



infoDev Multi-donor Trust Fund FY20 Annual Progress Report

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Abbreviations



AFD	<i>Agence Française de Développement</i>
AFED	Agri-food Entrepreneurship Development
AIC	Agribusiness Innovation Center
ASA	Advisory Services and Analytics
BDS	business development services
CFP	call for proposals
DE4A	Digital Economy for Africa
DRC	Democratic Republic of Congo
E4D	Entrepreneurship for Development
EC4J	Export Competitiveness for Jobs
EFI	Equitable Growth, Finance and Institutions (Vice Presidency)
FAO	Food and Agriculture Organization
FAT	Firm-level Adoption of Technology
FCI	Finance, Competitiveness and Innovation (Global Practice)
I&P	<i>Investisseurs et Partenaires</i>
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	information, communication, and technology
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IT	information and technology
ITTP	Information and Telecommunication Technology Program
J-PAL	Jameel Poverty Action Lab
KIEP	Kenya Industry and Entrepreneurship Project
MDTF	Multi-Donor Trust Fund
MEBF	<i>Maison de l'Entreprise du Burkina Faso</i>
MSME	micro, small, and medium enterprise
MSMEDA	Micro-Small-Medium Enterprise Development Agency
MVP	minimum viable product
NABIC	Nepal Agribusiness Innovation Center
NITDA	National Information Technology Development Agency
Norad	Norwegian Agency for Development Cooperation
NQIDP	National Quality Infrastructure Development Project
PRIDE	Private Investment and Digital Entrepreneurship Project

RCT	randomized control trial
SIDA	Swedish International Development Cooperation Agency
SME	small and medium enterprise
TAIC	Tubaniso Agri Innovation Center
XL Africa	pan-African acceleration pilot
WAEMU	West African Economic and Monetary Union
ZABS	Zambia Bureau of Standards
ZATP	Zambia Agribusiness and Trade Project

All dollar amounts are U.S. dollars unless otherwise indicated.

EXECUTIVE SUMMARY



The infoDev Multi-Donor Trust Fund (MDTF) is in its final 18 months of implementation, with the program ending in June 2022. MDTF has reached a stage of maturity, growth, and scale—mainstreaming solutions, innovative models, and good practices developed in prior years through strategic, country-driven initiatives. Based on donor discussions in FY18 and the strategic shift of the program toward mainstreaming MDTF activities into World Bank operations, the MDTF program management team has begun more carefully monitoring the influence of MDTF funds in World Bank Group lending projects. The review found that as of FY20, over 80 percent of the MDTF portfolio (33 grants valuing \$12.3 million) has leveraged \$2.4 billion¹ in World Bank lending toward shared priority areas.

Since inception, the program has met or exceeded almost all targets set at the time of program design and continued to emphasize the explicit focus of advancing gender outcomes and contributing to climate change mitigation. In FY20, MDTF continued to exceed target performance indicators through:

- **Entrepreneurial support and growth** for more than 1,000 supported businesses, out of which 316 are women-owned businesses. Out of the 50 businesses that completed incubation and/or acceleration support programs, 14 were able to raise \$10.5 million in additional finance.
- **Mainstreaming and influencing several programs and projects**, including more than 17 World Bank Group lending operations; 5 external entrepreneurship strategies, programs, and projects influenced by infoDev’s knowledge; 3 operationalized partnerships with growth-oriented entrepreneurship-related bodies; and 2 entrepreneurship legislations adopted and enacted.
- **Knowledge products and outreach**, with more than 43 knowledge products developed and shared through 25 events, reaching approximately 250 participants. Such results demonstrate an increase in lessons learned and innovative models developed and shared. These products are available on the infoDev website at www.infodev.org.

Through MDTF direct investments, knowledge, and technical assistance, today over 42 World Bank Group projects and technical assistance activities are in various stages of design and implementation. Every project and its components have their own World Bank and country financing, creating a strong multiplier effect for MDTF activities and funds. In addition, newer projects work cohesively to bring innovative models and solutions to programmatic design, injecting new ideas into innovation and entrepreneurship operations.

Through FY20, cumulative disbursements total \$16.9 million and the funds balance total \$8.6 million, including FY21–22 commitments. In FY20, the program disbursed \$2.5 million against an

¹ The review of the MDTF portfolio to track contributions toward World Bank mainstream lending operations was agreed to as part of the Steering Committee Meeting in FY18 and initiated in FY19. MDTF leverage contribution calculations include all Agribusiness Entrepreneurship Program projects and most recent Entrepreneurship for Development projects. Many of the Digital Entrepreneurship program’s additional activities in prior years were not tracked for their contribution toward World Bank Group lending operations at that time. The actual leverage number may be much larger given the knowledge, monitoring and evaluation, and technical assistance work completed under MDTF but not tracked in prior fiscal years.

initial, pre-COVID-19 projected estimate of \$4.4 million, with a lower than expected 58 percent burn rate. Disbursements were lower than expected in the last quarter of the fiscal year due to COVID-19. Several MDTF projects, especially the new Entrepreneurship for Development (E4D) projects, were under active implementation with workshops, face-to-face activities, surveys, and other interventions planned when the COVID-19 crisis started. The country-level crises, related shutdowns, and adherence to new social distancing and health-related protocols caused substantive delays in field activities. Some activities had to be postponed or cancelled. In the interim period, projects made alternative arrangements and workarounds to respond to the pandemic-related challenges, which are described in the progress updates.

The remaining funds under MDTF will be dedicated to implementing the eight country proposals that were selected for funding in FY19, up to six additional country proposals to be funded in FY21, and global knowledge work drawing on lessons learned across the country-level engagements. The final remaining funds balance of \$8.6 million is expected to be disbursed in FY21 and FY22 prior to the close of the Trust Fund on June 30, 2022. Collectively, the new portfolio of MDTF projects focuses on supporting the development of rigorous and operationally relevant solutions in the field of entrepreneurship by: (i) supporting the scoping, design, and implementation of country and regional interventions that can scale entrepreneurship support solutions; (ii) developing innovative approaches where solutions do not currently exist; and (iii) generating novel evidence to inform policy making through rigorous evaluations.

Unlike in previous crises, during the current pandemic economies faced a combination of shocks: supply shock, wherein most immediately, employees cannot go to work, impairing production, disrupting supply chains, and freezing investments; demand shock, wherein households and firms cannot buy certain goods and services; financial shock, with rising insolvencies and consequent problems putting pressure on financial institutions; and uncertainty shock, when all of these shocks reinforce each other.² The World Bank Group launched a series of emergency response measures to support countries, deploying up to \$160 billion in financial support over 15 months to help more than 100 countries protect the poor and vulnerable, maintain the private sector, and bolster economic recovery. At the MDTF project level, team leaders were encouraged to engage with stakeholders, respond and adapt to changing needs, and be flexible to support country- and project-specific needs. The report's E4D section summarizes the eight ongoing E4D MDTF projects and their COVID-19 responses.

² See Eichenbaum et al., 2020, The Macroeconomics of Epidemics (Working Paper 26882), National Bureau of Economic Research; Guerrieri et al., 2020, Macroeconomic Implications of COVID-19 (Working Paper 26918), National Bureau of Economic Research; Rogoff 2020, The Uncertainty Pandemic; and Apedo-Amah et al., 2020, Unmasking the Impact of COVID-19 on Businesses (Working Paper 9434), World Bank.

1. Agribusiness Entrepreneurship Program

1.1 MAINSTREAMING THROUGH WORLD BANK GROUP OPERATIONS

The Agribusiness Entrepreneurship Program supported by MDTF targets early-stage and small, local agribusinesses as the lever for advancing agribusiness, by deriving new solutions and building local capacity to connect entrepreneurs with the knowledge, capital, and markets they need to grow their enterprises. This program includes effectively integrating growth entrepreneurs into domestic, regional, and global value chains. MDTF projects contribute to advancing the knowledge and tools the World Bank Group can use to advance the growth of agribusiness small and medium enterprises (SMEs) and to scale these solutions through World Bank operations.

In FY20, the Agribusiness Entrepreneurship Program continued to mainstream solutions developed in earlier years of the program, and the approaches tested with the agribusiness innovation centers, into larger, country-level projects through World Bank Group lending operations. More than \$115 million of the World Bank's lending program was allocated toward the growth of agribusiness SMEs in Bangladesh, Democratic Republic of Congo (DRC), India, Liberia, Nepal, Sierra Leone, and Zambia. This strategic direction continued to expand the catalytic investments made by MDTF and scale these solutions to larger initiatives, by advising other teams in designing operations and bringing the specialized and critical entrepreneur and SME dimension to a programmatic agribusiness development focus. In FY20, the program contributed to several knowledge notes on the COVID-19 response, focusing on agribusiness SMEs and the role of the public sector in accelerating SME digital platform adoption through capacity building, access to finance, and links.

Impact of COVID-19 and the response. The program supported project teams in DRC, Nepal, Senegal, and Sierra Leone to design interventions in support of the COVID-19 recovery response, which included:

- Engaging local SME intermediaries to support SMEs to create and increase their online presence
- Building information, communication, and technology (ICT) delivery models for training and knowledge sharing on basic business skills and entrepreneurship support
- Engaging ICT service providers to help farmers and SMEs integrate ICT solutions in their production and operations, such as remote crop monitoring, greater “no touch” marketing, and so on

The following section details the individual programs supported by MDTF and their links to larger, scaled World Bank Group interventions for greater impact.

NEPAL

MDTF contributed to the design of an \$80 million lending operation, Rural Enterprise and Entrepreneurship Development Project, co-led by a World Bank team from the Agriculture and Food Global Practice and Finance, Competitiveness and Innovation (FCI) Global Practice. The project is scheduled for Board approval and effectiveness in FY21. The project aims to strengthen market links by addressing the key constraints of growth to agribusiness SMEs (identified by a World Bank Group jobs survey) and strengthening their ability to learn, innovate, and adapt to climate-induced risks.

The sub-component under the project will support strengthening the entrepreneurship ecosystem in Nepal by enhancing the capabilities and outreach of intermediary institutions to provide the

required services to assist agribusiness SMEs. These intermediary institutions can be public, private, and nonprofit organizations, such as technology centers, innovation centers, incubators, accelerators, business support organizations, technology hubs, technology commercialization offices, and industry associations. The intermediary institutions will then reach out to provide improved training and services to the wider ecosystem of businesses (such as agribusiness SMEs) and leverage existing resources and facilities of the local agriculture centers and/or agriculture promotion and training centers to deliver business coaching and incubation activities. The expected outcome of this sub-component will be SMEs and agribusiness technology startups improving their businesses, so they are able to partner with buyers, suppliers, and service providers. The SMEs selected for incubation will be required to pay subsidized fees for the services they receive from the intermediary institution.

The program also supported the design of interventions to support restoring and strengthening food supply chains and local economies disrupted by COVID-19, due to the limited movement, lockdown, and restriction of border trade.

SIERRA LEONE

In Sierra Leone, the program conducted a scoping of the agribusiness ecosystem, which formed the foundation for the design of the agribusiness SME support initiative under the Sierra Leone Agro-processing Competitiveness Project. The World Bank Group Board approved this \$10 million World Bank lending operation in FY18. The project has a component that helps improve SME productivity and competitiveness through:

- Establishing a dedicated SME technical assistance facility to support businesses with technical advice, implementation support, and business development services (BDS)
- Providing matching grants for capital investments and technical assistance to implement SME action plans

MDTF supports the country team on program implementation through technical expertise on how to structure the SME facility, how to support SME clients across the business life cycle, strategic focus (such as structuring partnership agreements with ecosystem players), program administration (business, financial, and staffing plans) and effective outreach to target entrepreneurs.

The project made significant progress in FY20. It advanced the activities under firm-level support to increase the productivity and strengthen the competitiveness of agro-processing firms and SMEs in selected value chains. This progress is summarized below.

Launch of the first cohort for the SME Technical Assistance Facility. On February 25, 2020, the World Bank and Sierra Leone's Ministry of Trade and Industry launched the first cohort of SMEs to be admitted into the SME Technical Assistance Facility in Freetown. The facility is a new business hub designed to increase the competitiveness and growth of local agro-processing companies. Over the next four years, the facility will support over 150 SMEs by providing a customized suite of services, including coaching, training, market links, and investment facilitation through provision of matching grants. The event showcased 20 agribusiness SMEs that were selected from the first cohort of SMEs and was attended by over 80 representatives from the public sector, development organizations, and private sector. The event included an interactive panel discussion, "Unleashing Innovation and Agro Entrepreneurship in Sierra Leone." The discussion focused on barriers and enablers to promoting entrepreneurship in agribusiness and other linked sectors in Sierra Leone, and highlighted the roles, responsibilities, and relationships among various actors in the ecosystem to support growth entrepreneurship.

Capacity building needs. The Ministry of Trade requested the World Bank team’s assistance in ensuring the SME Technical Assistance Facility has a good selection process for identifying agro-processing SMEs with growth potential, and the facility team has strong competence to deliver services to its clients. The World Bank team provided training on “Agribusiness—From Startups to Scaleups” to the Project Implementation Unit. The technical training included:

- The impact of agribusiness on job creation and socioeconomic development
- The attributes of successful growth entrepreneurs, including the growth path of successful firms
- The capacity needs of agribusiness entrepreneurs and ecosystem factors that may contribute toward the likelihood of success
- Models and approaches to support the startup and growth phases of agribusiness SMEs and factors critical to successful outcomes

Selection of the first cohort. The Steering Committee approved the Advisory Committee composition on February 18, 2020, which included a balanced representation from the public and private sector, including the Ministry of Trade, Ministry of Finance, Ministry of Agriculture, Sierra Leone Chamber for Agribusiness Development, German International Corporation, Innovations Axis, Union Trust Bank, Freetown Business School, Capitol Foods, and Sierra Leone Market Women’s Association. The first Advisory Committee meeting and SMEs pitch event was held on February 24, 2020, and the committee selected the final 25 SMEs to be incubated in the SME Technical Assistance Facility.

