



ECONOMIC
RECOVERY AND
DEVELOPMENT

Common Indicator Framework Guidance

Revised Draft- January 2012

OVERVIEW

The Economic Recovery and Development (ERD) Technical Unit of the International Rescue Committee (IRC) has established a *Common Indicator Framework* for all countries implementing ERD or economic-related programs. Rather than creating new indicators, the Common Indicator Framework seeks to effectively capture existing data from ERD programs and projects regarding the key expected outcomes of our work. We intentionally use the term “*data capture*” rather than “data collection” because the Framework does not provide new, additional or improved tools for local data collection activities within IRC programs. It is not a suggested replacement for existing project-based M&E systems. Instead, the Framework relies on existing M&E systems and tools, feeding the data generated at the country-program level into an ERD-wide data management system. Because IRC country programs undertake diverse activities to achieve job creation, income generation and improved beneficiary wellbeing, the Common Indicator Framework seeks to accommodate variation across countries, while facilitating meaningful global data aggregation.

Goal: The goal is the establishment of a single framework to facilitate data capture and aggregation, increasing understanding of the overall outputs and effects of ERD global programming across the domains of job creation, income generation and improved wellbeing.

Rationale: As a growing technical unit with the broad mandate to develop IRC’s economic programming ERD requires an effective system to understand the effects of its work on program beneficiaries. Through improved data capture and reporting, IRC will increase capacity to effectively communicate with internal and external audiences about ERD’s work; increase learning about effective programming approaches; improve responsiveness to program beneficiaries; and enhance our profile among donors and other external stakeholders. This last point is especially important given the increased emphasis of the donor community on improved DM&E practice.

Guiding Principles: The principles guiding this initiative to establish common indicators include:

- *Ease of communication.* By increasing and facilitating data aggregation across ERD programs, IRC will increase staff and agency understanding of and capacity to communicate about ERD reach, outputs and program effects to a range of internal and external audiences;
- *Flexibility and responsiveness.* The common indicators initiative builds on IRC’s ongoing, existing project M&E systems and tools rather than replacing them. Building on existing project M&E systems and data collection capacities will enable field managers with diverse programming portfolios to easily contribute relevant data that improve understanding ERD’s global work, while respecting the nuance of individual country programs;
- *Improved decision-making.* By increasing understanding of ERD’s country- and global- level outputs and effects, the common indicator initiative will facilitate strategic decision-making about future ERD programming and priorities;

- *Shared vision.* ERD does not seek to duplicate, supplant or impose additional data collection requirements on other IRD sectors (CYPD, Heath and GBV); instead, ERD will seek common agreement and coordination to facilitate relevant data capture and reporting from across IRC portfolios;
- *Value of ongoing learning.* This framework provides a starting point for improved ERD learning and knowledge management initiatives. Improved data capture and aggregation will provide important insight about the reach and effects of ERD efforts, facilitating improved programs and contributing to both agency and global best practice for ERD.

THE INDICATORS

The Common Indicator Framework includes three key indicators: (1) jobs created or obtained; (2) income generated; and (3) improved beneficiary wellbeing. This section of the document highlights how project-level data feeds into measurement of each the indicators.

Indicator 1: Jobs Created and Obtained

Definition: Total number of paid positions created and / or obtained as a result of IRC assistance. Employment is divided into short-term employment (6 months or less) and long-term (more than 6 months).

The purpose of this indicator is to capture the number of jobs that have been directly created by IRC or obtained by beneficiaries of IRC assistance through indirect means. According to the ILO, “...employment covers any work, be it for wage or salary, profit or family gain...the ‘employed’ comprise all persons above a specific age who during a specified...period...performed some work for...salary, in cash or in kind...”¹

Data capture and expression: This indicator measures *the total number of beneficiaries* in paid employment, expressed as a *whole number*

Disaggregated by:

- Gender: Male or Female;
- Age: Youth are defined as those who are 25 and below; Adults are defined as those who are 26 and above.

All disaggregated figures should also be expressed as whole numbers and NOT as percentages of the total number of beneficiaries.

Activity Types: The most common ERD job creation activity types measured within the framework:

- Cash for Work (CfW)
- Apprenticeship / VET / Experiential
- (Re)Construction – e.g. infrastructure, CDR, public works, etc.
- IRC finance, TA or training
- IRC linkages and networking
- IRC support for group start-up or expansion

¹ International Labor Organization, found at: <http://laborsta.ilo.org/applv8/data/iloce.pdf>

Indicator 1: Measurement Guidance Matrix

The **matrix below provides basic guidance** for country programs on how to account for jobs generated from IRC activities. The example measurement methods included in the matrix are meant to draw on the project-based indicators of ERD projects. In some cases, the methods are taken directly from universal standards. In other cases, they have been developed to provide basic guidance regarding how to account for job creation activities. They are meant as a guide to help country-based staff identify the type and method of data reporting they will use. *Please use the most appropriate method for your program; this should come from your project-based M&E system!* If your M&E system does not include clear measures, please work with your TA or the ERD M&E consultant to choose the most appropriate method.

