

## Request for Proposals:

### Promoting ICT-enabled Innovation and Entrepreneurship in Developing Countries through Business incubation

#### **I. Summary:**

This request for proposals includes calls for three types of activities:

**Grant Category 1: Start-up Business Incubators in IDA Countries** - Grant financing for start-up business incubators that serve disadvantaged communities in IDA countries (<http://go.worldbank.org/83SUQPXD20>).

- a) **Capacity Building Grants for Existing Start-up Business Incubators**
- b) **Seed Grants for the Establishment of New Business Incubators in Asia**

**Grant Category 2: International Working Groups on Business Incubation and Women, Youth and High Growth ICT Enterprise Development** - Grant financing for established business incubators to facilitate international working groups/informal “think tanks” on business incubation targeting empowerment of women, youth and high growth ICT enterprise development.

**Grant Category 3: Regional Networks on Business Incubation** - Grant financing for regional networks of business incubators to implement regional knowledge-sharing activities that contribute to greater local capacity for business incubation, innovation and entrepreneurship.

***Application deadline: April 15, 2008***

## **II. Background**

*infoDev* ([www.infodev.org](http://www.infodev.org)) aims, inter alia, to help developing countries make wise investments in using Information and Communication Technologies (ICT) to address core development and poverty reduction goals. Our work focuses on three important areas of the ICT for Development agenda: ICT-enabled Innovation and Entrepreneurship, Access to ICTs, and Mainstreaming ICTs in sectors such as education.

In its ICT-enabled Innovation and Entrepreneurship Program, *infoDev* focuses primarily on business incubation as a tool for creation of a competitive SME sector. Over the past several years, *infoDev* has built a large global network of 130 business incubators in 70 developing countries. These business incubators have provided fledgling businesses with shared access to infrastructure such as information and communication technologies, and access to business services, finance, mentoring and coaching. They have enabled job and small enterprise creation, as well as the commercialization of innovation with immense social value, such as water purification and hospital administration systems. Through our work with these incubators, *infoDev* has built up a large knowledge-base on good practices in business incubation ([www.idisc.net](http://www.idisc.net)).

*infoDev* is now facing increased demand for leveraging its experience to catalyze the start-up and strengthening of business incubators in IDA and conflict-affected countries; create specialized knowledge on particular types of business incubators – notably those that are focused on Millennium Development Goals, such as empowerment of women, youth, and small island developing states (SIDS), as well as those that focus on high growth ICT enterprise development; and to continue to enable intra-regional knowledge sharing and partnership opportunities between its Global Network members. It is against this background that *infoDev* calls for proposals in the three grant categories outlined above.

## **III. Business Incubation Start-up in Disadvantaged Communities in IDA and Conflict-affected Developing Countries**

Business incubation can be a powerful tool for economic empowerment in low income countries, such as the IDA economies. However, in many of these countries, incubation is only in its infancy or has not been started at all. In line with its mission to catalyze promising ICT-enabled models for economic and social development, *infoDev* will therefore provide support in the form of grant financing, technical assistance and M&E support to a select group of start-up business incubators in IDA countries with few similar organizations.

### **Category A: Capacity Building Grants for Existing Start-ups with Less than 2 Years in Operation**

#### **Grant Amount:**

*infoDev* will award up to six (6) Capacity Building Grants in this category of an approximate grant size of USD 50,000 each with a duration of up to one (1) year. The grant may be funded in up to 4 tranches and funding will be disbursed against agreed upon deliverables satisfactory to *infoDev*.

**Eligible Activities:**

The core objective of the Capacity Building grants is to strengthen an incubator's capacity to become sustainable and to increase its effectiveness. The proposed activities should thus help build the capacity of the business incubator and encourage collaboration with core business incubator stakeholders, so as to promote the long term effectiveness and sustainability of the business incubator. An integral component of the grant activities should include effective monitoring and evaluation of operations to ensure delivery of value-added services to clients, to measure the impact of new and existing services for tenants, and to monitor the progress and sustainability of the business incubator's activities on a regular basis.

**Eligibility Criteria:**

Capacity Building Grants will be provided to eligible promising innovative start-up business incubators with less than 2 years in operation that are serving disadvantaged populations such as rural communities, women or youth, and that have high demonstration potential in their countries and/or for replication in other IDA countries.

***Please reference section VI and VII for further eligibility criteria that apply to all grant categories.***

**Grant Category B: Seed Grants for the Establishment of New Incubators in Asia****Grant Amount:**

infoDev will award up to 4 grants in this category of an approximate grant size of USD 100,000 each with a duration of one year. The grant will be funded in up to four (4) tranches and funds will be disbursed against agreed upon deliverables satisfactory to infoDev.

