



*infoDev*

Innovate. **C**onnect. **T**ransform.

# *Innovate Connect Transform*

Work Programme

***FY2010-2012***

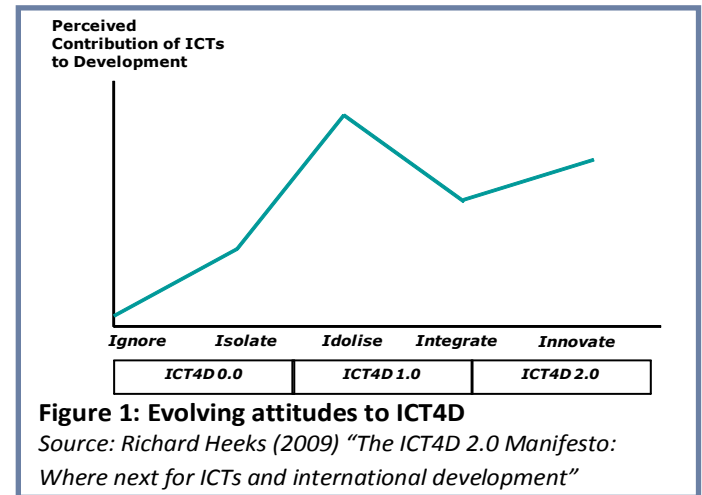


## 1. INTRODUCTION

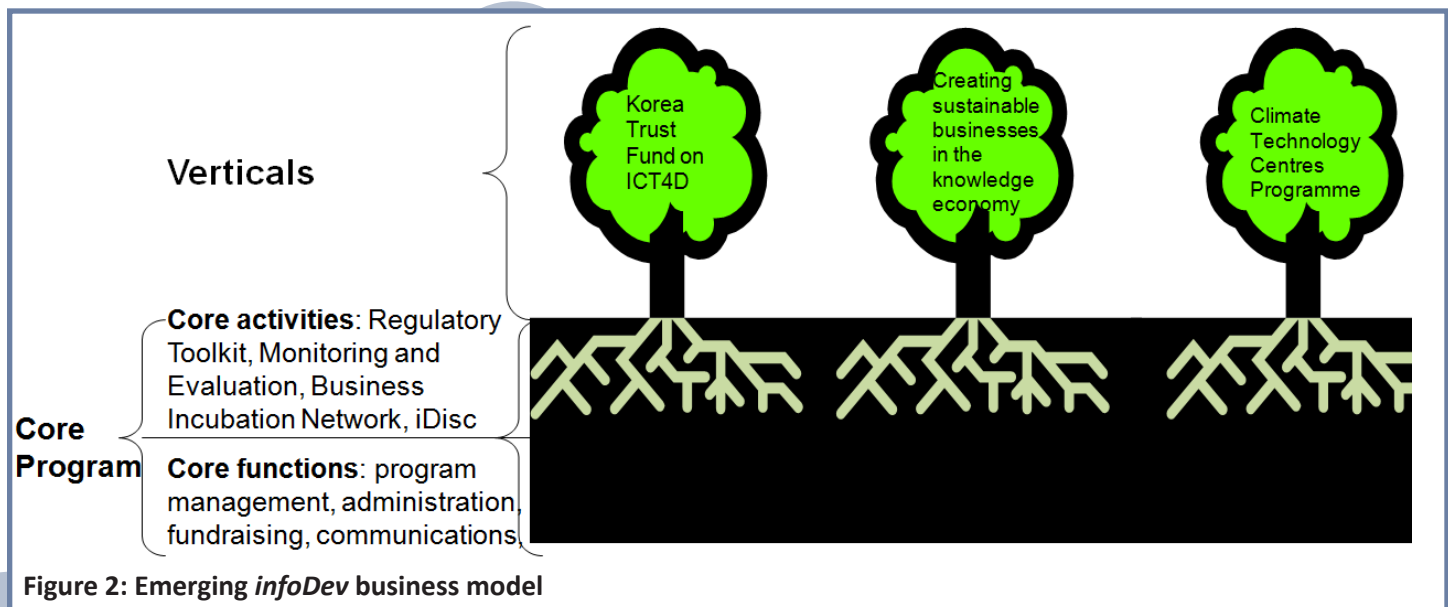
In 2010, *infoDev* celebrates its fifteenth birthday. Throughout its history, *infoDev* has regularly re-orientated itself to reflect the evolving needs of its client base and donor community in a fast-changing sector. At its semi-annual donor's meeting in April 2009, *infoDev* proposed a new business model to increase its effectiveness, based on a combination of "core" funding for agreed multi-donor activities and "vertical" partnerships that are carried out in collaboration with one or more individual donors around themes of common interest.

In redesigning its business model, *infoDev* is continuing to innovate as a pioneer in the field of ICT for development. Richard Heeks, in a recently published "manifesto" for ICT for Development (ICT4D)<sup>1</sup> argues that the early phases of its history were marked by "ignore" and "isolate" but reached a high watermark when the role of ICTs in Development was "idolized" at the time of the World Summit on the Information Society (WSIS, in 2003 and 2005). More recently the trend has been to "integrate" or mainstream ICTs in other development sectors (see chart). During this latter phase, several of *infoDev's* traditional donors have curtailed or even abandoned earmarked ICT4D budgets to reflect this new mainstreaming orthodoxy. However, Heeks argues that there is an enduring need to go back to what makes ICTs special and to continue to "innovate" in ICT4D programmes. This new phase is characterized not

so much by "pro-poor" initiatives, which are carried out on behalf of poor communities, but rather through "para-poor" initiatives, carried out alongside poor communities and even "per-poor", or grassroots innovation which are actually initiated in poor communities.



