide information to the Peace Corps Director, A.I.D. and the US Congress about the results obtained from Peace Corps small business programs.

The consultant will design a monitoring system for use by the field for tracking progress towards achievement of program objectives. This monitoring system will be based upon existing reporting systems. It will collect monitoring data on Peace Corps SBD projects, their beneficiaries, and progress in institutional development, especially in those countries participating in the Microenterprise Development Program (MEDP) with A.I.D.

II. Statement of Work

A. Methodology

Information to conduct this activity is to be collected through desk study, file review, interviews with PC/W staff, and phone survey with field staff.

data gathering systems currently in use at the field level of Peace Corps.

The system should be designed to monitor the following areas and seek to help PC/W answer the following questions:

- a. Beneficiary Characteristics:
-Who are we helping? Size of businesses, gender, etc.
- b. Program Funding:
-How do funding priorities correspond to results?
-What has been the experience of co-funding of activities with A.I.D. missions in those selected countries and with other donors - i.e., the sustainability of funding after the MEDP is terminated.
- c. Institutional Development:
(-What are the prospects for long-term development and sustainability of the institutions PC is working with in SBD?
- d. Project Activities:
-What has been the effectiveness of different models of program assistance?

Environmental/Overall Policy Considerations:

-We have consciously chosen not to formally monitor these developments directly, but rather to depend on USAID, World Bank and others to provide PC with this information.

A. Other Issues

The system should also address the following issues that impinge particularly on the development of a PC/SBD monitoring/evaluation system:

- a. What should PC be monitoring?
- b. Given its resources, what is it feasible to monitor? What resources are necessary to implement and maintain this system?
- c. Problem of attribution of impact, given Peace Corps Volunteers are often but one input

contributing to the implementation of a small business development project.

- d. With the diversity of SBD projects, goals and objectives worldwide, is it possible to collect comparable data?
- e. How to address and monitor the SBD work currently being done by Volunteers in other technical sectors.

5. Deliverables:

- a. A simple form for PCV monitoring of SBD activities - possibly a revision or addendum to current PCV quarterly reporting procedures.
- b. A simple form for APCDs to summarize SBD monitoring data collected by their PCVs for reporting to PC/W.
- c. Recommendations advising PC/W on how to address the basic issues outlined in #4 of this SOW.
- d. Recommendations for Part II of this monitoring/evaluation effort - on collecting baseline data for evaluation where there has been none collected thus far.

6. Debriefing

The consultant will attend a de-briefing meeting at PC/W with representatives of SBD/OTAPS and the Regional Offices to present findings and recommendations of the project.

III. Logistical Arrangements

Arrangements will be made for the conduction of this project at the SBD/OTAPS office in PC/W.

IV. Level of Effort

Fifteen (15) days will be allowed for the completion of these tasks.

V. Technical Direction

Technical direction and supervision of this project will be provided by Barbara Brown, SBD Sector Specialist, OTAPS, Peace Corps, Washington.

VI. Terms of Performance

The effective date of this project is November 1, 1990 and the completion date is December 10, 1990.

VII. Personnel

The consultant should possess:

- Experience with monitoring/evaluation systems,
- Experience in small business development, and
- A knowledge of Peace Corps programming.

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19 final presentation

ANNEX B
SCHEMATIC LOGICAL FRAMEWORK OF ASSIGNMENT

Annex B

Small Business Development Monitoring System

Schematic Logical Framework

- GOAL: To increase the impact of Peace Corps' Small Business Development Programs.
- PURPOSE: To develop a preliminary monitoring system that will document the activities and accomplishments of PC's SBD Program. The monitoring system will be of use to PC in planning and assessing its activities and in reporting accomplishments to AID/Congress.
- OUTPUTS:
1. a simple SBD monitoring instrument to be completed quarterly by PCVs.
 2. a simple form for APCDs to aggregate/summarize PCV data and forward the results to PC/Washington.
 3. Recommendations advising PC/W on how to address the following issues:
 - what PC should be monitoring;
 - level of effort/resources required to maintain the operation of the monitoring system;
 - challenge of attribution and plausibility of PC's impact given the abundance of extraneous factors, including host government funding, general economic trends, impact of international donor funding;
 - given the wide diversity of PC's SBD interventions (e.g. direct beneficiary vs. intermediary institutional support), how to identify and collect comparable data (data should be "lofty" enough to be of interest at the macro level;
 - integration of relevant efforts of PCVs working in other sectors.

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1. "Jamaica Microenterprise Development Project: Technical, Administrative, Economic, and Financial Analyses." Paul Guenette, Surendra K. Gupta, Katherine Stearns, and James Boomgard. GEMINI Technical Report No. 1. June 1990. [not for general circulation]
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13. "A Monitoring and Evaluation System for Peace Corps' Small Business Development Program." David M. Callihan. GEMINI Technical Report No. 13. \$3.00

Special Publication:

1. "Training Resources for Small Enterprise Development." Small Enterprise Education and Promotion Network. Special Publication No. 1. 1990. \$9.00
2. "Financial Management of Micro-Credit Programs: A Guidebook for NGOs," Robert Peck Christen. ACCION International. Special Publication No. 2. 1990. \$19.00

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