THE INFODEV GLOBAL NETWORK
OF BUSINESS INCUBATORS
The Information for Development Program (infoDev) is a partnership of public bilateral and multilateral development agencies, working in close cooperation with partners from civil society and the private sector, and assisted by an expert secretariat housed at the World Bank. Its mission is to help developing countries and their international partners use information and communication technologies (ICTs) broadly and effectively as tools of poverty reduction, sustainable economic growth, and empowerment of individuals and communities. Its work is rooted in the conviction that information and communication are indispensable elements of effective and responsive institutions (including governments), markets and societies.

With generous support from the Government of Japan, infoDev has created an Incubator Initiative designed to support ICT-enabled innovation and business creation in developing countries, both to promote broad-based economic growth in those countries and to foster the development of ICT-related or ICT-enabled products and services for the poor. The goal of this Initiative, as described herein, is not only to support a group of individual incubators in developing countries, but through this support to promote the growth of a vibrant global network of incubators and innovators who can learn from each other, support each other, and work together in creative ways to harness the power of ICTs as tools of poverty reduction, growth, and economic and social opportunity for all.
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infoDev's approach to ICT in development is shaped by several distinct elements:

- A strong emphasis on rigorous, field-tested knowledge of “what works” when using ICTs to expand economic opportunity and reduce poverty.
- An ongoing commitment to knowledge sharing.
- An emphasis on “thinking outside the box” and serving as a test-bed for new ideas and approaches of infoDev consortium members.
- A determination to make infoDev activities directly relevant to the core development work of international donor agencies.

The challenge facing developing countries and the international donor community is to understand and implement the specific sectoral applications of ICTs that have been shown to have positive effects on core development goals. At the same time, they are working to create an environment for the spread of ICT infrastructure and services across societies and economies, to create information-rich societies.

**Three Interdependent Themes:**

In order to address these challenges, infoDev's work program is guided by three closely related themes, representing key challenges that face developing countries as they seek to harness ICTs as tools of opportunity for all.

**Mainstreaming ICTs as Tools of Development and Poverty Reduction**

Developing countries and their donor partners face strategy and resource choices on how to deploy ICTs to serve development goals (including the Millennium Development Goals). To make effective decisions on ICTs, however, they need more rigorous data and best practices regarding the intelligent, cost-effective use of ICTs to achieve measurable results. The need for reliable data is particularly important, given that poorly designed ICT interventions can waste scarce resources and, in some cases, exacerbate existing inequalities. Through a rigorous program of field-based experimentation, research and analysis, infoDev is developing tools to assist developing countries and international donors to make smart choices about when and how to deploy ICTs.

**Enabling Access for All**

If ICTs are to be harnessed as tools of opportunity and poverty reduction, access to information infrastructure, applications and services must be sustainable and affordable. Enabling ICT access for all requires governments to intelligently allocate public resources where necessary, while encouraging private investment wherever feasible. infoDev is helping to develop effective partnerships for these purposes through a variety of mechanisms, including toolkits for regulators and policymakers; research on new models of public-private partnership to finance ICT infrastructure; and research, experimentation and analysis of technological innovations that can expand ICT networks, particularly in rural and underserved areas.

**Innovation and Entrepreneurship**

Private-sector investment and innovation will play a critical role in extending the opportunities provided by ICTs to all segments of society. infoDev assists developing countries and the international donor community in maximizing the contribution and impact of the private sector through direct support for ICT-enabled innovation (the infoDev Incubator Initiative). It also supports this goal through research, policy toolkits, new partnership models, and networking among developing-country entrepreneurs, private-sector investors and the international donor community.

**An Integrated Set of Knowledge Resources**

infoDev's key strategic priority is to support the growth of an integrated set of knowledge resources directly relevant to the needs of its donors and their interlocutors in developing countries. These knowledge resources translate general global knowledge into actionable knowledge directly relevant to donors and policy-makers in developing countries.

infoDev supports a targeted set of activities—workshops, expert consultancies, case studies, pilot projects, monitoring and evaluation exercises—that build upon and add to this knowledge base in an iterative and interactive fashion. In addition, infoDev supports the emergence of broader public communities of practice around these issues through online collaboration tools, targeted workshops and other events, and substantive and financial cooperation with key partner organizations that have rich knowledge resources on these topics.
THE INFODEV INCUBATOR INITIATIVE

Background and Objectives
Throughout the developing world, entrepreneurs are working to establish businesses that are “ICT-enabled”—offering ICT services or, in some way utilizing ICTs as a fundamental aspect of their business model.