With all the stakeholders on board, momentum on program implementation is expected to increase in FY21. MDTF also supported the Sierra Leone Agro-processing Competitiveness Project to conduct a pulse survey on the agro-processing SMEs that were selected as the first cohort for technical assistance through the facility. Major survey findings include:

- SMEs surveyed employ an average of 8 full-time and 15 part-time staff. An average of 4 full-time staff were laid off post-COVID-19.
- Nineteen of the agro-processing SMEs are still open for business, operating mostly on a reduced scale.
- Post-COVID-19, sales through digital platforms increased by an average of 36 percent for agro-processing SMEs.
- To respond to the challenges and changing environment resulting from COVID-19, about 10 SMEs invested in technology, software, and digital platforms, often basic smartphone hardware or applications to support online sales and marketing.

Based on the survey findings, MDTF supported the design of a COVID-19 response to support:

- Building digital delivery models for training and knowledge sharing on basic business skills and entrepreneurship support
- Repurposing portions of the matching grants to support investments in digital technology





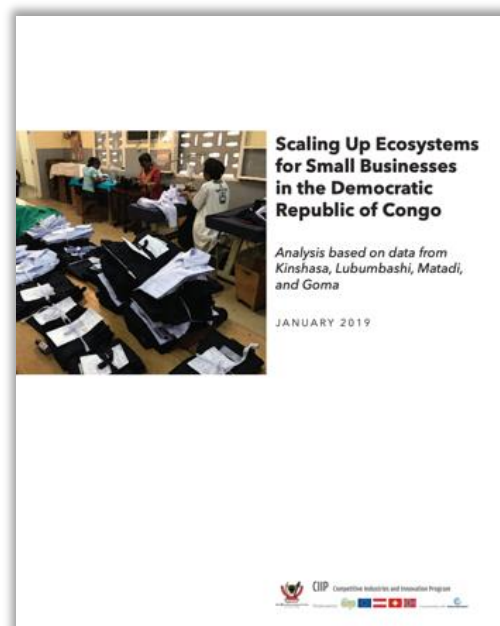
The government of Sierra Leone, through World Bank support, disbursed \$1.4 million to 25 SMEs across the country.

DEMOCRATIC REPUBLIC OF CONGO

In FY18, MDTF contributed technical inputs to data collection and analysis of the enabling ecosystem for micro, small, and medium enterprises (MSMEs) in DRC, with a focus on the current challenges facing entrepreneurs and MSMEs in the four target cities of Goma, Kinshasa, Lubumbashi, and Matadi. As a result of this work, a unique dataset on more than 2,500 SMEs was created to inform and support the design of the \$100 million DRC SME Growth and Development Project, which became effective in FY20. The background report, “Scaling Up Ecosystems for Small Businesses in the Democratic Republic of Congo,” was also published in January 2019.

The project’s development objective is to support the growth of MSMEs and increase employment and entrepreneurship opportunities for youth and women in select areas. Project components include:

- Supporting entrepreneurship opportunities for youth and women through technical assistance and business plan financing
- Providing matching grants to established SMEs with a good track record that face growth constraints
- Supporting capacity building and project management for implementation partners



In FY20, it was decided that two of the four SME centers will provide targeted support to agribusiness MSMEs through BDS and grants (in-kind, financial, and matching) and facilitate market links. The program will continue to provide implementation support to these two SME centers.

1.2 KNOWLEDGE

In FY20, the main focus of the MDTF program's agribusiness knowledge agenda was to continue to build on the analytical pieces published in previous years (FY17–19) and to increase their reach to intended audiences. This included partnering with key stakeholders within the World Bank and International Finance Corporation (IFC) and externally (government, non-governmental organizations, development agencies, and the private sector) to share learnings and raise awareness on the importance of the potential impact for agribusiness SMEs. Highlights of these knowledge-sharing efforts follow.

Facilitating market access for agribusiness SMEs through partnership with lead firms. A joint World Bank and IFC study, “Facilitating Market Access for Agribusiness SMEs through Partnership with Lead Firms,” was launched and used in designing and implementing World Bank operations in DRC, Sierra Leone, and Tanzania. The Agribusiness Diagnostic Toolkit was disseminated to task team leaders through brown bag lunches and was implemented in Liberia, Nepal, Sierra Leone, and Sudan. Based on the lessons from this study, the program contributed to a policy note on the role of private digital platforms to support SME suppliers during the COVID-19 response. COVID-19 brought unprecedented challenges as well as opportunities for traditional SMEs in the agribusiness and manufacturing sectors to leverage digital platforms to sustain and grow their businesses. The COVID-19 response note provides guidance for public interventions to catalyze digital platforms and intermediaries to connect and onboard local SME vendors and address SME finance and capacity gaps.

Enhancing the contribution of SMEs in the forest sector for poverty reduction, jobs, and growth. The MDTF program partnered with the Environment and Natural Resources Global Practice's team specializing in the forestry sector on the project, Enhancing the Contribution of Small and Medium Forest Enterprises to Poverty Reduction, Jobs and Growth. The project aims to develop an analytical framework and associated tools on the:

- Role of small and medium forest enterprises in international and domestic markets;
- Constraints that small and medium forest enterprises face in enhancing their competitiveness; and
- Solutions that successfully addressed these constraints.

Under this project, MDTF supported the launch of a self-paced e-learning course on supporting MSMEs in the forest sector, by leveraging learnings from the MDTF-funded program's Agribusiness Diagnostic Tool and the “Facilitating Market Access” study. The Open Learning Campus online course offers World Bank Group project leads a multisectoral analysis of the issues related to MSMEs in the forest sector, their importance, constraints, and opportunities, and potential solutions and interventions to alleviate those constraints.³

³ See <https://olc.worldbank.org/content/supporting-small-and-medium-enterprises-smes-forest-sector-how-can-we-do-more-rationale-0>.

1.3 IMPLEMENTATION

NEPAL AGRIBUSINESS INNOVATION CENTER

The Nepal Agribusiness Innovation Center (NABIC) is Nepal's first agribusiness innovation and business incubation platform. It was established in 2017 with support from the government of Nepal and the World Bank Group. NABIC is an autonomous entity incorporated as a "company not distributing profits," governed by a Board comprising diverse stakeholder groups that include government, academia, financial institutions, business associations, and agribusiness professionals. It exemplifies the catalytic nature of MDTF funds to mainstream innovation and entrepreneurship initiatives. The center provides market links, facilitates early-stage financing, and offers business coaching to growth-oriented agribusiness SMEs. NABIC generates revenue through a combination of fees and success-sharing mechanisms and a business model that significantly limits reliance on public subsidy over time. The center is driven by market dynamics and need; targets value-adding, high-growth potential entrepreneurs in agribusiness; facilitates market links forward and backward in the value chain; increases the investment-readiness of entrepreneurs; and is co-created for the local context, leveraging local ownership and international experience throughout the design and implementation process. The center's success is measured by the growth of the supported agro-processing enterprises, defined by revenue and job creation, its impact on farmers' income, and the integration of business model, product, and process innovations into the economy at large.

MDTF funding ended in FY19. Following completion of the World Bank-supported project phase (June 2019), NABIC continues its work to establish itself as a premier organization in agribusiness SME development. Building on an initiative that partially commenced in the previous year, 60 entrepreneurs were supported through a short-term business acceleration program. Participating MSMEs were helped to refine their business ideas, develop business plans, provided training, advice, and mentoring, and supported to access funding from the Central Renewable Energy Fund. A client, WEAN Cooperative, received support to develop a five-year strategy and business plan.

In FY20, NABIC's contribution to ecosystem building continue. NABIC held three seminars in Provinces 5 and 6 on the topic of food safety and quality, organized a seminar on innovations in the food industry with a visiting academic from The University of Queensland, and organized a workshop on the challenges faced by women entrepreneurs to access investment capital. NABIC contributed to a training event organized by the government on food product development and marketing. Two planned business incubation assignments for the government had to be cancelled in the second quarter of 2020 due to the pandemic. However, this work is expected to proceed once the COVID-19 situation subsides. NABIC was proactive during the lockdown resulting from COVID-19. It put in place provisions for advising and counseling on a remote basis. Clients involved in food distribution and marketing received advice on safe food handling and responding to increased opportunities for online food retailing.

Partnering with a prominent Dutch consulting firm, NABIC will soon commence work on a Netherlands Enterprise Agency-funded assignment in the area of agri-infrastructure development. In addition, NABIC was selected as a Business Service Provider to the World Bank-funded Nepal Livestock Sector Innovation Project (P156797). Work for this flagship project in Nepal's livestock sector should raise NABIC's profile and provide opportunities for enabling broader impact and sustainable service provision.

ZAMBIA AGRIBUSINESS AND TRADE PROJECT

The Zambia Agribusiness and Trade Project (ZATP), a \$40 million World Bank lending operation, features a component on agro-processing SMEs that was designed based on insights gained through infoDev's Agribusiness Entrepreneurship Program. The Ministry of Commerce, Trade and Industry, the implementing entity for ZATP, commenced implementation in 2019 through MarketConnect, a private sector implementation partner, for the Agribusiness Innovation Center (AIC), which aims to increase the productivity and sales of Zambian agro-processing SMEs.

Zambia is in a difficult macroeconomic situation with inflation steadily on the rise, currency depreciation, and negligible access to working capital. This combination of factors has had a negative impact on the business community in Zambia. The AIC was able to provide necessary and timely technical assistance and funding to support the resilience and competitiveness of SMEs. In FY20, after a prolonged ministry negotiation and procurement process for the private sector implementer to be put in place, the Zambia AIC was able to commence in supporting SMEs with a robust and ready implementation team. The implementation team includes diverse and relevant skillsets, including in manufacturing, sales, and financial management, which has helped influence and position the processes and services at target SMEs for longer-term success. In a short span of time, as of June 30, 2020, the Zambia AIC was supporting 82 agro-processing SMEs. On average, across the center's portfolio, the served SMEs experienced a productivity increase of 16 percent and sales increase of 4 percent. Meanwhile, the broader agribusiness sector experienced a productivity decrease of 7.7 percent and sales decrease of 4.7 percent in 2019 (according to Enterprise Survey data).

Most recently, the Zambia AIC has started to get regular referrals from financiers and retailers, illustrating the demand and reputation built by the entity to add value to the productive capacity of local growth-oriented SMEs. Over time the center noted that it was less effective to have outreach events and more effective to source deal flow through direct interactions with retailers, wholesalers, and financiers. The center has developed brochures to market its services and presentations to onboard SMEs and partners.

Further, in a small survey of the Zambia AIC SMEs administered in May 2020, 60 percent of the SMEs reported that the center had helped them reduce costs; 60 percent reported that the center had helped them increase manufacturing productivity; and 50 percent reported that the center had helped them increase sales. The survey findings also included early feedback on the impact of COVID-19 on small businesses. Survey responses indicated that the impact of COVID-19 was uneven, with some SMEs experiencing increased demand where retailers aimed to source more locally, and other SMEs, such as those dependent on the hospitality industry, reporting significantly decreased sales. Finally, aligned with MDTF original goals and objectives, about 50 percent of the SMEs are managed by women.

Going forward, there is a large government effort to promote the agribusiness sector, also supported by the World Bank Group. Given that the Zambia AIC is part of a larger World Bank Group agribusiness program in Zambia, this offers opportunities for a productive feedback loop between the firm-level assistance provided and the creation of an enabling environment. For example, retailers require that SMEs meet certain standards before they buy their products. The Zambia Bureau of Standards (ZABS), which the project supports, recognized that the international standards required by retailers would be too costly and difficult for small enterprises to meet. Therefore, they joined with retailers to develop a "local supplier certification" scheme that is more feasible for SMEs to meet and that enables them to sell to the larger retailers. This scheme also

creates a foundation for SMEs to meet more robust standards in the future as they grow and scale. Such an initiative and backward link was possible because the same ministry handles both the Zambia AIC project and the success of ZABS, and it illustrates the benefit of integrating firm-level and enabling environment measures in the same project.

Under the direct MDTF-funded activities, the beneficiary selection process is also working well. A two-step process was developed wherein a light assessment that can be carried out over two hours is used to screen whether the SME is growth-oriented and has enough business traction to warrant further screening. A much more detailed 360-degree diagnostic is then carried out over two full days. This diagnostic has multiple purposes: it serves as a screening tool, a baseline data collection tool, and a learning tool for the SME. The diagnostic has helped SME management teams identify and unearth problem areas in their business that were otherwise hidden. With a 360-degree view of the business, a proper technical assistance plan to fully meet the specific needs of the businesses can also be developed. This diagnostic and selection process was well-received by the government, and there is interest to use these tools and methodologies across other projects nationally.

World Bank Group monitoring and evaluation (M&E) as part of the project design highlighted two primary results targets for project success: (i) SME productivity increase and (ii) SME sales increase. This has served the project well—it aligns staff incentives to focus their efforts on what will truly contribute to increasing the efficiency and income of the business, thus paving the way for expansion and job creation. The Permanent Secretary of the Ministry of Commerce, Trade and Industry indicated that they are now looking to ZATP as their flagship COVID-19 recovery initiative, and the intent is to expand the project's scope from the current focus on five provinces to national coverage.