**Eligible Activities:**

infoDev seeks original and cost-effective proposals outlining the core activities to be funded under the Seed Funding Grant. The proposed activities should be divided in two phases:

- Phase I should help the core stakeholders complete a feasibility assessment, develop a business plan for the incubator and identify the core stakeholders to establish the incubator.
- Phase II should start the implementation phase of the incubator, including building the capacity of the incubator staff.

**Eligibility Criteria:**

Seed Funding Grants will be provided to organizations from developing countries seeking to establish a new incubator in an IDA country in Asia where no or few similar initiatives exist. The proposed incubator should thus potentially have a great demonstration effect.

The grant application must be submitted by established legally registered organization that complies with the eligibility criteria outlined in section VI below. This organization could be acting on behalf of a consortium of individuals and organizations, and would be responsible for managing the grant funds and ensuring that all activities as stipulated under the grant are implemented as stated in the grant agreement.

***Please reference section VI and VII for further eligibility criteria that apply to all grant categories.***

#### **IV. Facilitation of International Working Groups on Business Incubation and Women, Youth and High Growth Enterprise Development**

Several members of *infoDev's* Global Incubation Network have expressed interest in learning more about how to effectively serve women and youth through business incubation.

There is also high interest in learning more about models for spurring high growth enterprises in ICT-enabled sectors in the poorer developing countries, particularly how to handle the investment needs of such enterprises pre- and post-graduation from the business incubator.

This grant category will support the establishment of international working groups or virtual think-tanks in each of these themes.

- a. **Women focused business incubation:** Women entrepreneurs in traditionally male-dominated societies face multiple challenges, including gender-based barriers to business resources, and they often battle their own confidence as viable entrepreneurs. There is increasing evidence that business incubators and the supporting business environment they create lends itself very well to the empowerment of women entrepreneurs. For instance, business incubators create a community of peers and provide mentoring and shared infrastructure and services. The working group on women business incubation will clearly outline the challenges and opportunities for women business incubation, and present lessons learned, tools, good practices and models for effective women focused business incubation.
- b. **Youth focused business incubation:** Many of the poorest developing countries have very young populations with high unemployment rates even for secondary and tertiary level graduates. Entrepreneurial talent can be identified among the youth, and business incubation is one mechanism through which entrepreneurial youth can receive the necessary support to start a business. That being said, youth focused business incubation presents significant challenges due to the inexperience of the entrepreneurs, and his/her lack of resources to start and manage a business. The working group on youth focused business incubation will clearly outline the challenges and opportunities for youth focused business incubation, and present lessons learned, tools, good practices and models for effective youth focused business incubation.
- c. **High-growth ICT enterprise business incubation:** The ICT and ICT-related sectors present large economic opportunities for many developing countries. However, use of business incubation to start and enable the growth of high growth ICT enterprises is not without challenges. Access to appropriate financing at both the incubation and post-incubation stage is often challenged due to the knowledge-intensive nature of these businesses and thus limited tangible assets. The working group on high-growth ICT enterprise business incubation should serve as a forum for exchange of innovative ideas, lessons and good practices on either business incubators as financial service *providers*, and/or as *intermediaries* creating innovative partnerships with angel investor networks, SME funds, etc.

**Grant amount:**

*infoDev* will award up to three (3) grants, one for each of the themes (women, youth and high growth ICT enterprises). The approximate grant size will be USD 50,000 each with a duration of up to 1 year. Each grant will be funded in 2 tranches and disbursed against agreed upon deliverables satisfactory to *infoDev*.

**Eligible Activities:**

The grant recipient will be responsible for addressing business incubation targeting women, youth or high growth ICT enterprise development through the following activities:

- 1) convening an international working group of developing country business incubators focused on the target group
- 2) engaging the working group to systematically understand the specific challenges in business incubation for the target group
- 3) enabling an exchange of ideas, lessons, practices and success stories between developing country business incubator serving the target group
- 4) developing a set of documents on lessons learned, good practices and success stories for dissemination through *infoDev*'s global incubation network.
- 5) conceptually developing new models drawing upon lessons in cases where existing models are seen as being inadequate, for instance by convening a "think tank" of incubators, stakeholders and experts

The outcome of these activities will provide input for the incubation toolkit ([www.idisc.net](http://www.idisc.net)) and the incubation training curriculum. Each proponent organization is expected to be in regular contact with *infoDev*'s iDisc staff to ensure incorporation of relevant content on iDisc.

