

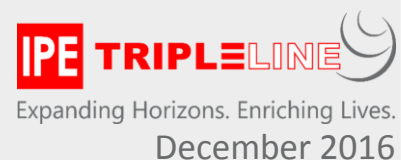


Katalyst Phase 3 - Agri-Business for Trade Competitiveness Project (ATC-P)

External review of the value-addition of the
Katalyst Innovation Fund (KIF) to the Katalyst
portfolio in Phase 3

FINAL REPORT

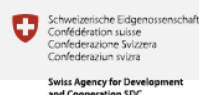
Prepared by
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Implemented by



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Acronyms

CIDA	Canadian International Development Agency
DANIDA	Danish International Development Agency
DCED	Donor Committee for Enterprise Development
DFID	Department for International Development
IC	Information Channels
KIF	Katalyst Innovation Fund
LAN	Local Agribusiness Networks
M4P	Making Markets Work for the Poor
MRM	Monitoring and Results Management
MSME	Micro Small and Medium Enterprises
SARO	South Asia Regional Office (Swisscontact)
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
WEE	Women's Economic Empowerment

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1. Introduction

Agri-business for Trade Competitiveness Project (ATC-P), branded as Katalyst, is a market development project which is co-funded by the UK Government, SDC, and Danida and implemented by Swisscontact under the umbrella of the Ministry of Commerce, Bangladesh. Katalyst aims to contribute to increasing the income of poor women and men in rural areas of Bangladesh. It does this by facilitating changes in services, inputs, and product markets, which in turn increases the competitiveness of poor farmers and small enterprises.

Katalyst was a pioneer of the approach widely known as Making Markets Work for the Poor (M4P). This takes a systemic view of poverty reduction, within which the project has a temporary facilitative role, to incentivise public and private sector actors to perform market functions in a way which creates sustainable pro-poor growth.

The innovation fund component of the Katalyst programme, from now on referred to as the Katalyst Innovation Fund or 'KIF', was introduced at the beginning of the current third phase of the project. As this modality is in itself an innovative approach within a project delivering an M4P approach, and following a recommendation made by the Katalyst Phase 3 Mid-Term Review team in January 2016, this review has been commissioned by Swisscontact to document the lessons and experiences of using this modality. More specifically, the Terms of Reference (see Annex 1) identified the main objectives as:

- ≡ documentation of the experiences of using the KIF;
- ≡ critical assessment of the added value of the KIF to Katalyst's portfolio;
- ≡ recommendations for the use and design of an innovation fund in an M4P project

The review methodology and work plan is introduced in section 2 below. Section 3 of the report presents background information on the evolution of the Katalyst programme to clarify the framework within which the KIF operates; section 4 provides more specific information on the development of the Katalyst delivery mechanisms and how they have been used in practice; section 5 presents some illustrative examples of KIF project achievements; section 6 provides lessons learned and a summary assessment of the added value of the KIF and challenges to its successful delivery; and section 7 presents general recommendations for the use and design of innovation funds as part of an M4P programme.

2. Review methodology and workplan

During the five days of field work, the reviewer met the Katalyst senior management team, representatives of DFID and Swiss Agency for Development and Cooperation (SDC), managers and business consultants from Katalyst's key sector teams, and a sample of six grantees (three partnership grantees and three sub-facilitation grantees). In addition to key document reviews, prior to and following the fieldwork, Skype conversations were held with Anirban Bhowmik, the Head of Portfolio and Quality, SARO, Swisscontact, and author of the 'ATC-P (Katalyst) Innovation Fund (IFM): Experiences and Way Forward' document. See Annex 2 for a more detailed presentation of the review methodology and workplan.

3. The evolution of the Katalyst project

The Katalyst project evolved from an SDC-funded project, the Business Development Services Programme (BDSP), which started in 2000, and later evolved into the Developing Business Service Markets (DBSM/Katalyst) in 2003, with support from DFID and Swedish SIDA, and with the Ministry of Commerce of the Government of Bangladesh as the national counterpart. It had a total budget of CHF30m for the period

October 2002 to March 2008, at which point SIDA left the donor consortium, and Canadian CIDA and the Embassy of the Kingdom of the Netherlands (EKN) joined DFID and SDC for a second phase. Phase 2 ran from March 2008 to March 2013, with an overall budget of CHF50m. This was followed by a one year intermediate phase (between Phase 2 and 3) called the Project Preparation Mandate during which progress was reviewed and plans prepared for Phase 3.

Katalyst Phase 3 runs from April 2014 to March 2017, with a total budget of CHF 27m, and is co-funded by the SDC, the UK Government (DFID) and the Danish International Development Agency (DANIDA). It is implemented by Swisscontact under the umbrella of the Ministry of Commerce.

3.1. Theory of change for Phase 3

Whereas Katalyst Phases 1 and 2 had focused on the analysis of market factors impeding the inclusion of poor people and developing and testing approaches to making markets more inclusive of poor people, the focus of Phase 3 has been on ‘anchoring’ or ‘capitalising’ lessons learned from the earlier phases, and further deepening and widening the project’s impact in terms of sustainable systemic changes to the markets.

The Katalyst Phase 3 Project Document presents an overall theory of change for the project (see Annex 3). The overall aim of Phase 3 is that while Katalyst will still work towards contributing to the increased income of women and men in rural areas by increasing the competitiveness of farms and small businesses in key rural sectors, there is an additional focus on ensuring and sustaining systemic changes which allow women and men to continue to access markets, generate income, and adopt new approaches in the mid-to-long run.

The theory of change presents an approach divided into two ‘pillars’ referred to as ‘deepening’ and ‘capitalisation’. The key characteristics of the pillars, as defined in the Katalyst Phase 3: ATC-P - Project Document are summarised in Table 3.1.

Table 3.1: Characteristics of Katalyst Phase 3 ‘Pillars’

Pillar 1 – ‘Deepening’	Pillar 2 – ‘Capitalisation’
<ul style="list-style-type: none"> ■ Addressing need for deepened systemic change by consolidating portfolio, strengthening rationale for systemic change within the sectors, developing stronger measurement and reporting system for capturing systemic change. ■ Based on the principle that the facilitative approach ensures sustainability by embedding the innovations within the market players by ensuring that their incentives are addressed, thus gaining the genuine buy-in. ■ Intention is that the market players will not only adopt but in longer term, adapt and incorporate into mainstream activities (business models and policies). ■ Importance is placed on achieving scale in the sectors (achievement of sufficient scale, and depth, will lead to systemic change within the sector) 	<ul style="list-style-type: none"> ■ Addressing need for to ensure Katalyst’s expertise is capitalised and its influence harnessed, within the context of Bangladesh. ■ Aims to ensure that elements of the Katalyst approach, knowledge and experience can be anchored within key institutions within Bangladesh so that they too can promote inclusive growth. ■ The focus is on the potential for leverage, which is hoped to indirectly lead to scale in the wider rural economy. ■ Appropriate anchoring agents may be either: <ul style="list-style-type: none"> ● Untapped influencing opportunities with current partners already engaged in sector activities (but that fall outside of the scope of core sectoral work). ● Institutions not currently involved but with potential to be influential e.g. within enterprises (increasing business), government, universities (in terms of relevant courses focused on inclusive growth), think tanks (developing policy dialogue)

Source: Based on information included in Katalyst Phase 3: ATC-P - Project Document

Katalyst

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Although the KIF was introduced to augment the ‘self-facilitation’ and ‘co-facilitation’ delivery mechanisms¹ used in earlier phases, it is notable that the role of the KIF was mostly implicit rather than explicit in the presentation of the Phase 3 theory of change.

3.2. The rationale for inclusion of the KIF in Phase 3²

The overall approach to the M4P model as envisaged for Katalyst from the outset, was to start off with an intensive hands-on approach and then gradually hand over more responsibility to the market players as the market matures and acknowledges the potential (and to a certain extent, demonstrated potential) benefits of engaging the poor.

As outlined in section 3.1 above, one of the main objectives of Katalyst Phase 3 is to consolidate knowledge built and successes achieved in Phases 1 and 2, as well as building a legacy that has the potential to continue to develop and support wider-scale systemic change. One way of achieving this was to introduce an innovation angle to the established programme, which would require Katalyst to transfer more responsibility for the identification of market solutions to the market players, so that they would become more proactive in thinking about the next potential innovation(s) in support of inclusive business³.

At the time that Katalyst Phase 1 commenced, the agribusiness market in Bangladesh was immature. Overall, national and sub-national private sector companies were considered to lack the knowledge and capacity required to recognise the opportunities to engage poor people in their business models and to identify innovative solutions to overcome market constraints. As a result Katalyst’s early partners were the few capable national players, among which some were multi-nationals with agribusiness interests in the country, such as Syngenta.

At the time of planning for Phase 3, the agribusiness market was considered to have developed and matured sufficiently well to justify the introduction of the KIF as an experimental alternative to the more Katalyst-driven methods of market engagement. The KIF was thus introduced to provide an opportunity for agribusiness market players to propose solutions to market constraints identified by Katalyst; while at the same time, continuing to provide technical support to companies in order to further enhance their capacity to address market constraints.

3.3. The Katalyst Phase 3 logframe

The Katalyst Phase 3 logframe has one outcome and two outputs that relate to the pillars in the theory of change. The outcome, outputs and respective indicators are presented in Table 3.2.

The outcome indicators are clearly focused on the objectives of the project in terms of additional income for farms and MSMEs, the number of farms and MSMEs benefitting, and the number of sectors showing evidence of systemic change. Perhaps unsurprisingly, due to the absence of explicit reference to the role of the KIF in the overall programme theory of change, there is no reference in the logframe to the KIF as an innovative modality for delivery.

For Phase 3, the three main market ‘sectors’ referred to in the logframe are maize, vegetables and farmed fish. There are also cross-cutting sectors of local agribusiness networks (LAN), women’s economic empowerment (WEE) and information channels (IC).

¹ See section 4 for a comprehensive description of the Katalyst Phase 3 delivery mechanisms

² Based on an interview with Anirban Bhowmik, SARO, Swisscontact

³ An **inclusive business** is a [sustainable business](#) that benefits [low-income](#) communities. It is a business initiative that, keeping its for-profit nature, contributes to poverty reduction through the inclusion of low income communities in its value chain. In simple words inclusive business is all about including the poor in the business process, be it as producers or consumers.