NOTE: Whatever method you choose must be verifiable (e.g., you must be able to demonstrate how they were calculated) when you report into the Framework.

Activity Type	Example measurement methods	Notes	Example
Cash for Work (CfW)	<ul style="list-style-type: none"> • # of people paid with project funds for labor <li style="text-align: center;">-OR- • (Total number of days worked * # of people engaged) / # of days in work cycle = total number of jobs <li style="text-align: center;">-OR- • (Total labor expenditure ÷ national daily wage) / # of days in your work cycle 	<p>If your project keeps track of individuals (for example, you know that the same 50 people worked for a period of one month), your total number of jobs would simply be 50.</p> <p>Sometimes labor projects are so large- and beneficiaries so numerous- that it can be difficult to keep track of the total number of days worked by each individual. In this case, you will add the total number of individuals who worked and then divide that number by the number of days contemplated as the standard for a work cycle for your program. This calculation provides a strong proxy of the total number of jobs created during a period. If you come up with a decimal, round up or down (e.g., if >.5 round up; if <.5 round down)</p> <p>If the only figures available are the total IRC (or third-party) financial expenditure on labor, divide that number by the average daily wage in the country. Then divide that new total by the standard # of days in the work cycle as defined by your program.</p>	<p>The IRC country office isn't exactly sure how many people it has paid for CFW work, but knows that it spent \$100,000 on labor wages. According to the national statistics dept., the average daily wage is the dollar equivalent to \$10. In this case the following formula is applied: $(\\$100,000/10)/20$, equaling <u>500 jobs</u>.</p>
Apprenticeship / VET (vocational)	<ul style="list-style-type: none"> • # of apprentices (placed with potential employers) who 	<p>Apprentices <u>must be paid</u>- either by the employer or IRC- in order to be counted.</p>	<p>1,000 beneficiaries participate in a vocational training sponsored by IRC, 500 are placed with employers for 3-</p>

ERD Common Indicator Framework Guidance for Program Staff

educational training / Experiential	are paid by the employer or IRC	According to the ILO, "... <i>apprentices who received pay in cash or in kind should be considered in paid employment and classified as 'at work' or 'not at work' on the same basis as other persons in paid employment...</i> " ²	month internships. Of these 500, 100 are paid wages by IRC or the employer during the three-month period. The other 400 work as volunteers or are not placed with employers. Some of the 100 paid jobs last longer than 3 months, others don't. <u>100 jobs</u> are reported.
(Re) Construction (Infrastructure; Community-Driven Reconstruction CDR, etc.)	<ul style="list-style-type: none"> • # of people paid for labor -OR- • Total number of days worked/ 20 = total number of jobs -OR- • (Total labor expenditure ÷ national daily wage)/ 20 	Counted in same way as CFW above (see notes), except a construction contractor is usually the employer, <u>not</u> IRC, although these positions are also sometimes paid directly by an IRC grant. Labor must be paid to count as labor.	See CFW example above.
Direct Enterprise Support (finance, training, TA) to new or existing businesses	<ul style="list-style-type: none"> • # of new employees at businesses 	<p>Refers to support for business activities (including value chain support and micro-franchises). ONLY count owners or employees of businesses that have received IRC assistance.</p> <p>According to the ILO "...<i>employment covers any work, be it for wage or salary, profit or family gain...the 'employed' comprise all persons above a specific age who during a specified brief period, either one week or one day performed some work for wage or salary, in cash or in kind...</i>"³</p> <p><u>Baseline:</u> If you have chosen to measure jobs this way, you should work with firms to estimate the number of existing jobs prior to IRC support. Subsequent measurement should count ONLY new jobs resulting from start-up or expansion</p>	<p>IRC has just provided grants to 50 informal businesses (mainly trading and home workshops) to expand. End-of-project monitoring shows that 35 of these businesses had no new employees. For the remaining 15 they had a combined total of 25 new employees in addition to themselves. <u>75 jobs</u> are reported.</p> <p style="text-align: center;">OR</p> <p>25 formal and informal businesses participate in an IRC business skills training. IRC follows-up with the 25 firms 3 months after providing the training, learning that 10 have expanded. 20 new employees at these 10 firms have been hired since the training was provided by IRC. <u>20 jobs</u> are reported.</p>

² International Labor Organization, found at: <http://laborsta.ilo.org/applv8/data/iloce.pdf>

