MONITORING AND RESULTS MEASUREMENT IN KATALYST

The Intervention Plan

An Intervention Plan outlines Katalyst strategy and activities to achieve a specific change in a sector. Generally, each intervention addresses one specific constraint in the sector by developing a particular supporting service market. The intervention plan is mainly prepared for internal purposes.

The Intervention Plan Process – An Overview

What does it include?

- Intervention title and service/product/information addressed
- Intervention duration and strategic partners
- "The story" – that is, what Katalyst plans to do, where and why
- Intervention impact logic
- Intervention MRM Plan
- Impact Record Sheet

When is it written?

- Once a sector strategy has been outlined, an impact logic is drafted. It may be written before or as an intervention is starting. It should be completed within a month of an intervention start date. The intervention start date is the date when the contract is signed with the partner organization or the co-facilitator in order to roll out the interventions.

Who writes it?

- The sector team with their responsible Group Manager and representatives of the co-facilitator[1]
- The MRM team writes the MRM Plan with the support of the sector team

Who reads and reviews it?

- The sector team
- The responsible Group Manager
- The Group Director
- The MRM focal point

Who approves it?

- The Sector Group Director
- The MRM Group Manager

How often is it updated?

- The original approved version of the Intervention Plan is saved (in a pdf format) and filed in order to have a record of the initial intervention strategy.

[1] With the purpose of building the capacities of co-facilitators and increase their ownership, they are encouraged to write the plans for their interventions. The co-facilitators are asked to prepare the intervention plan for each of intervention covering each of the contents (sheets) mentioned in the manual and they have to construct the cover page, background story, impact logic and MRM plan as per the exact specification of the MRM manual. However, they have a certain liberty to design calculation and intervention sheet as per their own requirements.

- The intervention plan is reviewed and updated on a quarterly basis, prior to each quarterly review.

The intervention plan is usually written at the beginning each of the interventions. It is mainly prepared in an Excel workbook and has seven sections in seven separate worksheets:

- Cover page
- Background story
- Impact logic
- Calculation Sheet mentioning all sources and assumptions supporting the data
- MRM plan
- Impact Record Sheet
- Information sheet

Cover page

This is one page long and is present at the beginning of the plan for each intervention. It includes:

- Dates: Intervention starting date, expected activity closing date, expected monitoring closing date
- Intervention code
- Updated summary information on the intervention impacts: This would include outreach number and income generated for both direct and indirect beneficiaries.
- Any impact data available on Gender and ESRB, pertaining to an intervention, should also be mentioned here
- A section capturing the review dates and updates made to the document

Figure 1: Sample Cover Page

Sector	**Maize**	
Intervention Code	**M1**	
Intervention Name	Strengthening the Contract Farming System	
Starting date	Okt 09	
Expected activity closing date	Mai 10	
Monitoring closing date	Mai 12	
Review Details		
Review Dates	**Key Changes**	**Why**
15th March 2011	Outreach & income calculation	As per recommendation of WH
15th March 2011	MRM plan updated	Regular Update

Background Story

It briefly describes the story of the intervention, that is what is to be done and why. It also includes information regarding intervention duration, intervention cost, name of intervention managers, strategic partners and implementation partners, other projects addressing the same target groups.

Intervention Title: Strengthening Contract Farming system,
Intervention code: M1

Business Service (s): Strengthening Contract farming system
Intervention Duration: October 2009 to May 2010
Report To be Updated: August 2011
Intervention Managers: Ehasanul Huq, Fahad Ifaz, Tawsif Saleheen, Mujaddid Mohsin, ASM Shahidul Islam, Zubeiri Mahmud, S.M. Shamim Hasan
Strategic Partner(s): SMORON, RMFT, ZAM, MFL, MWT, VVS, VVT, MOB, CP

1. THE STORY (WHAT DO WE DO AND WHY)

Maize farmers are getting lower yield particularly in the chars because of lack of knowledge and information on cultivation techniques and inputs usage, unavailability of quality inputs and inability to purchase quality inputs on cash. The initial investment is a major limiting factor for the farmers in the chars for maize cultivation. In addition unavailability of quality inputs due to poor or no distribution networks leads to lower yield of maize in those areas compared to other maize growing areas where distribution is apparently strong.