*infoDev* is riding this new wave. Much of its 2010-2012 work programme, presented here, involves both "para-poor" and "per-poor" initiatives in fields such as mobile applications, technology business incubation, climate technology and broadband. For example, the planned climate technology centres, the first of which will be developed in India, will take climate change mitigation and adaptation projects developed locally and study the feasibility of scaling them up for wider application within India and beyond. Another over-riding characteristic of *infoDev's* work is that it is based on "learning by doing" using



1. Presented at the *infoDev*/OECD Workshop on Policy Coherence on ICT4D, Paris, 10-11 September 2009, available at: <http://www.oecd.org/dataoecd/43/25/43602651.pdf>



participatory research, carried out alongside the communities we seek to serve.

An important shift is taking place in the relationship between *infoDev* and its donor community. While a few donors remain committed to funding a core work program

managed and administered by *infoDev*, a broader trend is to establish multi-stakeholder partnerships around specific ICT related themes, where donors and their agency representatives work side-by-side with *infoDev* and other stakeholders on projects and activities. This is the essence of the “vertical” activities that have been secured during FY2009 (see Figure 2). These specific thematic activities do, however, serve the overall mandate, competencies and goals of *infoDev*, as agreed by its Donors’ Committee. They are consistent with, and contribute to, its core work program.

*infoDev* has seen a significant drop in contributions to core funding from donors. Furthermore, even though costs have risen and the number of donors has fallen, the annual contribution amount of US\$250’000 per year has not been revised since *infoDev*’s inception in 1995. Several activities, such as the planned Global Capacity Building Initiative (GCBI) or the expansion of the regional business incubator networks, have therefore had to be put on hold, reduced in scope or redesigned. On the other hand, donors have shown a new willingness to engage directly with *infoDev* in the design of exciting new projects, such as the programme on “Creating sustainable businesses for the knowledge economy”, developed with the Government of Finland and the Nokia Corporation (see

Box). *infoDev* has also forged new partnerships with other parts of the World Bank in pursuing fresh ideas, notably in its work on mapping and measuring development outcomes (with the Finance, Economics and Urban unit – FEU), on the ICT in Agriculture Sourcebook (with the Agriculture and Rural Development department – ARD), exploring the sustainable incubation of clean energy SMEs (with the Energy Sector Management Assistance Program – ESMAP) and establishing new business incubators in fragile states (with the IFC).

In presenting this new work programme, we have taken the opportunity to streamline our traditional areas of innovation, access and mainstreaming and to express them in a more compelling manner as Innovate, Connect and Transform (spelling “ICT”). Section 2 of this work programme follows this structure and shows those projects for which funding is already secured or committed. Section 3 shows business development opportunities in the form of a “wish list” of projects that were presented to donors as generic concept notes in January 2009, but that for now, remain unfunded and therefore cannot be implemented. Presented in terms of the strategic framework of activities shown to donors at their FY2009 Annual Donors’ Committee Meeting, the table below shows which activities have been funded and which have not. Section 4 presents the anticipated budget for this work programme, both for 2010-2012 and, in more detail, for FY2010.

	Innovate	Connect	Transform
Funding secured or committed	Business incubation and technology entrepreneurship	ICT Regulation Research	ICT for education
	Clean Tech	Broadband for development	ICT in Agriculture
	Global Forum	Mobile applications for development	Using GIS to map and measure development outcomes
Partially funded or unfunded activities	Regional and Thematic Business Incubation Networks	Global Capacity Building Initiative for ICT Regulators	ICT4E Policy-Makers Toolkit ICT for disaster relief

## 2.1 Innovate

*infoDev's* Innovation and Entrepreneurship Program builds upon its unique global innovation network, which now includes SME companies, business incubators and technology entrepreneurs from over 80 developing countries.

### A. Business incubation and technology entrepreneurship

*infoDev* will assist in the design and implementation of several new incubators, meet demand for capacity building, training, south-south experience sharing and best practice development. *iDisc*, *infoDev's* innovation, entrepreneurship and business incubation web platform remains a powerful tool to meet these aims – it attracts more than 500 unique visitors each day.

- In partnership with IFC and with other donors and local partners including the World Bank and Finland, *infoDev* will **establish incubators** in Mozambique, Nicaragua and Senegal.
- In partnership with the government of Finland, *infoDev* will also establish an ICT business incubator in Mozambique and agribusiness incubators in Mozambique and Tanzania, as part of a broader range of work on creating sustainable businesses (see Box).
- Following from *infoDev's* work on **access to finance** for technology SMEs ([www.infoDev.org/financing](http://www.infoDev.org/financing)) which identified a key constraint to these SMEs as access to early-stage, risk financing (\$50K-\$500K), *infoDev* will develop and pilot an ICT Innovation Platform for SMEs to identify promising SMEs from our global network and link them with providers of technical assistance and financing. This platform will be developed through a partnership with the Korean Trade Promotion Agency and funded by the Korean Government.