³ Ibid

<p>Indirect Enterprise Support (linkage events such as fairs, meetings, networking)</p>	<ul style="list-style-type: none"> # of new full or part-time employees following a linkage event supported by IRC 	<p>The major difference between this activity type and the previous one is that here IRC plays a more passive- rather than active- role. For example, IRC may sponsor a fair that brings producers and wholesalers together. This can result in the start of a commercial relationship that leads to increased employment that may not have happened without IRC’s facilitation. Nonetheless, IRC did not provide financing, direct TA or training to the groups.</p> <p><u>Baseline:</u> If you have chosen to measure jobs this way, you should work with firms to estimate the number of existing jobs prior to IRC support. Subsequent measurement should count ONLY new jobs resulting from start-up or expansion</p>	<p>A trade fair with 100 businesses is sponsored by IRC. IRC follows-up with all 100 participants 5 months after the training, discovering that 20 new business linkages were made. As a result of these linkages 5 of the 20 firms have expanded their operations. To accommodate this, the 5 firms have hired 20 new employees, 15 full-time and 5 part-time. <u>20 jobs</u> are reported.</p>
<p>Formation of specialty producer groups</p>	<ul style="list-style-type: none"> # of members of <i>new</i> groups 	<p>Here we are referring to the development of groups based on <i>new</i> technical skills. For example, if IRC provides women who formerly sold milk from their goats the skills to: a) make butter and cheese; and b) sell those products collectively to fetch better prices, then this WOULD qualify as a job creation activity because the skill set required to undertake the productive activity is new, representing new “jobs” for the women.</p> <p>If, on the other hand, IRC formed a group of maize farmers into a collective to fetch better prices for maize, this WOULD NOT qualify as a job creating activity because the productive activity- or job- has not changed; the only change has been in the <i>way</i> the job is completed. Even without the group, the farmers would have continued producing maize. In this case, you would not measure IRC’s impact on jobs; instead you would measure the income increases of the farmers, under indicator 2.</p>	<p>IRC supports five women’s groups in Borena zone of Ethiopia with training to produce and collectively sell high quality honey. IRC formed two of the groups, each comprised of 10 members, from women with no previous beekeeping or honey production experience. The other three groups, comprised of 8 members each existed before IRC’s intervention. As of project monitoring, all five groups generate income from honey sales. <u>20 jobs</u> are reported (2 new groups with entirely new skills X 10 members each)</p>

Indicator 2: Income and sales generated

Definition: USD value of sales and / or income generated as result of IRC assistance.

This indicator tracks IRC's contribution to income generation. It is important to note that for the purposes of IRC's data capture and reporting of the standard indicators, *value* of agricultural production or other goods is used as a proxy for income, since production represents a replacement cost for HH.

Data capture and expression: This indicator measures the *total amount of income generated* as a result of IRC support, expressed as a whole US dollar value. For projects tracking in foreign currency over an extended period of time, average exchange rate for the period reporting on should be calculated. A useful tool for doing this is available at: <http://www.oanda.com/currency/average>

It is important to note that given the diversity of IRC's economic activities, it may be necessary to calculate income based on additional available data, including:

- *Quantity produced (Qp)*- the amount of an item produced through agricultural or other productive activities. Usually expressed as a whole number with an assigned unit of measure (e.g., kilograms, liters, etc)
- *Quantity sold (Qs)*- the amount of an item sold by producers, individuals, groups or businesses (e.g., 10kgs of fish sold)
- *Price per unit (Ppu)*- an expression of the cost per kg, per lb, per liter, etc. of what a person or firm buys or sells
- *Amount of land cultivated (L)*- this is an expression of the amount of land that has been planted or used for productive purposes. Most commonly measured in hectares, acres
- *Expenses (E)*- considered a proxy for income; an outflow of money to another person or group to pay for an item or service, or for a category of costs
- *Revenues (R)*- income that a business receives from its normal business activities, usually from the sale of goods and services to customers. Also referred to as "turnover"
- *Profit (P)*- total revenue minus total expenses in a given period

Disaggregated by: Final income data will be disaggregated by income source to facilitate analysis and learning about IRC's income generating activities.

Relevant IRC Project Activities: The most common ERD income generation activities measured within the framework:

- Short-term employment schemes (<6 months: CfW, apprenticeships, etc)
- Long-term employment schemes (>6 months: longer-term work placements)
- Agriculture support (input distribution, training, TA, etc.)
- Direct enterprise support by IRC (investment, TA- includes value chain support)
- Indirect enterprise support by IRC (facilitation of linkages and networks)
- Village Savings and Loan Associations (VSLA)
- Market infrastructure development

Indicator 2: Measurement Guidance Matrix

The matrix below provides an illustrative list of ERD activity types and project-based indicators by which income can be calculated. Country programs should select the activity types that most closely represent activities within their ERD projects. REMEMBER- if you measure income using other methods, you are not required to use those listed below, as long as the ones you use have been agreed upon with your TA and are included in your project M&E plan.

NOTE: Whatever method you choose must be verifiable (e.g., you must be able to demonstrate how they were calculated) when you report into the Framework.

