Development Marketplace 2014 (P149264)


Key Dates

Key Project Dates

Bank Approval Date: 25-Apr-2014
Original Closing Date: --
Effectiveness Date: --
Revised Closing Date: --

Project Development Objectives

Project Development Objective (from Project Appraisal Document)
Building on the experience and emerging results from the projects being implemented by SEs under DM 11 and DM13 competition, it is proposed to systematically deepen WBG’s engagement to support development solutions to scale. The goal of this technical assistance program is to surface innovative non-state business models with evidence of social impact and to support their potential to be scaled through public or private service delivery channels. The program will do this through the following services:

1. Surface innovative business models and test their potential for improving results of service delivery to the poor through a competitive grant program
2. Support implementation and scale of these models through targeted capacity development, and broaden learning opportunities for Indian NSPs
3. Systematically collect evidence and data on their results and performance to better understand factors of success and failure and increase their credibility
4. Facilitate scale, replication and/or mainstream of these models by (i) identifying and addressing systemic constraints to NSPs and exiting those that are not competitive; and (ii) collaboration with WBG operations, impact investors, government schemes and/or corporate social responsibility programs.

Has the Project Development Objective been changed since Board Approval of the Project Objective?
No

Components

Overall Ratings

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>--</td>
<td>● Satisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>--</td>
<td>● Satisfactory</td>
</tr>
</tbody>
</table>
Implementation Status and Key Decisions

India DM2014 project provided a comprehensive approach to nurture SE innovations through the “valley of death”—the difficult period during the startup phase when investment and operating costs are relatively high in relation to the benefits and revenue. Throughout the implementation period, the project aimed to reduce costs, generate revenue, and mobilize public recognition and political support for scalable SE innovations by adding three complementary components to the original crowdsourcing model:

- **Capacity development**: The 12 grantees received a systematic organizational needs assessment, customized support (individual and group training), stakeholder mapping for partnerships, and e-learning. The organizations were convened four times for capacity building workshops on M&E, financial management & resource mobilization and human centered design.
- **Knowledge generation**: Case studies of business model innovations were developed for the grantees which provided an evidence base to inform scalability. The analytics also included an ecosystem diagnostic for the non-state provision of services to the poor and sectoral mapping of SEs and their stakeholders.
- **Multi-stakeholder dialogue**: Local stakeholders (public and private sector, foundations, impact investors, and development partners) participated in policy dialogues to address service delivery failures.

DM2014 project contributed to the pool of business models being supported under the overall DM Program, to build a portfolio of evidence based case studies, and conduct diagnostics of service delivery constraints in low income and special category states. The innovative projects supported under DM2014 tested new approaches for last-mile service delivery, which could be mainstreamed and scaled-up with government programs to enhance the impact on the ground. The capacity development component and collaboration with the IFC Knowledge Center for Inclusive Businesses also helped to widely disseminate lessons from the DM program both within India and with other developing countries (several countries expressed interest in the India experience including Kenya, South Africa, Egypt, and Central Asian countries) which are outlined in Section 6 “Other/Unintended Outcomes and Impacts.”

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Risks

**Overall Risk Rating**
Risk Category | Rating at Approval | Previous Rating | Current Rating
--- | --- | --- | ---
Overall | -- | -- | Low

Results

Project Development Objective Indicators

➤ Number of additional beneficiaries below the poverty line received services from DM grantees (Number, Custom)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>--</td>
<td>196,789.00</td>
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<tr>
<td>Date</td>
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<td>--</td>
<td>30-Jun-2017</td>
</tr>
</tbody>
</table>

Overall Comments
The project successfully achieved the PDO that was set at the project initiation. At the end of the implementation period, the following results were achieved both at the cohort and individual grant level:

- The 12 grantees have reached 200,000 beneficiaries with health, water and sanitation, and banking services, including 56,562 people provided with bank accounts. 400 people have been trained within the projects.
- 25 financing partnerships have been set up to leverage more than US$4.2 million additional external funding to scale or replicate their business models.
- 6 of the 12 projects (i.e. Agastya, GVK, NEDSSS, SAFE, SeSTA and Swabalambi) are currently being implemented with the partnership of state governments.

Intermediate Results Indicators

➤ Firms benefiting from private sector initiatives (Number, Corporate)

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
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<td>14.00</td>
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<tr>
<td>Date</td>
<td>03-Feb-2014</td>
<td>--</td>
<td>30-Jun-2014</td>
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</tbody>
</table>

Overall Comments
Data on Financial Performance

Disbursements (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>Disbursed</th>
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</thead>
</table>

Key Dates (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Orig. Closing Date</th>
<th>Rev. Closing Date</th>
</tr>
</thead>
</table>

Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.