## Creating sustainable businesses in the knowledge economy



### *infoDev* / Finland / Nokia Corporation

#### A public-private partnership

*infoDev* in partnership with the government of Finland and Nokia Corporation has launched a new programme which is aimed at promoting innovation and entrepreneurship with a focus on agribusiness and the ICT sector in developing countries, and in which targets several of Finland's long-term partner countries, including Cambodia, Kenya, Nepal, Mozambique, Tanzania, Uganda and Vietnam.



The joint programme has three tracks:

1. Mobile applications, including the establishment of regional mobile applications labs in Africa and Asia and a programme on extending mobile applications to Africa through social networking.
2. Innovation and entrepreneurship; a series of country programmes in Finland's partner countries aimed at establishing business incubators, supporting the development of ICT-enabled agribusiness networks, capacity-building, in areas such as access to finance, and piloting co-incubation programmes.
3. *infoDev* Global Forum on Innovation and Technology Entrepreneurship will be hosted in 2011 in Helsinki.

In addition, there is a supporting track:

4. Agriculture Sourcebooks, working jointly with the Bank's Agriculture and Rural Development department (ARD) to commission, research and publish two Sourcebooks on Innovation Systems in Agriculture and ICT in Agriculture.

## infoDev-DFID Climate Technology Program



This new programme builds on *infoDev's* years of experience in small business incubation to explore the potential for accelerating climate technology innovation and commercialization by SMEs in selected pilot countries, through the use of technology innovation centres.



In Phase one of the project, key stakeholders will be engaged in each pilot country to develop a market-specific and locally-owned plan of action on how to launch or strengthen an existing Climate Technology Innovation Centre. This plan of action will then be presented to potential donors who are interested in supporting the establishment or growth of such centres in each country. The first phase of the program will also produce a global study on climate technology innovation centres, to distill best practices for developing countries looking to enhance and expand their own nascent clean technology industries.

Phase two: The number of pilot countries will be expanded beyond India, Kenya and Brazil in phase two. Implementation efforts will begin, to roll out these centres as part of a holistic approach to scale up clean technology innovation capacity, including: coordinated applied research efforts, technology accelerators and demonstration centers, business incubation services, early stage seed and proof of concept funding mechanisms, technology transfer facilities and open source platforms, skills and capacity building tools, market intelligence and innovation policy support.

- The launch of the **Caribbean Business Incubator Network** is planned for FY2010 in partnership with the European Commission.
- In partnership with IFC, *infoDev* is developing the first comprehensive training program for business incubation professionals in developing countries. This training program will be piloted during the Global Forum in Brazil and formally launched in early 2010.

### B. Climate Technology Programme

The role of innovation and technology entrepreneurship in the Climate Change agenda is a new and growing area for *infoDev* in FY2010.

- *infoDev* has launched a **Climate Technology Program** ([www.infoDev.org/climate](http://www.infoDev.org/climate)) with funding from DFID (UK), which will support the development of clean technology SMEs in developing countries by determining the primary challenges that these enterprises face in scaling their operations and identifying opportunities for using technology innovation centers to accelerate their growth. (see box)

- *infoDev* is partnering with the World Bank's Energy Sector Management Assistance Program (ESMAP) to evaluate how business incubation could ensure the sustainable growth of **Renewable Energy SMEs** in Nicaragua, Peru and Bolivia.

### C. Global Forum

In FY2010, *infoDev* will convene its global innovation network at the 3rd Global Forum on Innovation and Technology Entrepreneurship in Florianopolis, Brazil (October 26-30, 2009). As part of *infoDev's* partnership with Brazil, the event is expected to draw over 800 participants from around the world to discuss

### Brazil: A new Donor to *infoDev*

In October 2009, *infoDev* established a partnership with Brazil on ICT-enabled innovation and technology



entrepreneurship as engines of economic growth and social empowerment and inclusion. As part of this partnership, Brazil will host the 3rd *infoDev* Global Forum on Innovation & Technology Entrepreneurship in Florianopolis in October 26-30 2009.

issues such as SME internationalization, technology commercialization, financing technology entrepreneurs, as well as opportunities for SMEs in the fields of agribusiness, clean technology and mobile applications. ([www.infoDevglobalforum.net](http://www.infoDevglobalforum.net)).

## 2.2 Connect

### A. Research on ICT Regulation

Research on ICT sector regulation has been a cornerstone of *infoDev's* work and led to the development of a strong constituency of developing country regulators who use *infoDev* products and services. In FY2010, *infoDev* will invest in regulatory products and services which are likely to be of interest and importance to regulators in the coming years, including:

1. Updating, extending and promoting the **ICT Regulation Toolkit** as a web resource for regulators. Recent improvements include opening up the toolkit for user-generated content and it now attracts over 600 unique visitors per day, ranking it among the most popular websites in the World Bank.
2. Preparing a revised edition of the **Telecommunications Regulatory Handbook** for release in 2010, the tenth anniversary of the original handbook.
3. Initiating a new research program on the role of **ICTs in post-conflict reconstruction and in fragile states**.
4. Studying the **digital switchover (DSO)** from analogue to digital television and the 'digital dividend' this releases in terms of opportunities for reallocating spectrum.
5. Commissioning research into **new and emerging regulatory trends** as a way of scoping out more complete studies in future years.