Table 3.2: Katalyst Phase 3 logframe outcome and outputs and indicators

Logic level	Indicators
Outcome: Sustainable and inclusive systemic changes are taking place in selected sectors	1. Additional net nominal income for farms and micro, small and medium enterprises (gender disaggregated)
	2. Number of additional farms and MSMEs benefitting (gender disaggregated)
	3. Number of sectors with evidence of a higher degree of systemic change
Output 1: Value-adding business services and/or demand stimulating activities for farmers and MSMEs identified and successfully promoted.	1.1 Number of additional farms and MSMEs using new or improved services and/or agriculture inputs
	1.2 Number of additional farms and MSMEs accessing new or improved services and/or agriculture inputs
	1.3 Number of policies enabled for promoting inclusive business as facilitated by Katalyst
Output 2: Initiatives for inclusive market development by national actors are promoted	2.1 Number of relevant initiatives towards improvement of competitiveness in agriculture implemented by companies, public sector actors, BMOs, NGOs, think tanks and others
	2.2 Number of documented experiences used/discussed in Bangladeshi academia, media, think tanks, Government agencies and Private sector
	2.3 Number of academic and Government organisations actively integrating elements of Katalyst's approach and experiences through capitalisation interventions

The Katalyst monitoring and results measurement (MRM) approach is based on DCED guidelines and standards (and Katalyst has recently passed a third DCED audit). The MRM system is structured to generate data directly relevant to the logframe indicators which are further broken down by sector/cross-sector. The system is not designed to make quantitative or qualitative comparisons of achievements through the KIF and other delivery mechanisms (see section 4 for an explanation of the Katalyst delivery mechanisms). Impact assessments are undertaken at the conclusion of each business project/intervention but at the time of this review, almost all KIF intervention impact assessments were pending and therefore unavailable for analysis as part of this review.

4. Katalyst delivery mechanisms

During Katalyst Phases 1 and 2, two ‘direct implementation’ delivery mechanisms were developed and further extended into Phase 3, i.e. ‘self-implementation’ and ‘co-facilitation’. In both cases, the Katalyst team analyses market constraints to inclusive business, identifies solutions and then seeks partnerships with market players, using participatory approaches to test the new business models with the expectation that the partners will be incentivised to adopt the new models. Under self-implementation, the Katalyst team establish a direct relationship with the partners and in co-facilitation, Katalyst appoints a service provider (typically a consulting company) to establish and maintain the direct links with market players, thus extending the market reach of the programme.

The KIF is implemented through two new delivery mechanisms: ‘**partnership grants**’ and ‘**sub-facilitation grants**’ which, to a certain extent, mirror the two direct implementation delivery mechanisms (see Figure 1 and Figure 2 below). In comparison to direct implementation mechanisms described above, the key

difference is that the KIF delivery mechanisms invite the market players to propose their own solutions to the constraints identified by Katalyst, and the Katalyst team has a lighter-touch, less-intensive engagement in the management of the intervention. This model is based on the assumption that businesses who respond to a challenge by presenting their own solutions based on their understanding of the market constraints and opportunities, will demonstrate a greater level of ownership of the intervention, and be more likely to adopt and adapt successful interventions beyond the period of their engagement with Katalyst and/or at a greater scale.

Figure 2 indicates the similarities between the self-implementation and partnership grant mechanisms; and the co-facilitation and sub-facilitation mechanisms. The main differences are indicated by the direction of flow of the arrows, which indicate that for self-implementation and co-facilitation, Katalyst identifies the solutions to identified market constraints and then brings them to the partnership. In contrast, the two-way arrows presented for the partnership grant and sub-facilitation grant approaches signify how the partners identify solutions to market constraints, and these are then discussed and further developed at the proposal stage in consultation with Katalyst teams.

Figure 1: Katalyst delivery mechanisms: work flow process

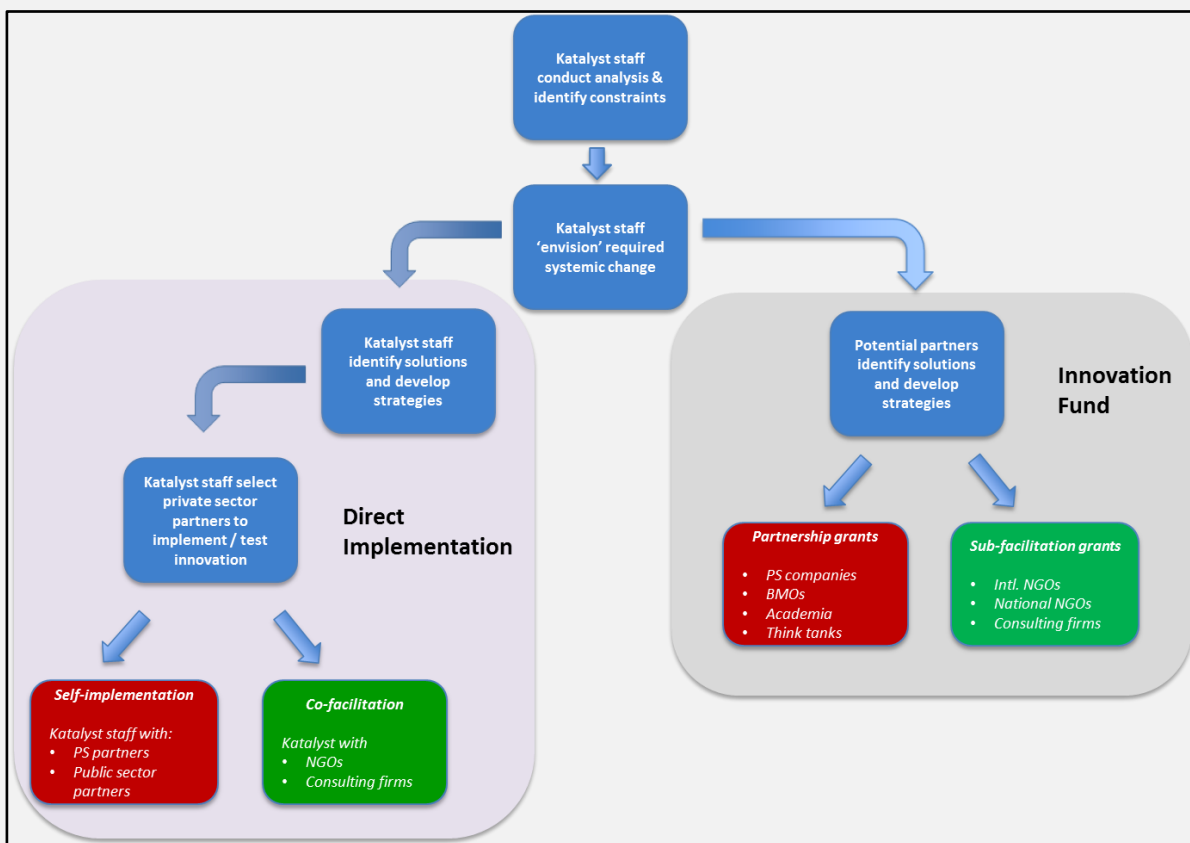
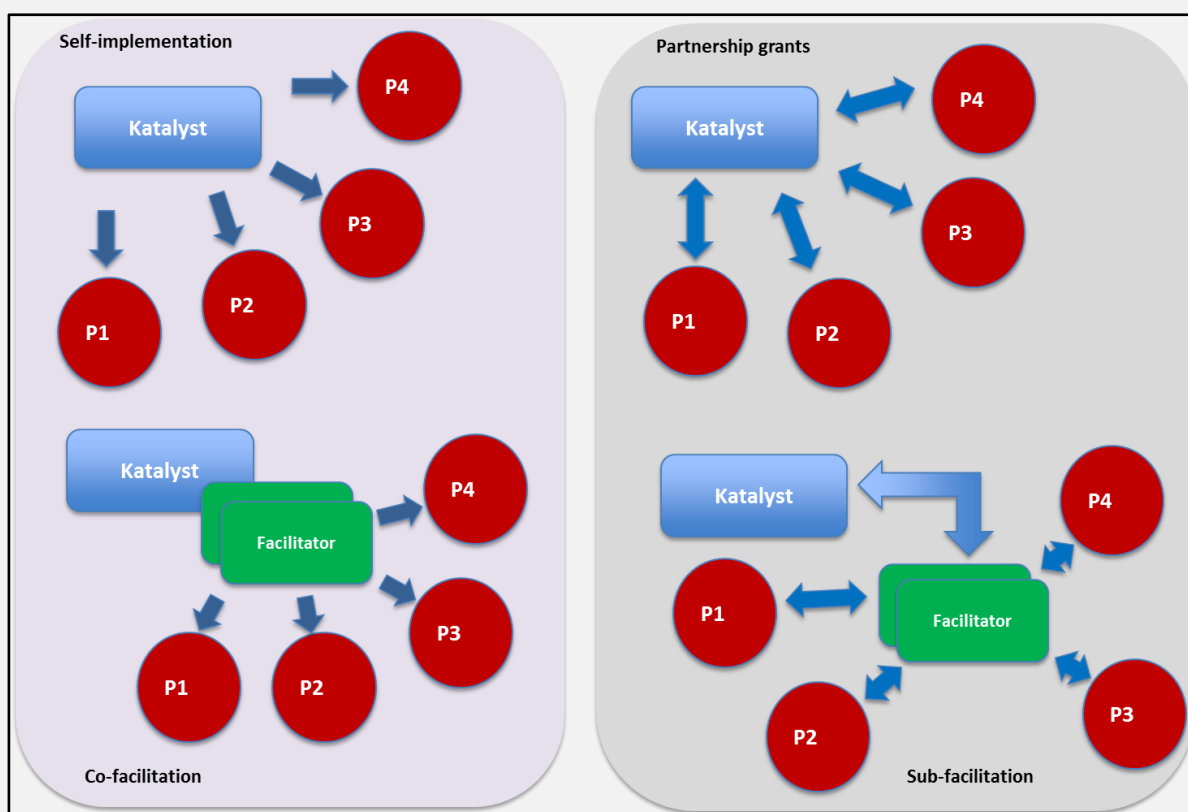


Figure 2: Katalyst delivery mechanisms: flow of innovative ideas



4.1. Development of the KIF delivery mechanisms

From the beginning of Phase 3, the development, implementation and day-to-day management of the KIF were largely delegated to the Katalyst sector and cross-sector teams, rather than a separate KIF management unit. The teams had to work out the details of how to implement the KIF modality and implement, while also tasked with scaling-up interventions through the existing 'direct implementation' methodologies. This led to some tensions between achievement of scale in relation to logframe targets, and developing a pioneering new approach to capturing innovation identified by market players within the context of an M4P project.

The design of the first rounds of grants was loosely based on a competitive challenge fund model with tightly focused challenges related to specific market constraints identified by Katalyst. While there was a reasonable number of responses to the calls from consultancy companies and NGOs, who are familiar with the application processes and the developmental language of the calls, there were very few viable applications from businesses. An internal review following the first funding round and then the review undertaken by Anirban Bhowmik in January–March 2015, presented a number of recommendations to improve the management and delivery of the KIF.

