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Information System

for

Monitoring & Evaluation

OAS/USAID Regional Non-Formal Skills Training Project

Designed for.

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Preface to this Notebook

This notebook contains the material for the country-level information system for monitoring and evaluating the OAS/USAID Non-Formal Skills Training Project operating in each of six countries in the Eastern Caribbean At the country level, the information system is a manual one and is used to record non-formal training activities and subsequent employment and earnings histories of trainees.

The data captured on individual trainees at the country level will be forwarded to Project Headquarters in St. Vincent where a computerized system will produce back-ups to the country reports and will also produce project-wide reports. Material on the project level computerized system is not part of this notebook. At this time, the computer programs are in the final stage of development

The material in this notebook consists of three parts·

(1) a **Management Handbook** which explains how the manual in-country information system should operate and how it should be managed;

(2) the **forms** which are to be used for maintaining the in-country information system and for reporting results, and,

(3) an **Operator Manual** which contains detailed instructions for

- completing the forms,
- filing the forms, and
- maintaining the system.

David van Tijn
Washington, DC
November 1, 1986

MANAGEMENT HANDBOOK

Country Project Information System

for the

OAS/AID Non-Formal Skills Training Project

Organization of American States (OAS)
Executive Secretariat for Economic and Social Affairs
Washington, DC

September, 1986

Contents

Foreword

The OAS/USAID Regional Non-Formal Skills Training Project, financed jointly by the Organization of American States and the U S. Agency for International Development, is designed to assist OAS member states in the Eastern Caribbean to alleviate unemployment and underemployment principally among young persons. The project assists participating countries in establishing non-formal skills training networks geared directly to placing youths in productive employment To accomplish this objective, training mechanisms are continuously adjusted to the changing skills requirements of the local labor market.

A mandated activity under the OAS/USAID Agreement is to provide an information system which will enable the project to respond to changing needs for training and to serve as a principal element in the evaluation of the project's effectiveness. In order to provide such a system, the Department of Social Affairs of the OAS contracted the services of Dr David E. van Tijn of TvT Associates to design an information system at both the regional and country level.

The country data which consists of information on modules taught, trainee placements and tracing data on trainees and modules, will be recorded on a series of forms. This system will furnish country project totals. St. Vincent and the Grenadines will receive copies of the forms for input to the regional computerized data base.

At the project level, the computerized information system will produce country level as well as project level reports with quantitative data needed for project control and evaluation.

It is hoped that this manual will serve as a valuable tool to the country staffs in compiling and processing data as required for an effective project information system.

1 INTRODUCTION

An Information System is any system of forms, files and reports which are used to inform Management on the progress of an operation, and which Management can use as an input to controlling and evaluating the operation.

An information system in "good" to the extent that

- the information it provides is correct,
- it provides Management with
  - the type of information needed to control and evaluate operations, and
  - sufficiently complete information to exercise control and perform evaluations,
- it does not consume too much personnel time.

After an Information System is designed it must be installed, and once installed it must be maintained. It becomes part of the operation for which Management is responsible, and requires Management attention and supervision to maintain its integrity.

The system outlined in this Management Handbook is designed to give Country Project Managers in the OAS/AID Non-Formal Skills Training Project sufficient information to control and evaluate their projects with the least possible administrative burden. This handbook outlines the system while drawing attention to the features which Managers will have to supervise and control to ensure that the Information System will continue to operate satisfactorily.

2. SCOPE

This Management Handbook describes how to **manage** the new Information System for the OAS/AID Non-Formal Skills Training Project within Country Projects. The accompanying Operator Manual explains how to **operate** the system

The new Information System is an adaptation of the systems currently in use in the projects in Dominica and St. Lucia. It has been chiefly designed to simplify and unify the reporting of the **output** of the projects modules taught, persons taught, persons placed in employment, and tracing information on these persons.

Internal reporting of projects, connected with administrative and educational matters, such as hiring of instructors, development of modules, payment of stipends, etc., are not affected by the changes.

At the OAS project level, the Information System will be computerized. Inputs will be provided to the project level system by xerox copies of inputs to the country systems. Output will furnish a back-up to country level outputs as well as project wide information.

In addition, an improved Inventory Control system for equipment purchased for the project is being instituted. This system should, at the cost of a small extra effort when equipment is purchased, simplify the task of keeping track of equipment.

3 OBJECTIVE

The objective of the Information System is to simplify and to stardardize the reporting of project outputs, specifically modules taught, placements made, and tracing information on graduates Information currently being produced by the Dominica and St. Lucia projects has been used as a guide to defining the reports that the system will produce.

There are three purposes for instituting standardized Country Information Systems

1 Within the Country Projects, the continuous availability of up-to-date information on project outputs to date will help with control and management of the project.

2. At the OAS project level, the computerized system will supply a project wide overview of project outputs to date, which will again support project level management.

3. Project evaluation at the USAID level requires estimates of the quantity and quality of project outputs, in this instance, of numbers of people trained and placed, and estimates of how the training has affected their subsequent earnings The Information System will supply quantitative data on training, placements and subsequent earnings as a routine output, thus greatly simplifying and improving project evaluation.

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4 APPROACH

The general approach of the Information System is to provide explicitly labeled spaces on the forms for recording **all** relevant information--in particular, spaces for calculating earnings from self-employment.

This somewhat unorthodox approach ensures that information collected is standardized (i.e , that all equivalent entries on different forms mean the same thing), allowing routine updating of information manually for country projects, and by computer project wide.

Three effects of this approach will require Management attention

1. The forms will **look** more complicated. They will, however, be much easier and less time consuming to use, since much less writing will be required to complete the forms and the information to be recorded will be precisely specified. This feature is addressed in the **Operator Manual** and in the training sessions. Re-inforcement of this teaching will require Management attention.
2. Since all relevant information **can** be recorded on the forms, it will often happen (especially on forms used for tracing) that not all blocks on a form can be completed each time an entry is made. Again, Management attention will be required to ensure that personnel properly record all information they do have, and none

that they don't In particular, it will have to be stressed that it is alright to leave some spaces blank.