### B. Broadband for development

In 2009, the number of broadband subscribers worldwide surpassed the one billion mark. The World Bank's Information and Communication for Development 2009

report highlighted that a 10 per cent increase in broadband penetration is associated with a 1.4 per cent increase in GDP in developing countries. *infoDev* will launch work to better understand the benefits of broadband and to extend them more widely in the developing world:

1. **Case studies of broadband development**, in the Republic of Korea and other broadband pioneers, to investigate lessons that can be passed on to developing country governments.
2. The development of a **broadband toolkit**, as a web

#### KOREA-Trust fund on ICT4D

The Republic of Korea and the Global Information and Communications Technology (GICT) Department of the



World Bank Group (WBG) launched a partnership to advance the ICT for Development (ICT4D) agenda. A \$15 million Trust Fund on ICT4D was established, to be allocated over a three-year period. The Korean Trust Fund on ICT4D awards grants to World Bank projects and activities on strategic issues, such as:

- Use of ICT for economic and social integration of rural areas;
- Broadband connectivity;
- Innovative applications in health, education, agriculture and rural development, clean technology and public financial management;
- ICT-enabled enterprise creation;
- Mobile applications.

Projects awarded to World Bank teams, in which *infoDev* participates, include:

- Using geographic information systems and spatial data infrastructure for monitoring development outcomes.
- Creating an ICT4D Innovation Platform
- Extending mobile application in Africa through social networking
- Building a toolkit on broadband strategies for developing countries.

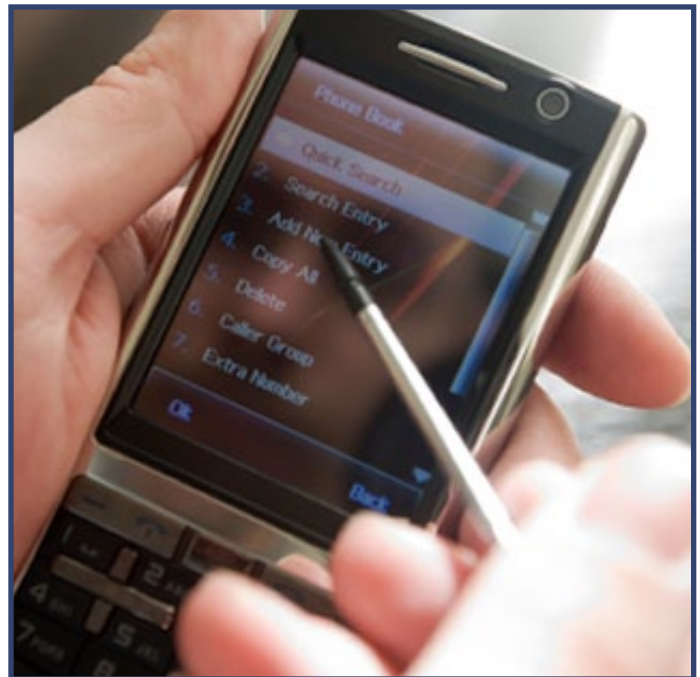
resource to assist developing countries in developing policies to promote, regulate and universalize broadband access. In the first instance, a handbook will be developed and in the longer term, a series of seven modules will be elaborated.

3. Provision of **technical assistance** to developing countries in the field of broadband development in partnership with the World Bank, including to Egypt.
4. Conducting a study to explore the **development potential of the virtual economy**, as exemplified by “game gold” in World of Warcraft, or digital accessories in Second Life. Can the production of such digital artifacts be exploited by developing countries?

### C. Mobile applications for development

There are now more than four billion mobile phones in use worldwide and mobile phones are emerging as the world’s largest delivery platform, in areas as diverse as remittance payments, agricultural market information systems, conditional cash transfers and health management systems. Building on its pioneering work in m-banking, *infoDev* will explore and operationalize the emerging field of mobile applications for development, including through the following programmes, which cut across the Innovate, Connect and Transform themes:

1. Creation of **regional mobile applications laboratories** (m-apps labs), beginning in Africa and Asia in association with the Government of Finland and Nokia, to explore the potential for the development and commercialization of mobile applications in developing countries;
2. Exploring the use of **social networking and business co-incubation to extend the use of mobile applications**, initially in Africa, through partnership with Mobile Monday;
3. Developing a series of analytical reports, in conjunction with the World Bank, looking at the **sectoral**



**application of mobile technology** in agriculture, education, health, banking etc, that will form the basis for a global flagship report on mobile applications to be published in 2011.

## 2.3 Transform

### A. ICTs for Education

The ICT for education projects will enhance support to staff of the World Bank and *infoDev*’s donor agencies as they advise client countries on the emerging use of ICTs to meet a variety of core developmental challenges and objectives in the education sector:

1. An ICT for education knowledge base in the form of a series of **regional surveys of ICT for Education**, building on Africa (2008) and the Caribbean (2009), and extending to India and South Asia (2010) and other regions, will be developed and maintained to provide a baseline of what we know and don’t know in this field.
2. The establishment and continued development of a **community of practice for fostering debate on educational technology** ([www.edutechdebate.org](http://www.edutechdebate.org)), for content creation, testing new ideas and promoting debate, especially in the area of low-cost user devices.