Activity Type	Example measurement methods	Notes	Example
Employment / Jobs (VET, CFW, apprenticeships, etc)	<ul style="list-style-type: none"> • Value of wages paid (short-term, <6 months) -OR- • Value of wages paid (long-term, >6 months) 	<p>All income should be counted for jobs created or obtained through IRC support from date of project start to date of reporting.</p> <p><i>Future</i> contracts not applicable; all contracts must be current and NOT under negotiation.</p> <p><u>Baseline:</u> assumed baseline value of 0. All earnings result from new jobs; income reported fully.</p>	<p>IRC project records show paid labor payments to beneficiaries of apprentices to be \$1,000. Employer records show an additional \$1,500 from the time of project start to monitoring. <u>\$2,500 is reported.</u></p>
Agricultural input support (seed, equip, irrigation, animals, vaccines, etc)	<ul style="list-style-type: none"> • Value of increased production= Quantity Produced X Price per unit – past production -OR- • Value of increased sales= Quantity Sold X Price Per Unit – sales from past harvest -OR- • Value increase in household assets 	<p>May include all crop cycles between the time support was provided and the date of reporting. This activity type is also applicable to the production of producer groups.</p> <p><u>Concept clarification:</u> The <i>value</i> of production is included here because it represents a “replacement cost”. In other words, production value represents the <i>potential sales</i> from production.</p> <p><u>Baseline:</u> Under this activity type, you measure <i>increases in production and/or sales</i> by direct beneficiaries receiving inputs. Therefore, you will need to get production or sales data from previous agricultural seasons (prior to IRC support) in order to calculate increases.</p>	<p>Baseline demonstrates that on average each household produced 5 tons of wheat last year with an average sales price of \$23/ton. Total value of last year’s crop was \$57,500. IRC provided improved wheat seed to 500 households. Follow-up monitoring indicates that, on average, each household produced 10 tons of wheat during the reporting period. It was impossible to determine how much was consumed or sold. The survey further indicated the average market price for farmers selling wheat during this period was \$25 / ton. This year’s wheat value is <u>\$125,000</u>. The increased income attributable to IRC support from last year to this year is: \$125,000-57,500= <u>\$67,500</u></p>

<p>Agricultural technical support (training, TA, info, demo plots)</p>	<ul style="list-style-type: none"> Value of demo plot production= Quantity Produced X Price Per Unit -OR- Sales of demo plot production= Quantity Sold X Price Per Unit -OR- Value of increased production= Quantity Produced X Price per unit – past production -OR- Value of increased sales= Quantity Sold X Price Per Unit – sales from past harvest 	<p><u>Baseline:</u> Demo plot value and sales are measured using 0 as the baseline because their very purpose is to pilot and teach new production methods. In the other cases, we are measuring increases in production value or sales over those of past production seasons.</p>	<p>IRC sponsored a demonstration plot for improved Alfalfa production. While records were not kept of the value of his production last year, the owner of the demo plot remembers selling 5 tons at \$50 / ton, totaling \$250 in sales. This year he sold 8 tons at \$60 / ton, totaling \$480 in income. Last year 20 other community members sold a total of \$4000 worth of alfalfa. This year, those 20 people participated in training on the demo plot and sold a total of \$7000. Total increases in the value of sales are <u>\$3,230</u> [(\$480-250) + (\$7,000-\$5,000)].</p>
<p>Direct Enterprise Support (finance / investment, TA by IRC- <i>includes value chain support and microfranchising</i>)</p>	<ul style="list-style-type: none"> Increase in Revenue of existing businesses directly supported -OR- Total Revenue of new firms directly supported -OR- Increases in Expenditure of individual enterprises supported. 	<p>You must choose to count EITHER revenues OR expenditures and not both. Values should be counted from the LAST reporting period to avoid double counting.</p> <p>Expenditure is considered a proxy for income because people may be reluctant to discuss income, but they are usually willing to discuss expenses and income sources. Moreover, because poor individuals often get money from multiple sources, they might not know exactly how much they have earned; however, they are usually good at remembering how much they spent.</p> <p><u>Baseline:</u> For existing business, you must know the baseline value (e.g., how much money they were making weekly / monthly / quarterly) prior to IRC support in order to count the increase. For new businesses, the assumed baseline is 0.</p>	<p>Through direct support IRC helped 100 existing businesses expand. These businesses generated \$2,500 in total revenues, a \$500 increase from past average revenues. Additionally 10 new enterprises were started, generating a total of \$1,000 in revenues during the reporting period. <u>\$1500 is reported</u> (\$500+1,000).</p> <p style="text-align: center;">OR</p> <p>IRC provides grants and other assistance to start 20 small enterprises. Project follow-up monitoring is conducted, during which each enterprise provides estimates of their revenues from the time of project completion to monitoring. The total value is the local currency equivalent to \$3,000. Because these are NEW businesses, <u>\$3,000 is reported</u>.</p>