The Katalyst teams responded by making a series of changes to the calls for proposals which included:

- ≡ broadening the focus of the calls;
- ≡ improving communications strategies to raise awareness about the fund and hiring a communications consultant;
- ≡ ensuring that the language of guidance notes and the application formats are accessible and not prohibitively complicated for businesses to complete;

- ≡ increasing the upper limit of grant size for partnership grants from approximately CHF 12,000 to CHF 48,000 and allowing for larger grant sizes to be considered by exception.
- ≡ making the partnership grants open only to ‘market players’, and not NGOs and consultancy companies (who could still apply for sub-facilitation grants);
- ≡ introducing a two-stage (concept note and proposal) process for partnership grants with the proposals being jointly developed by Katalyst sector teams and the applicants;
- ≡ establishing an ‘open window’ for partnership grants to which businesses could apply at any time, and
- ≡ not running the ‘open window’ as a competitive fund i.e. individually assessing each application as they are received; changing from restricted to open communications whereby Katalyst teams can approach businesses and invite them to submit an application proposing solutions.

While these significant changes led to some improvement in terms of the numbers of viable applications received from businesses, they have also tended to lead to further congruence between the direct implementation and KIF mechanisms.

4.2. Practical experience of using the Katalyst delivery mechanisms

During the fieldwork, the reviewer facilitated a participatory process to clarify how the delivery mechanisms worked in practice. The five participants represented the Katalyst sector teams for vegetable, maize, fish/forward market, IC and WEE. The analysis looked at the criteria used to determine which delivery mechanism to use, and the differences in practices followed for each of the four delivery mechanisms in relation to: criteria used for choice of mechanism, selection of partners, development of proposals and contract negotiation, and on-going management and MRM.

The summary results of the review are presented in Annex 4. Interesting points raised in relation to each criteria included:

Choice of mechanism

- ≡ Co-facilitation is used to extend Katalyst reach in terms of geographic spread of interventions or engaging a large number of business partners;
- ≡ KIF sub-facilitation is used to when Katalyst is unsure of the solution to a market constraint, and wants to identify facilitating partners with a high degree of relevant expertise and maybe an NGO or a private sector (usually a consultancy) company;
- ≡ Co-facilitation and sub-facilitation are used for ‘high number-generating’ interventions that contribute significantly to the numerical targets in the project logframe;
- ≡ The partnership grants mechanism is more likely to identify opportunities, rather than just solutions to constraints identified by Katalyst, and may be chosen to test innovations in higher risk areas where the applicant business may be better-informed such as forward markets.

Selection of partners

- ≡ Since the partnership grants moved to the ‘open window’ approach where businesses can apply at any time, there is effectively no competition as all concept notes assessed as meeting minimum quality standards and a ‘good fit’ to the sector team objectives would be invited to proceed to the proposal stage;
- ≡ While there has been an ‘open window’ for partnership grants, there have also been ad hoc calls for concept notes to seek solutions to newly arising constraints, e.g. provision of early and late-

maturing vegetable seeds suitable for specific seasons, and the promotion of maize for human consumption;

- Self-implementation partnerships (where Katalyst seeks to incentivise business partners to test and implement Katalyst-identified solutions) are often the ‘most challenging’ partnerships to manage.

Development of proposals and contract negotiation

- Katalyst teams engage with sub-facilitation partners to refine their proposals, and negotiate on budget, numbers of agents and numbers of beneficiaries;
- Partnership grant proposals are developed jointly with the businesses and Katalyst provides a lot of technical assistance; the process takes time as many of the businesses are not used to these processes; proposals are reviewed and scored by an external panel prior to confirmation of award;
- Cost sharing is negotiated for both partnership grant and self-implementation partners to help to ensure buy-in and sharing of risk.

On-going grant/contract management and MRM

- In sub-facilitation grants, the Katalyst sector and MRM teams are closely and regularly involved with the sub-facilitator in planning, implementation and activity monitoring processes, capacity development, and even the management of human resources;
- Katalyst has less influence on partnership grant partners’ performance and delivery schedules (compared to self-implementation partners);
- Partnership grantees frequently contact Katalyst teams for advice on documentation and monitoring processes;
- Sector teams initially tried a ‘hands-off’ approach to managing partnership grants but this led to a decline in performance and delivery of targets, so they had to resume a more ‘hands-on’ grant management approach.

These points are considered further in the later sections of this report i.e. section 6.1, relating to the added value of the KIF, section 6.2, on challenges to successful implementation and section 0 recommendations.

4.3. Funding round statistics

Annex 5 and Annex 6 provide breakdowns of the numbers of partnership and sub-facilitation grants received and the numbers of grant awards made per call. The key figures are summarised below:

Partnership grants

Thematically focused calls for concept notes between April 2014 and December 2015:

■ No. of thematic calls for concept notes	= 8
■ Total number of responses received	= 57
■ Average no. (and range) of responses per call	= 7 (range 2-16)
■ No. of proposals developed	= 13
■ No. of grants awarded	= 9

‘Open window’ (and one single-sourced grant) in period March 2015 and May 2016:

■ No. of concept notes received	= 18
■ No. of proposals developed	= 18

- No. of grants awarded = 18

Sub-facilitation grants

Thematic calls for proposals between April 14 and October 2015:

- No. of thematic calls for proposals = 11
- Total number of proposals received = 76
- Average no. (and range) of proposals per call = 7 (range 1-18)
- No. of grants awarded = 11

These figures indicate that in all but one case (the first call for partnership grant proposals on improving compost production and distribution), each thematic call for concept notes or proposals led to only one grant award per call. The partnership grant 'open window' figures further indicate that all concept notes received were developed into full proposals and awards, with no competitive element.

5. The KIF grant portfolio

This section looks at the breakdown of the grants in the KIF portfolio based on data compiled for this review by the KIF Manager, and some more detailed examples of how the KIF modality has been used to support the delivery of the broader objectives of the Katalyst programme.

A total of 38 grants were awarded under the KIF, comprising 27 partnership grants and 11 sub-facilitation grants. The first KIF-supported intervention commenced in August 2014, and the last in June 2016. The total value of commitments is CHF 3,971,461, and the average size of partnership grants was CHF 31,091, compared to an average of CHF 283,282 for the sub-facilitation grants. The sub-facilitation grants were naturally bigger in size as the grantees facilitate sub-granting to multiple businesses and other market players. The longest grant duration was 25 months and 60% of the partnership grants were for periods under 18 months. In comparison to enterprise challenge funds, such as the Australian Aid-funded Enterprise Challenge Fund⁴, the multi-donor funded Enterprise Innovation Challenge Fund⁵, and the Africa Enterprise Challenge Fund⁶, the KIF grants can therefore be characterised as relatively small in size and of limited duration.

⁴ <http://www.enterprisechallengefund.org/>

⁵ <http://competecaribbean.org/>

⁶ <http://www.aecfafrica.org/>

Figure 3: Number of KIF grants per sector area

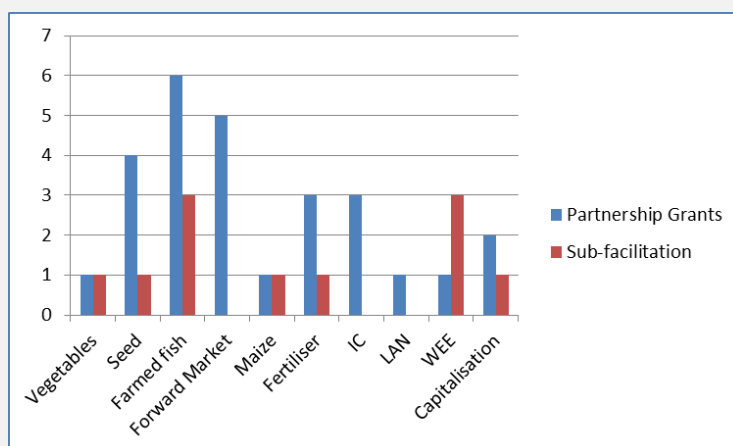


Figure 3 above shows the number of KIF sub-facilitation and partnership grants for each sector and cross sector. It should be noted that there are significant overlaps between these categories e.g. forward market interventions related to farmed fish and vegetable seed supply, as well as obvious overlaps in relation to the cross-cutting themes of women’s economic empowerment (WEE) and Local Agribusiness Networks (LAN). A full list of KIF grants is presented in Annex 7.

5.1. Examples of the use of the KIF in sector programmes

The field work undertaken for this review included interviews with a sample of sector and cross-sector team members and a sample of partnership grant and sub-facilitation partners. The interviews informed the following sections providing examples of how the KIF mechanism has been used to support the delivery of the Katalyst programme objectives for the sector areas of farmed-fish and forward markets, vegetables and seeds, maize and fertiliser and information channels.

5.1.1. Farmed-fish and forward markets

Katalyst’s initial analysis of the farmed fish sector identified market constraints related to the supply of the three main inputs: feed, aqua chemicals and fingerlings.

Interventions undertaken during Phases 1 and 2 focussed on raising farmers’ awareness of the potential benefits of commercial fish farming and developing input supply chains for quality fingerlings and aqua-chemicals required to support production. These interventions are reported to be delivering high numbers of beneficiaries and showing encouraging signs of crowding-in.

The Phase 1 and 2 interventions to develop the supply of fish feed were not so successful and reflections during the one-year planning of Phase 3 revealed that the high cost of raw materials acted as a disincentive to feed companies, and that fish-feed

WorldFish Centre - Sub-facilitation grant (CHF 336,990) Grant holder is the Bangladesh branch of a global CGIAR organisation. Intervention focus is improving the quality and availability of quality fish feeds produced by feed companies in Bangladesh. WorldFish Centre was able to link sub-partners to national and international experts. As a result of the Katalyst grant experience, **a new consultancy company has been established to provide advice to fish food production companies.** The company has developed feed formulation software that is being used by 15 feed companies.

(Interview with Mohammad Mamun-Ur-Rashid – WorldFish Centre Bangladesh)

production has a complex supply chain of its own. The Katalyst fish sector team had relatively little experience in this area and decided to try to identify solutions through the KIF mechanisms. A request for sub-facilitation proposals was launched with a focus on constraints affecting the production of fish-food. Applicants were free to add constraints they had identified (i.e. over and above those identified by Katalyst). Katalyst received three applications and WorldFish Centre Bangladesh was selected, as it demonstrated relevant experience, research and contacts with relevant companies and agencies in fish food supply chains. The WorldFish Centre was considered particularly appropriate for the sub-facilitation role as they were considered to have capacity to sub-grant, they had the expertise to evaluate proposals and provide relevant technical assistance to guide implementation, and at the same time, provide an opportunity for Katalyst to learn from the engagement. See box on the right for a snapshot of achievements. Through their engagement with the KIF, WorldFish Centre has developed a better understanding of inclusive business and this has led to the establishment of a new consultancy company which has the potential to continue to provide support to fish feed production companies, enabling them to respond to the demands of the emerging farmed fish market.

