



MMW4P - Getting Bang for the Development Buck

Implementation lessons from ComMark's experience in Southern Africa

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Structure of the presentation

- Background on ComMark
- ComMark's implementation experience
- Leverage: the ability to effect change
- Case studies
- Concluding comments



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Background: ComMark

- Independent trust established by DFID in 2003 to demonstrate how markets can be made to work for the benefit of poor in Southern Africa (SACU)
- While ComMark's mandate was specified (MMW4P), its implementation framework was extremely broad (eg. no specific markets identified, geography only broadly limited)
- Hands-off governance arrangements



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ComMark's Implementation Model

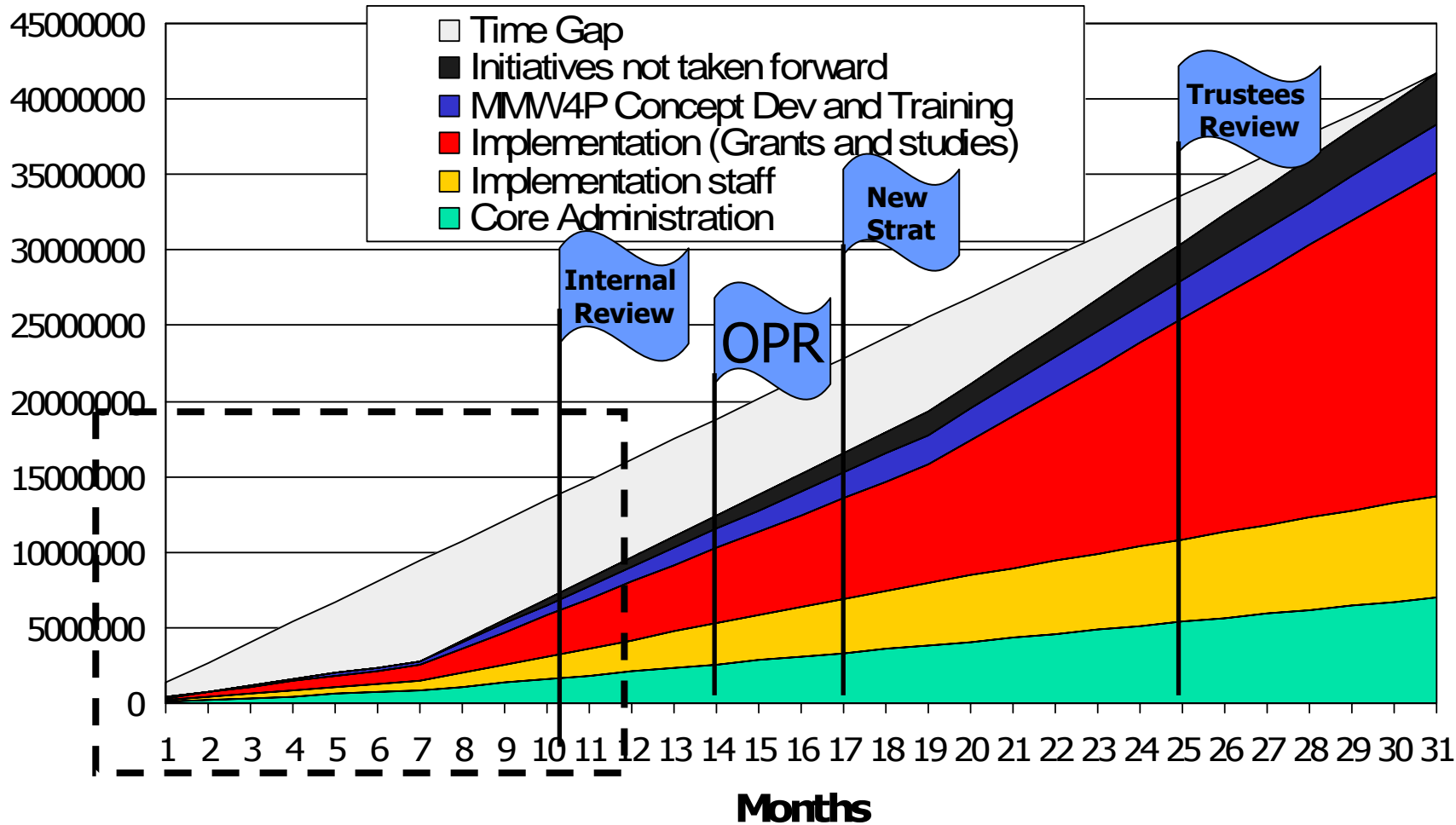
- Strong emphasis initially placed on the awarding of grants to facilitators based on certain criteria, demand orientated but progressively adopted a more supply-driven approach
- Strict definition of MMW4P initially followed, this gradually became more nuanced as ComMark gained implementation experience
- Identifying both the sectors and industries/initiatives to support slowed down implementation and hence impact