3. A joint *infoDev*-OECD on **policy coherence in ICT for Development**, in Paris, 10-11 September 2009, will explore themes on ICT for Education, with the results published as a book.

## B. ICT for Agriculture

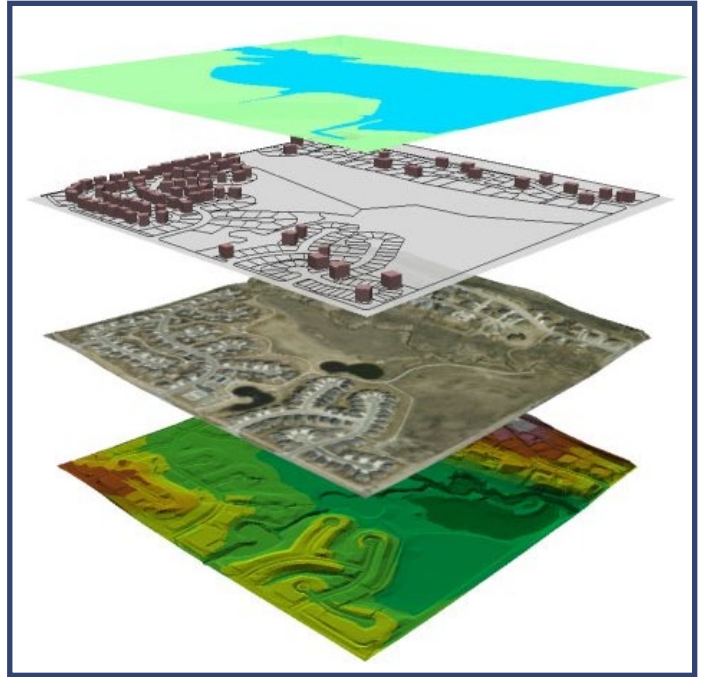
ICTs play a key role in improving the availability of agricultural production and market information in developing countries. ICT-based market information systems have a proven track record for improving rural livelihoods in middle income developing countries where they have been introduced. However, these systems are generally limited in scale and have not been effectively replicated. This project will survey the current state of the art in the effective use of ICT in agriculture and food production, identify models that work, and examine the scope for effectively replicating these models, with the appropriate adaptation to local needs and circumstances. Specific activities will include:

1. In conjunction with IFC and the Government of Finland, and drawing upon the *infoDev* network of business incubators, **establish ICT-enabled agribusiness incubators** in a series of partner countries in Africa and Asia.
2. With the support of the Government of Finland, conduct a **systematic assessment of developing country agribusiness incubators** to derive critical success factors and launch an agribusiness working group within *infoDev*'s business incubation network.
3. In partnership with the Bank's Agriculture and Rural Development (ARD) department and with the support of the Government of Finland, publish an **ICT in Agriculture Sourcebook** and an **Innovation Systems in Agriculture Sourcebook** to guide the effective deployment of ICTs in agriculture projects.

## C. Using Geographic Information Systems to map and measure development outcomes

This project is intended to develop new approaches to

use geographic information systems more effectively in development programmes of the World Bank and *infoDev*'s donor agencies. It will focus on one specific application – monitoring development outcomes and the achievement of the Millennium Development Goals (MDGs). However, the knowledge gained from this study could have much wider application in areas such as climate change, food security and transport management. Activities include:



1. **Best practice case studies**, covering Brazil and the Republic of Korea, in the use of GIS and the development of national spatial data infrastructures (SDI).
2. Learning by doing through **technical assistance programmes** for Jordan and Uganda in the development of a national SDI.
3. Diffusion of knowledge through the development of a global report and a SDI handbook on the application of **Geographic Information Systems** for mapping development outcomes.

### 3. PARTIALLY FUNDED OR UNFUNDED ACTIVITIES

The projects outlined above have secured or identified funding. There are a number of other projects for which concept notes were created and submitted to donors, but which are not yet funded or which remain partially funded. These are summarized below and described in detail in the Project Concept Notes sent to donors in January 2009 ([www.infoDev.org/research](http://www.infoDev.org/research)). It is hoped that these projects will receive funding support during this three year period.

#### 3.1 Regional and Thematic Business Incubation Networks

*infoDev* continues to experience high demand to establish or scale business incubators in Sub-Saharan Africa, Asia, the Middle East and Central America. However, funding has not been secured for these country level initiatives.

.Activities that are currently unfunded include:

1. Regional Networks –Funding support is needed for all six regional networks, which are in the process of becoming self-sustaining.
2. Thematic Networks - Funding support is needed for working groups on High-Growth Enterprises, Women Entrepreneurs and Youth Entrepreneurs, to match funding received from the Government of Finland for the Agribusiness Working Group.
3. iDISC – Resources are needed to grow iDISC, whose usage statistics indicate that the network greatly values this product. iDISC is also an effective training platform for incubator managers and SMEs.
4. Impact Evaluation – Resources are needed to gather data and carry out deeper research on the SMEs that are being or have been incubated within the *infoDev*



network. Studying current and graduated enterprises in detail can give useful information on the barriers for these companies in the markets they operate in.