3. Some **forms** are provided which need not be used in all cases When to use them is a Management decision For example, there is an "Employer History Form", which is useful for recording the work history of graduates at firms for which repeated modules are taught, but not otherwise. Which firms to prepare this form for is a Management decision.

   Another example is provided by the "Individual History" and "Module Tracing" forms. These **must** be prepared for each module. However, which modules will be the subject of a tracing study in which resources are committed to attempting to fill in all the blanks on all these forms for this module is very much a Management decision.

5. INFORMATION SYSTEM OVERVIEW

The objective of the Information System is to make it easier to record, combine and report information on how graduates of the training program are faring in the labor market. The way this is done is to use

- Individual History Forms, on which are recorded placement and later data on the individual's work status and earnings.
- Module Tracing Forms, on which individual placements are also recorded and on which, each quarter, data

from the Individual History Forms are transcribed so as to show an overview of the status of all participants in one module. Module totals are collected at the bottom of this form.

- Quarterly Project History Report, on which number of entrants, number of graduates and number of placements are entered for each module and which is updated quarterly with the module totals from the Module Tracing Forms. Each quarter's information is shown in a single column on this report.

  Project totals are collected at the bottom of this report each quarter.

  This report is updated each quarter from the Module Tracing Forms and gives a historic overview of teaching and placement, as well as displaying what is currently known about graduates.

- Quarterly Project Summary Report, which is issued each quarter. It displays for each module, information as of the last time the module was updated. This report therefore contracts the Project History Report to a single column containing the most recent information for each module and project totals for these last estimates (regardless of when they were made). These summary reports can also be used to summarize the results of a group of modules in particular skills, such as "all Self-Employment modules", or all "Industrial Sewing modules".

The information to be collected on the **Individual History Forms** at each contact includes

- employment status and
- earnings since the last contact, "earnings" being wages for employees and profit for the self-employed

On the **Module Tracing Forms**, the information from the Individual History Forms will be copied and totalled. Totals to be developed include

- number of graduates contacted,
- number of graduates employed; and,
- number of graduates for which "earnings" have been obtained.

In addition, the "average earnings" will be calculated.

On the **Quarterly Project History Report**, the totals from each Module Tracing Form will be copied, each quarter for each module. These module entries are then totalled so that·

- in each quarter, project totals are obtained by totalling across modules. (The project <u>average</u> earnings number is calculated.)

The **Quarterly Project Summary Report** will report for each module the numbers for the last quarter for which adequate information is available. This information will include

- number of students taught,
- number placed,
- number employed at last tracing,
- number for whom earnings were obtained at last tracing,
- average earnings at last tracing,
- date of last tracing.

Project "pro forma" totals will be developed from these numbers.

The names and placement of students are entered into both the Individual History and Module Tracing Forms at the conclusion of a module. After that, only data (and not names) are copied from one form to another, which can be done very rapidly.

Three sets of auxiliary forms are provided. These forms need not always be used, but they can be helpful to obtain and record useful information.

- An **Employer History Form** is provided to record the history of placements at employers for whom several modules are taught. It forms a convenient way of recording the retention and promotion record of graduates.
- An **Employment Opportunity Evaluation Form** is provided for self-employment opportunities This form guides the Job Development Specialists in estimating the potential profitability of self-employment opportunities. Use of this form will also provide a basis for calculating, in tracing studies, the income generated by self-employment.
- **Contact Report Forms** are provided to record casual contacts between project staff, instructor, or other personnel (for instance, Agricultural Agents) and program graduates. These are 3 x 5 cards which personnel can carry and complete if they contact graduates. The Individual History Forms car be updated from these. If these cards are extensively used it may be possible to

obtain a significant amount of follow-up information without specific tracing studies Their usefulness depends upon the extent of contacts maintained with graduates.

6. FILE STRUCTURE AND MAINTENANCE

The main files will be kept as module files, each module will have one jacket.

The modules will be kept in the files in one of two ways

(a) All "like" modules will be kept together in one section and within that section arranged in the order in which they were taught. The sections will be separated by clearly labeled file separators, or,

(b) All module file jackets will be kept in the order in which the modules were taught.

Whether or not to use sections, and which modules to put in each section is a Management decision. It does not greatly matter--which makes it difficult to decide--provided that the arrangement is consistent.

A summary file will be kept to hold the quarterly summary forms prepared in the order in which they are prepared.

In addition to the Module and Summary files, there should be files, or a file, of "Employment Opportunity Evaluation Forms" Each "opportunity" should be put into a separate, clearly labeled, manila folder. They can all live in one or more jackets so as to fit comfortably.

If identical activities (say "hog-keeping") are explored more than once, perhaps at different locations, all evaluations of identical activities can be kept in the same manila folder, in the order in which they were evaluated.

When it is decided to teach a module, the corresponding Employment Opportunity Evaluation forms should be xeroxed, and the copies used to start the module file The module file must contain a copy of the Employment Opportunity Evaluation Form(s)

In general, copying should be extensively used to reduce the amount of writing required to maintain the files and to guard against transcription errors. Xerox copies of Individual History forms, forwarded to Project Headquarters, will also be used for updating the computerized Project Information System

Each copy should be labeled with the date on which it is copied so as to identify the date at which the information was current.

Additional files may be set up for:

- applications for positions of Instructor, and
- applications for training slots.

If these files are separately maintained, copies of the applications of the instructors and the students chosen should be placed in the module file.

7 FILE INTEGRITY

It is the responsibility of Management to develop policies and routines for filing and for updating files which maintain the integrity of the files. These should cover

- <u>Starting files</u>

  Who is responsible for starting the two parts of a project file and for ensuring that the proper forms are in each section.