<p>Indirect Enterprise Support (facilitation of linkages, networking- <i>includes value chain support and microfranchising</i>)</p>	<ul style="list-style-type: none"> • Value of <i>new</i> sales contracts executed as a result of IRC facilitation -OR- • Increases in Revenue of existing firms as a result of IRC assistance 	<p>Measures the value of income generated through IRC’s facilitation activities. All income should be counted from date of project start to date of reporting. Accounts receivable are acceptable to count.</p> <p><u>NOTE:</u> For value of sales and revenue, be careful not to double count. If you have already counted these items under business activities or agricultural production, do not count them again here.</p>	<p>IRC provides discounted technical assistance to 10 businesses through a local consulting firm. All 10 firms expand their business, resulting in increased revenues of \$6,000 during the reporting period. Additionally, IRC links three of these businesses to other firms during a market fair, resulting in new contracts valued at \$100,000. <u>\$106,000 is reported.</u></p>
<p>Village Savings and Loan Associations (VSLA)</p>	<ul style="list-style-type: none"> • \$ value of earnings from VSLA savings 	<p>This measures the amount of money that VSLA groups / members make on their savings investments, e.g., return on savings investment. Refers to the money people make on their money, NOT the money itself.</p>	<p>IRC provides support to 100 VSLAs that collectively generate \$20,000 in savings. These savings in turn generate \$5000 in interest during the life of the VSLAs. <u>\$5000 is reported.</u></p>
<p>Market Infrastructure: (market stalls, storage facilities, etc)</p>	<ul style="list-style-type: none"> • \$ value of transactions taking place on-site for <i>new</i> structures -OR- • \$ value increase of transactions taking place on-site for upgraded structures. -OR- • US \$ value of increased revenue from user fees, commissions, etc. 	<p>The value of transactions from new and upgraded structures refers to the increases in revenue (or decreased losses) resulting from new or improved infrastructure, such as storage facilities.</p> <p><u>Baselines:</u> For new market stalls, we assume a baseline value of 0. For new storage facilities our baseline is calculated by comparing previous levels of loss (in price or in duration of harvest for consumption) with current sale value or duration of harvest (e.g., how much did I fetch in the market before vs. how much can I fetch now?) The difference between these values represents the increased value. For market infrastructure, past and current trade volume can be estimated by talking with key actors along the supply and value chains, especially regarding prices and volumes. Recall of specific prices and volume data tends to diminish over time, so you should determine your baseline as soon as possible after the start of your project. For specific questions about how to calculate baselines, speak with your TA</p>	<p>IRC builds five new storage facilities for alfalfa. Previous facilities in the county held 3000MT. The new facilities can hold an additional 5000MT. The current sales price of alfalfa is \$60 / ton. Using this price as a point of comparison, the total value of alfalfa stored in the old facilities was \$180,000 (\$60 X 3000MT). This year the total value after construction of the new storage facilities is \$480,000 [(3000MT + 5000MT) X \$60]. The total value increase in 2011 dollars resulting from the new infrastructure is \$300,000 (\$480,000- \$180,000). <u>\$300,000 is reported.</u></p>

Indicator 3: Level of perceived economic wellbeing

Definition: *This indicator measures participants’ perceptions of improvements- or declines- in their economic wellbeing from one year to the next.*

Based on the discussion of log frames in the IRC Guide to DME, the first two standard indicators seek to measure the *outputs* (goods and services) produced directly by the project. Indicator 3 will attempt to measure effects of those outputs; we know that IRC projects will contribute to X number of jobs and X dollars in income, but one of the key questions we want to answer *is do increased jobs and income make a difference in the lives of those we serve?* The answer to that question will get us closer to understanding the impact of IRC’s work in ERD and will offer key insights to learn from and improve IRC programs.

The third common indicator will elicit a response to this key question through a very brief (one-page), mixed method survey involving two quantitative questions and two qualitative questions conducted yearly among a sample of participants at select *sentinel sites* in each project. The quantitative portion will enable year-to-year quantitative analysis of perceived changes in the lives of participants, while the qualitative questions will elicit direct and nuanced experiences of beneficiaries resulting from IRC’s economic initiatives in their communities.⁴

Data Capture and expression: This indicator measures quantitative and qualitative data across two key domains:

- Perceptions of economic wellbeing
- Perceptions of the level of the impact or “helpfulness” of IRC support

Data will be presented annually in response frequency tables and annual percentage changes. Quantifiable data will be complemented by qualitative analysis of the responses provided. Data will be expressed in percentages of responses across the scales provided. Major qualitative trends will also be identified.

Relevant IRC Project Activities: This indicator can be reported for beneficiaries across any of IRC’s *long-term* income generating activities, including:

- Village Savings and Loan Associations (VSLA)
- Value chain development
- Business support projects (financing, TA, etc)
- (Long-term) Employment / Jobs programs (e.g. Apprenticeship)

⁴ The survey is loosely based on the Core Welfare Indicators Questionnaire (CWIQ), a household survey that measures changes in key social indicators of access, utilization and satisfaction with core social and economic services.