#### 3.2 Global Capacity Building Initiative for ICT Regulators (GCBI)

The GCBI had been planned as a third stage of the work jointly carried out by *infoDev* and the International Telecommunication Union (ITU) on ICT regulation, which began with the Telecommunication Regulatory Handbook and which proceeded with the elaboration of the ICT Regulation Toolkit ([www.ictregulationtoolkit.org](http://www.ictregulationtoolkit.org)). The GCBI is intended as a systematic programme of training for ICT regulators in developing countries. It would be rolled out, region-by-region, and would engage local anchor institutions, chosen on an open competitive basis, to offer courses. These anchor institutions would be required to seek matching funding and develop a sustainable business plan to cover their costs. For more information, see: [www.ictregulationtoolkit.org/GCBI](http://www.ictregulationtoolkit.org/GCBI).

#### 3.3 ICT for Education Policy-Makers Toolkit

*infoDev's* ongoing work, in collaboration with UNESCO on the ICT for Education Policy-Makers Toolkit has not been funded. This has delayed the planned internationalization

of the toolkit (including translation and development of teaching materials). Other ICT for education activities that remain unfunded area planned study of ICT skills development for the knowledge economy.

### 3.4 ICTs and Disaster Relief

The proposed Disaster Risk Reduction in the Information Age programme will help policy-makers, development agencies, and other practitioners by providing knowledge about innovative and effective use of ICTs to improve community resilience in the face of natural disasters. The programme has two phases:

#### Phase 1 -- ICT-Based Knowledge in Disaster Risk Management

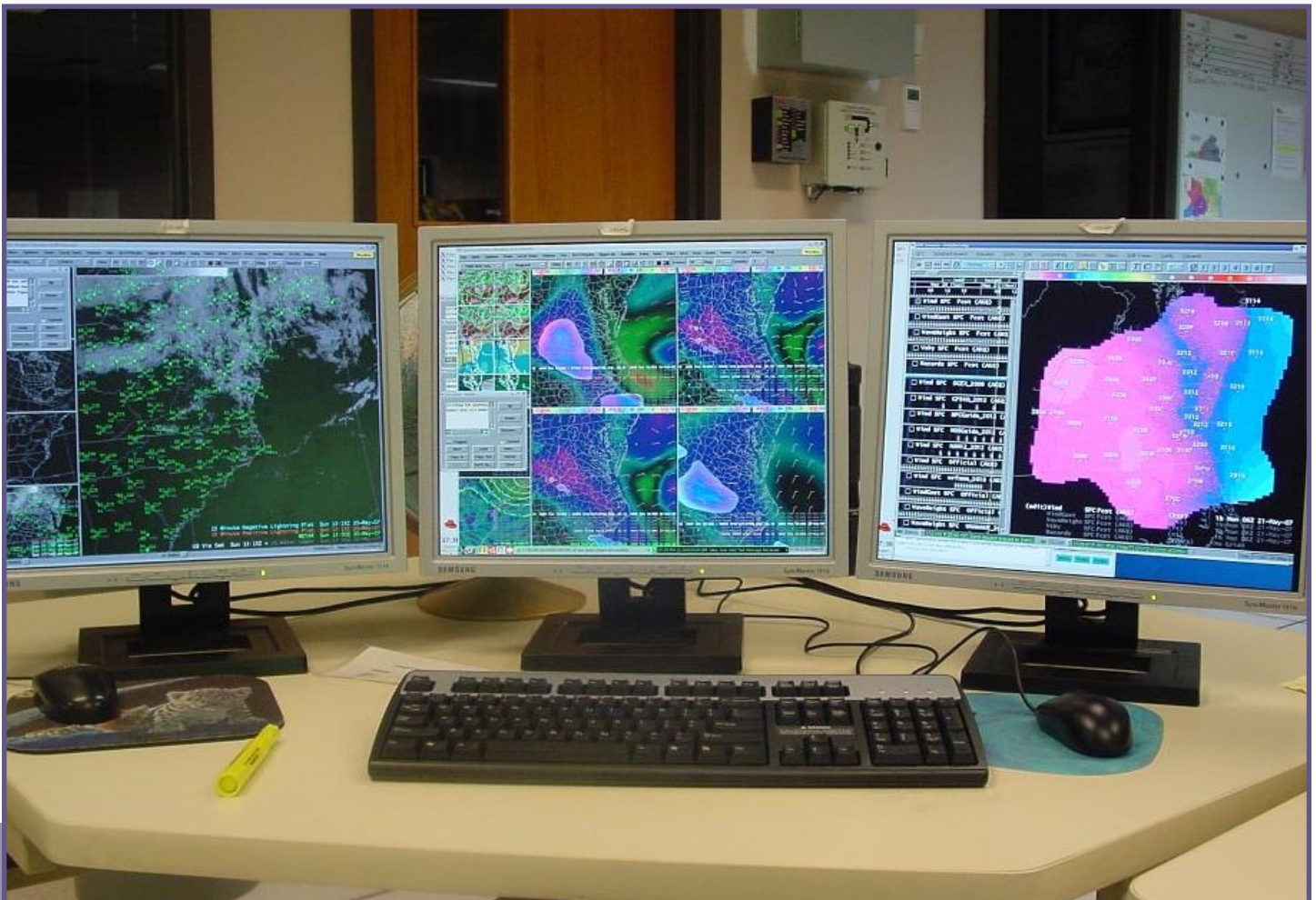
- Development of a Knowledge Map “Disaster Risk

Management in the Information Age: - A Best Practice Guide for Development Agencies, Policy Makers, and Practitioners”;

- A series of symposia on ICTs for natural disaster risk management;
- Launch of a web-based ICT-based toolkit for natural disaster risk management.