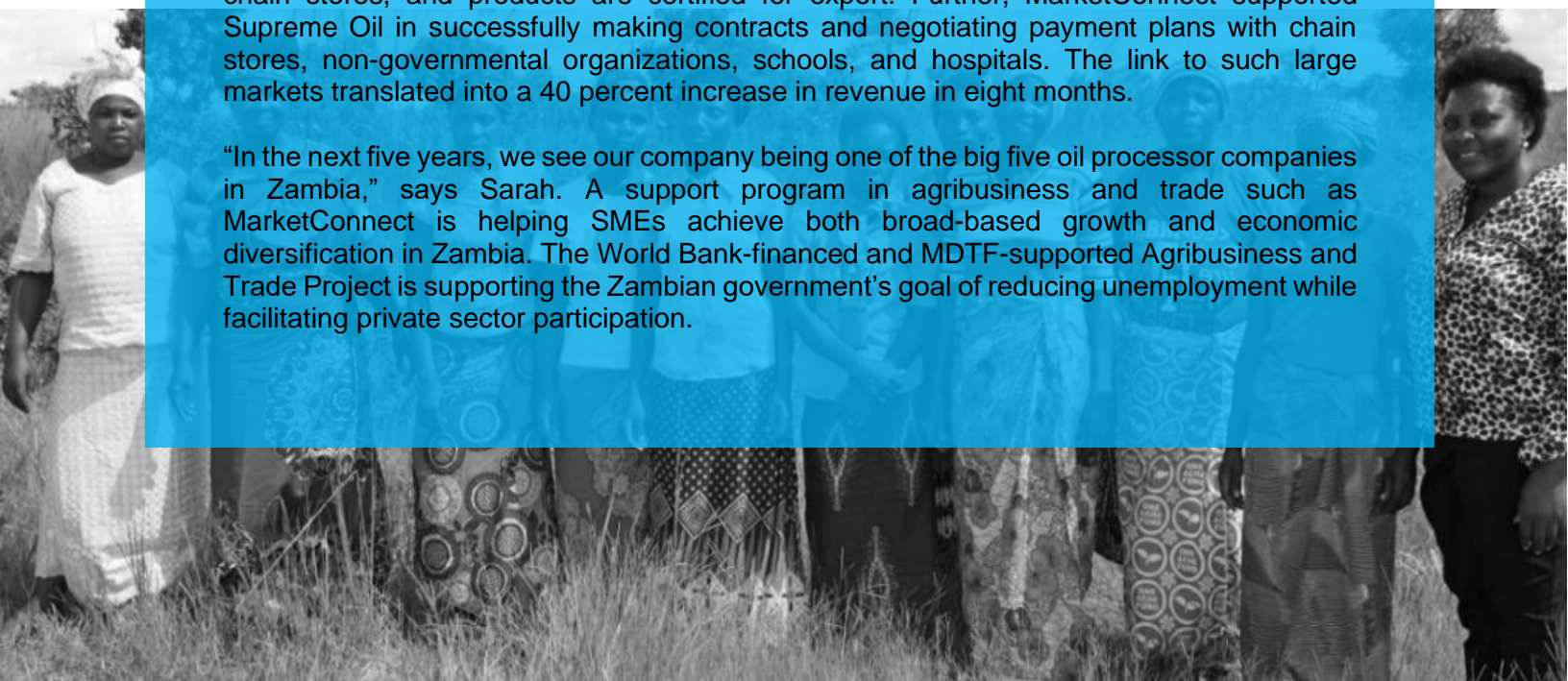
Box 1. Building Inclusive Food Manufacturing Businesses in Zambia: Case of Supreme Oil

Supreme Oil, founded in 2018 by Sarah Ngwenya, is a Zambian vegetable oil brand, one of the 250 growth-oriented agribusiness SMEs in Lusaka participating in MarketConnect. Manufactured from soya beans produced by local small-scale farmers, Supreme Oil caters to the Zambian market and neighboring countries, most of which have an edible oil deficit. To ensure consistent supply of high-quality soya beans, Sarah supports 1,500 small female farmers to maintain a high-quality supply. The MarketConnect project supports market links and firm growth in agribusiness. With the COVID-19 pandemic, Supreme Oil saw a 30 percent decrease in sales and an increase in COVID-19-compliant operational expenses. Social distancing measures further reduced the number of staff available in the facility at a given time, decreasing production, and Supreme Oil could no longer meet farmers.

“It was difficult to meet farmers, check on the quality of soya beans before purchase, provide information on farming methods, and make payments,” explains Sarah. “With MarketConnect support, we piloted a software to provide real-time information to farmers, connect them to agronomists, help us check product quality through mobile pictures, and make payments to farmers online.” The pilot has had positive feedback, and business operations stabilized during the pandemic. Sarah is optimistic that they can also cut production costs post-COVID-19 through the new use of technology.

Through MarketConnect’s support, Supreme Oil also made several other changes with positive outcomes. Before MarketConnect’s support, Supreme Oil would send employees door-to-door to collect money from customers, a time-consuming and costly activity. “MarketConnect helped us reduce the cost of operations, by advising us to allow our customers to make online payments,” says Sarah. Through MarketConnect financial coaching, Supreme Oil identified hidden expenses, such as fuel and talk time. In addition, Sarah recalls, “It was difficult to sell our products in chain stores, because our products were not certified by ZABS, so we would just park our truck in a market and sell our products from the truck.” With MarketConnect’s support, Supreme Oil has met ZABS guidelines to sell in chain stores, and products are certified for export. Further, MarketConnect supported Supreme Oil in successfully making contracts and negotiating payment plans with chain stores, non-governmental organizations, schools, and hospitals. The link to such large markets translated into a 40 percent increase in revenue in eight months.

“In the next five years, we see our company being one of the big five oil processor companies in Zambia,” says Sarah. A support program in agribusiness and trade such as MarketConnect is helping SMEs achieve both broad-based growth and economic diversification in Zambia. The World Bank-financed and MDTF-supported Agribusiness and Trade Project is supporting the Zambian government’s goal of reducing unemployment while facilitating private sector participation.



TUBASINO AGRI INNOVATION CENTER

In FY20, the Tubaniso Agri Innovation Center (TAIC), in partnership with the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) became the first hub for entrepreneurship in the Sahel region. In FY20, training curriculum for entrepreneurs was developed as part of the Tubaniso Academy to be delivered at TAIC. Several training materials were developed for each of the core activities of the Sahel, including training materials for L’Afrique Excelle (available at <https://afrique-excelle.com/fr/>). Training materials were also developed for the Marathon du Sahel incubation program. All these training materials focused on entrepreneurship development, including incubation and acceleration, and are part of the online Tubaniso Academy.

1.4 EVALUATION

Evaluation work for FY20 included:

- **Technical support for NABIC in implementing monitoring tools and conducting program evaluation.** The project successfully built the capacity of NABIC staff to co-design and implement a results framework, which was used to monitor NABIC’s performance and produce periodic reports for stakeholders. The project also initiated an evaluation of NABIC after funding from the World Bank ended. An evaluation firm was procured and an inception report prepared, with the instruments adjusted to the COVID-19 scenario in Nepal.
- **Co-creation of an M&E framework with the client to ensure longer-term sustainability.** The M&E tool enables NABIC to monitor outputs and outcomes disaggregated by a cross-cutting lens, such as gender. Such information can help in identifying strategies to mainstream gender in its services, such as intentionally approaching more women-owned enterprises for counseling if lacking or customizing counseling services to foster a better knowledge-transfer environment.



2. Digital Entrepreneurship Program

2.1 MAINSTREAMING THROUGH WORLD BANK GROUP OPERATIONS

In FY20, mainstreaming digital entrepreneurship programs through World Bank lending operations remained a key priority for infoDev MDTF-supported digital entrepreneurship activities, ensuring links to the World Bank Group's technology-focused initiatives, such as Digital Economy for Africa (DE4A), as well as uptake through World Bank operations. Several country-level activities benefited from conceptual frameworks developed through infoDev support, including those in Bangladesh, Brazil, Kenya, Senegal, and South Africa.

KENYA INDUSTRY AND ENTREPRENEURSHIP PROJECT

The Kenya Industry and Entrepreneurship Project (KIEP) (P161317) is a \$50 million lending project being implemented by Kenya's Ministry of Industrialization and Enterprise Development, which aims to increase innovation and productivity in select private sector firms. The project launched in June 2019 and MDTF funds were used to run entrepreneurship and other design pilots, including to advance gender outcomes, document best practices for the local market, and provide direct inputs into the design and implementation of KIEP component one, "Strengthening the innovation and entrepreneurship ecosystem." The pilots and studies conducted helped identify learnings to ensure successful project implementation and discover key issues faced by entrepreneurs, including lack of mentorship networks for female entrepreneurs and lack of funding accessibility.

Key accomplishments of MDTF support included:

- *Development of a study on best practices.* The study is "Applying Best Practices in Government-Led Incubator and Accelerator Support to the Kenyan Ecosystem."
- *Design and pilot of an incubator diagnostics methodology.* The team designed and customized a diagnostic tool for the assessment of incubators and accelerators. Key learnings were synthesized in a "Best Practices" report. The testing and validation of the diagnostic process leveraging these best practices helped ensure that it would be useful for a diverse set of intermediaries and helped adapt key indicators to the local ecosystem. The results will help enhance the capacity of 30 incubators and accelerators.
- *Review and adaptation of global industry-academia platform models to the Kenyan context to ensure a context-appropriate design.* The team assessed various industry-academia platforms (both international and domestic), mapped existing initiatives, and engaged a diverse set of stakeholders to develop a design blueprint. As a result, individual corporates expressed interest in joining such a platform and will be able to expand on their capacity to innovate. Local tertiary academic institutions and their students will gain increased access to corporates to enhance their research and development capabilities and professional and technical skills in line with market demand. The results helped address gaps in project preparation and implementation and were key in the design of the request for proposals and in allocating the project budget.

KIEP is the first lending operation with Kenya's Ministry of Industrialization and Enterprise Development in 14 years, and the first lending project in Africa that supports the DE4A initiative. Without the MDTF-funded activities, the preparation of the project would have faced severe difficulties due to constraints on the client's side in terms of capacity, experience, and the inherent risks associated with innovation. The MDTF-funded activities helped to build client capacity, knowledge, and exposure, and reduce the risk of innovative approaches through piloting.

Through MDTF support, the World Bank team and government counterparts were able to identify ways to support women in technology, SMEs founded by women, and SMEs led by women. Consultations focused on obtaining feedback from potential female beneficiaries, including female entrepreneurs and students and women in technology. These activities informed project design and will contribute to a better understanding of the women in business landscape in Kenya and prepare a foundation for future gender-focused interventions in the country.



BANGLADESH PRIVATE INVESTMENT AND DIGITAL ENTREPRENEURSHIP PROJECT

infoDev program activities had a catalytic effect on operations in Bangladesh. The digital entrepreneurship ecosystem study informed the Ministry of ICT on digital entrepreneurship and supported a request for a follow-up project from the Ministry of Finance for the Bangladesh Private Investment and Digital Entrepreneurship (PRIDE) Project (P170688). This \$500 million investment project focuses on improving the enabling environment for the digital services sector in Bangladesh and includes the \$40 million component, “Strengthening the digital entrepreneurship and innovation ecosystem.”

The project’s objective is to promote private investment, job creation, and environmental sustainability in participating economic zones and software technology parks in Bangladesh. The project aims to strengthen the foundation of the digital entrepreneurship and innovation ecosystem in Bangladesh and take advantage of the increasing global and domestic demand for digital services further ramped up by the COVID-19 pandemic.

The digital entrepreneurship component would establish Dhaka’s first digital entrepreneurship hub in Janata Software Technology Park and upgrade and expand the technology park while helping to further develop models for private sector participation. It would also implement digital entrepreneurship, training, and innovation support programs to attract more youth and

professionals to become digital entrepreneurs; provide startup and scale-up facilities and services for entrepreneurs in science, technology, and research parks to increase the number of investment-ready firms; and establish university innovation hubs in technological universities across the country. The project plans to create a gender-inclusive culture, and the project results framework includes gender-specific targets in terms of job creation and training participants.

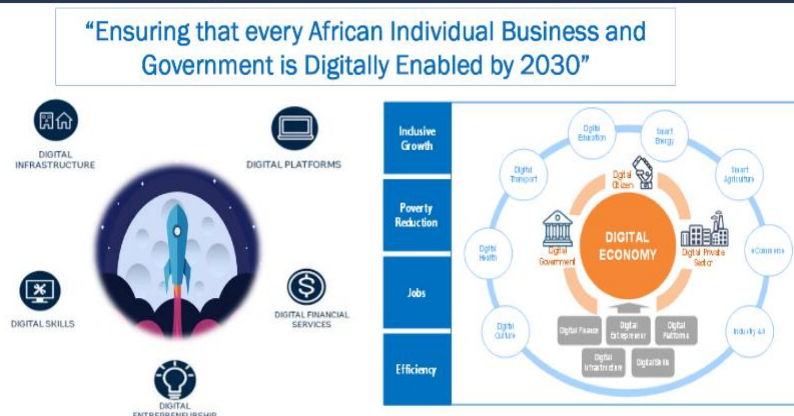


SOUTH AFRICA DIGITAL ECONOMY FOR AFRICA INITIATIVE

The DE4A initiative planned to pilot a startup acceleration approach and provide other technical and policy support to increase the competitiveness and investment-readiness of digital technology startups in South Africa. Following the highly successful XL Africa acceleration pilot supported by DE4A in FY19, the initiative continued to provide technical assistance to mLab South Africa and policy support to the government. mLab has established itself as a key anchor of the technology entrepreneurship ecosystem in South Africa. mLab serves the ideation and pre-acceleration activities, which are critical, especially from an inclusion angle. The activities target vulnerable youth and women whose preparatory programming is important to ensure better diversity within future growth companies. DE4A also contributed to relevant and country-specific analytics, including the Country Private Sector Diagnostic (with a deep dive on ICT) to inform the new Country Partnership Framework between the World Bank and South African government.

Figure 1. Digital Economy for Africa Initiative Components

The Digital Economy for Africa Initiative, in Support of the African Union Digital Transformation Strategy for Africa



The team works with the client to scale up entrepreneurship ecosystem support regionally (and through digital) through a startup network, where South Africa will be the key hub of a hub-and-spoke model of entrepreneurship ecosystems linked up with Lesotho, Namibia, and Swatini. A report on digital private platforms is being drafted, particularly relevant in the COVID-19 context and a complement to the digital entrepreneurship background paper.

Box 2. Digital Economy for Africa Initiative Findings

DE4A aims to ensure that every business, individual, and government will be digitally enabled by 2030 in support of the African Union Digital Transformation Strategy for Africa. To support this objective, the World Bank intends to invest \$25 billion between now and 2030.

Findings from DE4A indicate that:

- Reaching DE4A targets would raise growth per capita by 1.5 percentage points per year and reduce the poverty headcount by 0.7 percentage points per year. When complemented with appropriate human capital investments, these effects could more than double.
- Access to broadband is critical but not enough to materialize these digital dividends. The digital economy also requires a strong analog foundation, consisting of regulations that create a vibrant business climate and let firms leverage digital technologies to compete and innovate; skills that allow workers, entrepreneurs, and government officials to seize opportunities in the digital

2.2 KNOWLEDGE

In FY20, the knowledge agenda focused on supporting both lending and non-lending related work as well as raising awareness of the entrepreneurship agenda more broadly. These activities are a strategic fit with the “Build, Boost, and Broker” engagement model that the World Bank Group is developing to address digital opportunities and challenges: “Build” to develop the foundational building blocks for sustainable, technology-led economies, “Boost” to expand the capacity of people and institutions to thrive in a resilient society in the face of disruption, and “Broker” to harness disruptive technology, data, and expertise to solve development challenges and manage risks.