The key milestone for the working groups will be *infoDev*'s 4<sup>th</sup> Global Forum on Business Incubation scheduled for November 2008. The working groups will be actively involved in helping to shape the discussion of their topic area of focus.

**Eligibility Criteria:**

*infoDev* is inviting established business incubators in developing countries that have demonstrated experience in one of the above target areas, to become the coordinator of an international working group dedicated to the topic. The working groups should have a wide geographic spread, enabling global peer-to-peer learning on these important topics. As specified in the proposal guidelines, signed letters of commitment should be provided by at least 8-10 participating organizations along with the proposal.

While developed country business incubators can participate in the working group, they can not be a grant beneficiary.

***Please reference section VI and VII for further eligibility criteria that apply to all grant categories.***

## **V. Regional Networks on Business Incubation**

In many developing countries, there is only one or a couple of business incubators, and few – if any – local capacity building opportunities exist. Exchange of knowledge with like-minded organizations that operate in similar social and economic environments and cultural contexts can therefore be extremely valuable to strengthening the capacity of individual business incubators.

### **Grant Amount:**

infoDev will award up to six (6) Regional Network grants. The grants will range in size from USD 50,000 to USD 100,000 with a duration of up to 1 (one) year. Each grant will be funded in up to three (3) tranches and funds disbursed against agreed upon deliverables satisfactory to infoDev.

### **Eligible Activities:**

The purpose of the Regional Network is to share knowledge on how to best facilitate the creation of viable competitive small and medium enterprises, and creating an enabling environment for innovation and entrepreneurship to flourish. The knowledge-sharing activities should result in documented tools, good practices, lessons learned and success stories that can be shared regionally, and globally where relevant.

Over the past three years, infoDev has supported regional networking and peer-to-peer learning in Sub-Saharan Africa, Asia, Eastern Europe, Latin America and the Caribbean, and the Middle East and North Africa. Each region has identified a core set of objectives and priorities corresponding to the needs and opportunities in the region. The proposed activities should help achieve these objectives (Please see <http://www.idisc.net/en/Regions.html> for more information on the regional objectives).

Eligible activities include:

- Creating knowledge products such as lessons learned, good practices and success stories and disseminating these in the region and via iDisc ([www.idisc.net](http://www.idisc.net))
- Creating a regional study tour program
- Participating in infoDev training programs and/or becoming infoDev business incubation trainers
- Convening awareness raising and capacity building workshops
- Developing services that the regional network can deliver to its members
- Pilot international co-incubation between members of the regional network
- Translate and adapt business incubation tools and knowledge to the regional context
- Etc.

The outcome of these activities will provide input for the incubation toolkit ([www.idisc.net](http://www.idisc.net)) and the incubation training curriculum. The regional network grantee will be expected to provide regular updates to and actively participate in iDisc. All members of the regional network must register in the iDisc member directory and keep their profile up-to-date.

### **Eligibility:**

Please note that informal networks of business incubators with no legal status of their own must apply for funding through an organization legally established and in good standing that complies with the eligibility criteria outlined in section VI below. This organization would be acting on behalf of the regional network, and would be responsible for managing the grant funds and ensuring that all activities as stipulated under the grant are implemented as stated in the grant agreement. Please see further eligibility criteria below.

## **VI. Eligibility Criteria – Applies to All Grant Categories**

Proponents should refer to the specific eligibility criteria outlined under the type of grant they are applying for.

In addition, the following requirements apply to all grant types:

- Lead proponents and beneficiaries should be based in developing countries eligible for borrowing, technical assistance, or grants from the World Bank
- Proponents may be for-profit or not-for-profit organizations and must be established and based in a developing country member of the World Bank Group
- Proponents must be an organization legally established and in good standing
- Proponents must have in place accounting practice compliant with international accounting standards and acceptable to *infoDev*
- Proponents that have been found to have engaged in fraudulent or corrupt practices in contracts financed by the World Bank are not eligible to submit proposals individually or in association or jointly with another proponent
- Collaboration with institutions in different countries is possible, including organizations in developed and developing countries. However, the primary recipient and beneficiaries should be in a developing country
- Proponents should mobilize and demonstrate whether counterpart funding will be available. Co-funding, whether cash or in-kind will be viewed favorably. Counterpart and other financing arranged by the proponent organization should be clearly indicated. Such counterpart funding can come from the proponents own funds, from government support, or from co-financing arranged with other partner organizations or donors. Co-funding can come from domestic or foreign institutions.
- Endorsement letters from participating organizations should be attached to the proposal and state their level of participation and their financial and/or in-kind support to the project
- Proponents should be members of *infoDev*'s global incubation network, or confirm to become members, and commit to active participation in the knowledge exchange activities coordinated through the *infoDev* incubator support center (*iDisc*).
- Proponents should demonstrate good reputation in the local market, strong level of business networking and strong stakeholder support from local organizations, investors, public and private institutions and from the business community.