A further focus area in Phase 3 has been the promotion of small indigenous species of fish that are in short supply and in decline, but attractive for small-scale fish farming as they are easy to raise, nutritious and affordable, require very low levels of inputs, are quick-growing and provide rapid returns and cash flow. However, this presented a challenge in terms of identifying input-supply businesses with sufficient incentives to support the development of these low-input species. Katalyst consulted with a university professor who informed that the performance of small species could be improved by eating food remains of larger, commercial fish varieties and that this has an advantage of leading to healthier ponds with less expenditure required for aqua-chemicals. A request for sub-facilitation proposals on promotion of small indigenous species at the end of September 2014 attracted three proposals and Consiglieri Private Ltd. was selected to pursue broad-scope research. This led to the submission of two further partnership grant applications focused on the development of seed stock and husbandry of small indigenous species to the 'open window' between November 2015 and May 2016. The partnership grants are considered to provide the 'testing grounds' for new approaches identified through Katalyst-supported sub-facilitation.

Recognising the potential market absorption constraints from increased production of farmed fish, the KIF mechanism has also supported two partnership grant interventions (one with ACI Limited with a grant of CHF 44,051 and one with Chittagong Meridian Agro Limited with a grant of CHF 30,831) focused on the marketing of farmed fish, and both are focused on value addition gained by marketing high quality, uncontaminated, 'safe fish'.

An interview was conducted with the Chief Strategy Officer of ACI Limited, one of the major agribusiness input supply companies in Bangladesh. The company is one of the leading conglomerates in Bangladesh, with a multinational heritage (originally formed as a local subsidiary of ICI in 1968). ACI applied for a partnership grant as they were interested in engaging with the farmed fish value chain through establishing retail outlets for guaranteed, uncontaminated fresh fish. They had previously collaborated with Katalyst in undertaking an action research intervention, setting up an outlet in the biggest wholesale market in Dhaka. The success of that outlet led their management to apply for a partnership grant to extend their business operation to the new, untapped segment of fresh and safe fish retail. The KIF offered ACI the opportunity to share the financial risk of developing a new market, and more-importantly to ACI, access to Katalyst's knowledge, experience and networks in the farmed fish sector.

ACI saw an opportunity to develop a safe food / fish value chain which would benefit both the business and the farmers supplying the safe fish. The vision is to develop an end-to-end contamination-free supply chain from farmers to consumers..

ACI initially proposed developing 40-50 outlets, but following discussions with Katalyst reduced this to 4-5 points while slowly developing supply networks. An initial pilot outlet has been developed close to the new fish market in Dhaka. It is already reported to have a turnover of approx. BDT 1m (CHF 12,500) per month. They are also establishing e-commerce services including a call centre, social media marketing and fish home-delivery services; and they also supply to other retail chains, hotels and restaurants. ACI is preparing to invest in significant expansion of the model (see box above).

These examples from the Farmed Fish sector illustrate how Katalyst has used the KIF as a mechanism for supporting private sector inclusive business initiatives by sharing risk, providing technical support and harnessing the capacity of institutions well-positioned to undertake research, and provide technical support and advice to business partners and Katalyst. The suite of integrated initiatives supported by the KIF grants has enabled Katalyst to engage companies in the process of establishing the conditions necessary for future market development and growth in the farmed fish sector. There is evidence that the partners are highly motivated and likely to sustain and build on their KIF-supported initiatives.

5.1.2. Maize and fertiliser

Compost: The first round of the KIF, launched in April 2014, included a call for proposals to improve compost production and distribution.

There were 16 applications and Katalyst selected two companies (Annapurna and Xplore) to proceed to the full proposal and grant award stages. When these grants commenced, there were indications that farmers were becoming more interested in the use of compost to complement and balance the use of chemical fertilisers, but the numbers using compost were insufficient to stimulate investment in the development of the market. The Annapurna grant supported localised initiatives to promote

ACI LIMITED – Partnership Grant (CHF 44,051)

*The representative from ACI informed that the pilot intervention, supported by the KIF grant over an 18 month period, and access to Katalyst technical assistance and market knowledge, has led to ACI senior management giving preliminary approval for a **USD 3.2m investment** to expand the fish enterprise.*

ACI has a vision to become the largest fresh fish business in the country with certified supply chains, established groups of fish-farmers receiving training, and credit facilities for all inputs, and logistics systems for storage, packaging and transport of fresh fish.

(Interview with M. Saifullah – Chief Strategy Officer, ACI Limited)

homestead composting technology including vermiculture and the use of Trichoderma. Under this model, farmers producing the compost keep one half of the production for their own use and Annapurna buys the other half for sale and distribution. These grants were considered to indicate potential for further market development, but both operated in relatively small, localised areas and the potential for wider scale impact was unclear.

To achieve market development at scale, the Katalyst team launched another call for partnership grants focused on compost production and distribution at national level. The call, at the end of 2015, attracted seven partnership grant applications from which two advanced to the proposal development stage and one grant was awarded to Rahman Agro Products. The call also attracted six sub-facilitation proposals, which led to an award to Enroute International for their proposed approach to expanding compost supply market and improving the quality of compost produced by commercial compost companies.

Maize: Early in Phase 3, Katalyst efforts to increase maize production were focused on growing in new geographic areas and extending the growing seasons (from traditional October /November to February/March). The promotion of summer maize production was one of the thematic areas included in the second KIF call for proposals at the end of 2014. Six sub-facilitation applications were received in response and one award was made to EDGE Consulting Ltd. for market development interventions related to up-scaling of summer maize cultivation. This was one of the first sub-facilitation grants tried to test the mechanism. The direct co-facilitation mechanism was used to support the further scaling of summer maize production.

5.1.3. Vegetables & Seeds

Seeds: Katalyst identified that one of the key constraints affecting farmer adoption of improved seeds was the difficulty faced by farmers in identifying genuine improved seeds, particularly for farmers in the more remote areas of Bangladesh. A partnership grant call led to the identification of an innovative approach proposed by Lal Teer Seeds Limited to develop a system for adding a unique reference number to seed packets which could be verified via SMS.

Another partnership grant call was focused on promoting hybrid vegetable cultivation in hard to reach areas of Bangladesh through distribution of quality seeds. BRAC (Seeds) Ltd. was awarded a grant to pilot an alternative distribution network for hard to reach areas, by establishing seed sales centres in the local offices of BRAC (NGO).

An interview was conducted with two representatives of BRAC (Seeds), who clarified that without the grant they would not have received approval from management to try such an innovative approach as the risk was considered too high. They explained that the process of proposal development and budget negotiation required two or three separate meetings with Katalyst, but they highly valued the advice received from Katalyst staff in terms of business plan preparation and knowledge of key issues related to seed supply chains.

BRAC (Seeds) had another partnership grant secured in response to a call under the WEE cross-sector. The grant of CHF 19,880 built on the experience of the earlier seed intervention and supported the piloting of women entrepreneurs selling seeds door-to-door within their communities. As a result of this intervention, women farmers can buy improved vegetable seeds from known local women without having to travel. The approach is reported to have led to a local doubling of sales and BRAC (Seeds) want to continue to support the expansion of the initiative after the grant period ends.

5.1.4. Information channels

An interview was conducted with two representatives of Petrochem (Bangladesh) Limited, another large national agribusiness and input supply company. Petrochem received a grant of CHF 36,145 over six months to develop a free, missed-call, call-back agronomy helpline. It is interesting to note that Petrochem had been a Katalyst partner and their application for a partnership grant was submitted following discussions with Katalyst team. The original application was for a SMS-based helpline, but in the process of jointly developing the proposal, the Katalyst team advised changing to a missed-call, call-back system due to the high rate of illiteracy among farmers and their inability or unwillingness to pay for SMS communications. The Katalyst team also advised on the need for a strong communications strategy to build trust in the free-call service. In response Petrochem developed a strategy which included advertising the service in community markets and using the media of 'folk songs' written for the purpose.

Petrochem – Partnership grant (CHF 36,145)

*Petrochem are very proud of the system they have developed and recognise **the benefits to the business in terms of customer retention and attracting new customers**. They have already made a decision to extend the employment of the trained call operator, and say they **would be happy to sell the software system** to other companies who are not direct competitors.*

(Interview with Al Mamunur Rahman (Sen. Software Developer) and Kbd. Ashim Kumar Saha (Asst. Manager Seeds) – Petrochem)

The software to support the system has been developed by Petrochem's own IT unit. A content management system (CMS) maintains data of symptoms relating to common pests, diseases and answers to common questions on fertiliser rates. Missed calls are recorded and trained agents call the farmers back and try to answer their questions and solve problems. If they can't solve a problem, callers are advised to ask local distributors who also receive intensive training on the products. Petrochem has 500 distributors supplying 5,000 retailers. The system is said to be working well and getting an average of 80 – 100 missed calls to call back per day. Petrochem maintains that they would probably have implemented something similar in the future, but the KIF support accelerated the process.

6. Lessons learnt from the implementation of the KIF

The comparison of the achievements of the KIF supported interventions with those implemented using Katalyst's more direct implementation approaches is limited by the amount of comparative data available and the time allocated for this assignment. The critical assessment of the added value of the KIF is therefore largely qualitative and based on the information gathered from the interviews conducted during this review.

6.1. The added value of the KIF modality - What has worked well?

The assessment of the added value of the KIF to the achievement of the broader Katalyst objectives can be considered in terms of the achievements of the KIF-supported interventions and how these contribute to the overall objectives articulated in the programme's theory of change and logframe; and also in terms of the value gained from testing the KIF approach as an innovative approach to supporting the delivery of an M4P programme.

The following points summarise how the KIF mechanism is considered to have worked well and added value to the overall Katalyst programme objectives:

- ≡ The KIF model of supporting private sector inclusive business initiatives, by not only sharing financial risk, but also providing technical support in proposal refinement and project management (particularly in relation to business planning and market intelligence), has proved to be important in the context of an immature but rapidly emerging segment of the agribusiness sector in Bangladesh.
- ≡ The KIF partnership grant mechanism has provided a strong entry point for engaging, supporting, and influencing business partners to address market constraints as companies coming forward with innovative solutions to market constraints have a higher sense of ownership compared to those engaged through self-implementation. This is reflected in the examples of KIF partnership grant partners continuing or significantly scaling up the supported innovations.
- ≡ The KIF partnership grant mechanism has clearly led to the identification of successful and innovative solutions to market constraints based on the partner businesses' understanding of their markets.
- ≡ The high quality of Katalyst team personnel and the market development knowledge gained from earlier phases and direct implementation has contributed to the building of strong partnerships.
- ≡ The suite of integrated sector-wide initiatives supported by the KIF grants has enabled Katalyst to engage companies in the process of establishing the conditions necessary for future market development and growth (see example from farmed fish sector above).
- ≡ The sub-facilitation grant mechanism attracted a reasonable response from eligible companies and has supported the development of partners, such as consultancy companies who are well-positioned to provide technical support to businesses interested in developing inclusive business models, beyond the lifetime of the Katalyst programme.
- ≡ The process of advertising calls for proposals supports the 'anchoring' objective by encouraging and inspiring companies to consider innovations and adaptations to their business models to become more inclusive of the poor.
- ≡ The small size and short duration of KIF grants has, in some cases, been sufficient to leverage significant investment from private sector companies in support of inclusive growth, both in terms of match-funding and follow-on investment.
- ≡ The KIF can also be considered as having added value by demonstrating an alternative approach to encouraging and capturing innovation in support of M4P approaches in contexts where there is limited private sector capacity to identify and develop innovative business models to support inclusive growth. This appears to have been the situation within segments of the agribusiness sector in Bangladesh. Where this was the case, the provision of technical assistance, as well as funding, was required to support businesses in the development of innovative ideas, and build their capacity to support the continued development of inclusive business in the longer term.