GLOBAL TECHNOLOGY ADOPTION SURVEY

The implementation of the Firm-level Adoption of Technology (FAT) survey advanced successfully across several countries, although some activities had to pause during spring-summer 2020 due to the pandemic. The project has three key activities:

1. **Analytical work.** Developing a novel methodology for measuring and benchmarking technology adoption at the firm level and producing a World Bank flagship report with policy recommendations on how to accelerate adoption of technology.

2. **Data collection.** A global dataset on technology use in firms, including at least six of the following countries: Bangladesh, Brazil, India, Malawi, Philippines, Senegal, South Korea, and Vietnam.
3. **Capacity building.** Promoting capacity building, knowledge exchange, and dissemination among National Statistical Agencies and SME development agencies. This InfoDev MDTF funded the development of the questionnaire that was implemented in several countries and the pre-pilot of the survey. The team is also revising and adapting the survey questionnaire to be implemented in the COVID-19 context.

The novel survey questionnaire includes 12 different modules of sector-specific technologies. The survey's preliminary results, based on data collected in Bangladesh, Brazil, Senegal, and Vietnam, show that the survey instrument works very well to measure technology adoption at the firm level, including new measures of digital technologies, and will allow the team to develop new insights on how policy can support technology adoption. Experience with this project led the team to quickly develop a follow-up survey instrument (COVID-19 Business Pulse Survey) to assess the impact of COVID-19 on firms and how firms are adjusting to the crisis by adopting digital technologies. Data has already been collected for Bangladesh, Brazil, Senegal, and Vietnam, and the instrument is being deployed in more than 40 countries. Based on these findings, the World Bank is engaged in dialogue with the government of Senegal to design an operation of approximately \$100 million to support technology adoption.

In Vietnam, the results will be used as a key input for the forthcoming East Asia Innovation flagship and the ongoing advisory work on science, technology, and innovation. In Brazil, the project informs several sub-tasks of the Brazil Improving Business Environment for Prosperity Program (IFC ID: 602136). The project focuses on strengthening evidence-based policies in private sector development, investment protection and promotion, the business environment, and competition policies.

The development of the survey instrument is a model of innovation across cross-cutting thematic areas within World Bank Global Practices. The development of the questionnaire involved the participation of World Bank Group staff with expertise in many areas, such as agriculture, finance, manufacturing, and health. Survey findings show that a large share of firms are adopting digital payments, but a very small share of firms use them intensively. Results also suggest technology adoption varies significantly across and within firms. The MDTF project team has been working with National Statistical Offices to build their capacity to use state-of-the-art tools to collect data and connect findings to policy recommendations. The experience reinforced the importance of building long-term relationships with these agencies to implement firm-level data collection (in addition to the relationship around household surveys). Data collected includes information on gender ownership and the share of workers that are women. This data is being analyzed to determine the association between gender ownership and technology adoption and discuss policies to improve these outcomes in a forthcoming report, analyzing results across countries.

The methodology and preliminary results were presented at several workshops in Brazil, South Korea, Vietnam, and Washington, DC. The World Bank Equitable Growth, Finance and Institutions (EFI) Chief Economist office coordinated an event to discuss the preliminary results of the project and data collection. In South Korea, the team presented the FAT survey at the Korea 2019 Global Innovation Forum, organized by Seoul National University in collaboration with several public institutions, including the Ministry of Science and ICT, Korea Advanced Institute of

ENTREPRENEURSHIP METRICS

The main objective of the entrepreneurship metrics activity is to improve the client countries' awareness and understanding of how to develop entrepreneurship ecosystems. To achieve its goal, the MDTF program developed a new and advanced methodology for assessing entrepreneurship ecosystems. The updated methodology incorporates prior analytical work led by the World Bank Group-EFI on entrepreneurship and innovation and incorporates data from a wider range of sources, including official data, web data, and proprietary data sources. The updated methodology also focuses more critically on entrepreneurship outcomes than other methodologies inside and outside the World Bank Group.

A complementary digital ecosystem diagnostic methodology is also being developed. The methodology draws on and incorporates instruments developed for private sector platform assessments and data and digital policy reviews. The digital methodology will also be informed by and aligned with the DE4A diagnostic, which is the main diagnostic on digital economy under implementation at the World Bank and will be used as a model for other regions. The methodology developed through this exercise can be applied globally. Kenya, Nigeria, Senegal, South Africa, and Vietnam were identified to conduct entrepreneurship ecosystem diagnostics. Additional funding outside of MDTF has been raised to fund the ecosystem diagnostics in these five countries, leveraging the innovative work commenced under the MDTF program. Due to travel concerns related to COVID-19, the proposed knowledge exchange study tour that was planned in partnership with the Korean government, and that would include representatives from the five countries, has been postponed and may need to be re-envisioned. The methodology will also be implemented in Papua New Guinea, as part of the PNG: Accelerate SME Innovations and Finance (P172544, AA, Track 2) and Digital Innovation and Entrepreneurship in Central America (603894) projects led by IFC, covering Costa Rica, El Salvador, Guatemala, and Honduras. In both projects, the MDTF program team will provide technical guidance and support for implementation of the assessment.

In **Senegal**, the team is working closely with the FCI country team and the Africa Chief Economist Office. The results of the context analysis, the first part of the entrepreneurship ecosystem assessment, were used as key inputs for the thematic chapter of the Economic Update of Senegal, published in June 2020. Through the entrepreneurship ecosystem assessment implementation in Senegal, the team developed a more detailed methodology to identify local ecosystems, based on the agglomeration of firms across sectors, which considers the diversity and quality of firms. This method was implemented using the latest firm-level census for Senegal to identify local ecosystems and propose a typology to characterize their potential. The exercise included digital entrepreneurship, as well as other sectors that can benefit from digital technology adoption, such as agribusiness and tourism. This exercise was complemented by the mapping of supporting organizations (such as incubators and accelerators) to identify the resources they provide to support the ecosystem and identify main gaps. The analysis of the project, "Entrepreneurship Ecosystems in Senegal," was used as a background paper for the "Digital Sources of Growth" report, which was prepared in collaboration with the World Bank Group Africa Chief Economist Office and the Poverty Global Practice Group.

⁴ See <https://www.innovationgrowthlab.org/blog/supporting-technology-adoption-igl2019>.

In **Kenya**, the team is reapplying and refining the methodology through a data-driven approach to identify entrepreneurship ecosystems, by considering both the quantity and quality of entrepreneurship at the local level. Ecosystems will be reviewed based on those that are driven by digital business solutions (such as digital firms) versus those that can be enhanced by digital technologies (such as agriculture, manufacturing, and other services). As the team advances in the implementation, these steps will be described in an updated version of the methodology. The team is currently developing a typology using firm-level census data to identify multi-sector entrepreneurship ecosystems with heterogeneous quality, which can be replicated to other countries. The final report on MSMEs and the entrepreneurship ecosystem in Kenya is planned for FY21. The team is implementing the mapping of public programs and supporting organizations in collaboration with the World Bank regional team. The team replicated the methodology to identify local ecosystems in Kenya. The work was integrated as part of an EFI effort to support entrepreneurship and MSMEs in Kenya.

In **Nigeria**, the main project counterpart is the National Information Technology Development Agency (NITDA). The pilot was planned as a follow-up activity to the DE4A diagnostic released in 2019 and to the Nigeria Digital Transformation Programmatic Advisory Services and Analytics (ASA) (P171790). This activity is expected to catalyze deeper engagement with the government in digital entrepreneurship and digital business development.

The **South Africa** pilot is responding to a request from the government of South Africa for an analysis of private digital platforms, as a follow-up to the DE4A diagnostic prepared in 2019. It was integrated as part of the Jobs and Economic Transformation in Southern Africa Project (P171855), a programmatic ASA that aims to contribute toward job creation and economic transformation in Southern Africa through policy dialogue and targeted analytics to support key reforms.

The **Vietnam** pilot is planned as a deep-dive diagnostic to understand new digital business models, their opportunities and risks for digital entrepreneurs, and the economy at large. This continues entrepreneurship diagnostics that were completed in 2019. It will be part of the FY21 deliverables of the Enhancing Vietnam Innovation System ASA (P167902).

2.3 IMPLEMENTATION

The MDTF-funded programs to scale up mLabs in Kenya, Senegal, and South Africa, as well as follow-on data collection for XL Africa, officially concluded in FY19. Results indicate that the projects successfully launched, supported, and implemented core programming in Kenya, Senegal, and South Africa. In FY20, MDTF also funded the implementation of a suite of regional- and country-level activities under the Growth Entrepreneurship in the Sahel program aimed at supporting and growing the entrepreneurial ecosystem in francophone West Africa, as well as the Impact Evaluation of Women's Coding Bootcamps. The former includes L'Afrique Excellence⁵, the francophone African spinoff of the established XL Africa acceleration program that targets the scale-up of entrepreneurs seeking investment rounds of \$250,000 to \$5 million, the Marathon du Sahel, and policy hackathons conducted in seven countries across the region (Benin, Burkina Faso, Chad, Mali, Niger, Senegal, and Togo.)

⁵ See <https://afrique-excelle.com>

MLAB SOUTHERN AFRICA



mLabs successfully scaled up their activities in six lagging regions in South Africa, scaled up and out their codelab coding training for disadvantaged youth, and created lasting jobs and economic opportunities for disadvantaged youth. The additional technical assistance provided to the mLab management team through the MDTF grant improved mLabs' service offering (through new acceleration programming), refined its data analytics (measurement and indicators framework), and contributed to its long-term sustainability with support to private raising of capital (Google) for policy support and advisory work conducted. Results demonstrate that effective competition policy in the telecom space is crucial for the success of digital technology entrepreneurs, whose business growth can, in turn, demonstrate the benefits of pro-competitive regulations by lowering prices, bringing innovative products and services to market, and disrupting outdated business models. In addition to greater competition in the telecommunications sector, the establishment of electronic payment systems and digital marketplaces, along with ICT and entrepreneurship skills, can help to realize economic opportunities provided by digital technologies

XL AFRICA

XL Africa successfully targeted revenue-generating digital startups with innovative business models that are positively impacting users in Africa. Since the conclusion of XL Africa, supported startups have created more than 500 jobs and received \$27 million in financing with Max (a Nigerian transport and logistics startup), closing a \$7 million funding round, the largest to date from XL startups after Asoko Insight earlier raised \$3.6 million. Lessons informed the design of the new L'Afrique Excelle project, which focused on Sahel countries (described in the next section). Also, the training material developed under XL Africa on digital acceleration was adapted for e-learning and placed on the World Bank Group's Open Learning Campus as a free, open course, "XL Academy - Accelerating Growth: How to Raise Funds in Africa."⁶ This online material and learning program were used as part of other World Bank Group acceleration programs, including an investment-readiness program for clean technology entrepreneurs in Morocco.

L'AFRIQUE EXCELLE



L'Afrique Excelle is a regional adaptation of the successful XL Africa program also funded under MDTF. Building off of the experience and learnings of XL Africa, L'Afrique Excelle piloted an approach to identify and support growth-oriented francophone African companies and bridge the gap between anglophone and francophone ecosystems. The program provided equity-free support for the scale-up of 20 growth-oriented francophone African startups seeking Series A financing between \$250,000 to \$5 million. Unlike their anglophone peers, digital entrepreneurship support in francophone countries is still nascent, and local entrepreneurs face even greater challenges. Given small market sizes, tight regional integration, and the use of a common currency, francophone African entrepreneurs must gain access to international markets to grow and achieve profitability, but to do so, they require investment-readiness support. The L'Afrique Excelle cohort achieved excellent results, raising over \$10.5 million in growth funding since the residency. While the program targeted entrepreneurs from the Sahel countries, with an emphasis on women-led startups, given the heterogeneity of entrepreneurship ecosystems a majority of the top 10 entrepreneurs came from Senegal.

⁶ See <https://olc.worldbank.org/content/xl-academy-accelerating-growth-how-raise-funds-africa>.



L'Afrique Excelle Cohort – Top 10 Businesses

- [Diool \(Fintech\)](#), Cameroon: technology-enabled retail financial services.
- [Eyone \(Healthtech\)](#), Ivory Coast, Mali, Niger, Senegal: business management software combining communication, customer management, and electronic document management functions.
- [Firefly Media \(Adtech, Transport\)](#), Senegal: digital advertising services.
- [GiftedMom \(Healthtech\)](#), Cameroon, Ivory Coast: tips and advice for new mothers.
- [LAfricaMobile \(Connectivity, SaaS, API\)](#), Burkina Faso, Guinea, Ivory Coast, Mali, Niger, Senegal: digital services through mobile technology.
- [Paps \(Logistics\)](#), Burkina Faso, Ivory Coast, Senegal: logistics services.
- [Solaris Offgrid \(Fintech, SaaS, Solar\)](#), Benin, Burkina Faso, Cameroon, Rwanda, Senegal: delivery of essential products and services to the base of the pyramid.
- [StarNews Mobile \(Media\)](#), Cameroon, Congo, Ivory Coast: unlocking the potential of Africa's mobile video market.
- [Sudpay \(Fintech\)](#), Benin, Guinea, Ivory Coast, Senegal, Togo: secured payment transactions.
- [Tripafrique \(Transport\)](#), Ivory Coast: booking and payment platform for transportation (bus, planes, trains, and ferries) in Africa using text message and mobile money.

L'Afrique Excelle differs from the anglophone XL Africa in that several of its startups received follow-on investments from their investor-mentors. The program also made a mark on the ecosystem: Suguba, one of L'Afrique Excelle's implementing partners, is partnering with MercyCorps to launch a similar investment-readiness program, with funding from Agence

Française de Développement (AFD). Investisseurs et Partenaires (I&P), an early-stage investment partner of the program, is also adapting the L'Afrique Excelle methodology to scale it to other lagging entrepreneurship ecosystems and increase its presence in West African countries, including Mali. FCI-led regional projects are adapting the XL Africa/L'Afrique Excelle approach for Iraq, Pakistan, West Africa, and possibly South Africa.

Box 3. LAfricaMobile Startup, Supported by L'Afrique Excelle, Raises CFA 300 million

In October 2019, Senegalese startup LAfricaMobile raised CFA 300 million from investors Teranga Capital and Abyssé to strengthen the presence of the young startup in the sub-region. Founded by two young Senegalese, LAfricaMobile is a multi-service platform specializing in innovative multi-operator and multi-channel communication in Africa. Focusing on interconnection services, this digital solution for value-added services with SMS, USSD, voice, and telephone credit offers mobile messaging integration services.