## **VII. Qualifying Expenses – Applies to All Grant Categories**

Qualifying categories of expenses as determined in accordance with World Bank disbursement and procurement policy, practice and procedure under a grant include staff, consultants, training, project monitoring and evaluation, strategic research, knowledge generation and dissemination, and limited support for overhead, travel, and computing infrastructure (no more than 10 percent of the total grant amount shall be allocable to equipment, communications, computing infrastructure or software).

**Note:** Grant funds can not be utilized to pay for salaries of government officials or public servants.

## **VIII. Proposal Guidelines**

### **Application Process:**

- Proposals should be submitted to infoDev no later than April 15, 2008, and should follow the Proposal Outline that is presented below.
- The proposal must be presented in English, in MS Word or PDF, formatted for Windows, and submitted electronically by e-mail as a single attachment (all necessary material should be included in a single document). The subject line of the e-mail and all subsequent e-mail related to your proposal should include the following: **Country Name – Name of Proponent Organization – Grant Category** you are applying for. The e-mail should be sent to [incubators@worldbank.org](mailto:incubators@worldbank.org), copy to [sboulos@worldbank.org](mailto:sboulos@worldbank.org)
- A panel of international experts will undertake the evaluation of all complete proposals. Funding will be negotiated for a successful proposal on the basis of the proposed budget and its overall review. In ranking the proposals, the review panel will consider the evaluation criteria described below. Other factors such as geographic balance, sector diversity, overall potential development impact of the project, and the likely distribution, replicability and scalability of societal and business benefits of the activities funded through the grant will be taken into account.
- *infoDev* expects to notify all applicants within 6-8 weeks of the submission deadline.
- If you have any questions regarding the application process, please contact Ms. Samiha Boulos at [sboulos@worldbank.org](mailto:sboulos@worldbank.org)

### **Proposal Outline:**

The proposal should not exceed 20 pages, excluding commitment and endorsement letters. The proposal should address the issues highlighted in this call for proposals, and respond to the eligibility and evaluation criteria listed.

The proposal should include the following sections:

#### **1. Cover page**

Please include the following information:

- a. Type of grant you are applying for (Start-up Business Incubation, Thematic Network or Regional Network)
- b. Name of the proponent organization
- c. Country
- d. Main contact person, indicating title or position
- e. Alternate contact
- f. Authorized signatory (Project Leader) for documents
- g. Full mailing address: Street address, city, postal code, country. Please note that street address is required for Courier Service
- h. E-mail address, Phone numbers, and Fax numbers
- i. Web site of the organization
- j. Type of organization: Indicate whether it is a private company, government agency, university, NGO, or other (specify)
- k. Time of existence as business incubator, if applicable
- l. Date of submission of the proposal
- m. Total cost of project (in US dollars, US\$)
- n. Amounts requested from *infoDev* (US\$)
- o. Amount contributed by the proponent (US\$)
- p. Amount contributed by third parties (US\$)

## 2. Proponent Organization

- a. *Business Incubation Environment:* Provide a brief overview of the current challenges of and opportunities for ICT-enabled innovation and entrepreneurship in your country, what other business incubation – or related business development services - exist, and what value added your business incubator provides. To the extent that your business incubator focuses on youth, women or rural communities, please indicate the particular barriers facing entrepreneurs from these target groups, what services are available to them, and how your business incubator adds value. (if you are applying for a Category Ib grant, please indicate what value added your *proposed* incubator would add.)
- b. *Organization Overview:* Provide a brief description of the organization, history, founders and partners, governance, and the overall business prospects for the short, mid and long-term.
- c. *Incubator Facilities:* Describe the location and physical facilities and services offered to tenant companies. Proponents for category Ib grants should indicate whether or not land and a building have already been secured for the proposed business incubator.
- d. *Management team and staffing:* Summarize the management approach and strategies; provide information on staff skills and relevant experience of work on projects similar in size and complexity.
- e. *Tenants:* Indicate if you are focused on a particular sector i.e. ICT and/or focus on a particular target group i.e. women, youth, rural communities. Describe the total number of clients you have served, how many tenants have graduated and how many you are currently serving. Proponents for category Ib grants should indicate whether or not a feasibility assessment has been carried out to measure the potential target market, and/or what the estimated market segment and size would be for the proposed business incubator.
- f. *Business Model:* Describe your current business model and indicate your current and anticipated future sustainability
- g. *infoDev's Global Business Incubation Network:* Describe how you can benefit from and contribute to infoDev's Global Business Incubation Network.