While the innovation and drive are there, the obstacles facing such start-ups are often insurmountable. These include: limited and costly access to telecom services, particularly the Internet; burdensome business regulations; an absence of basic business support services; lack of advice, mentoring and best practice guidance; and limited access to appropriate financial resources to help businesses grow to the stage where they can attract institutional investors.

In 2002, in response to these challenges, and with support from the Government of Japan, infoDev launched the Business Incubator Initiative, aimed at fostering ICT-enabled entrepreneurship and private sector development in developing countries. The Initiative has also received additional funds from the governments of Finland and India, along with counterpart funding for individual incubators from local governments, private sector partners, and other donor agencies. As of October, 2006, total contributions to the Incubator Initiative amounted to US$13.5 million.

The Incubator Initiative has supported more than 60 business incubators worldwide. infoDev provides financial and technical assistance to help existing incubators improve and scale up operations; facilitates development of new incubators; encourages innovative local uses of ICTs and entrepreneurship; and has established a knowledge-sharing network among business incubators that supports ICT-enabled SME development. This has culminated in the establishment of the Global Network on Business Incubation, as well as regional networks that allow organizations with similar cultural and regional contexts to share lessons and ideas for how to best operate and affect change in their environments.

The Networks have provided infoDev and the participants with insights into establishing and operating sustainable business incubators, and the challenges facing technology entrepreneurs from across the developing world. infoDev is using this information to develop a rich body of knowledge that can guide policymakers, donors and others as they seek to support and promote ICT-enabled entrepreneurship and innovation in developing countries.

infoDev is also currently completing a large-scale international evaluation of its business incubator initiative. This exercise will yield valuable lessons about how to best promote ICT-enabled innovation and entrepreneurship, and make available monitoring and evaluation methodology and benchmarks that can be utilized beyond infoDev-supported programs.

What is business incubation?
infoDev defines incubation broadly as the provision of targeted services to support ICT-enabled small enterprises. Central to the concept of business incubation is the provision of support for new businesses through the early stages of development and change. This involves helping them to establish and accelerate their growth and success, and then “graduating” them when they reach a certain level of maturity.

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Objectives
The Initiative aims at promoting economic growth by fostering private sector development through the following objectives:

- Improve performance of existing incubators and developing viable programs in developing countries
- Promote knowledge generation & dissemination: good practices, toolkits
- Foster national and international partnerships and networks
- Foster ICT-enabled innovation and development of a new generation of small enterprises as engines for socioeconomic development in developing countries

“Growing economies need innovation…business incubators help by offering solutions for the common people to articulate their genius and turn it into commercial products.”

—H. E. Kapil Sibal, India’s Minister of State for Science and Technology and Ocean Development

2 . The infoDev Global Network of Business Incubators
GRANT PORTFOLIO

Three TYPES of grants have been approved so far. These include:

Operational grants (under RFP announced in February 2003)—for support to existing incubators in developing countries:

Aimed at consolidating the operational and self-sustaining capacity, efficiency, performance and outreach of business incubators through the building and more effective use of ICT skills and ICT-enabled business incubation services.

Capacity building grants (under RFP announced in February 2004 and March 2006) – for support to new and start-up incubators in developing countries:

Aimed at providing financial and technical assistance to new or start-up business incubators and related programs for developing and piloting viable incubation models and processes.

Planning grants (under RFP announced in February 2004) – for support towards the planning of business incubators in developing countries:

Aimed at providing financial support for the planning of self-sustaining new business incubators in developing countries.

An important feature to note is the diversity within the types of organizations receiving grant funding. With an effort to broaden the lessons learned, and to include a wide variety of organizations which are working on different aspects and dimensions of business incubation, the infoDev grant portfolio covers organizations which can be classified into:

- Business incubators
- Science and Cyber parks
- National Associations
- Foundations and not-for-profit organizations
- Universities and research institutions
- Other (private sector, consulting) organizations

Distribution of incubator grants by organization type

Regional distribution of infoDev incubator grants

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<tr>
<td>Middle East and North Africa</td>
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<td>29</td>
<td>72</td>
<td>13,485,000</td>
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</table>
REGIONAL AND GLOBAL WORKSHOPS

As part of the Incubator Initiative, the infoDev Program has adopted a strategy of supporting Regional Workshops and Global Events that bring experts and practitioners together on a platform to discuss major issues relating to Innovation and Entrepreneurship, Business Incubation and the applicability in different environments and countries.