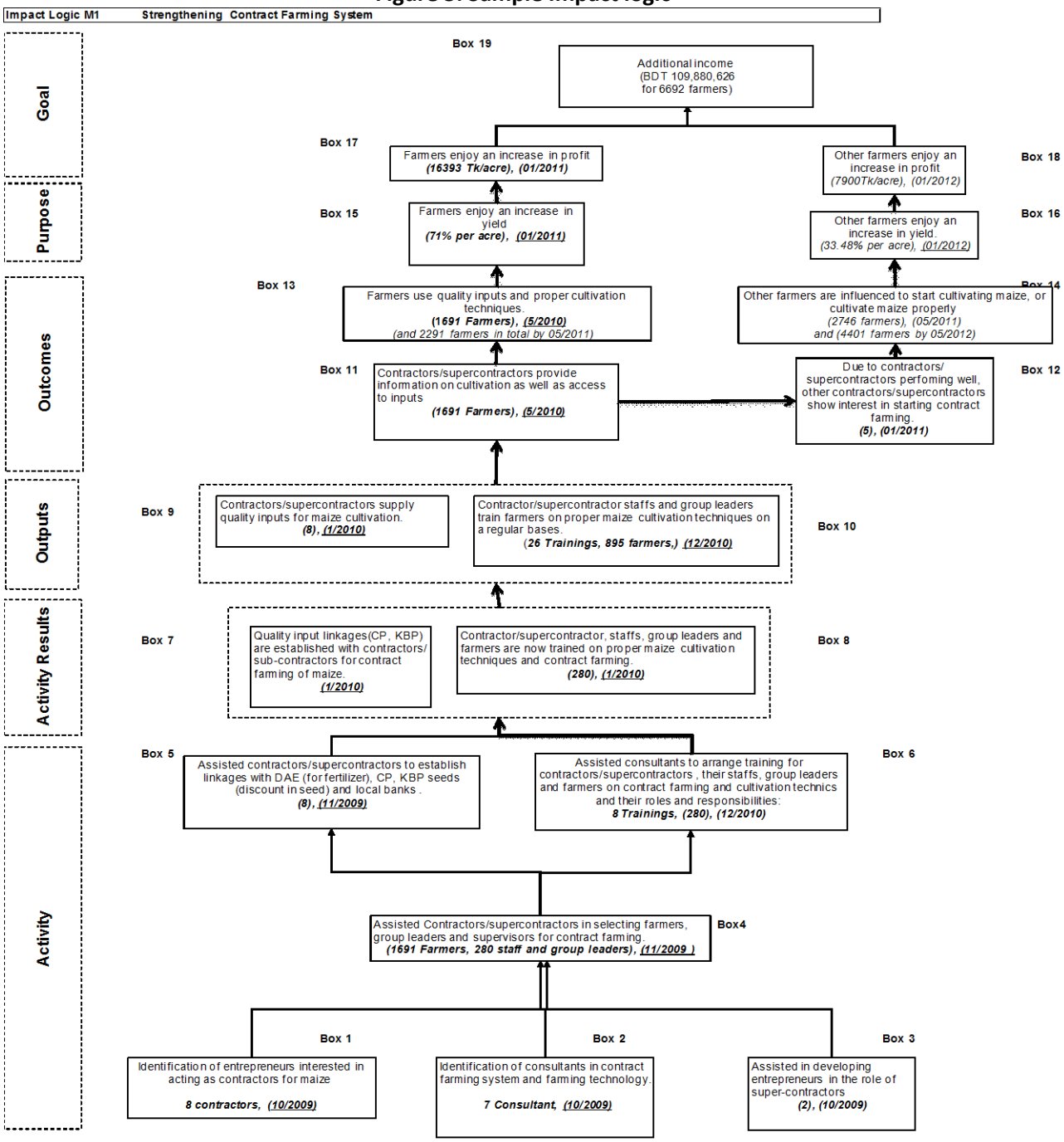
Contract farming is one of the ways to solve these problems most efficiently. In the first phase of Katalyst local contractors were developed and it has been found that there are some challenges for the contractors for their further expansion; finance is one of the major one among them. Katalyst plans to strengthen the contract farming system are as follows: a) build capacity of the established contractors through linking them with FIs (like Bank, MFIs etc), b) establish a sub-contracting system through feed mills, large importers and larger local contractors and c) develop and promote dedicated credit line for maize contractors. In general the contractors will be provided training and all kinds of exposure to improve knowledge of proper maize cultivation, create access to financial resources, inputs and markets. The contractor will provide quality inputs, training on maize cultivation, finance and buy back guarantee. So the contractor in other words will provide a bundle of services to the farmers. The contractors in turn will buy produces from the contracted farmers and sell those to feed mills or, in case of feed millers, will use for own consumption. In any case if needed their forward linkage will be established.