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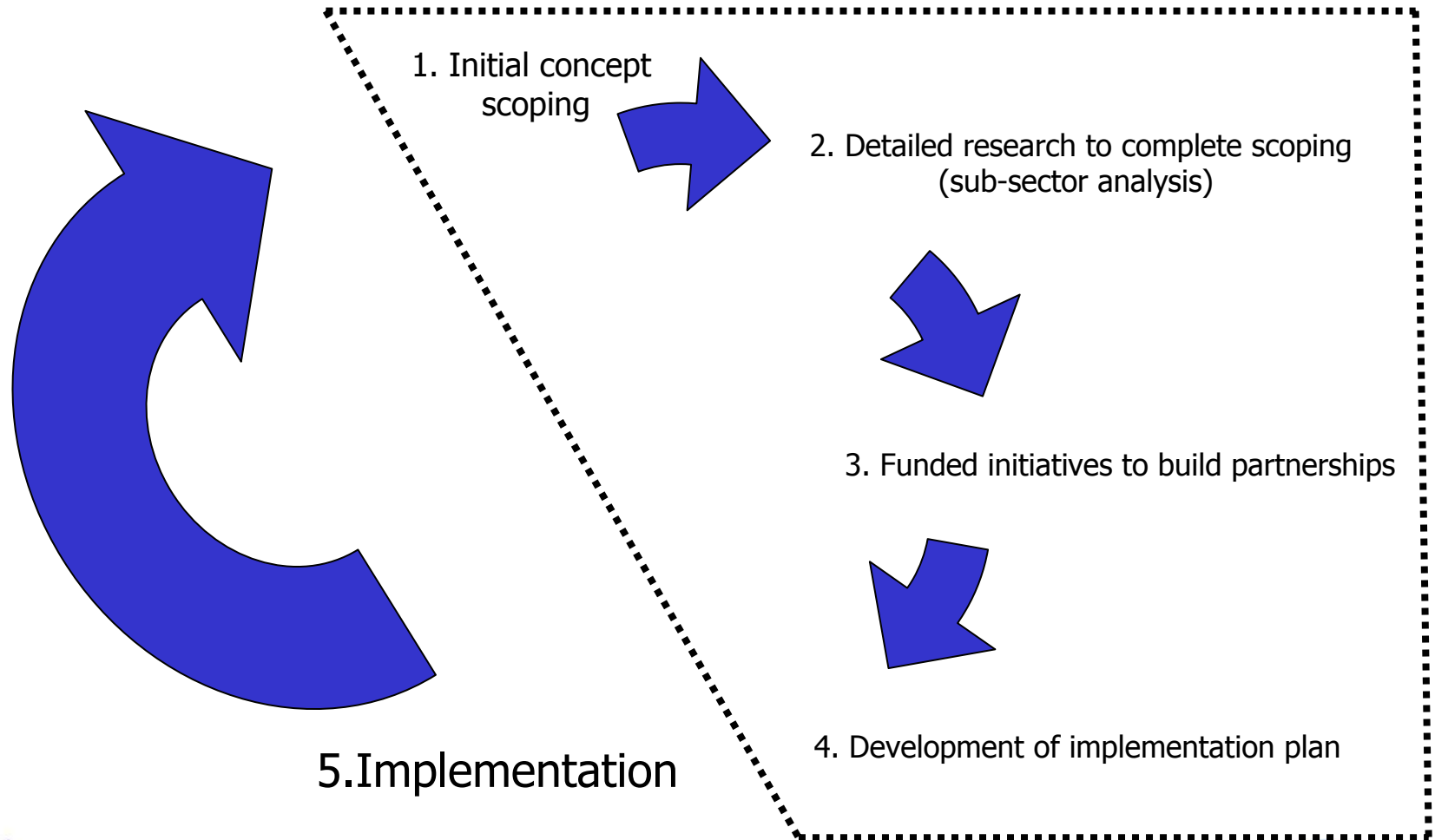
Record