#### Phase 2 -- Building Local Capacity for More Resilient Local Communities

- Hosting a series of capacity-building workshops, based on the toolkit;
- Replication and scaling-up of best practice models.



## 4. FINANCIAL SUMMARY

At the FY2009 *infoDev* Donors' Committee meeting, and in a series of generic project concept notes requested by the Donors' Committee, a work programme totaling US\$52m was put forward for the four-year period FY2009-2012 (valued at approximately US\$13m per year). Subsequently, some of these areas of work have received funding support, in part or in whole, while others remain unfunded. At the time of writing, there is therefore some uncertainty about the likely funding available for implementation of the entirety of *infoDev's* work programme for FY2010-2012. Nevertheless, the tables below provide an indicative summary of the total funding required, the funding likely

to be available, and the scale of possible funding gaps.

On current projections, *infoDev* has identified funding for some US\$25.4m out of the planned programme of just over US\$39m, which is the total value of the program for a three- year period (FY2010 to FY2012). The Innovate programme is the largest single component, accounting for 39.4 per cent followed by Connect (31.8%) and Transform (20.1%). However, if the planned programme presented to donors is to be implemented in full, it would be necessary to identify sources of funding worth a further US\$13.7m, especially to cover the shortfall in the planned expenditure on Regional Business Incubation Networks, the GCBI, the ICT for Education Policy-Makers toolkit and on ICTs for Disaster Risk Management.

**Table 1:** Projected budget by theme, FY2010-FY2012, including funding gap

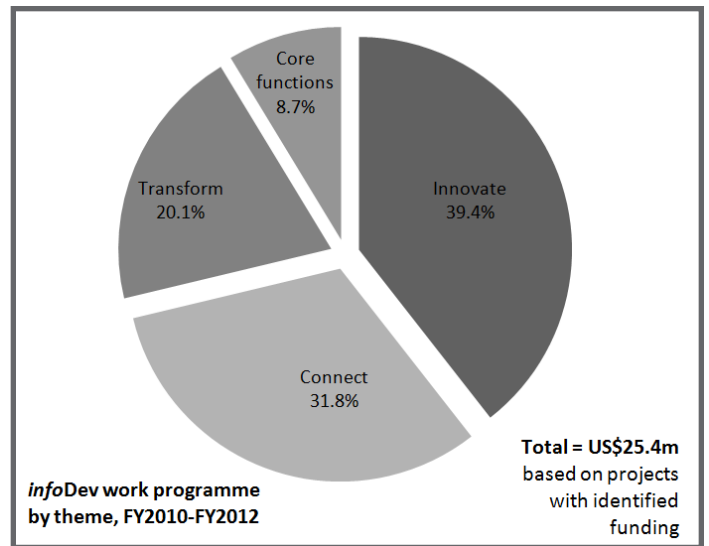
Theme	Activities	Identified Funding (US\$)	Funding Gap (US\$)	Total (US\$)
Innovate	Business Incubation and Technology Entrepreneurship	7,445		7,445
	<i>of which, regional and thematic business incubation networks</i>		3,815	3,815
	Climate Technology Program	800		800
	Global Forum	1,760		1,760
Connect	Research on ICT Regulation	1,580		1,580
	<i>of which, Global Capacity Building Initiative for ICT Regulators (GCBI_</i>		2,000	2,000
	Broadband for Development	1,175		1,175
	Mobile Applications for Development	5,320		5,320
Transform	ICT for Education	690		690
	<i>of which, ICT for Education Policy-Makers toolkit</i>		540	540
	ICT for Agriculture	3,622		3,622
	Using GIS to map and measure development outcomes	775		775
	<i>ICT for Disaster Risk Management</i>		3,735	3,735
	SUBTOTAL	23,167	10,090	33,257
Core functions	Program Management, Administration, Fundraising and Communication	2,204	3,596	5,800
	<b>TOTAL</b>	<b>25,371</b>	<b>13,686</b>	<b>39,057</b>

Note: Unfunded activities are shown in *italics*.