For more information, visit <https://cio-mag.com/senegal-la-start-up-lafricamobile-leve-300-millions-cfa-pour-conquerir-la-sous-region/>.



Growth Entrepreneurship in the Sahel. The Growth Entrepreneurship in the Sahel program focused on deepening impact and harvesting results for work begun in previous years, including:

- Continuing support for the cohort of L'Afrique Excelle entrepreneurs to raise growth funding
- Supporting country-level entrepreneurship efforts through the Marathon du Sahel
- Supporting governments to adopt entrepreneurship policies
- Developing a training curriculum for entrepreneurs (Tubaniso Academy) to be delivered at TAIC

All components advanced well. Highlights included \$10.5 million in funding raised by L'Afrique Excelle entrepreneurs and the passing of startup acts supporting digital entrepreneurship in Mali (September 2019) and Senegal (December 2019).

SAHEL ENTREPRENEURSHIP MARATHON



The Marathon du Sahel (Sahel Entrepreneurship Marathon)⁷ offered a similar intent to the L'Afrique Excelle program but targeted more early-stage entrepreneurs across the Sahel region, reflecting its entrepreneurship reality.

The Marathon du Sahel ran across seven countries from the region—Burkina Faso, Chad, Guinea, Mali, Mauritania, Niger, and Senegal—and contributed to generating broader interest around entrepreneurship with over 1,200 applicants across the region. The top 30 advanced startups participated in a 42-day incubation program (featuring a bootcamp, training, networking, mentorship, and pitch to local investors) under the guidance of national incubators in each country.

Although the Sahel context is still heavily male-dominated, Sanzara, a female-led business, was among the winners of the marathon and secured the first prize at the African Rethink Awards in Abidjan. Moreover, three of the top enterprises from L'Afrique Excelle are led by women.

Under L'Afrique Excelle and the Marathon du Sahel, a few examples of innovative entrepreneurial solutions to climate change received funding. Pay-as-you-Go, an energy startup in the African entrepreneurship program, and Moonsoft, a bio-energy startup, won prizes in the Marathon du Sahel. Among the 13 other finalists of the program, two contribute to the fight against climate change (recycling by the Sanuva startup and solar panels for household use by the Kouran Jabo startup) and benefited from the competition's incubation program.

POLICY HACKATHONS IN THE WEST AFRICAN ECONOMIC AND MONETARY UNION

West Africa—particularly francophone West Africa—demonstrated strong support for new business development with the West African Economic and Monetary Union (WAEMU) establishing cutting-edge policy reforms. Policy reforms in these countries take place in the context of a WAEMU-wide World Bank regional program to support dialogue between governments and entrepreneurial ecosystems through a highly participative process, which includes policy hackathons, training programs, and co-creation sessions, engaging all stakeholders. With MDTF support, an estimated 2,000 innovators and entrepreneurs across the seven WAEMU countries have engaged in the policy co-creation process initiated by policy hackathons. These efforts culminated with the Senegalese and Malian governments taking steps to push through reforms at the highest level to encourage and facilitate new businesses, particularly startups.

In Mali, after a collaborative and participatory process that brought together key stakeholders of the ecosystem, including a policy hackathon and a consultative process across seven regions in the country, the Council of Ministers approved the draft startup law in FY20.

In December 2019, Senegal became the second African country after Tunisia to pass a dedicated startup law after approval by the Council of Ministers and securing 90 percent approval in the National Assembly. Coinciding with the government's Digital Senegal 2025 strategy, the new legislation establishes a specific support and governance system for startups, as well as a legal

⁷ See <https://www.facebook.com/pages/category/Entrepreneur/Marathon-du-Sahel-1248776115300972/>.

framework to register and label startups in the country. The startup law also envisages a dedicated resource center for startups and an early-stage financing mechanism, as well as a package of incentive measures.

The adoption of startup acts in both Senegal and Mali marked concrete actions toward supporting entrepreneurship in both countries. The policy activities that led to the Senegal Startup Act are being mainstreamed under a Multi-Sectoral Structural Development Policy Operation in Senegal, which has a dedicated component to digital entrepreneurship. In Mali, the work seeded under the entrepreneurship trust funds is being taken up under another trust fund (EPEC), which is building on the efforts of the startup acts, the Marathon du Sahel, and other programs to strengthen the capacity of local incubators and focus on alternative funding mechanisms for startups, including angel networks and crowdfunding. Moreover, the findings on local entrepreneurial ecosystems that emerged from both the Marathon du Sahel and the policy hackathon in Burkina Faso provided the basis for the private sector support measures designed for the COVID-19 related emergency Development Policy Operation. Similar approaches funded by MDTF are being implemented in Benin, Burkina Faso, Niger, and Togo, with outcomes depending on respective government readiness to formulate reforms. The outcomes of the policy hackathons in Benin, Côte d'Ivoire, and Togo have provided useful inputs for the ongoing Digital Entrepreneurship country assessments.

WOMEN'S CODING BOOTCAMPS

The Women's Coding Bootcamps provided young women with basic information and technology (IT) skills through trainings to add a market-relevant skillset and enable access to increased job opportunities and higher-quality jobs. The activity also aimed to reduce occupational sex segregation in the ICT sector by drawing the attention of policy makers and other local partners to the importance of boosting female labor in ICT. The design of these training programs considered the needs and constraints of women and offered wraparound services, such as activities that foster business networks to increase and sustain women's participation in the technology sector. Through the project interventions, teams were able to register 4,700 women in Colombia and 7,100 in Argentina and introduce the concept of women's coding bootcamps in Pakistan.

Both bootcamp providers in Colombia and Argentina indicated that as a result of working with the World Bank project they will now use the marketing and recruitment guidelines to attract more female students to enroll in their courses. They will implement complementary professional mentoring and soft skills components to provide women with a safe space to learn coding, coupled with labor market links with employers that are interested in hiring women coders.



Women's Coding Bootcamp, Colombia

Randomized control trials (RCTs) are being carried out in Colombia and Argentina to test the impact of women-centered coding bootcamps on the employment and wages of women. In Pakistan, the objective was to introduce the concept of bootcamps. Initially, the RCTs of this activity were planned to be conducted in Kenya and Colombia. Kenya proved to not be a feasible market due to the lack of adequate providers to deliver the program. Argentina was identified as a location with a large market and a higher quality provider. COVID-19 delayed the implementation of a face-to-face survey to measure training results and participants' labor market outcomes. The team pivoted to an online survey, but once the restrictions ease, a face-to-face survey will be carried out in both countries.

Early trial and survey results demonstrate:

- Participants in the treatment group showed that having a women-centered alternative to learn coding influenced their decision to enroll in the program. The amenities communicated through the marketing campaign, including childcare, professional female mentoring, practical experience, and soft skills development, were essential to encourage enrollment.
- Allowing adequate lead time for candidates to decide to participate and make plans was essential for candidates to enroll.
- Early engagement with bootcamp providers and private sector counterparts was necessary to incorporate best practices and marketing efforts to reach the target sample size, as observed in Bogotá and Buenos Aires.

- In Bogotá, since the city did not have a mature bootcamp provider, close implementation supervision and quality control were necessary to guarantee the program's execution. Further, a private sector partnership was necessary to compensate for the lack of maturity and experience of the bootcamp. The counterparts were responsible for providing the marketing campaign, access to the local labor market, and other local context to guarantee the success of the program.

The project was showcased to the local technology ecosystem and greater Colombian private sector at Bogotá's Chamber of Commerce Technology Cluster Annual Meeting on July 29, 2019. The partners were the private sector counterparts, including the Bogotá Chamber of Commerce, BICTIA, Invest in Bogotá, the local government of Bogotá, and the bootcamp provider Sectortic/Bogota Institute of Technology.

The project was also showcased as an example of technology and innovation for education at the Leaders for Education Summit hosted by the prominent *Semana Magazine* in Bogotá on September 18–19, 2019. The Colombia and Argentina governments and private sector show great interest in furthering similar interventions. The private sector consortium in Colombia also indicated their interest in implementing a second women-centered coding bootcamp. Additional results on project outcomes are expected in FY21.



3. ENTREPRENEURSHIP FOR DEVELOPMENT PROJECTS

The infoDev MDTF program has evolved to meet changing client needs since its inception as an ICT-for-development program in 1995, with the focus on supporting entrepreneurship and innovation in World Bank Group client countries remaining at the forefront in all MDTF activities. Due to this focus, MDTF, together with the Climate Technology Program, have played a crucial role in connecting entrepreneurs with the knowledge, funding, and markets they need to innovate and grow their businesses. These objectives continue to form the foundation of the most recent and ongoing activities being funded through MDTF.

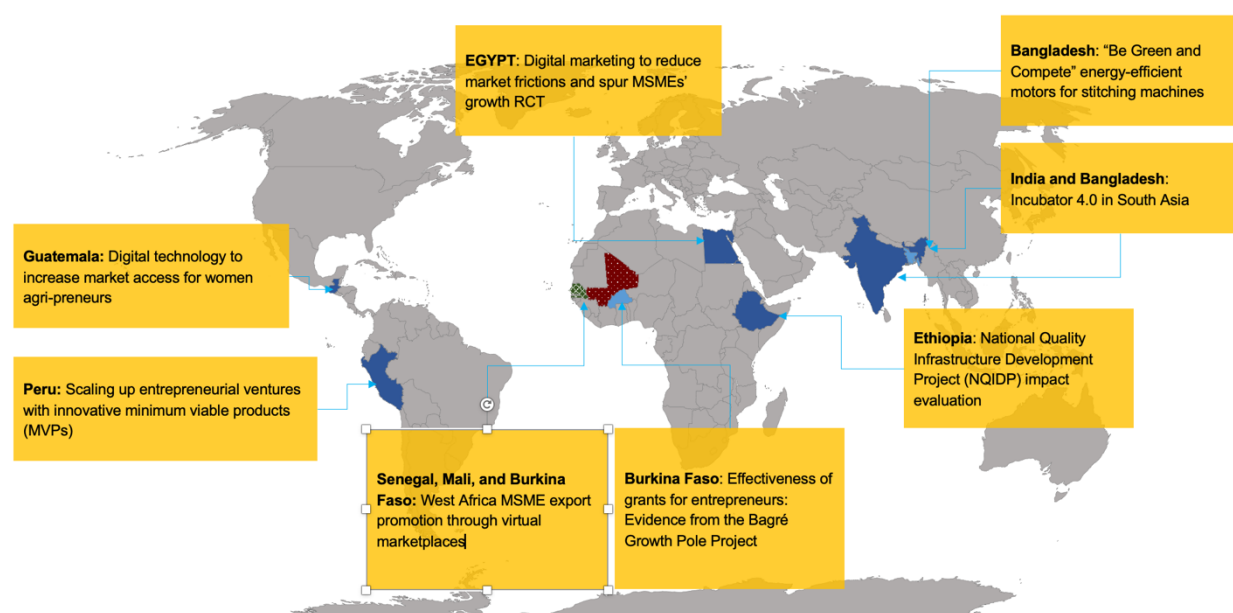
The new set of grants initiated in FY19 considered the lessons learned and donor and stakeholder feedback from prior years to prioritize the development of rigorous and operationally relevant solutions in the field of entrepreneurship by:

- Supporting the scoping, design, and implementation of country and regional interventions that can scale entrepreneurship support solutions
- Developing innovative approaches where existing solutions do not currently exist
- Generating novel evidence to inform policy making through rigorous M&E

These projects emphasized greater leverage and alignment with government priorities and embedded MDTF-funded activities into World Bank and/or IFC operations. The current projects are expected to generate knowledge and rigorous evidence that directly informs the design, execution, and scale-up of current as well as future World Bank Group-executed lending and technical assistance projects and therefore ensure the highest possible leverage for MDTF funds. Rigorous capture of the impact of the interventions has been an additional area of emphasis for the new batch of proposals, with many of the funded activities, including impact evaluations, using RCTs.

Six out of eight proposals fund activities that are part of mainstream World Bank Group lending operations, representing an overall value of \$656 million of investment project financing in six countries: Bangladesh, Burkina Faso, Ethiopia, Mali, Peru, and Senegal (Figure 2).

Figure 2. E4D Program Activities



The projects experienced some setbacks due to COVID-19 related lockdowns and decline in business activity. MDTF teams engaged with government and implementing institutions to adjust project interventions, enhance COVID-19 relevance, and take greater advantage of digital technologies.

3.1 PROJECTS' PROGRESS AND UPDATES

BANGLADESH “BE GREEN AND COMPETE” PROJECT

“Be Green and Compete” aims to improve the energy efficiency of garment producers in Bangladesh by piloting interventions to encourage firms to adopt more energy-efficient motors. The effect of these interventions, which provide information and financial incentives to firms to adopt new technology, is evaluated using a rigorous RCT in partnership with researchers from Columbia University in New York. The project aims to generate policy-relevant evidence on the barriers to technology adoption among firms, thus contributing to the World Bank’s mission of supporting growth and shared prosperity in Bangladesh.

The COVID-19 lockdown in Bangladesh interrupted the project’s baseline survey of firms. It is unclear when field work can safely resume. It is also likely that a fresh baseline will be needed, since pre-COVID-19 values of firm attributes, such as employment and the number of stitching machines, might be outdated. Given the widespread and ongoing disruption in the manufacturing sector, the team is delaying the rollout of the baseline and intervention until operations return to normal and expects the timeline of the intervention to be delayed by 5–8 months. The original intervention will remain highly relevant in the post-COVID-19 recovery phase. Since firms will need to adopt new workplace practices for safety reasons, identifying effective interventions to promote the adoption of new technology and business practices could help. Further, greater (energy) efficiency will become even more critical for firms to succeed in the post-COVID-19 world.

The project team made the following COVID-19 related adjustments:

- The team included questions in the fresh baseline survey on the impact of COVID-19, how firms are adapting to COVID-19, and firms’ access to relief measures.
- The team will use baseline data, industry contacts, and a new survey to design interventions to accelerate recovery from COVID-19 (such as rapid, tele-based informational interventions to help firms recover faster) that may be implemented along the main intervention.