Sentinel Sites: The survey exercise will be undertaken at select *Sentinel Sites*. The use of pre-determined, representative geographic sites is a long-standing tool used in public health surveillance, enabling systematic data collection, analysis, interpretation and targeted action. For ERD purposes, we recommend adoption of the sentinel site methodology for annual measurement of changes in the perceived level of economic well being (or vulnerability) within HHs in IRC economic programming in each country. The aim of the approach is to gather consistent, reliable and comparable data from a limited number of pre-established sites through a feasible field-based exercise that, if planned well, can be easily incorporated into ongoing monitoring activities.

Optimally, the sentinel sites should, at a minimum: (1) be representative of a given project's geographic focus (using lower-level administrative units); and (2) include male, female and youth participants involved in income creation activities across the key activity types listed in Indicator 2 [VSLAs; value chain development; business support projects; and long-term job schemes, such as apprenticeships or micro franchising].

Data obtained through sentinel sites can be used to:

- Monitor a snapshot of trends regarding economic wellbeing / vulnerability among IRC HHs at the country, regional and global levels over time;
- Support improved planning and project implementation;
- Provide a basis (and inputs) for further research and ongoing ERD learning;
- Understand perceptions of IRC support and identify potential areas for re-consideration and modification; and
- Help prioritize resource / business development priorities

Sample Selection: Within each sentinel site, IRC staff will use either a *stratified random sample* (a sample that is divided in this case by gender and age) or a *clustered sample* (a sample that is used to facilitate targeted data collection across geographically dispersed populations) of at least 10% of beneficiaries within the selected geographic area. The final decision will depend on geographic context as well as staff and resource capacity; nonetheless, both methods are among the simplest random sampling strategies and will enable us to get reasonably generalizable results regarding the full beneficiary populations. Sampling can be completed using existing beneficiary lists and a simple function in Excel: You can copy and paste the list of IRC beneficiary names (by sub-group, e.g., geographic zone; male, female, male youth, female youth) into a column in an Excel spreadsheet. Once you have done this, in the column right next to each beneficiary list, paste the function `=RAND()` which is Excel's way of putting a random number (between 0 and 1) in the cells. Then, sort both the list of names and the random number by the random numbers. This rearranges the list in random order from the lowest to the highest random number. Then, all you have to do is take the first X number of names from the sorted list, depending on how large a sample you choose. These lists then become your sampled households. The whole sampling operation will take only a few minutes to complete.

Process: Ideally, we would conduct the survey across all beneficiary populations. However, given staff, time and resource constraints, this will not be possible. Instead, it is recommended that IRC staff select one or two geographic areas that are *reasonably representative* of beneficiary demographics and IRC income generating activities.

Once the sample has been determined, the ERD Coordinator should assemble a data collection team consisting of 3-4 people. If possible, the team should be made up of IRC staff *that does not work* in the selected geographic areas to minimize bias. All data collection should be completed within 3-5 days. Data processing and analysis should take an additional 10 days.

NOTE: Given that reporting for Indicator three requires additional qualitative data collection, its rollout will be piloted across select countries in FY12. Decisions about pilot countries will be made in the first half of FY12. Based on the results of that process, a larger scale rollout will be subsequently planned.

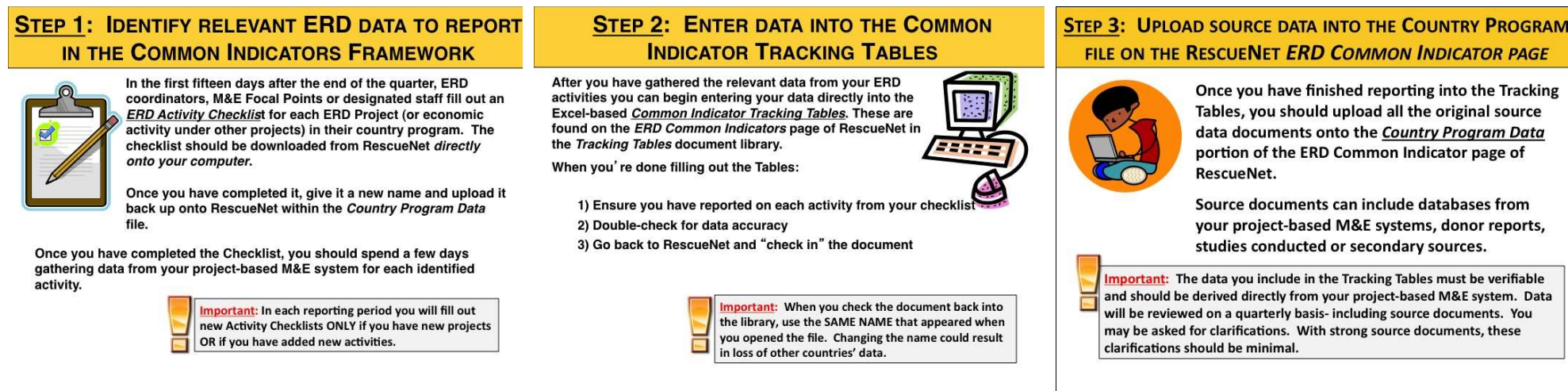
An example of the data collection questionnaire for indicator 3 can be found in *Annex 1*.

COMMON INDICATOR TRACKING

Each country implementing ERD or ERD-related programming will be asked to contribute quarterly data to the Common Indicators that are relevant to their programming using Excel-based Common Indicator Tracking Tools housed on RescueNet. Country Programs will only be asked to update data for which their programs currently collect data, in line with their project-based M&E systems. ERD Program staff will update the tracking tools directly on RescueNet, ensuring that data is updated in real time, reducing email traffic and eliminating the need for additional staff to consolidate the data from different country programs. The Tracking Tools and the Common Indicator Guidance can be found at <https://rescuenet.theirc.org/programs/ipd/programunit/erd/CommonIndicators/default.aspx>. In addition, the page contains individual files for each country program where project log frames, reports, data files and other M&E materials will be stored.

Each Tracking Tool is made up of a series of linked worksheets. The first worksheet of each tool is a summary page that automatically consolidates data from the subsequent data capture worksheets using protected formulas. Data from ERD projects should be recorded directly in the data capture worksheets using project-based M&E systems / tools as verifiable source documents. The final worksheet in each file is a Data Dashboard file that will automatically generate tables and graphs to illustrate key global ERD trends based on data from across IRC countries.

PROCESS



The figure above describes in simple terms the three key steps required to report within the Common Indicator Framework.

In Step one, ERD staff will complete an *ERD Activity Checklist* for each ERD project or crosscutting activity implemented at the country program level. The ERD Activity Checklist is included as *Annex 2* in this document and is also available on RescueNet's ERD Common Indicator Framework page. Filling out the Checklist will help ERD staff systematically identify the data they have available for reporting on Indicators 1 and 2. To ensure that all the pieces of the system are linked and to facilitate use, the ERD Activity Checklist is organized in the same order as the Indicator Measurement Guidance Matrices on pages 5-12 of this guidance document. Once staff has used the Checklist to identify the data they will report in the framework, they should spend several days collecting the data from field staff and organizing it in preparation for reporting.

In Step two, once staff has gathered and organized their relevant data, they will begin to upload it into the Common Indicator Tracking Tables located on the shared documents portion of the RescueNet ERD Common Indicator Framework page. Look for the Table corresponding to the reporting period. They are pre-saved onto RescueNet on a quarterly basis prior to the beginning of the reporting period and will be clearly marked with the fiscal year and quarter. Open the Tables onto your desktop and enter your data. The Tables are organized in the same order as the Indicator Measurement Guidance Matrices and the ERD Activity Checklist to ensure ease of use. Once you have completed data entry, double check your Activity Checklist to ensure you have reported for each activity. You should also do a final check for data accuracy. When you're done, re-save the Table onto RescueNet using the original file name.

In Step three, once you have completed data entry upload your ERD Activity Checklists as well as the original data source documents into the *Country Program Data* file on RescueNet's ERD Common Indicator page. Source documents include any project databases, donor reports, special studies, secondary source materials or any other data you have used to fill in the tables. These documents should be clearly labeled with the country name, fiscal year, quarter, project name and file type (e.g., **IRAQ. FY12Q1-Iraq Jobs Building Project.M&E Database**). Before you leave RescueNet also be sure that relevant project M&E plans and baseline data have been uploaded and updated if necessary.

SUGGESTED KEY STAFF ROLES

While the efforts to collect and consolidate this data should rely on existing project-based M&E systems and tools at the country-level, the process will require some additional effort on the part of country office staff involved with ERD or cross-cutting programming. Key staff roles are described below:

ERD Coordinators- in each country office, the coordinators will play a key role by ensuring that ERD projects have operational M&E plans and data collection tools. They will support project staff to ensure regular M&E data collection as part of ongoing project implementation in country. Importantly, *ERD Coordinators will ensure that ALL new projects incorporate the Common Indicators into M&E planning from the design stage.*

ERD M&E Focal Point- to facilitate the process of data capture and consolidation of ERD's Standard Indicators, ERD strongly recommends that each country office identify an ERD M&E Focal Point from their existing staff to support this effort. This person will ensure that data from ERD projects as well as from crosscutting activities such as Youth Livelihoods are accounted for within the Common Indicator Framework.

ERD TU Team Coordinator- will play an important role in the ongoing management and coordination of the data capture process. The coordinator will send reminders regarding data reporting dates; update the RescueNet platform; ensure that country-based documents are organized chronologically; and participate in basic data verification.