## 3. Participating Organizations

For each participating organization, please provide:

- Country
- Organization name
- Organization type: government agency, non-profit, for-profit, university or other (specify)
- Contact information
- Role and type of contribution
- Amount of cash contribution in US \$
- Estimated in-kind contribution in US \$
- Period over which contribution will be made available

Note:

- Signed letters of commitment should be provided by each participating organization.
- Proponents applying for regional network grants or thematic grants should include signed letters from at least 8-10 participating organizations in 8-10 countries attesting to their intention to participate.

The following table can be used as a format:

Contributions						
Type of Organization	Cash (US\$)	To be available (Date)	In-kind (US\$)	To be available (Date)	Total (US\$)	Percent of total cost
Proponent						
Private organizations - [Names]						
Public institutions - [Names]						
Non-profit organizations - [Names]						
<b>Sub-totals (US\$)</b>	<b>US\$</b>		<b>US\$</b>		<b>US\$</b>	

#### 4. Goals and objectives

Provide a clear and concise statement of the main goal and the specific objectives of the project and proposed activities.

#### 5. Executive summary

Provide a concise summary (100–300 words) of the proposal, capturing the key elements that respond to the selection criteria. State concisely how you plan to achieve the main objectives.

#### 6. Proposal

Please include the following sections:

- a. *Project Activities*: Describe the core proposed activities, and the anticipated outputs, outcomes and impacts. Please reference the eligible activities listed under the grant category you are applying to.
- b. *Timeline*: Please include a proposed timeline for the completion of the proposed activities.
- c. *Critical Success Factors*: Indicate any risks associated with the project. What could potentially prevent you from implementing the project as stated? Also indicate what you plan to do to mitigate these risks.
- d. *Budget*: The proposals should itemize the distribution of *infoDev* funds per project activity and category of expense as outlined below, and provide justification for the main budget items. All budgeted items must be directly related to the project activities. Where counterpart or additional funding is provided, it should be clearly indicated.

Include a budget line item for an independent financial audit of the proposed project. It is required that all *infoDev* grants are audited upon the completion of the activity.

Please be aware of the following restrictions that will apply to grant funds:

- Grant funds can not be used to pay for salaries of government officials or public servants.
- Several restrictions apply to travel funded with grant funds. Limited funding can be included for air travel and costs should be based on economy class.
- No more than 10 percent of the grant should be used for equipment, communications, computing equipment and software.
- Funding will be limited for items such as hardware and software, travel, and overheads. *infoDev* is not likely to approve projects where a major portion of grant funds are used for equipment and overheads.

**Budget Template – Costing by Project Activity**

Activity	Total Budget Amount	Amount Sought from infoDev	Co-funding Provided by Applicant	Co-funding Provided by Partners
[Activity 1] <i>The activities mentioned here should correspond to those outlined in section (a) above.</i>				
[Activity 2]				
[Activity 3]				
Etc				
<b>Total</b>				

**Budget Template - Costing by Category of Expense**

Cost Categories	Total Budget Amount	Amount Sought from infoDev	Co-funding Provided by Applicant	Co-funding Provided by Partners
Personnel/Staff Costs				
Consulting Services				
Travel				
Workshops				
Knowledge Dissemination				
Office supplies/materials				
Connectivity, website				
Equipment (computers, etc.)				
Other (including audit, overhead, etc.)				
<b>Total</b>				