- <u>Updating files</u>

  Who is responsible for updating files. Also, a protocol for updating must be fixed.

- <u>Access and control</u>

  Who can access the files in their cabinet Who is allowed to take a file out. Maintenance of a log at the file cabinet to sign files out and in.

- <u>Preparation of summary forms</u>

  Who is responsible for preparing the summary forms. Since all <u>updated</u> module forms will be required to prepare new summary forms, several files will have to be removed from their cabinet Ensure that they are replaced in good order.

One possible protocol is to allow routine access to the file only to the Project Manager and the Project Secretary. Other personnel could sign out particular files as they need them, the secretary would check them over before replacing them and signing off to see that they were still complete and in good order.

Tracing studies require carrying Individual History Forms to interviews. A preferred way of operating is to xerox the file copy of the Individual History Form and let the interviewer use the copy. The xerox copy would then be updated in the interview.

On returning with the (updated) xerox copies, the file copy is updated from the (updated) xerox copies The latter can then be forwarded to Project Headquarters to serve as input to the computer

8. INVENTORY CONTROL

An upgraded Inventory System will also be instituted. This system, while not foolproof, should simplify the task of keeping track of project equipment. It will work as follows:

- An engraving tool will be provided to each Country Project. When equipment is obtained, a number will be engraved on the equipment and noted on the current form for procuring equipment.
- A 3 x 5 card will be prepared for the item, noting its kind ("hammer") and its number These cards will be kept in a box under control of the "Inventory Manager".
- When equipment is issued to an instructor, this will be noted on the card; if the instructor wishes to note on the card also to whom he issues the equipment, he can do so. When the equipment is returned, the person who signed it out should make sure that the return is also noted on the card.
- For this system to work, an "Inventory Manager" should be appointed. This manager should have physical control of unissued equipment and the cards. Perhaps a padlocked bin or box can be constructed, or a cupboard found, in which unissued equipment can be stored.

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OPERATOR MANUAL

Country Project Information System

for the

OAS/AID Non-Formal Skills Training Project

Organization of American States (OAS)
Executive Secretariat for Economic and Social Affairs
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The country data which consists of information on modules taught, trainee placements and tracing data on trainees and modules, will be recorded on a series of forms. This system will furnish country project totals. St. Vincent and the Grenadines will receive copies of the forms for input to the regional computerized data base.

At the project level, the computerized information system will produce country level as well as project level reports with quantitative data needed for project control and evaluation.

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1. INTRODUCTION

The new Information System for the OAS/USAID Non-Formal Skills Training Project is designed to simplify the **recording** and **reporting** of the accomplishments of the program.

The System is an extension of the current system of record keeping, dealing **only** with recording and reporting the **output** of the Project. All other forms, dealing with administrative matters and with the identification of employment opportunities, will not be affected. These forms may, however, be **filed** differently under the new system.

An overview of the objectives and rationale of the Information System is contained in the accompanying Management Handbook, it is recommended that this be read also by users of the system.

Each Country Project will have the **manual** system described here. In addition, Project Headquarters will maintain a **computerized** system as a backup and to provide OAS project-wide data.

The computerized system will get its inputs from xeroxed copies of the Individual History Forms (see below) which contain the most complete and most detailed information. This information at the OAS Project level can be aggregated and sorted by the computer, which will be able to easily provide summarized reports with totals in many different categories.

At the Country Project level, the system has been designed to ease the process of manually calculating and reporting country totals. This operator manual deals with the new forms that have been added to the system, and gives concise instructions for

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using these forms Another section contains instructions on handling and maintaining the files

Accomplishments acquired in the Non-Formal Skills Training Project are enabling graduates of the program to be placed in continuing employment as employees, or enabling them to produce a continuing income from self-employment. Often, training in the program and subsequent experience enables graduates to switch to more profitable employment or self-employment.

To observe and report these accomplishments, the project information system must **record** both the placements and the subsequent earnings record of a sample of graduates, and to **add up** all these observations so as to **display** project wide totals.

The forms have been designed to facilitate a step by step recording and adding-up procedure

2. OVERVIEW OF FORMS

A. Principal Forms (obligatory)

1 Individual History Forms, one for each graduate, started at graduation.

These are provided to record employment/ earnings history of graduates. Placement will be recorded on these forms, and they contain spaces for recording subsequent employment history, or, in the case of self-employment, for calculating subsequent earnings (receipts less costs).

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These forms will be used to record information gained in **tracing studies**, or by other means. A "continuation" sheet is provided for the employment form, in case the number of entries exceeds space on the first sheet. There are separate forms for (wage) employment and self-employment.

2 Module Tracing Form, one for each module taught, started at graduation.

Graduates' names and placements are recorded on this form at the end of the module. Subsequent information on graduates, recorded on the Individual History Forms, is transferred each quarter to Module Tracing Forms by check-offs, and as an "earnings/week" number.

The form has lines at the bottom for calculating quarterly totals for the module. A "continuation" form is provided for use in modules that have more graduates than can be listed on one sheet.

3. Quarterly Project History Report

This may get to be a very large form, made up of a combination of several copies of the "Project History" sheet. It lists all modules taught to date Each quarter, for each module, the module totals from Module Tracing Forms which have been updated in that quarter are transferred to the Quarterly Project History Report. In particular, all the modules which have concluded in the quarter are transferred to the Project History Report, which will therefore give quarterly totals for students graduated and placed.

If no new data on a module's graduates have been entered during the quarter, the entries are left blank.

Lines are provided along the bottom for calculating quarterly and cumulative (project to date) totals.

4 Quarterly Project Summary Report

This is a summary of the Project History Report It can also be used to provide a summary for a group of modules, for instance for all modules teaching "Industrial Sewing". It lists for each module just **one** entry: the entry from the Project History Report for which the latest substantive information is available

Again, lines are provided at the bottom to calculate Project totals. These totals represent "on average" Project results over time.