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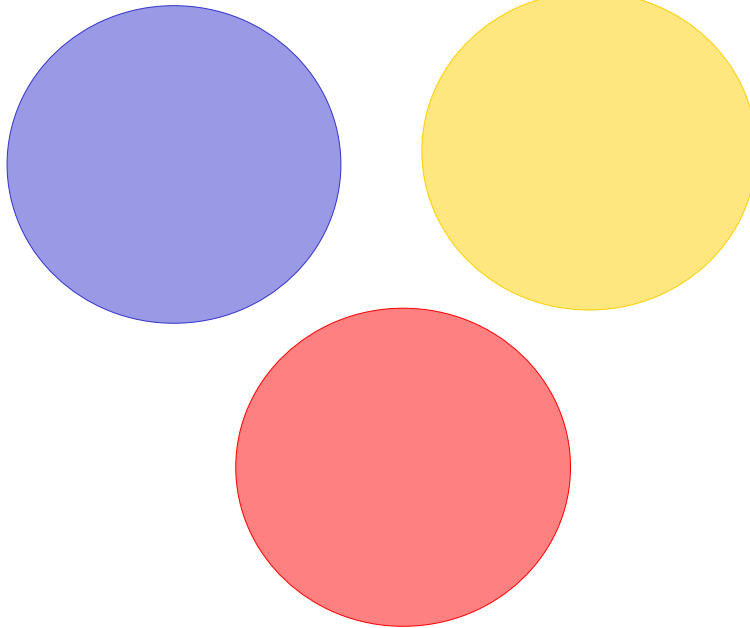


ComMark Project Cycle



Initial Scoping - ComMark's Pro-Poor Growth Lens

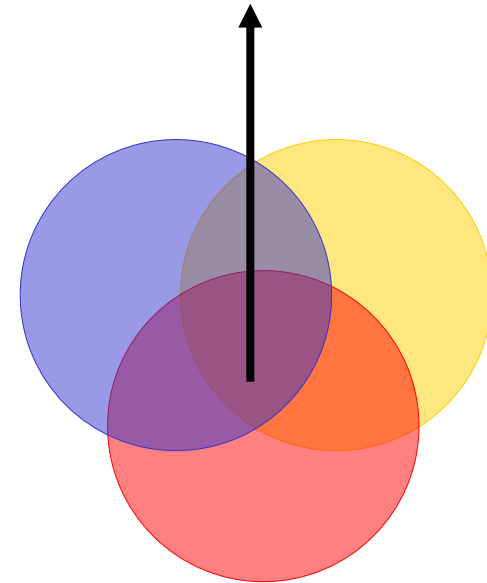
High Growth:
Jobs/productivity



Pro-poor:
step-up/step-out

Leverage:
Systemic change

MMW4P



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Determinants of leverage: from theory to practice

- Market analysis of the proposed MMW4P intervention
 - Demand for the proposed intervention
 - Supply: what is your ability and/or the ability of your partners to implement the proposed intervention
 - Risk factors which might prevent implementation



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Case studies: Overview

	Agriculture Local organic certification legislation	Garments ALAFA HIV/Aids Ethical sourcing
MMW4P	Regulatory reform: reduce the cost of doing business	Enhance competitiveness
Success	No	Yes
Time	12 months	12 months
Cost	US\$ 0	US\$ 110,000
Initial Impact		4000 jobs

Demand: Appetite

Key constituencies

	Organic Certification	HIV/Aids
Media	√	√
Government	√	√√
Private Sector	~	√√
Research Fraternity	~	~
NGO/Voluntary sector/Donors	√√	√

Priority

General Demand

MMW4P Intervention Supply

MMW4P Intervention	Organic Certification	HIV/Aids
Provision of research		√√
Sector co-ordination	√	√√
Business model/strategy innovation		√√
Development of legislative frameworks	√	

ComMark's Ability

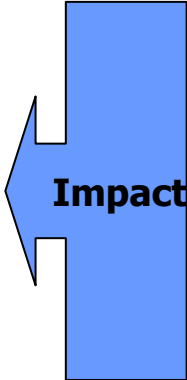

Comparative advantage



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Risk of Derailment

Risk Factors		Organic Certification	HIV/Aids
Key Personalities/ Stakeholders	High/Neg	Low	
Capacity of champion(s)	Low	Low	
Sector dynamics	High/Neg	Low	
Socio-political climate	Low	Low	
			