ERD Technical Advisors (TAs)- will assist in communicating and reinforcing the importance of the initiative in the field. The TAs will provide assistance to ensure that all new ERD projects incorporate relevant Common Indicators and measurement methods in project-based M&E systems. The TAs will coordinate with the M&E Advisor to identify and address challenges and provide support and feedback to the field.

The ERD TU- will make resources available for ongoing *technical assistance and training* in the rollout of country-level capture and reporting of ERD common indicator data. This will include trainings to be delivered via Elluminate. Where existing project M&E systems at the country level do not effectively capture required data for the ERD standard indicators, the ERD TU will support improved data collection.

RECOMMENDED REPORTING CALENDAR FOR INDICATORS 1 AND 2

ERD Programs will report on Common Indicators 1 and 2 *each quarter*, within approximately 20 days after the close of the quarter. The following is the proposed reporting calendar FOR ALL COUNTRIES with ERD Projects for the period FY12- FY14.

Fiscal Year	FY12				FY13				FY14			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Reporting Date	Jan. 20 2012	April 20 2012	July 20 2012	Oct. 19 2012	Jan 18 2013	April 19 2013	July 19 2013	Oct 18 2013	Jan 17 2014	April 18 2014	July 18 2014	Oct 17 2014

ANNEX 1: ERD COMMON INDICATOR #3, CORE WELFARE INDICATOR QUESTIONNAIRE

Questionnaire ID: _____ Country: _____ Community: _____

Gender: M _____ F _____ Age: _____ HH Head: Y _____ N _____

Principal ERD activity: (place an "X" next to the most relevant activity type)

Business _____ Agriculture _____ VSLA _____ Apprenticeship _____ Value Chain _____ Training _____

1) How do you compare the overall economic situation of the household with one year ago?

- 1. Much worse now
- 2. A little worse now
- 3. Same
- 4. A little better now
- 5. Much better now
- 6. Don't Know

2) Why did you respond the way you did?

[Probes: What were the key factors or events that influenced the economic situation of your household this year? How did these factors impact you or your family?]

3) Has IRC support been beneficial?

- 1. Not helpful
- 2. A little helpful
- 3. Very helpful
- 4. Don't Know

4) Why did you respond the way you did?

[Probes: What did IRC do well? What did IRC do poorly? What would you recommend changing next time?]

Date: _____ Name of Interviewer: _____

ANNEX 2: ERD PROJECT ACTIVITY CHECKLIST- TOOL FOR SELECTION OF DATA TO INCLUDE IN COMMON INDICATOR FRAMEWORK REPORTING

Purpose of the checklist: This form will support ERD country program staff to prepare for and complete Common Indicators reporting by ensuring that they systematically identify all the relevant data required for reporting within the Framework. All projects and activities identified here should be included in quarterly Common Indicators Reporting. The tool will also support HQ data quality checks by ensuring that identified activities align with reported data.

Instructions: Please complete a separate Project Activity Checklist for EACH ERD PROJECT or EACH ECONOMIC ACTIVITY UNDER OTHER PROJECTS in your country. In the first box, fill in the country name, the name of the person providing the information, as well as the date of completion of the checklist. Include the name, T1 code, donor and US \$ amount of the project. Then in the tables, please place an X next to activity types implemented under each indicator. For each activity type you mark, please also indicate: (1) whether you have a current plan for collecting data; and (2) whether your project has baseline values for the activity type. Please complete the form electronically and upload onto the RescueNet Common Indicators Workspace (<https://rescuenet.theirc.org/programs/ipd/programunit/erd/CommonIndicators/default.aspx>) at the time of data reporting. If you have M&E data collection tools and baseline data available, please also upload those values into your respective country folders on the RescueNet site.

Country:	Form completed by:	Date:		
Project Name:	T1 code:	Donor:	Total: \$	

INDICATOR 1: JOBS CREATED OR OBTAINED

Activity Type	Implement?	M&E / data collection tools?	Baseline values?
Cash for Work (CfW)			
Apprenticeship / VET (vocational educational training / Experiential)			
(Re) Construction (Infrastructure; Community-Driven Reconstruction CDR, etc.)			
Direct Business Support (finance, training, TA) to new or existing businesses			
Indirect Business Support (linkage events such as fairs, meetings, networking)			
Formation of specialty producer groups			

INDICATOR 2: INCOME OR SALES GENERATED

Activity Type	<i>Implement?</i>	<i>M&E / data collection tools?</i>	<i>Baseline values?</i>
Employment / Jobs (VET, CFW, apprenticeships, etc)			
Agricultural input support (seed, equip, irrigation, animals, vaccines, etc)			
Agricultural technical support (training, TA, info, demo plots)			
Direct Enterprise Support (finance / investment, TA by IRC)			
Indirect Enterprise Support (facilitation of linkages, networking)			
Village Savings and Loan Associations (VSLA)			
Market Infrastructure: (market stalls, storage facilities, etc)			