B Auxiliary Forms

A number of forms are provided which will be of use in developing and recording necessary information, but which need not be used in all cases.

1. Contact Reports (3x5 cards)

These 3x5 cards look like an "Individual History Form" with a few lines for entries. It is recommended that all project staff who are likely to talk to graduates carry these with them and fill out a card each time they talk to a graduate. The cards can then be used to update the Individual History Forms, thus reducing the need for tracing studies.

As with the Individual History Forms, there are different cards for (wage) employment and self-employment.

2. Employer History Form

This is a form suitable for recording the work history of graduates with an employer for whom repeated modules are taught. One would use it only in cases in which an employer takes several groups of graduates. It provides space for recording the retention/promotion record of each group.

Information for this form can be obtained from the personnel department of the employer.

3 Employment Opportunity Evaluation Form

This form is provided to guide the calculation of the earnings potential of self-employment opportunities. The use of this form is highly recommended, since it provides an easy-to-use format for estimating prospective income, expenses and earnings from self-employment.

C. Inventory Forms

No explicit inventory form is provided. Any 3x5 card can be used, handwritten as specified in the Management Handbook.

3. FILE MANAGEMENT AND DESIGN

A. File Management

Preferred management practice is to appoint a **File Manager** who, with the Project Manager, is the only person authorized to access the files.

A log on a clipboard is kept on the file cabinet. Individuals needing to access a file will request the file from the File Manager who will obtain initials on the log and, when the file is returned, inspect it to see that it is complete before signing off the user.

Management will formulate a policy as to who on the staff is authorized to

- Update the Individual History Forms.
- Transfer information from the Individual History Forms to the Module Tracing Forms.

- Transfer information from the Module Tracing Forms to the (Quarterly) Project History Report, and from the latter to the Project Summary Reports.
- Prepare and update the other forms in the system.

New information such as updated or newly completed Individual forms, completed cards, etc., should be delivered to the File Manager, who will file them. The File Manager will also be responsible for forwarding xeroxed copies of updated Individual History Forms to OAS Project Headquarters for updating the computer data base.

B. File Design

The basic file unit will be the **module file.** Forms which do not directly relate to modules, such as Employment Opportunity Forms, application forms from instructors and students, etc can be kept together in separate jackets. However, when a module is initiated, xeroxed copies of at least the Instructor Application Forms and the relevant Employment Opportunity Evaluation Form should be placed in the newly started module jacket.

During the teaching of the module all forms related to this module are added to this jacket. Student Progress Reports, Stipend Disbursements, etc. are all part of this file.

When the module is completed, the Individual History Forms and the Module Tracing Forms are prepared by entering **names** and **placement data.** These new forms are placed in a separate manila folder in the module jacket. The original module file is now essentially a back-up file and will be accessed only rarely for back-up information

Alternately, place the Module Tracing Form and a copy of the Employment Opportunity Evaluation Form (for self-employment) in one manila folder, and all the Individual History Forms in anotner. All module folders are in **one** module jacket in a hanging folder. Additional jackets should be maintained for **Project History Report** files and **Project Summary Report** files.

4. INSTRUCTIONS FOR COMPLETING THE FORMS

This section contains instructions for completing each Country Project Information System form discussed above.

A few general rules apply·

1. "Prior Income" as reported on the Individual History Forms and transferred to Module Tracing and other forms, refers to the average weekly income of the student **before** training. A real effort should be made to get an estimate of the weekly average for, say, a three month period preceding the instruction. If no estimate can be obtained enter a "N/A", since a blank will be counted as zero (no income) by the computer

2. "Other Income" should be sparingly used. It refers basically to income that cannot be credited to the social or skills training, as for instance, agricultural income that is being augmented by bee-keeping. If graduates develop a new line of business or employ-

ment through their own initiative after training, it is **not** "other income", but increased income credited to the training.

It follows that the "average earnings" calculated on the Module Tracing Forms differs from estimates of what the profession pays by the excess earnings of those who do better, as well as by the lack of earnings of those who do worse.

INDIVIDUAL HISTORY FORM (EMPLOYMENT)

1. **Top of the form**

Information to be filled out on the top of the form is mostly self-evident The following remarks apply.

a. Position in which placed - Position title, e g. "Sewing Machine Operator".

b. Prior income - See the general instructions. Estimate an average weekly income in the 3 morth period to the start of the module. If without income, write "0" (zero), if not known, write N/A.

2. **Table**

a Date of contact - The date at which the information is collected. On the first line only (placement), this is the date of placement, whether at the completion of training or later.

b. Period reviewed, start - The start date is the beginning of the review period.

c. Period reviewed, end - The end date is the end of the review period.

Note: Each review period has exactly one start and one end date, entered on the first line of the review Each "rate of pay" within the period gets a new line, with review period dates left blank

d. Employer - On each line, the employer for the job and pay-rate described on the line. If unemployed, write "unemployed". If a graduate switches from employment to self-employment, switch to an Individual History Form (Self-Employment).

e. Job start date - This is **either** the start of the particular job being described on the line **or** the start of the review period, whichever is **later**.

f. Job end date - This is the date of one of three events, whichever is **earlier**

1. An **increase** ir pay.
2. A lay-off.
3. The end of the review period.

In cases (1) and (2) continue on the next line with the next job (or non-job). The last end-date in the series is always the end of the review period date.