In char regions, in absence of formal financial institutions, contractors will fill that space. Also contractor might be an important medium for transferring knowledge to the farmers. Ultimately the production will increase.

Impact logic

The third page of the intervention plan contains the impact logic. It describes the flow of activities and the cause & effect relationships that take place due to an intervention, ultimately leading to increase in income. It summarizes the expected changes at each level of analysis. There is a complete section on guidelines and checklist for preparing impact logic. A sample impact logic is given below:

Figure 3: Sample Impact logic



Calculation Sheet

All calculations supporting the numbers shown in the impact logics are provided here with proper references to the logic boxes. All sources supporting the data should be mentioned. For example, interviews (mentioning respondent with contact info), field studies (with dates), assessment reports, attendance sheets, training participation lists, registration sheets, meeting minutes, etc.

Figure 4: Sample Calculation Sheet

Contractors selected the initial farmers with the help of consultant

Box 4

SI#	Name of Contractors	Number of Farmer
1	Md. Sahidul Islam (Sahin)	300
2	Md. Aktaruzzaman	237
3	Md. Arshad Ali	179
4	Md. Jakir Hossain	50
5	Md. Abdus Salam Dulu	75
6	Md. Rubel Ahamed	350 (30 Female)
7	M. Rahman Sagor	200
8	Md Shahidul Islam	300
Total		**1691**

Source: Intervention Report

Box 14

No. of potential contractors	Number of CF/ contractor	Number of farmers
5	211	1055
		1691
2011		2746
2012		4401

Box 15

Calculation	Current yield=47.2 mounds/acre
71%	Expected yield=80.77 mounds/acre

Source: Inception report, 2006 and impact assessment, Dec, 2010

Box 16

Current yield = 47.2 mound per acre
Expected yeild = 63 mounds per acre
Increase in yield for indirect farmers is 33.48%

Source: Inception report, 2006 and impact assessment, Dec, 2010

Box 17

Calculation		Increase profit from per acre		
Direct farme		Before	After	
	Yield	47.2 Mounds	80.77 Mounds	**71% increase**
	Sale price	500 Tk	500 Tk	
	Total price	23600 Tk	40385 Tk	
	Production cost	12000 Tk	12392 Tk	
	Profit	11600 Tk	27993 Tk	**Source: Inception report, 2006 and Impact assessment, dec, 2010**
	Land size	1 Acre	1 Acre	
	Average Profit increase/Farmer		**16393 Tk**	

Box 18

Calculation		Increase profit from per acre		
Indirect		Before	After	
Farmer	Yield	47.2 Mounds	65 Mounds	33.47% increase
	Sale price	500 Tk	500 Tk	
	Total price	23600 Tk	32500 Tk	
	Production cost	12000 Tk	13000 Tk	
	Profit	11600 Tk	19500 Tk	**Source: Inception report, 2006 and Impact assessment, dec, 2010**
	Land size	1 Acre	1 Acre	
	Average Profit increase/Farmer		**7900 Tk**	

Box 19 & 20

Calculation for cumulative additional income

	2010	**2011**	**2012**	**Total 2013**
Outreach				
Direct	1691	2291	600	
Indirect	0	2746	1655	
Total	**1691**	**5037**	**2255**	**6692**
Average increase in profit				
Direct	16393	16393	16393	
Indirect		7900	7900	
Additional Increase in income				
Direct	27720563	37556363	9835800	
Indirect	0	21693400	13074500	
Total	27720563	59249763	22910300	**109880626**