6.2. What have been the challenges or limitations to success?

Interviews conducted with donors, Katalyst senior management and sector/cross-sector teams, and KIF grant holders identified a number of challenges to the successful achievement of the KIF. The challenges can be categorised as those relating to how the KIF was conceived and introduced to Phase 3 of the programme; the structure and design of the funding rounds; the application and appraisal process; the

proposal development process; the on-going grant management; and the monitoring, evaluation and learning frameworks.

Introduction of the KIF to Katalyst Phase 3

- ≡ Two of the key questions posed to inform this review sought to establish how the KIF was originally intended to support the wider Katalyst programme objectives, and whether there was a clear common understanding of a theory of change to demonstrate how it would do so. The Phase 3 project document presents an overall theory of change for Phase 3 which includes some reference to partnership grants, but there was no clear presentation of a sub-theory of change to clarify how the KIF would contribute to the overall Katalyst Phase 3 objectives, and no clear presentation of the key assumptions underpinning the approach.
- ≡ It appears that the KIF was introduced to Phase 3 on the basis of an implicit assumption that the capacity of private sector companies and other agribusiness market players would have developed sufficiently well over the years, since the beginning of Katalyst Phase 1, to enable them to respond to calls for innovative responses to market constraints impeding inclusive growth. The examples of successful KIF interventions presented in section 5 above indicate that this assumption has in some cases held true, but the low number of responses to calls for concept notes and proposals, and the degree of technical assistance required to support interventions suggest that capacity of market players may have remained to be a limiting factor.
- ≡ A clearer theory of change, supported by a thorough analysis of the capacity of the market to respond, would have helped to guide some of the KIF design factors presented in the following sections.

The structure and design of the funding rounds and selection of partners

- ≡ Following reviews of performance in the first rounds, a number of changes were made to try to increase the number of partnership grant applications received. These included further development of the KIF communications strategy, application process guidelines, funding criteria (grant size etc.), and a switch from time-limited thematic funding rounds to a combination of an on-going 'open window' and ad-hoc closed calls. While these changes helped to establish a steadier stream of proposals, the number of applications received was still limited and this contributed to an overall underspend of KIF funds.
- ≡ There are a number of design factors that could explain the limited numbers of responses to the partnership grant windows in particular. These may include the limited size of grants compared to the perceived resources required to apply for and manage a grant and the limitations on the duration of the grants (the limited duration of grants was reported to be particularly problematic for interventions related to seasonal agriculture).
- ≡ Although the KIF mechanisms led to the identification of a number of new partners, there has been a tendency for Katalyst teams to continue to work with known partners with proven capacity to deliver results (that are quite similar to existing Katalyst ideas) and this may have limited the diversity partners and potential capture of innovation.
- ≡ A significant number of the sub-facilitation and partnership grant holders have had multiple grants or worked with Katalyst using the direct implementation delivery mechanisms, which has supported the 'anchoring' of the M4P concepts within those organisations. However, this has led to a relatively small pool of individual Katalyst partners, limiting the number and diversity of businesses engaged;

and may also have limited the number and diversity of innovative solutions to market constraints identified and tested.

Proposal development (for partnership grants)

- ≡ The way the Katalyst teams work with the partnership grant applicants to develop and influence their business ideas and the intensive way they manage the grants suggest that the partnership grant mechanism is not significantly different from the direct 'self-facilitation' delivery mechanism, except that the original ideas come from the businesses themselves. While this has been effective and generally appreciated by current partners, there is a risk that interesting but higher risk innovations could be stifled.

Grant management

- ≡ As the sector teams charged with developing and delivering the KIF are also responsible for achieving quantitative programme logframe targets to tight deadlines, there is a tension between allowing flexibility for adaptive management processes required to test innovative approaches and intensive hands on management to ensure targets are reached.
- ≡ There has also been a related emphasis on compliance and accountability which may be considered as prohibitively burdensome to some private sector partners and therefore limit the pool of partners.
- ≡ Some partners expressed their concerns about the lack of flexibility in terms of revisions to budgets, milestones and timelines, although Katalyst management maintain that following a review of performance, budget variations and time duration were made more flexible.

Monitoring, Evaluation and Learning framework

- ≡ Katalyst has established a robust monitoring and results measurement framework which includes detailed impact assessments for all interventions including those funded through the KIF. However, there has been no formal mechanism for monitoring the performance or the added value of the KIF as a funding modality. This is partly linked to there being no specific theory of change for the KIF and no explicit inclusion of the KIF in the programme logframe.

7. Recommendations for future M4P programmes

On the basis of this review and the lessons documented in section 6 above, the recommendations for the inclusion of innovation funds in M4P programmes are as follows:

7.1. Use innovation funds to support the successful achievement of M4P programmes

- ≡ The KIF has demonstrated how an innovation fund working within the context of an M4P programme in a relatively immature agribusiness market, can be successful in initiating a gradual handing over of responsibility to market players. The KIF approach is based on providing relatively small grants, over short time periods with significant technical assistance support for the development of innovations to address market constraints, and building the capacity of institutions that could support further business innovation.

7.2. Establish clear fund objectives from the outset

- ≡ As for any development intervention, it is essential that the specific objectives of an innovation fund component of an M4P programme is clearly articulated from the outset, with a clear explanation of how the innovation fund component is expected to contribute to the achievement of the overall programme objectives.
- ≡ The design of the innovation fund component should also be underpinned by a specific, fund theory of change, with clearly articulated assumptions and conditions for success, informed by a thorough context analysis.

7.3. Use the theory of change and context analysis to inform fund design

- ≡ Based on the documented experience of the KIF, it is clearly important that the context analysis should include an attempt to analyse the maturity of the market and the capacity of market players to understand the potential of inclusive business and growth, as well as capacity to identify and deliver inclusive business innovations (e.g. by checking for existing evidence of companies testing innovative, inclusive business approaches on a small scale, but lacking funding to further test at scale; and/or assessing the extent to which the concept of inclusive business is understood within the specific market context). These can then inform the development of programme initiatives that are relevant and accessible to the market players who have the greatest capacity to bring about systemic change.
- ≡ Examples cited in section 5 above indicate that some significant systemic changes are being achieved within the boundaries of the KIF modality. However, a thorough assessment of business capacity and potential could help to identify other mechanisms and approaches that attract more, and/or more diverse businesses with capacity to engage with the programme and to identify and capture more innovative inclusive business models and lead to broader systemic changes.
- ≡ Some of the alternative models of encouraging innovation and systemic changes in markets to support inclusive business include intermediation: where the programme facilitates the matching-up of businesses with innovative ideas with potential sources of finance and/or technical, inclusive business advice (for example, the Vietnam Inclusive Business Match-making Market Place⁷ builds on

⁷ <https://iba.ventures/snv-vietnam/vbcf/>

the UK Aid-supported Vietnam Business Challenge Fund (VBCF)⁸, which like KIF provides both funding and business mentoring support); and the Inclusive Business Accelerator⁹ programmes; or the challenge fund / matching fund model used in the Africa Enterprise Challenge Fund¹⁰.

- ≡ As is the case for challenge fund modalities, the context analysis and associated theory of change, risk appetite and magnitude of funding available will also inform fund design decisions such as the focus of funding windows (broad or narrow); targeting and design of communications and outreach strategies; the size and duration of grants required to attract the targeted business types and support the nature and scale of intervention required; the degree of technical assistance support required (and the management structure for the fund); the monitoring and evaluation and learning framework; and the degree of flexibility in terms of grant management and compliance.

7.4. Create a separate fund and fund management unit

- ≡ This review has identified that an innovation fund component of M4P programmes is more likely to be successful when managed as a separate fund by a separate, dedicated management team. Separate innovation fund management provides more freedom to support innovation, which by definition, requires the acceptance of a higher risk of failure; a greater focus on designing funding rounds to attract and capture innovative ideas; and the space and flexibility (in terms of budget and grant duration) to support experimentation and agile adaptive management.

⁸ <http://www.vbcf.org.vn/>

⁹ <https://iba.ventures/>

¹⁰ <http://www.aecfafrica.org/>

Annex 1. Terms of Reference

TERMS OF REFERENCE

External review on the value-addition of the Katalyst Innovation Fund (KIF) to the Katalyst portfolio in Phase 3

Katalyst:

Katalyst is a market development project in Bangladesh that aims contributing to the increase of income of poor women and men in rural areas. It does this by facilitating changes in services, inputs and product markets, which in turn increases the competitiveness of farmers and small enterprises. Katalyst is co-funded by the Swiss Agency for Development and Cooperation (SDC), the UK Government (DFID) and the Danish International Development Agency (DANIDA). It is implemented by Swisscontact under the umbrella of the Ministry of Commerce.

The Katalyst Innovation Fund (KIF):

In Phase 3, Katalyst has introduced the innovation fund delivery model, alongside the delivery methods used in the earlier phases. Katalyst follows different delivery approaches to implement its strategies in different agriculture sectors. Starting with self-implementation in Phase 1, Katalyst gradually moved to sub-contracting activities with its co-facilitators in Phase 2. These models are collectively referred to as direct implementation. Under the new KIF model, Katalyst continues to analyze the systemic constraints in the selected agricultural sectors, but now solicits innovative ideas from interested third parties (private/public partners or facilitating organisations) in order to enable strategy development for the sectors. These innovative ideas were sought for through requests for proposals first and then through an ongoing online application mechanism called "open window". Organisations whose ideas were positively assessed have been awarded grants in the form of partnership grants or sub-facilitation grants.

Background of the assignment:

Katalyst was pioneering in the usage of an innovation fund process for delivering market system changes as one of the major outcomes of phase 3 of its project. Since both the outcome and modality of this innovation fund were new, it is essential that the lessons and experiences from implementing the KIF are captured and well documented.

Since the KIF has stopped the calls for new Partnership and Sub-facilitation grants in April 2016, Katalyst is currently in a phasing out of the KIF, implementing only the contracted grants, or those already in pipeline. In addition, Katalyst's Mid-term Review (MTR), held in January 2016, issued a report that recommended to critically review the portfolio of KIF interventions and assess the additionality of the KIF for Katalyst as a whole.

Therefore, Katalyst has committed to engage in an external review of the KIF by October 2016 and to assess critically the added-value of the fund and to document the major lessons learned.