Note Draw a line across the table at the end of the series. All calculations will start from zero at the next review.

f. Pay/week - The weekly rate of pay. If none (unemployed) write 0 (zero). This should usually include all sources including, for instance, some self-employment. For exceptions, see the instructions for "other income" in the general instructions

g How many weeks in job? - Calculate the number of weeks between job start and end dates on this line.

h Total pay in job - No. of weeks X pay/week on this line.

i. Total pay - This is the sum of all the "pay in jobs" **for this review period** Add up the number for total pay in jobs for all the lines (i.e., jobs) in **this** review period, but **not** for any jobs (or partial jobs) in earlier review periods.

j. Number of weeks in review period - Calculate the number of weeks in the review period.

k Av pay (average weekly pay) - Total pay in review period divided by the number of weeks in the review period

l. Other Av. pay - This column is provided to be able to register earnings of graduates who were trained in the generation of **supplemental** self-employment income, e.g. hog raising. It should be used principally for income that is a continuation of "prior income".

CONTACT REPORT (EMPLOYMENT)

The Contact Report 3x5 cards provide a method of updating the Individual History Forms on the basis of information obtained from contacts with graduates other than formal tracing interviews. It is hoped that the use of these cards will reduce the need for tracing studies.

Information accommodated by the cards is the same as that accommodated on the Individual History Forms (without the calculations). Please refer to the above instructions for the Individual History Form for instructions on filling out the cards.

INDIVIDUAL HISTORY FORM (SELF-EMPLOYMENT)

1. **Top of form**

The blocks here are the same as for the (wage) employment form, except for

a.	Unit	- What is wanted here is the units in which the product or service is counted, to go with the "unit sold @" entry in the table. For instance, if the price of honey is quoted in gallons, the unit is "gallons", if housework is bought by the day, the unit is "days of housework". Some complications arise if the product or service is not always the same. For instance, a group making leather goods might make belts, purses and handbags, or car repair may vary from changing a tyre to a major tune-up. In these cases "unit" gets a group name "items" for the leather goods, perhaps "car-repair" for that skill. For the "unit sells @" column (see below) an **average** price will have to be calculated or estimated.

2. **Table**

a	Date of contact	- Date on which the interview is conducted.
b.	Review period, "start" and "end"	- As on the previous form, the beginning and end dates of the period reviewed. In interviewing self-employed persons, information must come either from the **records** of the graduate or from **memory**. The interviewer should judge the reliability of these sources, and choose a shorter review period rather than place too much reliance on memory or records going too far back.
c.	No of units sold	- The number of units sold in the review period. The use of "units" has been explained above.
d.	1 Unit sold @	- The sales price of a unit. In case the products sold are **variable**, an **average** must be calculated or estimated by the interviewer. Make a note at the bottom of the form as to how this average was arrived at.
e.	Income in period	- Income = No. of units sold X "1 unit sold @".

f. Expenses in period - This may be a difficult item to estimate correctly. The "Employment Opportunity Evaluation" form may be useful in reminding the interviewer of all the **kinds** of expenditures that should be covered. Payments to self should be **excluded**

g. Earnings in period - Earnings = Income - Expenses.

h. Length of period (weeks) - Calculate the length of the review period in weeks.

i Earnings per week - Earnings/week = Earnings divided by length of period in weeks.

j. Amount still owing - This is the amount still owing on a starting grant or loan, if there was one, if no start-up money was provided write "N/A", if it is all paid off, write "0" (zero).

k. No now in production - This is needed only for production type self-employment. Write down the number of units (e.g. hogs, gallons of honey, chairs) currently in process, but not yet ready to be sold.

l. Other weekly income - For this item, see the general instructions To be used principally for supplemental income continuing from before training

INDIVIDUAL HISTORY FORM (Continuation Sheet)

This form is exactly like the previous form, except that less information is required on the top of the form. Be sure to label the page number, e.g. "2 of __", "3 of __". At the same time, fill out the number of pages on the first form "1 of 2", etc.

Note· "1 of 2" gets corrected to "1 of 3" when a third sheet is added.

CONTACT REPORT (SELF-EMPLOYMENT)

The Contact Report 3x5 cards provide a method of updating the Individual History Forms on the basis of information obtained from contacts with graduates other than formal tracing interviews. It is hoped that the use of these cards will reduce the need for tracing studies.

Information accommodated by the cards is the same as that accommodated on the Individual History Forms (without the calculations). Please refer to the above instructions for the Individual History Form for instructions on filling out the cards.

MODULE TRACING FORM

The Module Tracing Form is prepared at the conclusion of a module, at the time the second part of the module file is started. A continuation sheet is provided, in case the module had more than thirteen graduates.

1. **Top of form**

a. Country, module identification, type of employment/ self-employment, page __ of __	- These are the same as on the Individual History Form.
b. Number who started the module	- The number of students who **started**, including those who dropped out.

2. **Body of table**

Entries will be made at graduation, and if new information on any graduates is available, quarterly thereafter.

a. (Project) quarter no. and dates	- These are the quarters numbered from the start of the project, defined by project management. The first of these (second set of columns) is the quarter in which graduation occurs.
b. Enter names	- All graduates of the module are listed, one per line. Use a continuation sheet if required.

Note All information entered in the table is copied from the Individual History Form.

c. "At placement" columns

(1) Prev. income	- Copy "Prior income" from the top of the Individual History Form.
(2) P	- Place an "x" in this column when (if) the graduate is placed (whenever that happens).
(3) Weekly pay	- Copy the weekly pay at the time of placement from the Individual form.

d. Subsequent "quarter" columns

(1) I	- Place an "x" here if the Individual History Form contains **new** information for the quarter.

(2) EMP - Place an "x" here if the graduate is **either:**

(i) Employed at the end of the quarter, or

(ii) Employed at the time of the interview, during the quarter.

(3) "Av Pay" and "Other income" - Copied from the Individual History Forms.

Note For quarters after the fourth, a new sheet will have to be used. It will pay to xerox the first set of sheets after the names have been entered, and before any other entries have been made.