Monitoring and Results Measurement (MRM) plan

Along with each intervention logic there is an MRM plan which contains a list of all the elements in an intervention's impact logic, in the sequence that they occur. It is planning tool for data collection and impact assessment. It is a table that contains details on which indicators to be measured, how it will be done, who will do it and when it will be done for each level of activities. There is also an additional column stating the location (physical or online) of the documents mentioned in the 'What we have' column. The following is a sample MRM plan for a vegetable intervention in Rangpur

Co-facilitators have the liberty to use a number of survey tools and techniques to monitor and evaluate the interventions' progress and are not limited to only use the tools mention in Katalyst MRM manual. The key instruction given to the co-facilitators regarding data collection and measurement is that they maintain good standard research practice and proper quality check.

Figure 5: Sample MRM plan

MRM Plan								
		Impact Chain	**Questions**	**Indicators**	**How?**	**Who?**	**When?**	**What do we have**
GOAL	Box 19	More income	Whether farmers and labourers have increased income? Why?	Net increase in income of farmers and laborers (male and female)	In depth interviews, Survey, FGD, KII	WI and K MRM teams/ Market teams		
	Box 18	Other farmers enjoy an increase in profit	Has the profits gone up? By how much has the profits gone up? Were they due to better prices, higher quality produced etc.?	Change in costs change in profits			Jun-11	
	Box 17	Farmers enjoy an increase in profit	Has the profits gone up? By how much has the profits gone up? Were they due to better prices, higher quality produced etc.?	Change in costs change in profits			Jun-11	
PURPOSE	Box 16	Other farmers enjoy an increase in yield	Has the yield increased? By how much has the yield increased?	change in average land productivity			Jun-11	
	Box 15	Farmers enjoy an increase in yield	Has the yeild increased? By how much has the yield increased?	change in average land productivity			Jun-11	
	Box 14	Other farmers are influenced to start cultivating maize, or cultivate maize properly	How many new farmers start cultivating maize? How many change cultivation practices, why? How many are contract farmers?	# of new entrants # who change cultivation practices, list of changes made # who become contract farmers	In depth Interviews, FGD		May-10	
	Box 13	Farmers use quality inputs and proper cultivation techniques	Are the farmers aware to use quality inputs?Are they practicing proper cultivation techniques? How many farmers are culitvating maize in the appropriate method?	# of farmers who changed cultivation practices, list of changes made	observation, interviews		Jan-11	
OUTCOMES	Box 12	Due to contractors perfoming well, other contractors/ sub-contractors show interest in starting contract farming	Are there any potential new contractors? Why do they want to start contract farming?	# of contractors, reasons for starting benefits of contract farming	In depth interviews, validation survey		Jan-11	Assessment reports
	Box 11	Contractors/super contractors provide information on cultivation as well as access to inputs	Do the farmers get quality inputs? What kind of information do contract farmers inquire about the most?	# of farmers getting inputs, quantity of inputs recieved, timing of inputs inputs received	In depth interviews, validation survey		May-10	Assessment reports
OUTPUTS	Box 10	Contractor/super contractor staffs and group leaders are capable of training and updating the farmers on proper maize .cultivation techniques on a regular bases	Are farmers visited regularly and updated on cultivation practices? Is the support effective for the farmers?	# of farmers in training, # of farmers completing the training average number of field visits per farmer	In depth interviews, FGDs		May-10	Field reports
	Box 9	Contractors/subcontractors supply quality inputs for maize cultivation	What is the demand/ supply gap? Are the contractors capable to provide quality inputs?	# of farmers getting inputs from contractors Quantity of each type of input given to farmers and monetary value of inputs	Observation, Survey	WI and Mkt team	Jan-10	interview of farmers contractor records
ACTIVITY RESULTS	Box 8	Contractor/subcontractor, staffs, group leaders and farmers are now trained on proper maize cultivation techniques and contract farming.	Was the training given, how many farmers attended the training? Was the training well received in terms of usefulness and absorption? Are group leaders and staff and farmers aware of their individual roles and responsibilities?	# of Training conducted # of farmers, staffs, group leaders and farmers are trained. # of farmers knowing the proper maize cultivation techniques # of farmers whoose problems have been solved	Observation, post training evaluation	WI and Mkt team	Jan-10	List of attendees in trainings
	Box 7	Quality input linkages(CP, KBP) are established with contractors/ sub-contractors for contract farming of maize.	Did the farmers get quality inputs at the appropriate times? Do the contractors have secure supply chains for their products?	Dates of delivery of inputs to contract farmer Demand for inputs vs. supply	observation, survey	WI and Mkt team	May-10	List of farmers receiving inputs
ACTIVITIES	Box 6	Assisted consultants to arrange training for contractors/subcontractors , their staffs, group leaders and farmers on contract farming and cultivation technics and their roles and responsibilities	How many lead farmers and supervisors were trained? Were the trainings effective in delivery and absorption? Did the training address the needs of the farmers?	# of supervisors and lead farmers trained	observation	WI and Mkt team	Dec-09	List of trainees, Dates of trainings
	Box 5	Assisted contractors/super contractors to establish linkages with DAE (for fertilizer), CP, KBP seeds (discount in seed) and local bank	Did the farmers get seed , fertilizer and finance in due time? Did the farmers get quality inputs ?	Amount of fertilzer received vs. demanded by the farmers and the cost per Kg Amount of Qulity seeds received vs. demand Number and volume of loans received by contractors to finance the system	observation	WI and Mkt team	Nov-09	Spreadsheet detailing fertilizer and seed distribution, Amount of loans disbursed
	Box 4	Assisted Contractors/super contractors in selecting farmers, group leaders and supervisors for contract farming .	What were the criteria used to select farmers to act as contract farmers? Have the groups been formed and group leaders and supervisors selected?	# of groups List of farmers # List of group leaders and supervisors	observation	WI and Mkt team	Nov-09	Farmers' list, Superviser and Group Leader List
	Box 3	Assisted in developing entrepreneurs in the role of supercontractors	How many sub-contractors developed? What were the criteria for selecting entrepreneurs to be developed as sub-contractors?	Number of qualified entrepreneurs acting as sub-contractors	Observation	WI and Mkt team		List of sub-contractors
	Box 2	Identification of consultants in contract farming system and farming technology.	Who are the potential consultants? Are they identified and selected? How were they selected?	Number of qualified consultants	Observation	WI and Mkt team	Oct-09	training report, list, CVs of consultant
	Box 1	Identification of entrepreneurs interested in acting as contractors for maize	Who are the potential contractors? Are they identified and selected? How were they selected?	Number of potential contractors	Observation	WI and Mkt team	Oct-09	List of contractors