Objectives of the assignment:

The objectives of the assignment are as follows:

- **Documentation of the experiences of using the KIF:** The consultant must begin by initially reviewing all the documents relevant to the KIF, including internal reports, presentations and the various versions of the KIF manual. The consultant will then be required to closely inspect Katalyst's experiences of implementing the KIF through thorough discussions with all relevant Katalyst teams. Based on the findings, the consultant must analyze the performance of the KIF with respect to Katalyst's initial objectives and expectations. From there, the consultant must proceed to documenting all the successes and the lessons learnt.
- **Critically assess the added value of the KIF to Katalyst's portfolio:** Based on the above findings of the assessment, the consultant must provide a critical analysis of the added value the KIF brought to Katalyst's overall portfolio.
- **Come up with recommendations regarding the use and design of an innovation fund in a M4P project:** Based on the above findings, the consultant must also provide recommendations on how a innovation fund could be best designed and set up in a M4P project.

Methodology:

The detailed methodology shall be proposed by the consultant and jointly decided by both Katalyst and the consultant. The consultant will receive the necessary support for his mission from Katalyst's KIF unit and SARO if necessary.

Timeline and deliverables:

The consultant shall be employed starting from 08.07.16 and ending on 31.10.16 for a total of **15 consulting days**. Within this timeframe the consultant is expected to produce the following deliverables:

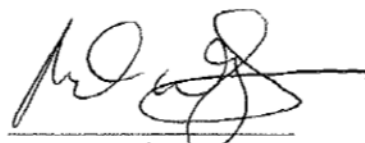
Deliverables	Period / deadline	No. of days
Discussion of research methodology with Katalyst's KIF team	August	1 day
Document review, desk research	August	3 days
Field research, staff interviews, debrief with donors, travelling	September/October	5+2 days
Report writing	October	3 days
Draft report for comments by Katalyst and SARO	15/10/16	1 day
Submission of final report	31/10/15	n/a

Total number of consultancy days: 15

Dhaka, 22.07.16



Fortunat Diener
Head of MRM & KIF, Katalyst



Martin Wright
Consultant

Annex 2. Review methodology and workplan

External review on the value-addition of the Katalyst Innovation Fund (KIF) to the Katalyst Portfolio in Phase 3

Objectives

The objectives of this assignment are detailed in the Terms of Reference as follows:

1. **Documentation of the experiences of using the KIF:** The consultant must begin by initially reviewing all the documents relevant to the KIF, including internal reports, presentations and the various versions of the KIF manual. The consultant will then be required to closely inspect Katalyst's experiences of implementing the KIF through thorough discussions with all relevant Katalyst teams. Based on the findings, the consultant must analyze the performance of the KIF with respect to Katalyst's initial objectives and expectations. From there, the consultant must proceed to documenting all the successes and the lessons learnt.
2. **Critically assess the added value of the KIF to Katalyst's portfolio:** Based on the above findings of the assessment, the consultant must provide a critical analysis of the added value the KIF brought to Katalyst's overall portfolio.
3. **Come up with recommendations regarding the use and design of an innovation fund in a M4P project:** Based on the above findings, the consultant must also provide recommendations on how a innovation fund could be best designed and set up in a M4P project.

Methodology

An initial desk-based review of key internal reports and documentation shared in advance of the field visit and discussions with key KIF personnel has guided the development of the methodology.

The Project document for Phase 3 presents the plans for the implementation of the whole Phase 3 programme including an overall Theory of Change and an introduction to the rationale for including the Innovation Fund component, and the proposed approach to its management. The Phase 3 Annual Reports (received for 2014 and 2015) and the most recent Semester Report (Jan – Jun 2016) outline overall progress of the Katalyst programme towards the achievement of logframe milestones, with some KIF-specific references, but do not disaggregate the project results by delivery mechanism. The document, 'ATC-P (Katalyst) Innovation Fund Management (IFM): Experiences and Way Forward', prepared by Anirban Bhowmik in January to March 2015, also provides a thorough analysis of the lessons learnt from the early implementation phase of the Innovation Fund and identified some areas for improvement and associated recommendations. A Skype call with Anirban on 29 September provided further useful clarifications and insights.

Other documentation received in advance includes:

- A list of KIF grants with basic data on each grant
- Some example 'intervention plans'
- An extract from the Phase 3 Mid-Term Review specifically referring to the KIF
- Several versions of the Innovation Fund manual

- KIFD Communication Strategy Paper
- Programmes and MRM Handbook

The overall approach to the **documentation of the experiences of using the KIF**, is to firstly clarify how the KIF was originally envisaged to contribute to the overall Katalyst Phase 3 objectives; what it was intended to achieve; and how it was to be managed. The Phase 3 Project Document outlines the plans, but these will be explored further in discussions with key members of the Katalyst senior management and implementation teams and compared to actual implementation and performance.

Meetings with the KIF Manager and the Communications Manager will focus on documenting the evolution of the approaches to marketing and managing the funding rounds, and establishing a clear overview of the range and focus of projects supported by the KIF.

Group meetings and interviews with sector managers and some associated business managers will provide further insight into the actual experiences of using the KIF mechanism, including: how decisions were made on which delivery mechanism to use; the grant selection process; the on-going management of KIF grants, and any observed differences in the nature and magnitude of the results achieved by interventions supported by KIF as compared to those using Katalyst's direct implementation mechanisms.

Interviews with a small sample of companies in receipt of each type of KIF grant will clarify their perspectives on the grant application, selection and management processes. If there are KIF grantees who have also received support through the relevant Katalyst direct implementation channels, they would be the ideal respondents as they could also provide comparative perspectives.

The above processes will inform a summary analysis of how the KIF has performed compared to the original expectations, and key lessons learnt on key factors supporting successful achievement, as well as challenges impeding performance. They will also inform the assessment of **the added value of the KIF to Katalyst's portfolio**, and the **recommendations regarding the use and design of an innovation fund in a M4P project**.

Review research questions

The following research questions have been identified to guide the analysis:

1. How was the KIF intended to support the achievement of the wider Katalyst programme objectives?
2. To what extent is there a clear common understanding of a theory of change for the KIF component and how it contributes to the overall Katalyst ToC for Phase 3?
3. What criteria have been used to determine which of the four delivery mechanisms is used?
4. What criteria have been used for the selection of IF grants and how does this compare to the identification of interventions using direct implementation?
5. How does the management of KIF interventions compare to the management of direct implementation interventions? More specifically:

- 5.1. How does the management of partnership grant interventions compare with the management of self-implementation interventions?
- 5.2. How does the management of co-facilitated interventions compare with the management of sub-facilitation interventions?
6. What results have been achieved by IF grants and how do these compare to those achieved using direct implementation mechanisms?
 - 6.1. What has the IF achieved that has not / could not have been achieved via direct implementation mechanisms?
7. What are the key factors affecting the value for money of IF-supported interventions as compared to direct implementation interventions?
8. What have been the main challenges to the successful implementation of the KIF?
9. What have been the main factors supporting the successful implementation of the KIF?

Schedule / Workplan

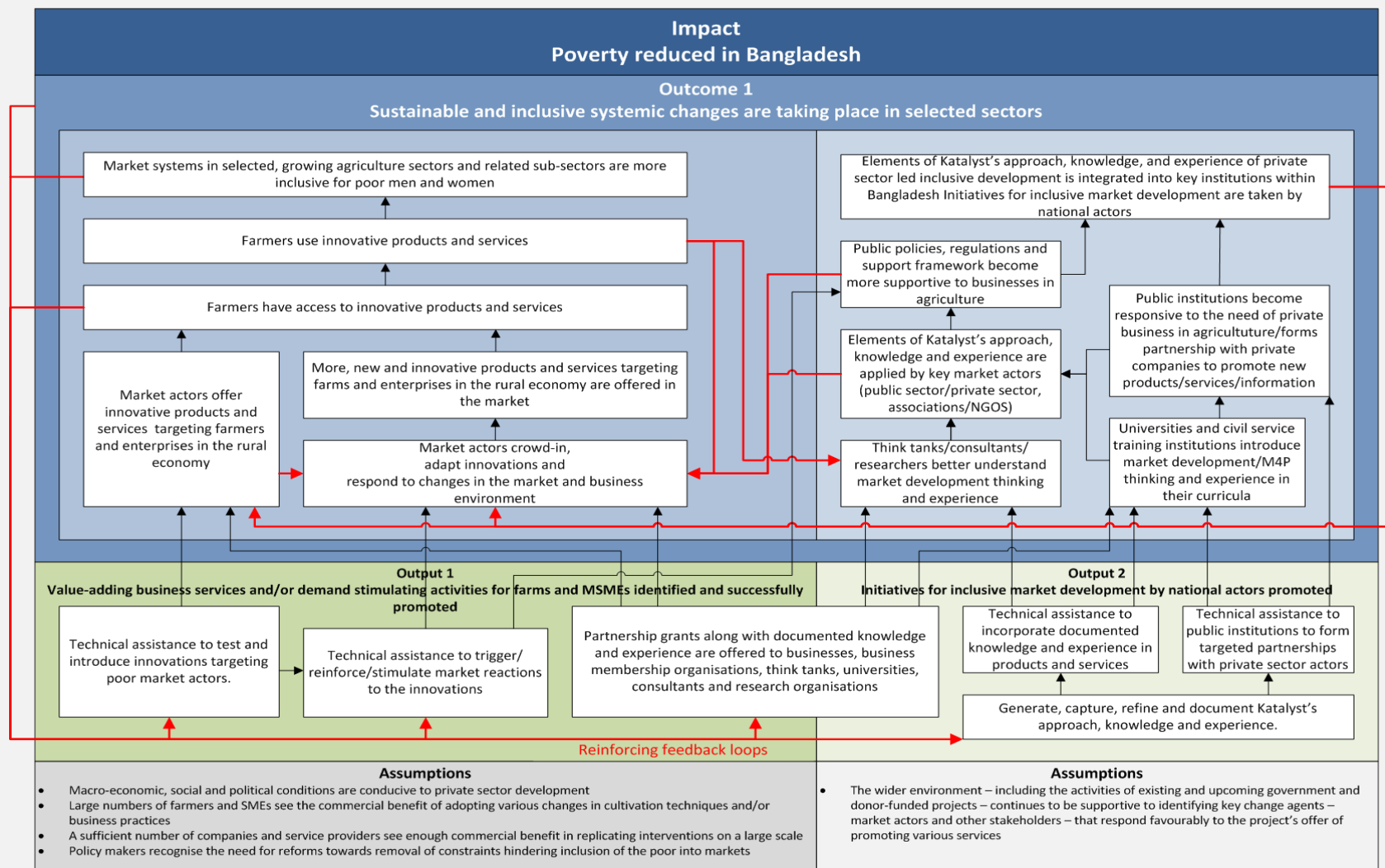
The proposed schedule for the visit to Katalyst in Dhaka is as follows:

Day / Date	a.m. p.m.	Activity	Notes
Sunday 16 Oct	a.m.	<ul style="list-style-type: none"> • Meetings with Katalyst Senior Management • Meeting with donors / GoB (if agreed that this is necessary /appropriate) • Meeting with KIF Manager (is this role still combined with LAN and Capitalisation?) 	<ul style="list-style-type: none"> • Discuss ToR for assignment • Background information on role and contribution of KIF to Katalyst programme • Overview of Katalyst organisational structure and operational systems • Preparation of agenda for rest of week
	p.m.	Meeting with KIF Manager (contd.)	<ul style="list-style-type: none"> • Detailed Review of development of KIF • Funding rounds • Evolution of KIF systems for application screening and grant agreements

Monday 17 Oct	a.m.	<p>Meet with Sector Managers (as a group)</p> <ul style="list-style-type: none"> - Maize - Veg - Farmed Fish - Info Channels <p>And - WEE</p>	<ul style="list-style-type: none"> • Understanding of role of KIF and its contribution to Katalyst programme? • How are decisions made regarding the choice of delivery mechanism? • How does the identification and management of self-implementation interventions compare to the selection and management of partnership grants? • How does the identification and management of co-facilitation interventions compare to the selection and management of sub-facilitation grants? • How do the results achieved through KIF compare to those achieved through other mechanisms?
	p.m.	Meetings with individual sector managers and business managers	<ul style="list-style-type: none"> • Review examples of partnership and sub-facilitation grants and specific experiences of selection, management and results achieved
Tuesday 18 Oct	a.m.	Meetings with individual sector managers and business managers	<ul style="list-style-type: none"> • Review examples of partnership and sub-facilitation grants and specific experiences of selection, management and results achieved
	p.m.	Meetings with companies in receipt of KIF partnership grants	<ul style="list-style-type: none"> • Ideally including any that have been engaged both through self-implementation and through partnership grants
Wednesday 19 Oct	a.m.	Meetings with companies in receipt of KIF partnership grants	<ul style="list-style-type: none"> • Ideally including any that have been engaged both through self-implementation and through partnership grants
	p.m.	Meetings with companies in receipt of KIF sub-facilitation grants	<ul style="list-style-type: none"> • Ideally including any that have been engaged both through co-facilitation sub-facilitation grants
Thursday 20 Oct	a.m.	Review / check details and draft conclusions and recommendations	

	p.m.	<p>Wrap-up meeting with Katalyst Senior Management (plus donors and GoB if agreed that this is necessary and appropriate)</p>	<ul style="list-style-type: none"> • Presentation of preliminary draft conclusions and recommendations • Feedback and discussion
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Annex 3. Katalyst Phase 3 Theory of Change



Source: Katalyst Phase 3: ATC-P - Project Document

Annex 4. Experience of using Katalyst delivery mechanisms

	Criteria for choice of mechanism	Selection of partners	Development of proposal and contract negotiation	On-going management and MRM
Co-facilitation	<p>Solution defined by Katalyst</p> <p>Need partner to manage due to geographical spread or large no. of business partners</p> <p>Chosen for highest number-generating interventions.</p>	<p>RfB Bidding process with tightly defined solution / idea</p> <p>Assessed on basis of: proposal for delivery; HR; preferred relevant market experience.</p>	<p>Briefing session</p> <p>Prepare technical and financial proposal</p> <p>Katalyst has no involvement in proposal prep.</p> <p>No cost sharing</p> <p>Negotiate on scope; budget; feasibility.</p>	<p>Katalyst heavily involved in planning of implementation & monitoring</p> <p>MRM, sector team and co-facilitator plan and develop strategies together + implementation plan</p> <p>Day-day communications</p> <p>Involved in HR management</p> <p>Develop capacity through training</p>
Sub-facilitation	<p>When Katalyst unsure about solution to market constraint</p> <p>To learn from diverse partners</p> <p>Experience of working with NGOs</p> <p>Requires high degree of relevant expertise</p> <p>Noted as 'high number-generating'</p> <p>Can be a PS company</p>	<p>RfP in relation to an identified constraint e.g. production of exotic fish species</p> <p>Ideas on how to address constraint and implementation strategies</p> <p>Katalyst focuses more on applicant's ideas to address constraint</p> <p>Scored – and (usually) select best</p>	<p>Engage with partner to refine proposal</p> <p>Partner prepares revised proposal</p> <p>Negotiate on budget, nos. of agents and nos. of beneficiaries</p> <p>N.B. SF partners often pad out their budgets</p>	<p>MRM, sector team and sub-facilitator involved in planning, monitoring and implementation</p> <p>Involved in HR management</p> <p>Develop MRM docs together with the partner</p> <p>Regular communications to ensure better results</p> <p>Develop capacity through trainings</p>
Partnership grants	<p>When Katalyst unsure about solution to market constraint</p> <p>"Adopting their beautiful baby"</p> <p>For higher risk areas e.g. forward mkt.</p> <p>More likely to identify 'opportunities' (rather than solutions to known constraints)</p>	<p>'Open window':</p> <p>Their ideas</p> <p>Submit CN & if assessed good enough fit – invited to submit proposal</p> <p>ALSO:</p> <p>Occasionally Katalyst issue RFCN for solutions to a known tricky constraint e.g. issue re. seasonal veg seeds; and maize for human consumption</p>	<p>Joint proposal development</p> <p>Business prepares a budget</p> <p>Reviewed and scored by external panel up to recommendation for funding</p> <p>More Technical Assistance from Katalyst</p> <p>Negotiate for maximum cost contribution from partner</p> <p>PS companies not used to process so it takes time!</p>	<p>No MRM from partner</p> <p>Katalyst has less influence due to lower contribution</p> <p>Katalyst cannot dictate on delivery schedules</p> <p>Businesses often contact Katalyst for advice on documentation and monitoring process</p> <p>Partners do not tend to complete docs properly</p> <p>Initially tried 'hands-off' approach – 'didn't work1'</p>
Self-implementation	<p>Solution defined by Katalyst</p> <p>"Own baby"</p> <p>Niche companies (<i>no point in lengthy procurement process</i>)</p>	<p>Single-sourcing (req. approval), multiple-sourcing, closed-sourcing</p> <p>Direct communications with market players identified in market analysis</p> <p>To fill gaps in mkt.</p> <p>Look for relative mkt experience, HR, relevant capacity, willingness</p> <p>Often "most challenging" partners</p>	<p>Briefing sessions</p> <p>Technical and financial proposals</p> <p>Katalyst has no involvement in Proposal preparation</p> <p>But discuss and agree on approach to delivery</p> <p>Cost sharing and risk sharing (Katalyst max. 70%, can be as low as 30%)</p>	<p>Katalyst involved in activity planning</p> <p>Sector and MRM teams heavily involved in monitoring</p> <p>Sector team develops IP with MRM</p> <p>More hands-on</p>

Source: Participatory exercise with Katalyst sector teams -17 October 2016

Annex 5. KIF Partnership grant calls for concept notes

Date	Partnership RfPs		No. of CNs	No. of Proposals	No. of Awards	No. Rejected	Notes regarding round/windows
	No. of grants	Sector / details					
Apr'14	4	Improving Compost Production and Distribution	16	2	2	14	
		Improvement and commercial launching of Television Rating Points (TRP) with viewership data on Urban and Rural Bangladesh for effective usage by advertisers	2	2	1	1	
		Promoting hybrid vegetable cultivation at hard to reach areas of Bangladesh through distribution of quality seeds	2	1	1	1	
Jan'15	1	Piloting an agriculture award program to promote innovations and best practices	1	1	1	0	Single sourcing
Mar'15	1	Partnership Grant Contract with Direct Fresh for the Establishment and Promotion of a Sustainable Supply Chain for Safe Vegetables	1	1	1	0	Open window
Apr'15	1	Introducing Unique Number Tagging (UNT) to promote quality vegetable seeds	5	2	1	4	
Jun'15	1	Promoting Bio-Pesticides to Small Farmers in Bangladesh	5	1	1	4	
Jul'15	1	Partnership Grant Contract with ACI Cropex for the Establishment and Promotion of an Efficient Distribution Channel for Safe Fish	1	1	1	0	Open window
Aug'15	1	Partnership with BIRD to develop a 'Zero Cost' Extension and Advisory Service (EAS) for providing cost-effective and farmer friendly ICT based solution	10	1	1	0	
Oct'15	1	Promoting quality vegetable seed at farmers' doorstep to develop women farmers and entrepreneurs.	1	1	1	0	Open window
Nov'15	1	Partnership contract with Rahman Agro Farming for improving homestead composting technology through promotion of trichoderma	7	2	1	6	
Nov'15	1	Promoting quality seeds and vegetable cultivation in the haor areas	1	1	1	0	Open window
Nov'15	1	Promoting suitable and low cost cultivation techniques of high value species and small indigenous species among small scale farmers and nurserers	1	1	1	0	Open window
Dec'15	1	Promoting early/late/off season vegetable cultivation in different areas across Bangladesh	10	2	1	9	
Jan'16	1	Partnership Grant with AIUB to promote inclusive business through Business Academia	1	1	1	0	Open window
Feb'16	1	Establishment and Promotion of branded Fish outlet in Chittagong for Quality and Safe Fish	1	1	1	0	Open window
Feb'16	1	Partnership contract with Meridian Foods Ltd to promote human consumption of maize in Bangladesh	1	1	1	0	Open window
Feb'16	1	Introduction of Low Cost Sotrage Service in the Vegetable Value Chain	1	1	1	0	Open window
Mar'16	1	Introducing International Certification training and development as a commercial service for local private procurement and agro trading companies.	1	1	1	0	Open window
Mar'16	1	Partnership Contract with Poultry Khamar Bichitra to Prepare the Directory of Upazila Level Traders related to Agri-business	1	1	1	0	Open window
Apr'16	1	Promotion of small indigenous species among last mile farmers through brood bank establishments and capacity building trainings.	1	1	1	0	Open window
Apr'16	1	Improving feed formulation practices, increasing adoption of quality feed raw materials and technologies for small and medium fish feed companies in Bangladesh	1	1	1	0	Open window
Jun'16	1	Improving the operational and culture practices of value chain in the Fish sector through adoption of quality aqua-inputs and semi-auto feed.	1	1	1	0	Open window
May'16	1	Development of an ICT solution by an agriculture input company to capacitate their distribution channel members and farmers through information solutions, enabling farmers to benefit in their farming practices	1	1	1	0	Open window
May'16	1	Scaling up of hatchery and mass seed production technology for gulsha, guzi air and cuchia in Bangladesh	1	1	1	0	Open window
May'16	1	Promotion of better quality brood rearing techniques of Shing, Magur, Pabda, Shol and Koi and use of probiotics among hatcheries	1	1	1	0	Open window
		Total	75	31	27	39	

Source: Data provided by Katalyst - 10 November 2016

Annex 6. KIF Sub-facilitation grant calls for proposals

Date	SF requests		No. of Proposals		Notes regarding round/windows
	No. of grants	Sector / details	Received	Awarded	
Apr-14	1	1. Sub-facilitation to implement Market Development Interventions for Farmed Fish Sector in producing quality Feed	12	1	1st round
Sep-Dec 14	7	1. Sub-Facilitation contract for implementing market development interventions related to up scaling of summer maize cultivation	6	1	2nd round
		2. Market Development Interventions to Mainstream Gender in Prawn Cultivation in Household Ponds	3	1	
		3. Co-facilitation to implement market development interventions to mainstream Women's Economic Empowerment (WEE) in the Farmed Fish and Vegetable sectors	3	1	
		4. Scaling up Interventions with Micro Finance Institutions to Provide Value Added Services of Agricultural Information on Vegetable Focused Cropping Practices	18	1	
		5. Implementing Market Development Interventions to Create Access to Quality Seeds for Small Farmers Engaged in Vegetable Cultivation through Mobile Seed Vendors or other Innovative Distribution Systems	18	1	
		6. Implement Market Development Interventions for "Promotion of Sustainable Culture Practice of Small Indigenous Species (SIS)"	3	1	
		7. Informing and influencing relevant public agencies on inclusive market development initiatives	1	1	
Mar'15	1	Cooperation between Swisscontact represented by ATC-P and Business Promotion Council	1	1	Single sourcing
Sep'15	1	Market Development Interventions to Mainstream Gender in Maize Cultivation	5	1	
Oct'15	1	Subfacilitation contract with Enroute International Limited for commercial comspot promotion and/or improvement in quality of production of compost companies	6	1	
Total			76	11	

Source: Data provided by Katalyst - 10 November 2016

Annex 7. Full list of KIF grants

Source: Data provided by Katalyst - 10 November 2016

Sector	Intervention Code	Implementation type	Intervention Status	Organization	Title of intervention	Start date	End date	Approx. No. of months	Projected Benefit Outreach	Projected income in BDT	Grant amount (BDT)	Grant amount (CHF)
Fish	TBD	PG	Active	NAAFCO Agrovet Limited	Promoting suitable and low cost cultivation techniques of high value species and small indigenous species among	1-Nov-15	31-Oct-16	12	15,000	120,000,000	2,660,500	32,054
arts	TBD	PG	Active	Quality Feeds Limited	Promotion of small indigenous species among last mile farmers through brood bank establishments and capacity	1-Apr-16	31-Dec-16	9	10,000	80,000,000	1,590,000	19,157
Fish	TBD	PG	Active	Agro Solutions	Improving feed formulation practices, increasing adoption of quality feed raw materials and technologies for small and	1-Apr-16	31-Dec-16	9	4,000	32,000,000	2,893,500	34,861
Fish	TBD	PG	Active	EoN	Improving the operational and culture practices of value chain in the Fish sector through adoption of quality aqua-	1-Jun-16	31-Dec-16	7	4,000	32,000,000	3,000,000	36,145
Fish	TBD	PG	Active	BFRF	Scaling up of hatchery and mass seed production technology for gulsha, guzi air and chuchia in Bangladesh	28-May-16	31-Dec-16	7	10,000	50,000,000	4,500,000	54,217
Fish	TBD	PG	Active	Eskayef	Promotion of better quality brood rearing techniques of Shing, Magur, Pabda, Shol and Koi and use of probiotics	25-May-15	31-Dec-16	19	10,000	50,000,000	1,000,000	12,048
Forward Market	FMkt06	PG	Active	ACI Limited	Partnership Grant Contract with ACI Cropex for the Establishment and Promotion of an Efficient Distribution	1-Jul-15	31-Dec-16	18	2,946	58,915,200	3,656,200	44,051
Forward Market	FMkt05	PG	Active	Direct Fresh Limited	Partnership Grant Contract with Direct Fresh for the Establishment and Promotion of a Sustainable Supply Chain	31-Mar-15	31-Dec-16	21	1,120	6,720,000	2,854,000	34,386
Forward Market	FMkt09	PG	Active	SGS Bangladesh Ltd.	Introducing International Certification training and development as a commercial service for local private	1-Mar-16	31-Dec-16	10	non number	non number generating	1,384,268	16,678
Forward Market	FMkt07	PG	Active	Green Housing and Energy Ltd.	Introduction of Low Cost Sotrage Service in the Vegetable Value Chain	1-Feb-16	31-Dec-16	11	1,200	5,448,000	2,524,000	30,410
Forward Market	FMkt08	PG	Active	Chittagong Meridian Agro Limited	Establishment and Promotion of branded Fish outlet in Chittagong for Quality and Safe Fish	15-Feb-16	31-Dec-16	11	2,880	57,600,000	2,559,000	30,831
Vegetables	Veg-05	PG	Active	ACI Formulations Limited	Promoting Bio-Pesticides to Small Farmers in Bangladesh	15-Jun-15	15-Jun-16	12	582	5,291,544	2,000,000	24,096
Seed	VegSe-04	PG	Active	Lal Teer Seeds Limited	Introducing Unique Number Tagging (UNT) to promote quality vegetable seeds	26-Apr-15	30-Nov-16	19	14,300	37,180,000	2,414,250	29,087
Seed	VegSe-06	PG	Active	ACI Limited	Promoting quality seeds and vegetable cultivation in the haor areas	25-Nov-15	31-Dec-16	13	17,750	97,021,500	2,318,400	27,933
Seed	VegSe-07	PG	Active	Ispahani Agro Limited	Promoting early/late/off season vegetable cultivation in different areas across Bangladesh	1-Dec-15	31-Dec-16	13	10,650	116,425,800	2,000,000	24,096
Seed	VegSe-06	PG	Closed	BRAC	Promoting hybrid vegetable cultivation at hard to reach areas of Bangladesh through distribution of quality seeds	15-Sep-14	31-Dec-15	16	17,750	97,021,500	2,000,000	24,096
Maize	Mz-07	PG	Active	Meridian Foods Ltd	Partnership contract with Meridian Foods Ltd to promote human consumption of maize in Bangladesh	1-Feb-16	31-Jan-17	12	non number	non number generating	3,448,300	41,546
Fertiliser	Fer-05	PG	Active	Rahman Agro Farming	Partnership contract with Rahman Agro Farming for improving homestead composting technology through	10-Nov-15	31-Dec-16	14	10,000	80,000,000	800,000	9,639
Fertiliser	Fer-04	PG	Active	Annapurna	Partnership contract with Annapurna Agro Service for improving the distribution and/or production of compost	26-Oct-14	15-Nov-16	25	4,992	61,965,921	1,200,000	14,458
Fertiliser		PG	Active	Xplore	A Partnership contract with Xplore Business Ltd. for improving the distribution and/or production of compost	26-Oct-14	15-Nov-16	25			1,200,000	14,458
IC	ICT-13	PG	Active	Petrochem	Development of an ICT solution by an agriculture input company to capacitate their distribution channel members	5-May-16	4-Dec-16	7	50,000	300,000,000	3,000,000	36,145
IC	ICT-06	PG	Closed	BIID	Partnership with BIID to develop a 'Zero Cost' Extension and Advisory Service (EAS) for providing cost-effective and	1-Aug-15	1-Jan-16	5	13,500	168,000,000	2,500,000	30,120
IC	ICMe-04	PG	Closed	SIRIUS Marketing and Social Research Ltd.	Improvement and commercial launching of Television Rating Points (TRP) with viewership data on Urban and Rural	21-Aug-14	30-Jun-15	10	non number	non number generating	9,942,462	119,789
WEE	WEE-12	PG	Active	BRAC	Promoting quality vegetable seed at farmers' doorstep to develop women farmers and entrepreneurs	15-Oct-15	15-Oct-16	12	6,750	10,125,000	1,650,000	19,880
LAN	LAN-05	PG	Active	Poultry Khamar Bichitra	Partnership Contract with Poultry Khamar Bichitra to Prepare the Directory of Upazila Level Traders related to	6-Mar-16	6-Jul-16	4	non number	non number generating	2,173,464	26,186
Capitalisation	no IP	PG	Active	KIB	Agriculture award program to promote innovations and best practices - 2nd Year	25-Nov-15	to be decided	#VALUE!	non number	non number generating	3,187,500	38,404
	no IP	PG	Active	AIUB	Partnership Grant with AIUB to promote inclusive business through Business Academia	31-Jan-16	31-Aug-16	7	non number	non number generating	1,500,000	18,072
Fish	FF-08	SF	Active	Consiglieri Private Limited	Implement Market Development Interventions for "Promotion of Sustainable Culture Practice of Small	8-Feb-15	8-Aug-16	18	33,600	268,800,000	16,697,595	201,176
Fish	FF-07,09	SF	Closed	Worldfish Centre Bangladesh	Implementing Market Development Strategies with Feed Producing Companies	1-Oct-14	31-Aug-15	11	17,758	405,888,000	27,970,162	336,990
Vegetables	Veg-04	SF	Active	EDGE Consulting Ltd	Scaling up Interventions with Micro Finance Institutions to Provide Value Added Services of Agricultural Information on	14-Sep-14	2-Oct-16	25	8,125	317,915,000	29,731,416	358,210
Vegetables, Fish, IC, Capitalisation	TBD	SF	Active	BPC	Cooperation between Swisscontact represented by ATC-P and Business Promotion Council	1-Apr-15	31-Dec-16	21	4,980	99,600,000	76,512,982	921,843
Seed	VegSe-05	SF	Active	Action for Enterprise (AFE)	Implementing Market Development Interventions to Create Access to Quality Seeds for Small Farmers Engaged in	11-Dec-14	30-Nov-16	24	44,375	239,625,000	24,999,489	301,199
Maize	Mz-02	SF	Active	EDGE Consulting Ltd	Sub-facilitation contract for implementing market development interventions related to up scaling of summer	11-Dec-14	11-Dec-16	24	45,618	532,634,556	25,082,200	302,195
Fertiliser	Fer-02,07	SF	Active	Enroute International Limited	Subfacilitation contract with Enroute International Limited for commercial compost promotion and/or improvement in	1-Nov-15	31-Jan-17	15	20,000	160,000,000	5,713,369	68,836
WEE	WEE-04	SF	Active	EDGE(Prawn)	Market Development Interventions to Mainstream Gender in Prawn Cultivation in Household Ponds	16-Nov-14	16-May-16	18	13,252	39,756,514	14,038,746	169,142
WEE	WEE-09,10,11	SF	Active	EDGE(Maize)	Market Development Interventions to Mainstream Gender in Maize Cultivation	1-Oct-15	1-Jan-17	15	2,500	15,000,000	13,511,190	162,785
WEE	WEE-03	SF	Active	CPL	Implementing market development interventions related to "Establishing Rural Agro-input Distribution and	20-Nov-14	30-Nov-16	24	6,938	20,812,500	14,999,795	180,720
Capitalisation	no IP	SF	Active	BIDS	Informing and influencing relevant public agencies on inclusive market development initiatives	1-Feb-15	1-Aug-16	18	non number	non number generating	10,418,448	125,523
									404,565	3,565,746,035	329,631,236	3,971,461