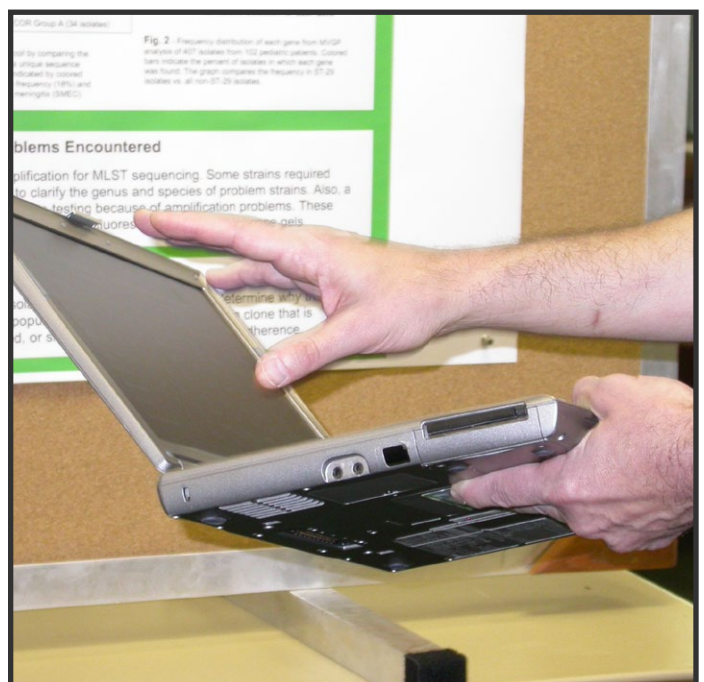
The level of funding for the core programme management functions of *infoDev* remains an issue of concern, as has been raised with donors at the last two Donors' Committee meetings. These core functions are programme management, administration, fundraising and communications (see Figure 2 on *infoDev*'s emerging business model). With donor priorities shifting in the manner described in the introduction to this document, some *infoDev* donors now prefer to engage *infoDev* to design and implement specific projects and activities rather than to contribute more generally to the overall work program. In fact, more than 90 per cent of the identified funding for FY2010-FY2012 is directly attributable to specific projects and activities.. New methods of ensuring that core programme management expenses for the coming three years, (estimated to be just under US\$6 million in total), will be collectively covered by our donors.

At the time of writing, there also remains a gap between identified funding and actual cash flow, as illustrated in Table 2. At the start of FY2009, *infoDev* had a carry-over cash balance of US\$2.6m. Since the start of FY2010, this has been supplemented by contributions received to the New Multi-Donor Trust Fund worth US\$1.6m from Brazil and UK DFID. When added to funds from IFC and grants awarded from the Korea Trust Fund ,this doubles the resources available. A further inflow of funds, equivalent to some US\$11.9m, is expected before the end of FY2010, particularly from the Finland / *infoDev* / Nokia Corporation project.

Even with anticipated funds in FY2011 and FY2012, there is a funding shortfall, as identified in Table 1, of some US\$13.6m over three years, for which *infoDev* will devise a fundraising strategy to engage existing and new donors.



In the work programme budget the Korea Trust Fund has been treated as a special case, which merits further explanation. During FY2009, Korea contributed some US\$12m out of a total contribution of US\$15m for the period FY2009-11 as part of its agreement with the World Bank to establish a Trust Fund on ICT4D, managed and administered by *infoDev*. In addition to managing and administering these funds, *infoDev* also made a number of proposals to the fund for consideration, some of which were approved. Table 2 shows only the funding made available to *infoDev* for these approved proposals, not the full amount of the Korean contribution.



**Table 2: infoDev's projected cash-flow, FY2010 – FY 2012**

	FY09 Ending Balance	Projected Cash In-flow in FY10		Projected Cash In-flow in FY11	Projected Cash In-flow in FY12	TOTAL Expected Cash In-flow (FY10-FY12)
		Received (as of Sept. 25)	Expected Receipts			
EU Trust Fund	62,550					62,550
Finnish Trust Fund	600,281					600,281
<b>New Multi-Donor Trust Fund</b>	<b>880,786</b>	<b>1,561,437</b>	<b>2,145,819</b>	<b>1,094,537</b>	<b>1,094,537</b>	<b>5,215,680</b>
Brazil		750,000	250,000			250,000
DFID Climate Technology		811,437				-
DFID			1,602,564	801,282 1/	801,282	3,205,128
Germany			293,255	293,255 1/	293,255	879,765
World Bank	-	25,313		50,000	75,000	150,313
IFC	667,978	524,885		500,000		1,167,978
<b>Korea Trust Fund (2/)</b>	<b>445,377</b>	<b>780,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>645,377</b>
of which Korea Trust Fund Administration	445,377		200,000			645,377
of which Grants awarded to infoDev		780,000				-
						-
						-
<b>New Single Donor Finnish Trust Fund (3/)</b>			9,530,792	5,131,965		14,662,757
<b>TOTAL</b>	<b>\$ 2,656,972</b>	<b>\$ 2,891,635</b>	<b>\$ 11,876,611</b>	<b>\$ 6,776,502</b>	<b>\$ 1,169,537</b>	<b>\$ 25,371,257</b>
<i>(excluding Korea Trust Fund Grants awarded to other units)</i>						

1/ Assuming continuation of annual contribution

2/ Reflects only InfoDev's portion of Korea Trust Fund (ie excludes grants awarded to other units). Total anticipated contribution is US\$15m (by FY2010)

3/ Projected to be signed in October 2009

## The Way Forward

*infoDev's financial situation has improved significantly with the help of several of its donors who have stepped forward with both general funding support and with an interest to engage infoDev on specific programmes or activities. In the coming years, infoDev will continue to engage existing and new donors more deeply, as both their priorities and the international ICT4D landscape continue to evolve and grow. infoDev's work program and mandate will no doubt, evolve alongside these broader developments. As it has done in the past 15 years, infoDev will harness this growth and evolution to implement a work programme that is relevant, timely and which cements its position at the leading edge of innovation and research in ICT4D.*



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