Information sheet

The information sheet usually includes all the relevant information that is available at any time for the intervention. It may involve sector information regarding cultivable land area, farmer population, yield per acre, cropping pattern, crop cycle etc, or any interesting information/data collected during field visits can be recorded here. Details pertaining to Gender, ESRB, Employment and Poverty for this intervention have to be mentioned here.

As compulsory information the attribution strategy (regarding other projects), displacement aspects and expected systemic changes are described here.

Figure 6: Sample Information Sheet

Targetted Events	
Events	**Number**
Farmers Meeting	15
Demo plot	15
Farmers Training	5
Field days	15
SAAO Workshop	5
Retailer training	1
Total	**56**

Targetted increase in Yield
Present Yield from per acre of land =65 mounds
Expected yield from per acre of land = 85 mounds
Increase in Yield is = 20 mounds
Increase rate is= 30% **Source: BBS, 2001**

Indirect outreach calculation
1 farmer will influence another
Farmer to farmer indirect outreach is 1440
1 company will influence which will cover 1000 farmers
Total indirect outreach is= 1440+1000=2440 Farmers

Targetted increase in income per farmer		
	Present	**Expected**
Yield per acre	65 mounds	85 Mounds
Average price per mound	500 Taka	500 Taka
Revenue	32500 Taka	42500 taka
Average production cost	Same	Same
Increase in profit		**10000 Taka**

Intervention Scale up Plan

Definition of scale up

For the purposes of project management, a shared project wide understanding of scale was a vital starting point to the alignment of resources, processes and structures to achieve scale. For Katalyst, ***scaling up*** has been defined as the expansion of effective outreach of a proven and sustainable intervention strategy by leveraging or mobilizing public and/or private resources to bring benefits to pro-poor target group.