3. **Bottom lines**

a No. of graduates placed - Count the number of x's in the "P" column.

b No. of graduates interviewed - Count the number of x's in each quarter in the "I" column.

c. No. employed - Count, each quarter, the number of x's in the EMP column.

d. Total pay - Add up all the "Av pay" numbers in the "pay" and income columns "weekly pay" and "prev income" in the "placement" columns, and "Av pay" and "Other Income" in the quarterly columns.

e. No. for whom pay is known - **Count** the number of entries in the "pay" columns, and enter the count in the spaces provided. In the "Placement" column enter the "number for whom pay is known" in the column's **first** space, and the "number for which previous income is known" in the **last** space.

f. Av pay - Divide the "total pay" by the "No. for which known" in all applicable columns.

Note. If there is a second sheet, calculate only the totals (a) on the first sheet and transfer these totals to the second sheet, top line After that, proceed as above adding the "previous page" totals in with the second sheet's data.

PROJECT HISTORY REPORT

The Project History Report is intended to be a large spreadsheet type display that provides an overview of the entire project accomplishments to date The display will have to be spliced together from the forms provided. Quarters subsequent to the first three quarters after the start of the project in the country will be displayed on follow-on sheets placed **to the right** of previous sheets. Modules in groups of 15 will be entered in the order (top to bottom) in which they are taught, and under the quarter (left to right) in which they were concluded.

1. **Table**

The codes for table entries, with their sources are listed below

Code	Meaning	Source
S	No. of students who started the module	- Top of the Module Tracing Form
G	No. of students who finished the module	- Count of Module Tracing Form lines.
P	No. of graduates placed	- Totals at bottom of Module Tracing Form.
I	No. of graduates interviewed in quarter	- Totals at bottom of Module Tracing Form.
EMP	No. of graduates employed (or self-employed) in quarter	- Totals at bottom of Module Tracing Form.
NR	No. for whom the income was determined	- Totals at bottom of Module Tracing Form.
$/W	Average weekly pay	- Bottom line of Module Tracing Form.
Tot.$	Sum of Av. weekly pay of graduates of the module	- Total at bottom of Module Tracing Form
Prev.$	Sum of Av weekly previous income of graduates of the module	- Totals at bottom of Module Tracing Form.

Note The totals are added and then divided by tne no. of persons contributing to the total, to ensure proper weighting of large and small modules in calculating the average.

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2 Bottom lines

Totals in quarter	- Add up all entries in the columns, except for the "$/W" (average pay) column.
Average earnings and (average) previous income	- Totals of earnings and previous income divided by the number of people sharing in this average.

Note The average previous income is an approximation

Cumulative project totals	- Each quarter, add column by column this quarter's total to the previous quarter's cumulative total. This will yield, in each column for all entries, project totals from the beginning of the project. For the **first** quarter, the cumulative and quarter's totals are the same.
Cumulative average earnings	- Calculated like the quarterly "average earnings" from the cumulative totals

PROJECT SUMMARY REPORT

This form is furnished to give a "snapshot", or overview of the current krowledge about the project. It can also be used to furnish a summary of a group of modules, for instance, all Industrial Sewing modules.

The form is completed by entering each module of the group to be summarized on a line under "module", and its concluding date under "date". Subsequent columns are filled in by copying information for that module from the Project History Report for the latest quarter for which reliable information is available. The last column, "last update", is completed with the quarter number from which the information was copied.

The "totals" and "average" lines at the bottom are completed as in the Project History Report.

EMPLOYER HISTORY FORM

The purpose of this form is to summarize the career paths of project graduates with an employer who employs graduates of successive modules. The Project Manager decides for which employers the form will be maintained.

Inputs to the form are best obtained by updating the Individual History Forms of previous placements with the employer at the time arrangements are being made for a subsequent module. At each such occasion, count separately for each group

1. The number (still) in "entry-level" positions.

2 The number in an "experienced" pay level, two "experienced" pay levels are available, if needed. If the employer maintains more than two levels for experienced personnel, break the levels into two classes.

3. The number in "supervisory" positions.

4. The number in "management" positions.

These counts are entered on the form under the **date** at which the information was obtained, in the **set of rows** corresponding to the group placement.

Each new group of placements gets a new set of rows. The placements are entered under the date of placement (which may well be later than the date at which the status of previous placement was determined)

If more space is needed, a number of sheets must be combined into **one** form by

- adding forms on the right for additional dates at which information is obtained,
- adding forms on the bottom for additional placements beyond the third.

Total placements	- Enter the cumulative total, obtained by adding the number of placements at the column date to the number of "total placements" of the previous column date.
Total retentions	- Add all numbers in the column

SELF-EMPLOYMENT OPPORTUNITY EVALUATION FORM

This form is designed to evaluate the earnings potential of production activities by graduates of a potential module. The format is that of a "Pro Forma Profit and Loss Statement". It is intended to guide the Job Developer in evaluating possibilities and provides a convenient framework for recording and analyzing information that Job Developers always look for.

The form is completed as follows

a Name the product or service that will be sold.

b Name the **unit** in which it is sold, e.g. gallons of honey, days of housework, etc. In some cases, e.g "fixing cars" or "producing leather goods", there may be no one single unit. In this case, an estimate of the proportion of different units that can be sold must be made for the price calculation (item 3), and a group name such as "cars fixed", "items of leatherwork" put here. The estimation or calculation should be attached to the form.

c. Yes/No, depending on whether or not the product takes more or less than a week from start to being ready for sale; "no" for services.

1.	How long is the cycle	- The number of weeks from starting production to having it ready for sale. If this is short ("No" in (c) above), calculate everything for a four-week (almost a month) period, i.e., enter "4".
2.	How much can be sold	- This asks for the size of the market. Size of the market is how many units can be sold **in a certain time.** Here, it is estimated in units per period.
3.	At what price per unit	- Estimate the sales price of a unit. See (b) above if the output is in various different units.
4.	Total gross sales per cycle	- Item 1 times item 2.
5.	Initial capital requirements	- Estimate the expenditures necessary to start up in business. Probably few of the categories of expenditure will actually be needed. Enter "N/A" if not needed.
6	Recurrent expenditures	- These are the expenditures necessary to **stay** in business, once it is started Again, probably few of the categories will actually be needed in any one case. Fill with "N/A" if not needed. **Note:** Payment to self may **not** be entered here.

