

Reporting Results

There are three basic target audiences for the information produced by the system. These are Katalyst's Management, Katalyst's donors and the wider community. The distribution of these reports is sometimes restricted to these audiences and their wider distribution is subject to management approval.

1.1. Management Reporting

The system aims to produce two main sets of reports for management. The first is related to the sectors and the second is related to interventions (TGIs, BEIs and PCIs). Their objectives are learning and decision-making.

1.1.1. Sectors

- **The Annual Business Plan** establishes the targets for sectors. In principle the Business Plan's targets reflect the targets in the main logframe. Sector targets, therefore, consist of interventions the sector teams plan to execute, the number of services/outputs they expect to promote, an approximate number of providers involved and an estimate of the outreach to the target groups in the sector. Impact is not given as a target in the Annual Business Plan.
- **The Semester Report** describes the progress of the project with regard to services (access, number of services, service providers).
- **The Annual Report** contains data on impact achieved in these sectors in terms of the business plan.
- **Aggregated Impact figures** will be reported to the management team (CLT) every six months. This will be aggregated per sector and also, headline figures for the project till date.

1.1.2. Interventions

There are several reports on interventions that are fed back to management at the most critical stages of an intervention's life cycle. These reports include:

- **Intervention Concept Notes** that outline valid intervention ideas (See Annex 5)
- **Intervention Plans** with impact logics, indicators, MRM plans etc. (See format in Annex 7)
- **Interim Intervention Reports** completed approximately half way through an intervention's testing period. (See format in Annex 12)
- **Intervention Scale Up Plan** completed at the end of the testing period on the intervention and prior to any scaling up. (See format in Annex 8)
- **The Final Intervention Report** that is a summary of all impact as well as an assessment of key learning points from the intervention. (see format in Annex 13)

These reports document the progress of all interventions. Business Environment Interventions however will end with a Final Intervention Report that does not include any scale up plan. The small number of Pre-Condition Interventions will likewise follow the same procedure.

1.2. External Reports

Reports prepared for the donors such as Mid Term Reviews, Annual Output to Purpose Reviews, Evaluations, Project Proposal Preparation Mission, Special Mission (like the one on MRM in March 2010), and Financial Audits are all outside the scope of this manual. The most important reports for the donors on results are the Annual Report and any specific Audit of the Monitoring and Results Measurement System of Katalyst. In addition to this, several other results areas and their respective reports are of particular interest to the donors.

1.2.1. The Influencing Agenda

Katalyst has a range of activities that address its influencing agenda. For example, a wide range of communication materials developed by the communication unit in collaboration with the sector teams, are designed to further the influencing agenda. Semester and annual reports will specifically detail activities in this area as well as in the results of these activities.

1.2.2. Katalyst's Impact on Employment

In March 2010, Katalyst removed the indicator in the logframe that related to employment creation because there was an inherent conflict between this aim and competitiveness, which often actually reduces employment. Katalyst will continue to report, within the logframe, on the Full Time Labour Equivalent (FTE) jobs that are engaged in the production of the additional target group incomes to which Katalyst has contributed, but it will not report on targets for employment creation. Nevertheless, Katalyst is committed to assessing the impact on employment for selected sectors and, for this, a methodology is developed in the second half of 2011

1.2.3. The Semester and Annual Reports

These reports provide information to donors against the targets set out in the logframe. As such they must include figures on the total outreach of Katalyst to poor farmers and SMEs in Bangladesh and the net income changes stimulated through Katalyst's interventions. Moreover, data on the number of jobs that are affected by income increases will also be reported. The Semester and Annual Reports will also provide information on the number of new services being promoted to the target groups, what percentage of these are being provided sustainably and how many additional fundamental systemic changes in service delivery have been facilitated through Katalyst's interventions.

1.2.4. Thematic Reports

These reports provide information to donors and external audiences that highlight specific achievements and provide qualitative data in areas of particular interest. Katalyst's work and achievements within cross-cutting issues, particularly Gender and ESRB are typically highlighted in these reports.

