

MONITORING AND RESULTS MEASUREMENT IN KATALYST

Roles and Responsibilities in Katalyst

Comprehensive sector Strategy paper (Implementation Responsibility with Group Director)				
Levels	Task	Develop	Review	Approved
Planning	Prepares sector strategies	Sector team leads	Sector Group Managers MRM Group Managers	Sector Group Directors MRM Group Director General Manager
	Prepares sector MRM logics & plan	MRM focal point leads the Sector team		
	Prepares quarterly work plan for sector and MRM activities	Sector team leads the planning, and MRM focal points is only involved in MRM planning	Sector Group Managers MRM Group Managers	Sector Group Directors MRM Group Director
	Prepares semi-annual work plan for sector and MRM activities	Sector team leads the planning, and MRM focal points is only involved in MRM planning	Sector Group Managers MRM Group Managers	Sector Group Directors MRM Group Director
Data collection	Collects sector level qualitative baseline data (in-house)	Sector team leads based on MRM guidelines	Sector Group Managers and MRM Group Manager	Sector Group Directors MRM Group Director
	Collects sector level qualitative baseline data through third party	Sector team designs and supervises the study based on MRM guidelines		

Comprehensive sector Strategy paper (Implementation Responsibility with Group Director)				
Levels	Task	Develop	Review	Approved
	Collects sector level quantitative data	MRM focal point leads the design and supervises contractors. Sector teams help with study design, collection and quality checking of data and supervising contractors in the field. They also look into other existing secondary data.		
Data processing and Preliminary analysis	Analyses qualitative baseline data	Sector team		
	Analyses quantitative sector level data	Led by the MRM focal point in the sector team		
Reporting	Prepares half yearly sector progress report	Sector team periodically completes the MRM plan and MRM Calendar		

Intervention Concept note (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Planning	Preparing the concept note	Sector team	Sector Group Managers and MRM Group Manager	Sector Group Directors MRM Group Director
Data collection	Collects intervention related data (both qualitative and quantitative) in-house and through secondary sources, in support of the concept	The Sector team leads the design and works with assistance from the MRM focal point		

Intervention Plan (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Planning	Designs intervention plan and logics	Sector team	Sector Group Managers MRM Group Manager	Sector Group Directors MRM Group Director
	Prepares intervention MRM plan & calculation of logics	Led by the MRM focal point and involves the intervention team		
Data collection	Collects intervention level data (both qualitative and quantitative) in-house	MRM focal point leads the design and works with Sector team on data collection		
	Collects intervention level data (both qualitative and quantitative) collection out sourced	Large studies undertaken by the MRM team, and involves the intervention team at the design phase		

Interim Intervention Report (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Planning	Prepares and plans the steps leading to a finished interim intervention report	Sector team	Sector Group Managers MRM Group Manager	Sector Group Directors MRM Group Director
Data collection	Collects intervention related data (both qualitative and quantitative) through in-house studies and output checks	MRM team leads the planning involving the sector team	Sector Group Managers MRM Group Manager	
Data processing and Preliminary analysis	Analyses intervention Level data	MRM focal point involving the sector team	Sector Group Managers and MRM Group	

Interim Intervention Report (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Reporting	Prepares interim intervention Report	Sector team	Manager Communications unit	

Intervention Report (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Planning	Prepares and plans the steps leading to a finished intervention report	Intervention team	Sector Group Managers and MRM Group Manager	Sector Group Directors MRM Group Director
Data collection	Collects intervention related data (both qualitative and quantitative) through in-house studies and output checks	MRM team leads the planning involving the sector team	Sector Group Managers and MRM Group Manager	
Data processing and Preliminary analysis	Analyses intervention Level data	MRM focal point involving the sector team	Sector Group Managers and MRM Group Manager	
Reporting	Prepares intervention Report	Sector team	Communications unit	