7. Pro Forma profit and loss - Profit (or loss) is income less expenditures over a cycle.

8. Profit (Loss) per week - Divide the cycle's profit (loss) by the number of weeks in the cycle (item 1)

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NOTE The forms which follow have been reduced from their original size of 8-1/2" x 14"

INDIVIDUAL HISTORY FORM (EMPLOYMENT)

COUNTRY ______________________________

MODULE NAME ______________________________ DATES TAUGHT __________ TO __________

NAME ______________________________ POSITION IN WHICH PLACED ______________________________

AGE ____ SEX ____ PRIOR INCOME ______ $EC/Week (Estimate the average weekly income for the three months prior to the start of the module)

WERE TOOLS, ETC PROVIDED TO START EMPLOYMENT? __YES or __NO [Check one] IF YES,
WERE TOOLS, ETC PROVIDED AS A LOAN __, A GRANT __, OR OTHERWISE __ [Check one] VALUE [Amount] $EC ____________

[At each contact, try to find out what jobs the graduate has had and at what pay by reviewing a period for which records and/or memory are pretty accurate If there are several jobs, use a new line for each job]

DATE OF CONTACT	PERIOD REVIEWED		COMPLETE ONE LINE FOR EACH JOB HELD DURING THE REVIEW PERIOD						THE REVIEW PERIOD HAS			OTHER
	START	END	EMPLOYER	JOB START DATE	JOB END DATE	PAY ($/WEEK)	HOW MANY WEEKS IN JOB?	TOTAL PAY IN JOB (Nr weeks x pay/W)	TOTAL PAY (Add all job totals for review period)	NUMBER OF WEEKS (in rev period)	AV PAY = TOTAL PAY ÷ Nr WEEKS	AV WEEKLY INCOME
	PLACEMENT				xxxxxx		xxxxxxxx	xxxxxxxxxx	xxxxxxxxxxxx	xxxxxxx		

INDIVIDUAL HISTORY FORM (EMPLOYMENT)
(continuation sheet)

COUNTRY ______________________

MODULE NAME ______________________

DATES TAUGHT ________ TO ________

NAME ______________________ AGE _____ SEX _____

[At each contact, try to find out what jobs the graduate has had and at what pay by reviewing a period for which records and/or memory are pretty accurate If there are several jobs, use a new line for each job]

DATE OF CONTACT	PERIOD REVIEWED		COMPLETE ONE LINE FOR EACH JOB HELD DURING THE REVIEW PERIOD						THE REVIEW PERIOD HAS			OTHER
	START	END	EMPLOYER	JOB START DATE	JOB END DATE	PAY ($/WEEK)	HOW MANY WEEKS IN JOB?	TOTAL PAY IN JOB (Nr weeks x pay/w)	TOTAL PAY (Add all job totals for review period)	NUMBER OF WEEKS (in rev period)	AV PAY = TOTAL PAY ÷ Nr WEEKS	AV WEEKLY INCOME

INDIVIDUAL HISTORY FORM (SELF EMPLOYMENT)

COUNTRY ______________________________
MODULE NAME ______________________________
DATES TAUGHT ______________ TO ______________

TYPE OF SELF EMPLOYMENT ______________________________

NAME ______________________________

UNIT ______________________________
____

Name the unit in which what the self-employment produces and/or sells is counted Examples a gallon of honey, a day's housework, cars fixed, an item of leather goods made In the last two examples, use the second line to specify more detail

AGE ____, SEX __, PRIOR AV WEEKLY INCOME ______ $EC

WERE TOOLS, ETC PROVIDED TO START THE SERVICE? __YES or __NO [Check one] IF YES,
WERE TOOLS, ETC PROVIDED AS A LOAN __, A GRANT __, OR OTHERWISE __ [Check one].

VALUE [Amount] $EC ____________

[At each contact, try to find out how much profit the graduate has made from selling the product or sevice, by reviewing a period for which records and/or memory are pretty accurate]

DATE OF CONTACT	PERIOD REVIEWED		Nr OF UNITS SOLD	1 UNIT SOLD @ ($EC)	INCOME IN PERIOD	EXPENSES IN PERIOD	EARNINGS IN PERIOD (INC -EXP)	LENGTH OF PERIOD (WEEKS)	EARNINGS PER WEEK	AMOUNT STILL OWING	Nr NOW IN PRO-DUCTION	OTHER WEEKLY INCOME
	START	END										

MODULE TRACING FORM

COUNTRY ____________________

MODULE NAME ____________________
DATES TAUGHT ____________ TO ____________
NUMBER WHO STARTED THE MODULE ________

TYPE OF EMPLOYMENT
OR SELF-EMPLOYMENT ____________________

At Placement, put a check in the "P" column and enter prospective earnings if known
In subsequent quarters, check the "I" column if the student was interviewed, in the "EMP" column, if employed, note the weekly earnings, if known

ENTER NAMES OF GRADUATES	AT PLACEMENT			QUARTER NO ____ TO ____				QUARTER NO ____ TO ____				QUARTER NO ____ TO ____				QUARTER NO ____ TO ____			
	P	WEEKLY PAY	PREV INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME
Nr of graduates placed		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx
Nr of graduates interviewed	xxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx
Nr employed	xxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx
Total pay (add all nrs in column)	xxx			xxxxxxx				xxxxxxx				xxxxxxx				xxxxxxx			
Nr for whom pay is known		xxxxxxxxx			xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx		xxxxxxxxx	xxxxxxxxx	xxxxxxxxx
Av pay (Total ÷ Nr.)	xxx			xxxxxxx				xxxxxxx				xxxxxxx				xxxxxxx			