1.2.5. Impact Audits

These are scheduled for May 2011 (first audit) and the second semester of 2012 with the aim of assessing Katalyst's Monitoring and Results Measurement system itself. These audits examine the ways that results are measured and impact is estimated including how attribution is assessed. The impact logics of interventions are tested for their plausibility based on documented evidence that are objectively gathered through primary or secondary data. These audit reports are available to donors but are restricted in their circulation as any financial audit would be. (A summary of the Results Measurement Standard is provided in Annex 23.)

1.3. Publications for the Wider Community

1.3.1. Case Studies

The project commissions case studies to profile successful and/or interesting interventions, groups of interventions or sectors. These case studies not only record the impact of these interventions, they also lay out the methodologies used and explore the key learning points, positive and negative, gained throughout the implementation process. Some cases may focus on particular aspects of interventions, such as how environmental or policy issues were addressed. These case studies are published on the website of Katalyst and become the subject of presentations at key conferences, seminars and meetings with other development practitioners. Such studies are an important part of Katalyst's influencing agenda as they explore "good practices," and share lessons learned with others in the same field.

1.3.2. Mini Case Studies

Mini case studies are similar to case studies in that they profile an interesting intervention or group of interventions. However, these cases are more limited in scope and length (4 pages maximum.) They are designed to share information about Katalyst's approach, achievements and lessons learned in an easily digestible format. As such, they are written in non-technical language, use simple and clear diagrams and include relevant pictures. This format enables Katalyst to reach beyond the enterprise development community to influence the development community and related stakeholders more broadly. (Guidelines for writing mini-cases are included in Annex 14)

1.3.3. Katalyst's Website

Katalyst uses its website and other information channels to share project information with the wider community. The website profiles the project: its background, aims, approach, sectors and key achievements. Katalyst also prepares a range of communication materials such as briefs on achievements, news pieces and project videos that are shared through various channels. The website and communication materials are developed and managed by Katalyst's communication unit and are an integral part of Katalyst's communication and influencing agenda.

2. Gender and Environmentally and Socially Responsible Business

Katalyst is committed to mainstreaming¹ the issues of gender and environmentally and socially responsible business (ESRB) within the project. This stems not only from a commitment to addressing these issues as an important aim in itself but also from an understanding that addressing issues of gender and ESRB is critical to achieving the goal of sustainable pro-poor growth. Katalyst treats gender and ESRB as “cross-cutting issues.” This means that issues of gender and ESRB are integrated into the diagnostic process in sectors, the screening process for choosing sectors and into the design, implementation, monitoring and results measurement of interventions when appropriate. Katalyst has drafted gender and ESRB strategies that build on the experiences and lessons learned from Phase I of the project.²

The sectors that Katalyst focuses are such that they are traditionally male dominated. If women are involved it's mostly informal and/or as household labour. Through time, Katalyst has determined that it is often not useful or sufficient to disaggregated data by gender. Therefore, while Katalyst has the objective mainstreaming gender (where possible), it does not have any quantitative Gender target in its logframe, instead Katalyst has committed to implementing a number of gender specific interventions. Katalyst has also developed a Gender Strategy paper highlighting areas, sectors and issues where they could potentially intervene. Given the backdrop, Katalyst does not have gender disaggregated targeting, but is consciously monitoring and reporting impact on gender through thematic reports (see Annex 18). In case of gender specific interventions Katalyst will also report on number of female impacted/benefitted. In addition to the income of women, Katalyst tries to capture their economic empowerment by a set of adequate indicators.

¹ This means that gender and ESRB are in-built into the process of planning, implementation and monitoring but not separate project targets and are always embedded in better functioning markets with the respective (business) incentives for the market actors.

² Please refer to these strategies, currently in draft form. Once they are finalized, a summary of the strategies will be included here.