Data from consultations, field tests, and the baseline survey are consistent with the hypothesis that small firms face informational barriers to the adoption of superior technology. However, the effectiveness of specific interventions to address these barriers still need to be tested through the planned RCT. The team conducted field visits to firms and consultations with industry experts to fine tune the design of the intervention. The intervention design was tested and validated with firms in actual field conditions. An outreach meeting conducted on August 1, 2019 sought feedback from key stakeholders, including officials from the Ministries of Industry and Commerce, Leather Goods And Footwear Manufacturers & Exporters Association of Bangladesh, Bangladesh Sports Shoes Manufacturers & Exporters Association, Bangladesh Paduka Prostutkarak Samity, and the Bangladesh Garment Manufacturers & Exporters’ Association.

Gender. The planned impact analysis for managerial and line workers will be disaggregated by gender to better understand the differences in impact for men and women.

World Bank leverage. The project aligns with the \$100 million Bangladesh Investment Project Financing Export Competitiveness for Jobs (EC4J) Project (P156113) and will directly inform the technology centers component supported by EC4J.

INCUBATOR 4.0 IN SOUTH ASIA

The objective of the Incubator 4.0 benchmarking is to make technology and business incubators more effective in promoting high-growth entrepreneurship in South Asia by developing and implementing a robust methodology for tracking and assessing their performance. For peer review and feedback from a global perspective, the team has partnered with the Indian Institute of Technology in Delhi, advisors to the Indian government, and will partner with Rice University in Texas. The initiative's key activity is designing an assessment framework for incubators in South Asia based on international expertise and experience that will help generate important analytics and lessons to inform existing and future incubator policies. This activity intends to create a pilot by leveraging existing data (if any) within government systems and by generating new data on the incubators. The project will provide capacity building support to government agencies and incubator managers as well as share contemporary, innovative global best practice models.

The COVID-19 lockdowns in India and Bangladesh stopped all non-essential activities for a few months after March 2020. The counterpart government agencies and incubators were not available during this time, which impacted client consultations, primary data collection activities, and the project timeline. Over the summer of 2020, government agencies returned to their offices and project activities resumed. The team conducted ground-level consultations with the incubators and learned that incubators themselves were impacted by disruptions to their operations, and potential funding discussions for some startups in the cohorts were also affected. On the other hand, other startups devised innovative solutions in response to the COVID-19 crisis, and the counterpart government agencies provided platforms to showcase and leverage these solutions. As of now, the impact of COVID-19 is in the short-to-medium term and not expected to have longer-term impact on the incubators. The project is in the early stages of consultations with incubator program managers to design the set of indicators for the incubator assessment framework, including questions on the impact of COVID-19 on incubators. This project becomes even more relevant due to the pandemic, since it will support firms that solve technological and/or local challenges faced by India and Bangladesh.

The team (i) held successful consultations with counterpart agencies that implement incubator programs in India and Bangladesh; (ii) worked to build a consensus on the need for a common assessment framework for all publicly funded incubators by ministries and agencies of the government of India; (iii) helped create a common platform under the umbrella of Niti Aayog for collaboration among the five government ministries of India funding incubators and the policy think tank for the government of India through a joint workshop, "Enhancing the Impact of the Incubator Ecosystem in India," held in June 2020; and (iv) designed a draft of a common incubator assessment framework for pilot testing by Niti Aayog. Based on the existing literature and consultations with global experts, a taxonomy of the characteristics and profiles of well-performing incubators and the instruments used to achieve such performance is under development, to help guide the selection of indicators for the proposed monitoring and assessment framework. The team also conducted consultations with the counterpart agency in Bangladesh, the Hi-Tech Park Authority.

There is a clear need to transition from a public funding model and supply-driven approach that have limited impact to more professional and private sector-oriented incubation support in India and Bangladesh.

Gender. The monitoring and assessment framework includes a section on advancing gender outcomes. Some of the incubators are women-led and focus on women entrepreneurship, which will benefit from this intervention.

Climate change. The framework will also include an evaluation of businesses working on climate change that will benefit as well from this intervention.

World Bank leverage. This program's outcomes are expected to inform future World Bank operational engagements in support of incubators and accelerators.

PERU SCALING UP ENTREPRENEURIAL VENTURES WITH INNOVATIVE MINIMUM VIABLE PRODUCTS

The project aims to facilitate a “startup ecosystem for growth” in Peru by working with local partners to pilot interventions that help early-stage ventures build key missing commercialization capabilities—such as managerial and financial capital—and evaluate the impact of these interventions with a rigorous RCT. The project is conducting an impact evaluation of the “Go-to-Market” Commercialization Program for Start-ups with Minimum Viable Products (MVPs) currently being implemented under a larger World Bank program with the government of Peru.

The project made good progress despite implementation challenges. The overall design of the intervention was completed, and the program was launched in September 2019. A first call for proposals (CFP) closed in December 2019 and received 325 applications from Peruvian startups; 115 firms passed the first evaluation pitch in January 2020 and were declared eligible to pass to the randomization phase. The baseline survey was completed in April 2020 with a 97 percent response rate. Unfortunately, due to the highly restrictive criteria in firm eligibility to participate, the 115 firms declared eligible from the first round were short of the target of 200 firms needed for the RCT.

In July 2020, the project team launched a second call for the “Go-to-Market” program to incorporate lessons learned during the first CFP, updating the Operational Manual and taking into account COVID-19. Parallel activities are underway, including the international procurement process for the delivery of the “Bootcamp and Mentoring” program. The procurement process is in its final negotiation phase, with launch of the program expected in February 2021, either in face-to-face or in virtual delivery mode depending on COVID-19 restrictions. The team revised the request for proposals for the bootcamp to enable virtual delivery if Peru is still in full lockdown.

Gender. Gender-disaggregated results for the baseline will be analyzed and the project will monitor differences for female versus male entrepreneurs. The overall larger World Bank intervention that this project informs is a gender-tagged project and targets female researchers.

Climate change. As preliminary anecdotal evidence, the MVP of EcoVol, one of the eligible firms, eliminates pollutants in gasoline or diesel, reducing up to 20 percent of fuel consumption and decreasing carbon monoxide and smog up to 90 percent. This product is compatible with motorcycles, cars, buses, and trucks. Once the second CFP under the program is completed, the team will have more statistics on how many MVPs by beneficiary firms focus on climate change-related technologies.

World Bank leverage. The project financed under MDTF is an integral part of the \$45 million World Bank lending operation, Strengthening the Science Technology and Innovation System in Peru (P156250) under implementation until December 2021. Under the existing loan, the

government of Peru has already allocated \$6.5 million directly to the pilot program and reallocated additional resources through the project restructuring completed in April 2020.

BURKINA FASO GRANTS FOR ENTREPRENEURS: BAGRE GROWTH POLE PROJECT

The project addresses financial and skills constraints for high-potential entrepreneurs in the Burkina Faso special agribusiness Bagré Growth Pole. Following a business plan competition, entrepreneurs receive either cash or matching grants as alternative support mechanisms to improve productivity and business outcomes and create jobs. The impact and cost-effectiveness of these interventions is assessed using an RCT. The matching and cash grants interventions provide alternative support mechanisms to entrepreneurs to address their skills and capital constraints.

Through public lotteries, 1,200 entrepreneurs were randomly assigned into three groups (400 entrepreneurs each) that received either a matching grant, a cash grant, or nothing (the control group). The implementing agency, Maison de l'Entreprise du Burkina Faso (MEBF), transferred about \$1.46 million to the enterprises. Disbursements were very slow due to delays encountered by MEBF and support staff in assisting the entrepreneurs to meet all requirements and further exacerbated by the COVID-19 shutdowns. Starting on March 20, 2020, Burkina Faso closed its airport and borders, imposed a curfew, and put the capital city in quarantine. These measures substantially delayed the support that could be provided by MEBF to the entrepreneurs. MEBF and the research team designed a COVID-19 response strategy to mitigate the consequences of the pandemic on the project, which is now being implemented. The midterm workshop planned for June 2020 was held in November 2020. The midterm survey started in October 2020. MEBF and the support staff resumed activities and are organizing fairs in the municipalities to match entrepreneurs with private companies that supply BDS, as fast as possible.

Four hundred entrepreneurs supported by the intervention opened accounts with banks or microfinance institutions, which are in partnership with MEBF; more than 394 entrepreneurs received approval to disburse their grants from their financial accounts; and more than 275 entrepreneurs have started using the grants for their business activities. The larger World Bank operation, the Bagré Growth Pole Project, is expected to end in FY21, and the country office of the World Bank in Ouagadougou is planning a new private sector operation that pursues collaboration with MEBF. Lessons learned from the ongoing evaluation will be used to design and implement the new operation, including targeting procedures, capacity building, addressing relevant needs of entrepreneurs, and M&E.

Gender. The project supported women by fixing a target to reach at least 35 percent of women in each municipality covered by the project. As a result, women account for 41 percent of the targeted 1,200 entrepreneurs.

Climate change. Before entrepreneurs can disburse their grant, MEBF assesses the social and environmental impact of the related activity. Hence, measures are taken so that activities do not have negative environmental impacts.

World Bank leverage: The project financed under MDTF is linked to the \$50 million Burkina Faso Bagré Growth Pole Project Additional Financing (P161234).

ETHIOPIA NATIONAL QUALITY INFRASTRUCTURE DEVELOPMENT PROJECT IMPACT EVALUATION

The project evaluates the impact of improved access to product testing facilities offered by the National Quality Infrastructure Development Project (NQIDP) on Ethiopian honey agro-processing firms' export capabilities and growth, using an RCT. The honey sector is integral in providing local jobs and foreign revenue for the country through exports. Project objectives include assessing whether improved access to internationally accredited, domestic product testing services can alleviate the information market failure that prevents the transmission of price incentives for quality production along value chains, in the context of Ethiopian honey production.

The global pandemic halted in-person field activities since March 2020. As a result of the continuing shutdown, the team was not able to hold focus groups, pilot interventions, or conduct a baseline survey, all of which delayed the implementation timeline. The honey harvest season is during May/June each year and pilots and interventions need to be conducted during that time. Thus, the honey harvest season passed for the 2020 calendar year. The project now needs to be postponed at minimum by one year and activities resumed in preparation for the honey harvest season during the summer of 2021.

For the post-COVID-19 economic recovery phase, the project focus on strengthening private sector and livelihoods opportunities locally and supporting the promotion of exports is even more relevant. The project team revisited the program implementation activities and timeline to design a revised schedule of activities, some repeat tasks so that the program can meet timelines for the honey harvest season during the summer of 2021.

Gender. Given the focus area of gender under MDTF, honey was chosen as a target product in part because it is a source of cash income for smallholders, which many times are women and young people with little access to land.

Climate change. Honey is also promoted by the Ethiopian government as an environmentally friendly, drought-resistant agricultural product with growth potential.

World Bank leverage: The MDTF project works in direct partnership with a \$50 million World Bank project, NQIDP (P160279), specifically through its component one (\$38.5 million) on Strengthening Institutional Capacity for National Quality Infrastructure Development. The project has primarily focused on increasing quality at the processor and exporter level, but the discussion between the research and operations teams has helped increase the focus on the upstream inputs needed for large companies to ensure quality—the small-scale honey farmers and traders—by increasing the focus on the entire supply chain.

GUATEMALA DIGITAL TECHNOLOGY TO INCREASE MARKET ACCESS FOR WOMEN AGRI-PRENEURS

This DIGITAGRO project provides targeted digital extension services to women agripreneurs to increase their knowledge and skills around sustainable agriculture, farm investment, and effective management practices, and assesses the impact of these interventions using an RCT. The COVID-19 outbreak in Guatemala disrupted internal and external mobility. Given the circumstances, field activities were put on hold to be resumed once it is deemed safe for field staff

(coordinators and extensionists) to conduct field activities. As a result of the shutdown, the team had to close existing contracts with senior university students hired as field extensionists for the project, with the agreement that the positions would be offered to them first once field activities are safely resumed. However, it is likely that these resources would find alternative employment in the meantime, which will require that the project undergo another complex round of recruitment, causing delays.

The project is highly relevant in the current pandemic since it invests in digital technology that would support food security, food safety, and safeguard farmers' livelihoods. Despite the suspension of field activities, the team is rapidly developing digital tools to support farmers, including an e-commerce platform and e-extension video series, as well as an impact evaluation strategy.

In Guatemala, about 2.5 million children receive at least one meal a day through the School Feeding Program, which continued to operate during COVID-19 quarantine. The School Feeding Law (September 2017) requires 50 percent of all meals in schools to be sourced from local smallholder farmers. The DIGITAGRO e-commerce platform will support produce sourcing from local women agripreneurs to allow these farmers to supply the School Feeding Program in a profitable, efficient, and sustainable way. The platform will provide families a comprehensive database of agricultural producers that can guarantee a reliable source of secure and nutritional foods, safeguarding the food security of children and their families and supporting small farmers.

The series of e-extension videos, which are being developed in partnership with the Food and Agriculture Organization (FAO) of the United Nations, provide information on basic safe food practices, including guidelines on safe handling, processing, packaging, and storage, as well as efficient and healthy use of water for food preparation. These digital extension services are vital for the farmers to learn good safety practices, avoid food contamination, and stay healthy and safe while operating in a socially distanced environment. The technologies have the potential to be scaled up as part of a larger COVID-19 World Bank Agriculture and Food Global Practice project being prepared for Guatemala's agriculture sector.

Development of the e-commerce platform is underway, in partnership with the World Food Programme. An online proof-of-concept web platform already exists (see <http://aequa.app>), and the digital app is expected to be completed in FY21. The app is being produced through several rounds of validation with local stakeholders and institutional actors and ensures interoperability with the government's operating systems. All four extension videos are in production in partnership with FAO: a preliminary version already exists and is being improved to be available in Spanish and Mam (the most prevalent Mayan language in San Marcos) in FY21. The final impact evaluation strategy (adapting to COVID-19) is being redesigned and validated by the World Bank Latin America and the Caribbean Gender Innovation Lab.