- e. *Sustainability Strategy*: Proponents applying for Category 1 (a) and Category 3 grants must outline their sustainability strategy, illustrate how sustainability will be reached over time, and how the grant will contribute to achieving sustainability.
- f. *Monitoring and Evaluation*: Define indicators for the evaluation of each activity to be implemented, specifying how these indicators will be measured. Awardees selected will work with infoDev to agree on a project “scorecard” measuring agreed upon indicators at regular intervals during the project’s duration.
- g. *Project Administration*: Discuss clearly the management issues critical to successful project implementation, and how they will be addressed. Issues important in many *infoDev* projects include:
  - i. Accounting and financial management
  - ii. Risk management approach and planning
  - iii. Competitive processes to ensure open, transparent, and merit-based selection of staff, contractors, tenants, or participants in training and conferences.
  - iv. Administration arrangements to ensure monitoring of progress and performance
  - v. Communication strategy to approach the business community, other partners, the donors, and the public.
- 7. *Financials*: Include your financial statements for at least the last three years and the projections for the next two years
- 8. *Endorsement by government*: It is recommended that the applicant seek a no-objection letter from their government in the territory where their incubator operates, will operate, and if possible, submit this letter with their proposal. If such a letter is not obtained by the submission deadline, the proponent should indicate in the proposal when the letter will be submitted to infoDev.

## **IX. Evaluation Criteria**

All project proposals must comply with the eligibility criteria and eligible project activities as listed above. In addition, proposals will be evaluated according to the following criteria:

<b>Evaluation Criteria</b>	<b>Grant Category</b> (The numbers listed illustrate the maximum score obtainable for each evaluation criteria, and the relative weight of each criteria)			
	Strengthening Start-up Business Incubators	Starting New Business Incubators in Asia	Thematic Working Groups	Regional Networks
Demonstration effect on the broader small enterprise community	20	20	15	15
Contribution of new knowledge in business incubation	20	20	20	20
Quality, feasibility, scalability, and sustainability of the operational strategy	15	15	10	15
Demonstrated performance, capacity and management effectiveness	15	20	10	5
Low risk to proper execution of the grant agreement	10	10	10	10
Proven capacity to leverage external resources	5	10	5	5
Nr., level and scope of institutional commitment and/or co-financing by proponent and/or participating organizations	10	15	20	20
Monitoring and knowledge dissemination methodology to be implemented throughout the project	10	10	15	15
Barriers, challenges and opportunities for current and future business incubation in the country	20	20	0	0
Feasibility of sustainability plan	5	5	5	15
International network of stakeholders relevant to the project activities, and demonstrated experience convening international stakeholders	0	0	20	10
<b>Maximum Points Possible</b>	<b>130</b>	<b>145</b>	<b>130</b>	<b>130</b>

## **X. Confidentiality**

The proposal review and evaluation will be managed confidentially and will only be circulated internally in infoDev and to the corresponding units within the World Bank and IFC, and to the members of the independent review panel. The names of all proponents and participating organizations will be listed on the infoDev and iDisc websites.

Upon approval, an executive summary of each grant will be prepared by infoDev staff and made publicly available on the infoDev website ([www.infodev.org](http://www.infodev.org)). This will include the name and full contact information of the awardees as well as the total cost of the activity and the amount of the grant. Proposals not selected for the award will also be notified in writing.

## **XI. Reporting:**

The following set of reports is illustrative of the deliverables that are expected for the grant funded activities:

- **Project Inception report:** outlining the terms of reference of a complete project implementation plan, describing specific objectives, and activities, project management and team structure, job descriptions and biographies of key staff, milestones, timeline, detailed budget, evaluation plan with target outcomes and measurable outputs.
- **Quarterly Reports:** These are brief reports to be presented to *infoDev* at the end of every quarter. They should describe the progress achieved during that quarter, lessons learned, and quarterly financial statements of the project.
- **Evaluation Reports:** They refer to the results of periodic monitoring and evaluation exercises carried out on the project as a whole or on specific project activities, such as training, business management services, financial performance of the incubator or client companies, ICT infrastructure and e-service deployment.
- **Final Report,** that consolidates the key achievements, lessons learned, practices, the revised operational and business model, summary of findings, review and analysis of the portfolio, final evaluation report, and incubator's long term strategy to keep or self-sustainability.
- **Audit Report:** an audit report must be submitted at the end of the project. This report certifies that all funds have been used according to the provisions of the grant agreement.

## **XII. Intellectual Property**

Consistent with *infoDev*'s objectives to enhance and disseminate knowledge and encourage easy replication of successful projects, *infoDev* retains ownership of all project deliverables (including any intellectual property in such deliverables) funded by it, and may place such deliverables in the public domain. The proponent must recognize and agree with this objective of knowledge sharing and dissemination through *infoDev*.

To the extent that there is any intellectual property previously developed by the proponent or by third parties, such previously developed intellectual property should be clearly identified in the proposal.

## **XIII. Grant Agreement**

Applicants who have been notified of the award of a grant will be required to execute a grant agreement, satisfactory to *infoDev*, based on *infoDev*'s standard form of incubator grant agreement.