Mini cases (Implementation Responsibility with Sector Group Manager)				
Levels	Task	Develop	Review	Approved
Planning	Designs the mini-cases	Intervention team and MRM focal point	Sector Group Managers and MRM Group Manager	Sector Group Directors MRM Group Director
Data collection	Collects data mini-cases			Sector Group Directors Communications Director
Content Development	Prepares content of mini-cases			Communications unit involving sector team and MRM focal point
Design & Presentation	Edits text, prepares designs , layouts and processes publication			

Case studies (Implementation Responsibility with Sector Group Director)				
Levels	Task	Develop	Review	Approved
Planning	Designs the sector case study	Sector team	Sector Group Managers and MRM Group Manager	MRM Group Director Sector Group Directors Communications Director General Manager
Management	Management of contractors	Group Managers	MRM Group Manager	Sector Group Directors
Data collection	Collects data for sector case studies	Coordinated by MRM focal point with involvement of the entire sector team	Sector Group Managers and MRM Group Manager	MRM Group Director Sector Group Directors Communications Director General Manager
Content Development	Prepares content of the sector case studies			
Design & Presentation	Edits text, prepares designs , layouts and processes publication			

Project level reporting: Business Plans & Semester and Annual Reports (Implementation Responsibility with General Manager)				
Levels	Task	Develop	Review	Approved
Planning & Content Development	Prepares and plans the steps leading to a finished report	Sector teams develops impact pieces for business plan and semester reports and the MRM focal point guides the data collection. The Sector Group Manager supervises and guides the entire process and writes relevant sections of the document	Sector Group Directors MRM Group Director	General Manager

Project level reporting: Business Plans & Semester and Annual Reports (Implementation Responsibility with General Manager)				
Levels	Task	Develop	Review	Approved
Quality check	checks the quality and reliability of data	MRM Group Manager involving the other Sector Group Managers checks and revises the figures.	Sector Group Directors MRM Group Director	
Design, presentation and reporting	Edits text, prepares designs and layouts	Communication Director involving the CLT	Sector Group Directors MRM Group Director Communications Director	

Roles and Responsibilities of Subcontractors

	MRM Unit	Subcontractors	Deliverables
Planning	<p>Assist in development of intervention and sector plans</p> <p>Assist in development of intervention and sector logics</p> <p>Take lead in developing MRM plans</p> <p>Assist in reviewing and revising logics</p> <p>Develop and monitor MRM calendars for all markets and Interventions</p> <p>Maintain a pool of consultants and research firms for specialized MRM work</p>	<p>Provide intervention action plan complete with justifications for intervention roll out, entry points employed, list of stakeholders</p> <p>Provide impact logic and MRM plan before intervention roll out and get logics approved by K MRM unit</p> <p>Provide baseline information (secondary sources, primary research) for MRM indicators as per the MRM plan</p> <p>Plan assessment trips, checklists, questionnaires and sampling frame.</p> <p>(Have these approved by K MRM unit)</p>	<p>List of stakeholders</p> <p>Intervention briefs</p> <p>Sector logic</p> <p>Intervention logic</p> <p>Baseline information</p> <p>Checklist for assessments</p> <p>Questionnaires</p> <p>Sampling frame</p>
Data Collection	<p>Design and conduct baseline studies (with Sector teams or research firms)</p> <p>Design intervention and market level data collection in consultation with the Sector teams</p> <p>Support Sector teams in collecting data for interventions</p> <p>Design, contract out, and supervise the pocket surveys and outsourced studies</p> <p>Support consultants in conducting special studies and case studies</p> <p>Gather information for mini cases</p>	<p>Assist K MRM staff for regular monitoring visits</p> <p>Collect indicator data sets</p> <p>Collect baseline prior to intervention roll out</p> <p>Collect data as per the request of the MRM team</p>	<p>Monitoring visits</p> <p>Baseline data collection</p> <p>MRM plan wise data collection</p> <p>Specific data collection</p>
Data Management	<p>Manage baseline and follow up data</p> <p>Process quantitative data to be accessible to sector teams</p> <p>Compile qualitative research results</p> <p>Keep an accessible set of monitoring data and research results (quantitative and qualitative) on each intervention</p>	<p>Possess updated lists of activities down to the numbers of participants, area of activity. Also have lists of demonstration plots, field day/ farmer day schedules etc.</p> <p>Manage data in terms of cleaning and categorizing them as impact pieces, case studies, thematic pieces, cost benefit analysis, Service factors etc.</p> <p>Assist K MRM unit in validating assumptions used in our intervention results chains</p>	<p>Updating Demo plot Lists</p> <p>Field day lists</p> <p>Farmer day schedules and lists</p> <p>Area mapping</p> <p>Assumption validation</p>

	MRM Unit	Subcontractors	Deliverables
Analysis and use of findings	Summarize findings for each sector for six monthly review Support sector teams to analyse data gathered		
Reporting	Review and compile information on interventions for internal decision making Reports and also for external audience Write mini cases Support sector teams in preparing intervention reports and sector progress reports Review, verify and update reports by data collected through regular monitoring of MRM system	Submit an intervention concept note which clearly outlines the baseline information as per the deliverables Provide intervention and market reports in terms of intervention plans, intervention reports, impact pieces, case studies and other reporting deliverables	Intervention concept note Intervention plan Intervention report Impact pieces Case studies Thematic reports
System management	Coordinate all MRM work with the divisions Tracks all MRM plans and reports approved and those pending per market Prepare a periodic summary of the status of all MRM activities for the senior Management team. Track the status of all MRM activities and check is data is up to date Liaise with partners regarding MRM work Assist with annual project-wide aggregation of impact predictions and estimates Update MRM manual Meet regularly with divisions to discuss, provide feedback and solve common MRM problems	Assign an MRM focal person whom Katalyst will contact regarding any MRM related activities/ information Submit monthly progress report to Katalyst containing activity overview of previous month, activity plan for next month, financial projection of upcoming activities and impact and monitoring data Provide a six monthly financial monitoring report, and the report template will be provided by Katalyst	Monthly progress report Financial projections Activity plans Upcoming MRM tasks 6 monthly financial monitoring report

ST: Sector team, SC: sub-contractor, MRM: Monitoring & results Management team

Stages of MRM	Deliverables	Initiator	Implementer	Quality Control & Review
Planning	List of stakeholders	SC	SC & ST	MRM
	Intervention briefs	SC & ST	SC & ST	MRM
	Sector logic	SC & ST	SC & ST	MRM
	Intervention logic	SC	SC & ST	MRM
	Baseline information	MRM	SC & MRM	MRM
	Checklist for assessments	SC & ST	SC & MRM	MRM
	Questionnaires	SC	SC & MRM	MRM
	Study design	SC	SC	MRM
Data Collection	Monitoring visits	MRM	SC & MRM	MRM
	Baseline data collection	SC & MRM	SC & MRM	MRM
	MRM plan wise data collection	SC	SC & MRM	MRM
	Specific data collection	MRM	SC & MRM	MRM
Data Management	Updating Demo plot lists	SC	SC & ST	MRM
	Field day lists	SC	SC & ST	MRM
	Trainings and workshops lists	SC	SC & ST	MRM
	Area mapping	SC & ST	SC & ST	MRM
	Assumption validation	MRM	SC & MRM	MRM
	List of service providers	SC	SC & ST	MRM
Analysis and Use of MRM findings	Service factor	MRM	SC & MRM	MRM
	Cost-benefit analysis	MRM & ST	SC & MRM	MRM
	Outreach of interventions	MRM	SC & MRM	MRM
Reporting	Intervention brief	SC & ST	SC & ST	MRM
	Intervention plan	SC	SC & ST	MRM
	Intervention report	SC & ST		MRM
	Impact pieces	MRM	SC	MRM
	Case studies	SC & ST	SC & ST	MRM
	Thematic reports	ST	SC & ST	MRM
System management	Monthly progress report	SC	SC & ST	MRM
	Financial projections	SC	SC & ST	MRM
	Activity plans	SC	SC & ST	MRM
	Upcoming monitoring and Evaluation tasks	SC & ST	SC & MRM	MRM
	6 monthly financial monitoring report	SC	SC & ST	MRM & ST