Gender. The project targets women, who are most likely to benefit from a new market opportunity and uniquely positioned to be champions for better nutrition. Guatemala has the highest Gender Inequality Index and the lowest female labor force participation rate in Latin America: in rural areas, women do not always think they have the capacity to be successful entrepreneurs, and many times they are not even aware of the School Feeding Law. Traditional extension services in rural areas target men more, and when directed to women, focus on household chores rather than on productive activities. The DIGITAGRO extension videos will only be shown to women and are designed to sensitize them on their role as entrepreneurs and encourage them to access the new market represented by school feeding. Moreover, the technical videos also focus on the products that women in San Marcos specialize in (such as small animals, eggs, cheese, and leafy vegetables), which are particularly valuable for children's nutrition and are on school menus.

Climate change. The agricultural extension services videos focus on sustainable post-harvest practices, climate resilience, and avoiding food loss and waste.

World Bank leverage: The grant is being implemented in coordination with the preparation of the new \$150 million Agriculture and Food Investment Project Financing in Guatemala, Responding to COVID-19: Modern and Resilient Agri-food Value Chains (P173480), co-financed with the International Fund for Agricultural Development (IFAD). Lessons learned from the pilot are informing activities for the Investment Project Financing.

EGYPT DIGITAL MARKETING TO REDUCE MARKET FRICTIONS AND SPUR MSMES' GROWTH

The project objective is to rigorously test if digital marketing on social media is a cost-effective way to reduce information gaps that prevent small firms from accessing broader markets, and whether doing so can allow firms to expand their customer base and spur high growth of micro and small enterprises. This objective is accomplished through an RCT involving 2,550 small firms to test the relative effectiveness of a traditional, input-based approach (training, assistance, and subsidies) against that of a pay-for-results approach in getting firms to adopt digital marketing.

The project successfully launched and designed a training program to bring small businesses onto the Facebook platform and expand marketing for their businesses. Two pilots were completed and the first cohort of 90 entrepreneurs enrolled before the pandemic. The global pandemic caused a shutdown of all project activities in line with the World Bank Group and Jameel Poverty Action Lab (J-PAL) policies, limiting in-person interactions. Next steps in implementation include scale up and expansion of project activities, outreach, enrollment, and implementation. This includes working through two main challenges: (i) training uptake is in the 60 percent range, and the project would like this to be increased to the 80 percent range, and (ii) technical difficulties with Facebook's platform make it difficult to scale the project intervention. The team is working directly with employees at Facebook to address these issues. The project sample of initial businesses are majority female. This sample is being further expanded to collect follow-up data and determine the effectiveness of the intervention in advancing female economic empowerment. The research study has been submitted to the *Journal of Development Economics* and would be disseminated in the region to inform operations.

Once the lockdown is lifted and activities can safely resume, it will take a few months to bring the partners back on board, refresh the training content, and have firm owners comfortable with attending a group-based classroom training. The project is also exploring the feasibility of launching digital training. Egypt's Micro-Small-Medium Enterprise Development Agency (MSMEDA) is engaged in the project and would support outreach to firms. This project is more relevant than ever given the need to strengthen firms' capacities and measure their growth in the post-COVID-19 economic recovery phase, especially through the adoption of technology. Project activities are expected to resume with re-enrollment of firms between October–December 2020 and a 12-month survey completion in October–December 2021.

WEST AFRICA MSME EXPORT PROMOTION THROUGH E-COMMERCE PLATFORMS

The project aims to increase firm capacity, lift logistical and connectivity bottlenecks, and solve information and coordination failures in Burkina Faso, Mali, and Senegal to enable MSMEs'

access to export markets through e-commerce platforms. The project will have the following activities: (i) train e-commerce and export advisers; (ii) provide firm-level advisory services through the advisers; and (iii) establish a fulfillment center in Europe to reduce trade costs by aggregating the flows of goods, information, and payments. An impact evaluation will be conducted, and an IT platform established to feed live product information, prices, inventory, and other data into international e-commerce platforms.

3.2 SELECTION OF NEW PROJECTS

The selection of a new batch of MDTF-supported interventions is underway but has been delayed due to disruptions caused by COVID-19. A series of new projects will be approved in FY21, balancing the MDTF objectives of empirical rigor, innovation, and impact with a need for agile and nuanced response to the pandemic (such as ensuring that activities can be delivered online as much as possible even though this may reduce effectiveness). The selection will focus on interventions that help firms and entrepreneurs remain resilient in the post-COVID-19 environment and help governments identify policy responses for a productivity-driven recovery. As before, special attention will be given to the potential of the MDTF-funded pilots to leverage World Bank Group lending for enhanced impact and reach. Some of the interventions being considered for funding include testing the efficiency and effectiveness of online-based Personal Initiative Training for women entrepreneurs in Latin America, with clear implications for other countries.



4. COMMUNICATIONS

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MDTF's communications strategy in FY20 focused on highlighting results and leverage of MDTF programs through broader World Bank operations, managing existing knowledge products and ensuring wider outreach and dissemination, ensuring the sustainability of relevant communication assets, and building the broader narrative around innovation and entrepreneurship for governments to learn from, especially as the program transitions toward a new Umbrella 2.0 program.

Program activities during FY20 included:

- **Highlighting results.** During FY20, several results stories were developed that capture project deliverables and learnings from Bangladesh, Guatemala, and Kenya, emphasizing how projects are responding to the challenges of COVID-19 and mitigating its impact. For the Climate Technology Program, a designated web page at www.infodev.org/climate features progress reports, impact, and results from previous years.
- **Renewing infoDev's online presence.** MDTF's online portal, www.infodev.org, was refreshed this fiscal year to ensure that it meets the latest security standards. The team migrated the website to the World Bank Group's designated server to ensure accessibility and updated the content management system to enable a smoother migration of infoDev's content to a future platform.
- **Building a project database that captures learning.** In FY20, the team started developing an online, interactive database that allows user-friendly presentation and easy search and filter of existing MDTF projects. The project database is being developed independent of the web infrastructure of infoDev.org, which would allow the existing website and the new Umbrella 2.0 program (with its future web platform) to easily embed and feature the database.

The goal for the infoDev MDTF communications strategy in FY21–22 is to ensure that the final phase of MDTF is carried out with adequate communications support, including capturing lessons learned, aggregating knowledge products and project results, and disseminating information internally and externally with development partners. Since the program will be closing in June 2022, the program management team will include a series of communications activities, including:

- Developing project stories and knowledge products to showcase the innovation, leverage, and mainstreaming use of MDTF funds for the infoDev website
- Presenting a series of blogs to the broader World Bank community
- Conducting external outreach through a virtual webinar to showcase the outcomes of the latest projects
- Bringing in global knowledge (such as technology adoption) for the wider benefit of development partners and the community interested in innovation and entrepreneurship
- Preparing for an End-of-Program Completion report

A repository of MDTF articles, case studies, and stories are available on an “About infoDev” web page at

[https://www.worldbank.org/en/topic/innovation-entrepreneurship/brief/about-infodev-a-world-bank-group-program-to-promote-entrepreneurship-innovation.](https://www.worldbank.org/en/topic/innovation-entrepreneurship/brief/about-infodev-a-world-bank-group-program-to-promote-entrepreneurship-innovation)

5. MDTF AGGREGATE PROGRAM RESULTS

Since inception, the MDTF program has met or exceeded almost all targets set at the time of program design and continued to emphasize the explicit focus on advancing gender outcomes and contributing to climate change mitigation. Results achieved include:

- All but two of the 20 **output-level targets** for the program were met or exceeded. For example, to date the program has delivered 750 workshops, seminars, and training events (target: 295); run nearly 2,700 coaching sessions for entrepreneurs (target: 960); forged more than 107 partnerships with financial service providers (target: 35); and operationalized 15 partnerships with investors (target: 1).
- The program met or exceeded the majority of **outcome-level results**: more than 100 entrepreneurs raised early-stage finance (target: 44), with an aggregate value of \$27.5 million (target: \$2.4 million). In addition, over 50 entrepreneurs raised growth-stage finance (target: 118), with a value of \$17.2 million (target: \$10.1 million). Additional sales revenue generated by the firms totaled \$43.8 million (target: \$6.6 million).
- **Impact-level indicators** show more than 2,400 direct jobs created (target: 1,340); almost 5,900 farmers reached (target: 3,000); and almost 19.1 million users reached by digital products and services developed by the startups (target: 9.7 million).

Specifically, in FY20, MDTF continued to exceed target performance indicators through:

- **Entrepreneurial support and growth** for more than 1,000 supported businesses, out of which 316 are women-owned businesses. Out of the 50 businesses that completed incubation and acceleration support programs, 14 were able to raise \$10.5 million in additional finance.
- **Mainstreaming and influencing several programs and projects**, including more than 17 internal World Bank Group operations; 5 external entrepreneurship strategies, programs, and projects influenced by infoDev's knowledge; 3 operationalized partnerships with growth-oriented entrepreneurship-related bodies; and 2 entrepreneurship legislations adopted and enacted.
- **Knowledge products and outreach** with more than 43 knowledge products developed and shared through 25 events reaching approximately 250 participants. Such results demonstrate an increase in lessons learned and innovative models developed and shared. These products are available at www.infodev.org.

Appendix B presents detailed aggregate program results.

World Bank leverage of MDTF funds. MDTF has reached a stage of maturity, growth, and scale, mainstreaming solutions, innovative models, and good practices developed in prior years through strategic, country-driven initiatives. Based on donor discussions in FY18 and the strategic shift of the program toward mainstreaming MDTF activities into World Bank operations, the MDTF program management team has started monitoring the influence of MDTF funds in World Bank

projects. The review found that as of FY20, over 80 percent of the MDTF portfolio (33 grants valuing \$12.3 million) leveraged \$2.4 billion⁸ in World Bank lending toward shared priority areas.

- The Agribusiness Entrepreneurship Program provided direct support to regional teams in the scoping, design, and implementation of over 10 World Bank lending operations, leveraging \$944 million through diagnostics and policy expertise.
- Over 30 digital economy projects in various stages of concept, design, and implementation stemmed from the MDTF Digital Entrepreneurship program up to FY20, leveraging an overall lending portfolio of \$765 million.
- Six out of eight new activities from the FY19 CFP fund activities are part of World Bank lending operations, representing an overall value of \$656 million of investment project financing in six countries (Bangladesh, Burkina Faso, Ethiopia, Mali, Peru, and Senegal). The activities are also planned to inform the design of additional operations.

Through MDTF direct investments, knowledge, and technical assistance, today over 42 World Bank projects and technical assistance activities are in various stages of design and implementation. Each project and its components have their own World Bank and country financing, creating a strong multiplier effect for MDTF activities and funds. In addition, newer projects are working more cohesively in bringing innovative models and solutions to program design, injecting new ideas into innovation and entrepreneurship operations.

⁸ The review of the MDTF portfolio to track contribution toward World Bank mainstream lending operations was agreed to as part of the SCM in FY18 and initiated in FY19. The MDTF leverage contribution calculations include all of the Agribusiness Entrepreneurship Program and most recent E4D projects. The Digital Entrepreneurship program had many additional activities in prior years which were not tracked for their contribution toward World Bank Group lending operations at that time. The actual leverage number may be much larger given the knowledge, M&E, and technical assistance work completed under MDTF but not tracked in prior fiscal years.

6. SUMMARY OF DISBURSEMENTS

The overall value of infoDev MDTF is \$25.02 million, and participating donors are Finland, Italy, Korea, Norway, and Sweden. The full allocable MDTF amount has been committed or disbursed to date, a cumulative total of \$25.5 million out of an allocable amount of \$25.5 million (Table 1 details donor contributions).

Table 1. Donor Contributions (US\$, thousands)

Program Activities	Developing Partner	Currency	Expected Commitments		Balance as of 8/30/2020	
			Contributing Currency	Amount in US\$*	Contributing Currency	Amount in US\$
Agribusiness Entrepreneurship, Digital Entrepreneurship and Cross-Cutting Activities	Sweden: Swedish International Development Cooperation Agency (SIDA)	SEK	30,902	4,737	30,902	4,737
	Norway: Norwegian Agency for Development Cooperation (Norad)	NOK	40,000	5,089	40,000	5,089
	Finland: Ministry for Foreign Affairs	EUR	3,000	3,288	3,000	3,288
	Finland: Ministry for Foreign Affairs	USD	237	237	237	237
	Subtotal - Original			13,352		13,352
	Korea: Korean Ministry of Strategy & Finance	USD	1,000	1,000	1,000	1,000
	SIDA	SEK	35,000	3,999	35,000	3,999
	Norad	NOK	32,000	3,823	32,000	3,823
Entrepreneurship in the Sahel	Italy: Italian Agency for Development Cooperation	EUR	2,500	2,843	2,500	2,843
	Subtotal - Additional			11,666		11,666
	Total MDTF			25,017		25,017

*All committed contributions received. US\$ equivalent based on exchange rates upon receipt.

**Italy's final contribution of EUR 1.5 million was received in FY21.

Through FY20, 66 percent of MDTF was disbursed, a cumulative \$16.9 million out of an allocable \$25.5 million. MDTF disbursed \$2.5 million in FY20 for the activities against a projected \$4.4 million, with an overall 58 percent burn rate given COVID-19 related delays and cancellations in the fourth quarter of FY20 (Table 2).

Table 2. FY20 MDTF Budget and Disbursements (US\$, thousands)

	FY20 Estimate	FY20 Actuals	Burn Rates
DIGITAL ENTREPRENEURSHIP PROGRAM			
Country/Regional Implementations	382	386	101%
Scaling mLabs in East, Southern and West Africa	-66	-62	
Pan-African Acceleration Pilot	187	181	
Digital Entrepreneurship - PSDSP	144	141	
Replication through the World Bank	117	126	
Knowledge Products	253	150	59%
Measuring Technology Adoption	66	58	
Digital Entrepreneurship Skills - Entrepreneurship Metrics	187	92	
Evaluation Products			
Total	635	536	84%
AGRIBUSINESS ENTREPRENEURSHIP PROGRAM			
Country/Regional Implementations	405	283	70%
Implementation Support to Zambia	167	78	
Implementation Support to Nepal	127	113	
Strategic Engagement for Mainstreaming	111	93	
Evaluation Products	57	22	39%
Total	462	306	66%
Entrepreneurship in the Sahel			
Growth Entrepreneurship in the Sahel	771	546	
Total	771	546	71%
Entrepreneurship for Development (E4D)			
Using digital marketing to reduce market frictions and spur MSEs growth: A RCT in Egypt	250	19	
Scaling Up Entrepreneurial Ventures with Innovative Minimum Viable Products in Peru	120	41	
"Be green and compete": Piloting the use of energy-efficient motors for stitching machines in Bangladesh	250	97	
Ethiopia National Quality Infrastructure Impact Evaluation	150	30	
Matching or Cash Grants for Entrepreneurs: What is more Effective? Experimental Evidence from the Bagré Growth Pole Project in Burkina Faso	243	120	
Investing in digital technology to increase market access for women agripreneurs in Guatemala	300	164	
Using digital marketing to reduce market frictions and spur MSEs growth: A RCT in Egypt	200		
Incubator 4.0 in South Asia	200	55	
Total	1,713	526	31%
CROSS-CUTTING			
Entrepreneurship flagship paper			
Gender Dimension			
Innovation Policy Platform			
Coding in LAC (Impact Evaluation) (2)	300	186	
Total	300	186	62%
Others			
Communications and Knowledge Dissemination	100	43	
Program Monitoring & Evaluation	125	65	
Program Management & Trust Fund Administration	250	298	
Total	475	406	85%
Allocated to Project Activities (3)	4,356	2,507	58%

Notes:

- 1) Overall burn rate is only 58% due to cancelation of trips and face to face workshops
- 2) Coding in LAC was topped up with an additional \$200K.