Our definition encapsulates the following components as an integral part of scale up:

- ***Pro-poorness***; effective outreach has to be qualified by an understanding of the proportionate benefit accruing to our poor target group
- ***Leverage***; Market development works through market based mechanisms, rather than by direct intervention. Leveraging the resources of market players is a defining attribute of the approach. Scale will therefore be achieved by strategic investment of project resources in interventions, with a clear path to the proportionate reduction of Katalyst inputs over time.
- ***Sustainability***; Katalyst does not want to achieve scale built on non-sustainable market changes
- ***Wider Outreach***: Katalyst wants to ensure that the benefit through its interventions reaches a wide set of audience

What is the difference between scale and scale up?

Scale is a large population including our target group, benefiting from a sustainable market change triggered by Katalyst and delivered through leveraged third party resources.

What should be included in a scale up plan?

- The rationale behind the intervention. What key objectives the intervention aims to achieve?
- Clearly defined potential pro-poor outreach or target
- Route to scale (maybe a results chain showing our plans that will lead to our desired results)
- Sustainability plan (what measures will be undertaken to ensure that the work is sustainable?)
- Identify scale agent and their incentive. Assessment of the capacity and credibility of scale agents
- Leverage (how much leverage can we expect?)
- What will be our exit strategy or plan? (How will it get implemented?)
- What are some of the cross sector services or components? (synergy plan)
- Use of valid data from pilot interventions to support the scale up plan, it implementation and sustainability
- Attribution strategy for the scale up intervention
- Scale up results chain

Recommended items for a scale up plan

- MRM Plan
- Projected impact of scale up interventions
- ESRB interventions
- Gender interventions
- Cost-Benefit Analysis

Format of a scale up plan

Sector
Intervention code
Intervention title
Members of the intervention team

Scale up Narrative or brief

- Start by giving a brief narrative of the scale up route or idea
- State some of the key learning from the pilot project to support your idea
- Show how you visualize the pathway to scale (how our work will lead to the desired outcome of scale- a simple results chain may be used here)

Pro-poor target

- Justify with data the need for this scale up intervention and how it can reach and benefit the poor
- State the potential pro-poor target in terms of location and size

Scale up agents

- Identify one or many potential partners or sub-contractors
  - Evaluate each in terms of their incentive to scale up, their capacity, their market credibility
  - Rank your partners/ sub-contractors in terms of leverage or financial contribution
    - High leverage partner: will contribute more than 70% of the total investment to the scale up project
    - Medium: between 70% to 30% contribution
    - Low: below 30% contribution

Sustainability Plan

Use data to show what measures could be taken to ensure that the scale up intervention would be sustainable. You could also predict the time frame and potential outreach here.

Scale up Plan involves: (tick and state them)

- ☐ Cross sector services
- ☐ Cross sector components
- ☐ Gender components
- ☐ ESRB components
- ☐ Capacity building components
- ☐ Business environment components

Give a brief narrative on the plan to work with the relevant services or components. Explain how this will complement your intervention and help you achieve scale

State your attribution strategy

Use pilot intervention learning to develop an attribution strategy for your intervention. Work out a plan to show how the desired impact can be clearly attributed to your activities. The links between activities, output, outcome and purpose should be assessed

State your exit strategy and how it will be implemented

- What are your key indicators which will show that your intervention has matured and is ready for exit
- What steps are you planning at the exit stage to ensure continued impact on your target group

Develop a scale up results chain

- Design and develop your impact logic for the scale up intervention showing how your planned activities lead to goal level impact keeping in mind the aspects of sustainability and wider pro-poor outreach

Prepared by: Reviewed by: