STANDARD SECTOR INDICATOR CODE: CED-013-C	**Marketing:** Number of businesses, out of the total number of businesses that the Volunteer/partner worked with, that improved their marketing practices in one or more of the following areas: pricing, packaging, promotion, or product placement. (CED-013-C)	
CED SECTOR	**Sector Schematic Alignment** *Note: This indicator belongs to the "Business Development" Project Area and "Business Management" Project Activities/Training Package (PA/TP) within the CED Sector but is borrowed by the following Project Activities/Training Packages within the AG and ENV Sectors.* **<u>CED Sector ("Home" of the SI)</u>** **PA/TP:** Business Management **<u>AG Sector</u>** **PA/TP:** Business Development Services **<u>ENV Sector</u>** **PA/TP:** Business Development Services	
Type: Outcome	**Unit of Measure**: Businesses	**Disaggregation:** NONE

Definitions:

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

Pricing—the process of setting the price of a product or service that takes into account the cost of producing the product or service and the desired profit margin using various sales promotion strategies.

Packaging— Processes (such as cleaning, drying, preserving) and materials (such as glass, metal, paper or paperboard, plastic) employed to contain, handle, protect, and/or transport an article. Role of packaging is broadening and may include functions such as to attract attention, assist in promotion, provide machine identification (barcodes, etc.), impart essential or additional information, and help in utilization.
BusinessDictionary.com. http://www.businessdictionary.com/definition/packaging.html (accessed on September 18, 2012)

Promotion—advertising the product or service for sale

Product Placement—presentation or display of items for sale

Rationale: An increase in the number of businesses that improve their marketing practices will lead to higher sales and greater profitability.

Measurement Notes:

1. **Sample Tools and/or Possible Methods (for Peace Corps staff use):** Volunteers should use data collection tools to measure progress against project indicators. A data collection tool to measure this indicator could be based on

one of the following methods—observation, interview—though there may be other data collection methods that are appropriate as well. For more information on the suggested methods, please see **Appendix I in the MRE Toolkit**. Also be sure to check **this link** on the intranet page as sample tools are regularly uploaded for post use. Once a tool has been developed, post staff should have a few Volunteers and their partners pilot it, and then distribute and train Volunteers on its use.

2. **General Data Collection for Volunteer Activities:** All Volunteer activities should be conducted with the intention of achieving outcomes – knowledge change (short-term), skills demonstration (intermediate-term), and behavioral changes (intermediate to long term) as defined by the progression of indicators within the objectives of a project framework. The progression of measurement for all Volunteer activities should begin with baseline data being conducted prior to the implementation of an activity (or set of activities), followed by documenting any outputs of the activities and then later at the appropriate time, measurements of specific outcomes (see "Frequency of Measurement").

3. **Activity-Level Baseline Data Collection:** Activity-level baseline data should be collected by Volunteers/partners before or at the start of their activities with a business or group of businesses improving their marketing practices. It provides a basis for planning and/or assessing subsequent progress or impact with these same people. Volunteers should take a baseline measurement regarding the outcome(s) defined in this data sheet. Volunteers should collect baseline information early in their work with businesses improving their marketing practices, and may use their judgment to determine timing because the information will be more accurate if the Volunteer has built some trust with these individuals first. The information for the baseline measurement will be the same or very similar to the information that will be collected in the follow-on measurement (see "Frequency of Measurement") after the Volunteer has conducted his/her activities and it is usually collected using the same data collection tool to allow for easy management of the data over time.

   Because Volunteers are expected to implement relevant and focused activities that will promote specific changes within a target population (see "Unit of Measure"), taking a baseline measurement helps Volunteers to develop a more realistic snapshot of where businesses within the target population are in their process of change instead of assuming that they are starting at "0." It also sets up Volunteers to be able to see in concrete terms what influence their work is having on the businesses they work with during their service. Please note that data collection is a sensitive process and so Volunteers will not want to take a baseline measurement until they have been able to do some relationship and trust-building with the person/people the Volunteer is working with, and developed an understanding of cultural norms and gender dynamics.

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

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

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

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

5. **Definition of Change:** The minimum change to report against this indicator is a business that improved marketing practices in one or more of the following areas: pricing, packaging, promotion, or product placement. Volunteers should not assume that the businesses whose practices they are trying to influence are starting at "0." If the business the Volunteer/partner works had already improved their packaging before beginning to work with the Volunteer/partner, then the Volunteer would not try to measure a change in this area as the Volunteer's work did not actually lead to the desired change. But if the business tried to a new approach to promotion because of its interaction with the Volunteer/partner, that would count in this case. While a Volunteer may be working with multiple participants from the same business, the business is the unit of measurement, so there would still be just one business, in this case, to track for change.

6. **General Reporting in the VRF**: The "number achieved" (or numerator) that Volunteers will report against for this indicator in their VRFs is the number of businesses that improved marketing practices in one or more of the following areas: pricing, packaging, promotion, or product placement, after working with the Volunteer/partner. The "total number" (or denominator) that Volunteers will report on for this indicator in their VRFs is the total number of businesses that participated in the activities designed to meet this indicator.

7. **Reporting on Disaggregated Data in the VRF:** This indicator is not disaggregated.

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

Alignment with Summary Indicator: CED IBMP (BUSINESS)