7. Forward Look: MDTF Interventions in FY21–22

Through FY20, 66 percent of MDTF was disbursed, a cumulative total of \$16.9 million out of an allocable amount of \$25.5 million. The remaining balance of \$8.6 million has been committed between FY21–22 to be disbursed per Table 3, prior to the close of the Trust Fund on June 30, 2022. The Trust Fund balance of \$8.6 million includes:

- \$2.1 million in unspent funding for the existing eight E4D portfolio
- \$2.9 million in funding to be allocated to up to six new Bank-Executed Trust Fund allocations
- \$0.6 million toward global knowledge
- Funding in the amount of \$0.8 million for the Growth Entrepreneurship in the Sahel program
- \$1 million in top-up contingency, program management, and administration

The E4D program began in FY19 with projects that emphasized greater leverage and alignment with government priorities and embedded MDTF-funded activities into World Bank and/or IFC operations. These projects expect to generate knowledge and rigorous evidence that directly informs the design, execution, and scale-up of current as well as future World Bank Group-executed lending and technical assistance projects. Going forward in FY21–22, an additional up to six projects will be funded, in a continuation of the evidence-based programmatic interventions. Several proposals were received, and initial feedback was provided prior to the COVID-19 pandemic. An evaluation committee is reviewing the project proposals and winning projects will be announced in FY21.

Since the program will be closing in June 2022, the program management team will include a series of communications activities, including

- Developing project stories and knowledge products to showcase the innovation, leverage, and mainstreaming use of MDTF funds for the infoDev website
- Presenting a series of blogs to the broader World Bank community
- Conducting external outreach through a virtual webinar to showcase the outcomes of the latest projects
- Bringing in global knowledge (such as technology adoption) for the wider benefit of development partners and the community interested in innovation and entrepreneurship
- Preparing for an End-of-Program Completion report.

Table 3. FY20 MDTF Balance and FY21–22 Budget Plan

	FY21	FY22	Total 2 Years
DIGITAL ENTREPRENEURSHIP PROGRAM			
Country/Regional Implementations	113		113
Digital Entrepreneurship - PSDSP	113		113
Knowledge Products	103		103
Measuring Technology Adoption	7		7
Digital Entrepreneurship Metrics	96		96
Evaluation Products			
Total	216		216
AGRIBUSINESS ENTREPRENEURSHIP PROGRAM			
Country and Regional Implementations	122		122
Implementation support to Zambia	89		89
Implementation support to Nepal	14		14
Strategic engagement for mainstreaming	19		19
Evaluation Products	35		35
Total	156		156
Entrepreneurship in the Sahel			
Growth entrepreneurship in the Sahel	798		798
Total	798		798
Entrepreneurship for Development (E4D)			
Current Portfolio	1,250	808	2,058
Egypt: Using digital marketing to reduce market frictions and spur MSMEs' growth RCT	189	242	431
Peru: Scaling up entrepreneurial ventures with innovative minimum viable products (MVPs)	93	46	139
Bangladesh: "Be green and compete": Piloting the use of energy-efficient motors	237	117	353
Ethiopia: National Quality Infrastructure Development Project (NQIDP) impact evaluation	122	60	181
Burkina Faso: Matching or cash grants for entrepreneurs? Experimental evidence from the Bagré Growth Pole Project	149	73	223
Guatemala: Investing in digital technology to increase market access for women agripreneurs	180	56	236
West Africa: MSME export promotion through e-commerce platforms	150	150	300
South Asia: Incubator 4.0	130	64	195
New Proposals - Up to Six New Bank-Executed Trust Fund Allocations	1,500	1,400	2,900
Global Knowledge	100	500	600
Total	2,850	2,708	5,558
CROSS-CUTTING			
Coding in Latin America and the Caribbean (impact evaluation)	139		139
Total	139		139
Others			
Contingency for top-up funding of existing projects		259	259
Communications and knowledge dissemination	140	42	182
Program M&E	200	47	247
Program management and trust fund administration	280	46	326
Total	620	395	1,015
Allocated to Project Activities	4,779	3,103	7,882

APPENDIX A. MDTF PROGRAM FOCUS

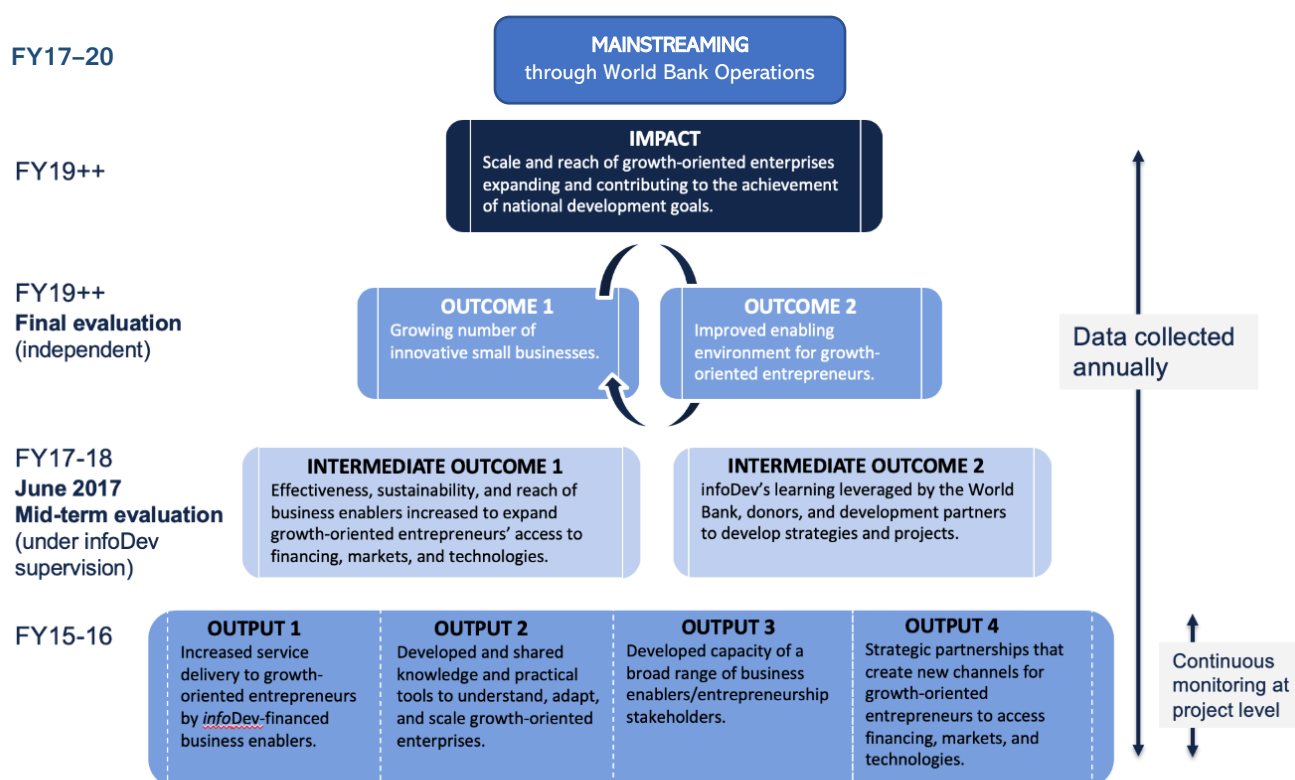
For the infoDev MDTF program, FCI focuses on:

- Firms, entrepreneurship, and innovation, creating an enabling environment for businesses to be competitive, efficient, and cutting-edge
- Markets, technology, and digital economy, analyzing and identifying bottlenecks and opportunities for growth across economic sectors

This allows for large-scale, holistic country programs and a stronger research agenda on key topics for MDTF: agribusiness, climate, digital entrepreneurship, early-stage finance, women, and technology.

Per the Administration Agreement, MDTF's original focus continues to be relevant today: "promote competitiveness, employment, and sustainable, inclusive growth (particularly including women, poor and vulnerable) in the mobile, climate technology, and agro-processing sectors by (a) testing new approaches that enable the growth of innovative new ventures; (b) creating and disseminating knowledge; and (c) strengthening recipients' capacity to design and implement programs that enable the growth of innovative new ventures."

Figure 3. The FY15–20 Journey of the MDTF Program



APPENDIX B. MDTF PROGRAMMATIC RESULTS

Table 4. MDTF Aggregate Programmatic Results

Performance Indicators	MDTF OVERALL		
	FY19 Targets	FY20 Results	Cumulative Results to Date
1.1 Number of infoDev-financed business enablers delivering services to growth-oriented entrepreneur, businesses, and/or growth-oriented enterprises	6		6
1.2 Number of applications submitted	600	1,200	3,759
<i>Of which, number submitted by women-owned businesses</i>			316
1.3 Number of growth-oriented entrepreneurs and businesses receiving incubation or acceleration services	3,055	50	3,610
<i>Of which, number which are women-owned businesses</i>			322
1.4 Number of infoDev-financed business enablers having a locally relevant results framework and performance monitoring framework in place	6		6
2.1 Number of innovative business enabler models developed for implementation	4		10
2.2 Number of knowledge products developed	16	43	69
	34		197
2.3 Number of downloads of knowledge products, models, and tools	4,800		19,239
2.4 Number of knowledge-sharing events	22	25	81
	105		326
2.5 Number of media appearances	40		663
	360		679
3.1 Number of workshops, training events, seminars, conferences, and so on	295		751
3.2 Number of participants in workshops, training events, seminars, conferences, and so on	440	1,078	3,880
<i>Of which, number of participants who are women</i>		275	326
3.3 Number of participants in workshops, training events, seminars, conferences, and so on	3,240	82	5,513
<i>Of which, number of participants who are women</i>		41	803
3.4 Number of participants reporting being satisfied or very satisfied with workshops, training events, seminars, conferences, and so on	330		185
	2,240	46	2,159
3.5 Number of graduate infoDev growth-oriented entrepreneurs providing coaching sessions	150		40
3.6 Number of coaching sessions	960		2,696
4.1 Number of operationalized partnerships between infoDev and corporations	1		5
4.2 Number of operationalized partnerships between infoDev and investors	1		12
4.3 Number of operationalized partnerships between infoDev and growth-oriented entrepreneurship-related associations, networks, or fora	4	3	10
4.4 Number and percentage of infoDev strategic partners reporting being satisfied or very satisfied with the value added of newly created partnership channels	4		

4.5 Number of partnerships with non-financial service providers (that is, mentors, coaches, and so on)	74		326
4.6 Number of partnerships with financial service providers	35		107
5.1 Number of infoDev-financed business enablers delivering new or improved products or services to growth-oriented entrepreneurs, businesses, and/or growth-oriented enterprises	5		6
5.2 Total amount of additional resources raised by enablers	\$6,350,000		\$ 2,212,041
1.3 Number of business enablers reporting being satisfied or very satisfied with service and support they are receiving from InfoDev	5		4
5.4 Number of businesses and entrepreneurs receiving grants	45		149
5.5 Amount of grants received by businesses and entrepreneurs (US\$)	\$ 417,500		\$ 15,666,349
6.1 Number of World Bank Group entrepreneurship strategies, programs, and projects influenced by infoDev's knowledge	20	17	87
6.2 Number of donors and other development partners entrepreneurship strategies, programs, projects influenced by infoDev's knowledge	12	5	21
7.1 Number of businesses and entrepreneurs who raised early-stage finance	44	14	121
<i>Of which, number which are women-owned businesses</i>	-		
7.2 Amount of early-stage finance raised by businesses and entrepreneurs (US\$)	\$2,400,000	\$10,500,000	\$27,540,907
7.3 Number of businesses and entrepreneurs who raised growth-stage finance	118		32
<i>Of which, number which are women-owned businesses</i>	-		
7.4 Amount of growth-stage finance raised by businesses and entrepreneurs (US\$)	\$10,100,000		\$17,205,380
7.5 Number of new or improved products and services introduced to existing or new markets by business enabler-supported growth-oriented entrepreneurs and businesses	384		1716
7.6 Additional sales revenue for targeted firms (US\$)	\$6,600,000		\$43,836,472
7.7 Number of firms with increased profits	104		9
7.8 Value of contracts secured between firms and corporations (US\$)	\$230,000		\$1,010,952
7.9 Number of businesses introducing new or innovative business model, products, or process	179		161
8.1 Number of countries in which new types of financial instruments are available to growth-oriented entrepreneurs, businesses, and growth-oriented enterprises	2		5
8.2 Number of new laws, legislations, amendments, codes, government policies, ministerial decrees enacted, or government policies adopted	2	2	2
8.3 Number of models adopted by corporations to support local firms	4		1
9.1 Additional taxes paid by firms (US\$)	\$250,000		\$108,254
9.2 Number of new direct jobs created	1,340		2,439

<i>Of which, number of new direct jobs employing women</i>	501		427
9.3 Number of indirect jobs created	2,000		194
9.4 Number farmers reached by supported firms	3,000		5,888
9.5 Number of households with access to new or improved products and services	1,900,000		3,027,951
9.6 Number of users reached by developed or improved digital products and services	9,700,000		10,929,036
9.7 Number of users reached by developed or improved digital products and services with social and/or developmental impact	5,700,000		7,284,375