Timing



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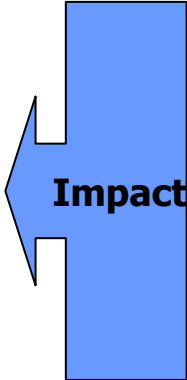

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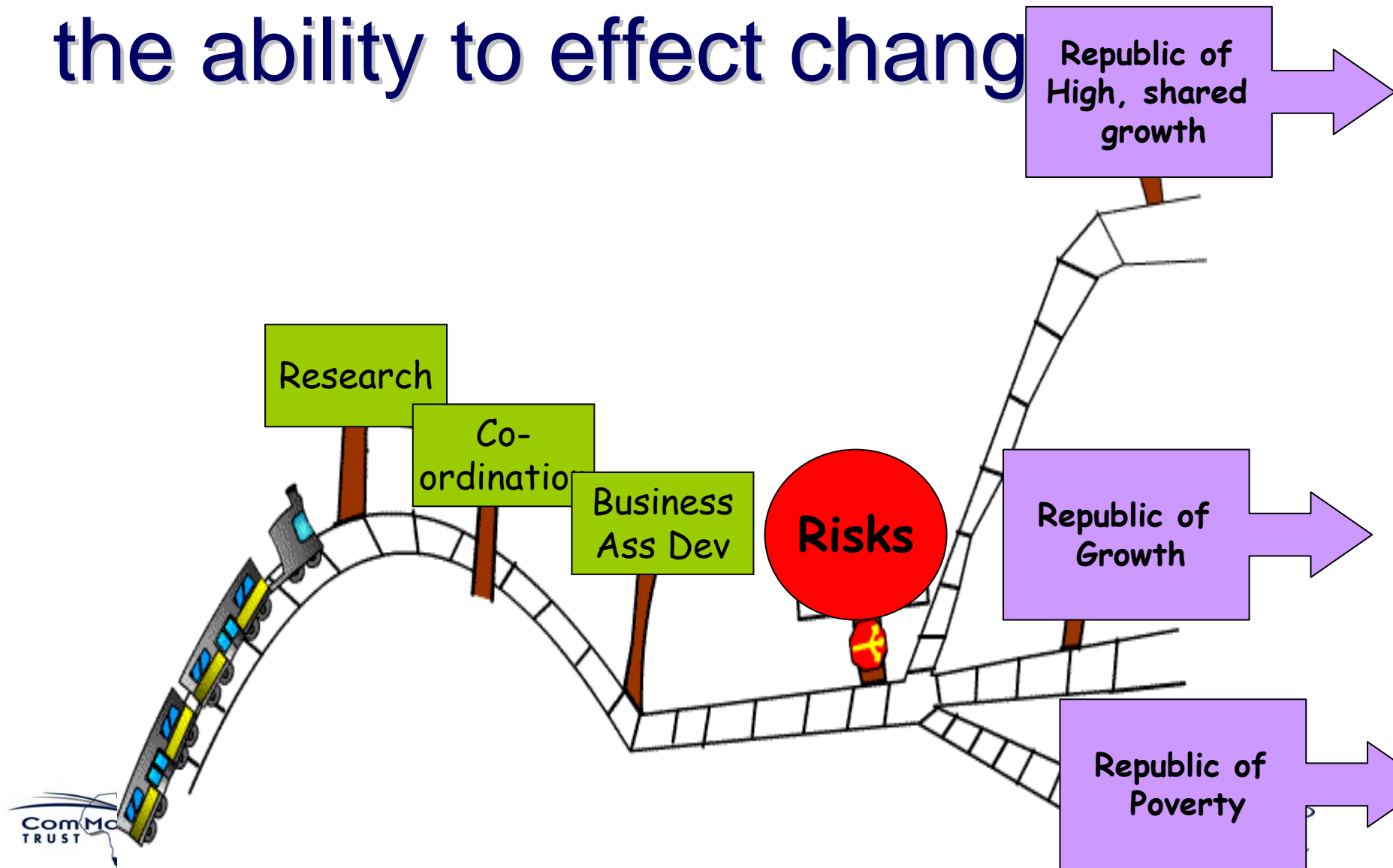
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Trainspotting: leverage and the ability to effect change



Concluding Comments

- Case-studies ex-post: hindsight is perfect vision
- ComMark's relatively short time-horizon
- Baling: don't leave it too late
- Implementation delivers impact



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