MODULE TRACING FORM
(continuation sheet)

COUNTRY ______________________________

MODULE NAME ______________________________ DATES TAUGHT __________ TYPE OF EMPLOYMENT OR SELF EMPLOYMENT ______________________

At Placement, put a check in the "P" column and enter prospective earnings if known
In subsequent quarters, check the "I" column if the student was interviewed, in the "EMP" column, if employed, note the weekly earnings, if known

ENTER NAMES OF GRADUATES	AT PLACEMENT			QUARTER NO ___ TO ___				QUARTER NO ___ TO ___				QUARTER NO ___ TO ___				QUARTER NO ___ TO ___			
	P	WEEKLY PAY	PREV INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME	I	EMP	AV PAY	OTH INCOME
Copy totals from previous page																			
Nr of graduates placed		xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
Nr of graduates interviewed	xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx
Nr employed	xxx	xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx
Total pay (add all nrs in column)	xxx			xxx	xxx			xxx	xxx			xxx	xxx			xxx	xxx		
Nr for whom pay is known (note)		xxx			xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx		xxx	xxx	xxx
Av pay (Total ÷ Nr)	xxx			xxx	xxx			xxx	xxx			xxx	xxx			xxx	xxx		

note count the number for whom pay is known and the number for whom "previous income" is known from all pages

PROJECT HISTORY REPORT

COUNTRY ____________________ p ___ of ___

Entries are copied from Module Tracing Forms that have been updated in the quarter. The column headings are the same as on the Module Forms. The "Tot $" and "Tot Prev $" entries are the totals on the Module Form, that are here copied to help calculate averages.
EMP=Nr employed, Nr$=Nr with known earnings, $/W=av weekly earnings

p __ of _

MODULE NAME	DATE CONCLU-DED	QUARTER ___ FROM ___ TO ___							TOTAL $	TOTAL PREV $	QUARTER ___ FROM ___ TO ___							TOTAL $	TOTAL PREV $	QUARTER ___ FROM ___ TO ___							TOTAL $	TOTAL PREV $
		S	G	P	I	EMP	Nr$	$/W			S	G	P	I	EMP	Nr$	$/W			S	G	P	I	EMP	Nr$	$/W		
TOTALS IN QUARTER								xxxxx									xxxxx									xxxxx		
AV EARNINGS & PREVIOUS INCOME (see note)									xxxxx		xxxxxxxxxxxxxxxxxxxxxx							xxxxx		xxxxxxxxxxxxxxxxxxxxxx							xxxxx	
CUMULATIVE PROJECT TOTALS								xxxxx									xxxxx									xxxxx		
CUM AV EARNINGS & PREVIOUS INCOME (see note)									xxxxx		xxxxxxxxxxxxxxxxxxxxxx							xxxxx		xxxxxxxxxxxxxxxxxxxxxx							xxxxx	

NOTE Divide total $ by total Nr $ for "Av Earnings", divide Total Prev $ by total in "G" column for "Av Previous"

PROJECT SUMMARY REPORT

COUNTRY ____________________

S = Nr started, G = Nr graduated, P = Nr placed, I = Nr interviewed, EMP = Nr employed, Nr $ = Nr for which earnings are known, $/W = earnings/W, Av Prev $ = Average weekly earnings before entering the program. All these entries are copied from the Project History Report Last Update= Date of the last reliable information

MODULE	DATE	S	G	P	I	EMP	Nr$	$/W	TOTAL $	TOT PREV $	LAST UPDATE
SUMMARY TOTALS	xxxxxxxxx							xxxxxx			xxxxxx
AV EARNINGS & AV PREVIOUS EARNINGS*						xxxxxxxxx			xxxxxxx		xxxxxx

* Total Previous Income / Total Nr Graduated.

SELF EMPLOYMENT OPPORTUNITY EVALUATION FORM

COUNTRY ______________________

a What will be sold? ____
(product or service)

b What are the units in which it will be sold? _______________

c Is the self employment opportunity one requiring production with a production cycle longer than a week? YES ___ NO ___

If "NO", use four weeks as the "length of a cycle" below REMARKS

1 How long is the cycle? _____ weeks

2. How much can be sold at the end of, during a cycle? _____ units

3 At what price per unit? (If this can vary, estimate an average) ______ $EC/unit

4 Total gross sales per cycle _______ $EC(= 2x3)

Initial Capital Requirement

5 1 Structures ______
5 2 Tools ______
5 3 Equipment ______
5 4 Materials ______
5 5 Initial Stock ______
5.6 Other ______
5 7 Other ______

5 Initial Capital Requirement ______ $EC

Recurrent Expenses (required for subsequent cycles)

6 1 Materials ______
6.2 Starting Stock ______
6.3 Maintenance ______
6.4 Replacement, tools & eq ______
6.5 Rent ______
6 6 Utilities ______
6 7 Wages (other than own) ______
6.8 Other ______
6 9 Repayment & Interest on Initial Capital ______

6 Recurrent Expenditure ______ $EC

Pro Forma Profit and Loss Statement for a Cycle

Income (= item 4) _______ $EC

Expenditure (= item 6) _______ $EC

7. Profit (loss) per cycle _______ $EC

8 Profit (loss) per week (item 7 / item 1) _______ $EC

NOTE Many lines will be blank (i e 0) in many cases

EMPLOYER HISTORY FORM

Employer ______________________ Country ______________________

	Date		Date		Date		Date		Date	
1st Placement	Number	Salary	Number	Salary	Number	Salary	Number	Salary	Number	Salary
Entry Level										
Experienced 1										
Experienced 2										
Supervisory										
Management										
2nd Placement										
Entry Level										
Experienced 1										
Experienced 2										
Supervisory										
Management										
3rd Placement										
Entry Level										
Experienced 1										
Experienced 2										
Supervisory										
Management										
Total Placements										
Total Retentions										