Global Forum on Business Incubation: Creating the Conditions for Innovation

In October 2004, infoDev held a highly successful Global Forum on “Business Incubation: Creating the Conditions for Innovation” in New Delhi, India. This Forum, organized in cooperation with the Department of Science and Technology of India and the Federation of the Indian Chambers of Commerce and Industry, brought together more than 300 entrepreneurs, business incubator managers, venture capitalists and policymakers to discuss the fundamental impediments to innovation and new business creation in developing countries.

Discussions during the Global Forum reinforced several key challenges that SMEs face in growing their businesses that infoDev had identified through its work with business incubators and their tenants, including:

- **Access to Growth Capital** – Scarce overall financial resources to help start-up businesses in developing countries, particularly ICT-enabled businesses, grow to the stage where they can attract institutional investors such as the International Finance Corporation (IFC);
- **Access to Regional and Global Innovation Networks**—Insufficient national, regional and international networking opportunities for ICT-enabled SMEs to exchange best practices and lessons from experience;
- **Access to ICT-Enabled SME Support Services**—Difficulties in raising local public and private sector awareness of the importance of supporting entrepreneurship and SME development as an engine of new economic opportunities through sustainable mechanisms such as business incubators.

The Forum concluded with the launch of ‘The Global Network on Business Incubation for Development’ to support knowledge sharing and other business incubation activities. Participants also signed a Declaration containing a description of goals for a continued and strengthened cooperation on all levels—national, regional as well as international. The declaration also calls for concrete action by governments, donors, the private sector (industry and finance), and infoDev to support development of an environment supportive to business incubation and entrepreneurship.

Regional Workshops

To strengthen the growing network infoDev has organized regional workshops on innovation, entrepreneurship and business incubation.

5 Regional workshops have been held:

- Europe and Central Asia: Kiev, Ukraine (June 2005)
- Middle East and North Africa: Casablanca, Morocco (January 2006)
- Asia: Manila, Philippines (February 2006)
- Africa: Accra, Ghana (May 2006)
- Latin America and the Caribbean: Montevideo, Uruguay (May 2006)

These regional workshops have had the following main objectives: (i) to provide a platform for the exchange and sharing of knowledge and experiences between practitioners, experts, policy makers, donor agencies, partnering organizations, and venture capitalists; (ii) to discuss the opportunities and challenges for promoting entrepreneurship and innovation, and to provide training on key issues; and (iii) to form Regional Networks to further stimulate joint action and resource sharing, and to identify specific issues that would be addressed at the second Global Forum scheduled for November, 2006.

Monitoring, Evaluation, and Impact Assessment

The Global Network uniquely positions infoDev to play a lead role in addressing the constraints to ICT-enabled innovation and new business creation in developing countries, such as access to financing, with its donors and private sector partners. The network provides infoDev with a diverse pool of business incubators and emerging SMEs from across the developing world that can generate lessons learned on providing effective and sustainable business support services.
infoDev has recently commissioned a study on “Innovation and Entrepreneurship in Developing Countries: Impact Assessment and Lessons Learned from infoDev’s Global Network of Business Incubators.”

This assignment on Monitoring, Evaluation and Impact Assessment (MEIA) aims to:
(i) draw lessons from the business incubators in supporting innovation and entrepreneurship in developing countries;
(ii) produce a report that describes this initiative, the global network of business incubators it supports, its impact and opportunities for expanding both the network and infoDev’s support under this initiative;
(iii) prepare 10 detailed case studies of institutions providing entrepreneurship and business development support;
(iv) implement and analyze a monitoring and evaluation survey to incubators supported by this initiative;
(v) build capacity within business incubators and similar institutions that provide services to entrepreneurs and small businesses;
(vi) assess the impact of this initiative, draw lessons learned on key challenges such as the enabling environment; policies and regulations, and on sustainable and effective support for the development of a vibrant network of innovators and business incubators globally.

The instruments developed for MEIA will be made available in the public domain, and institutions will be invited to use them for their own developmental purposes. infoDev also intends to use these tools to attract additional members into its global network in order to broaden the institutional partnerships beyond those that are only receiving grants from the Program.

**Second Global Forum on Business Incubation**

In partnership with the Department of Science and Technology, Government of India, infoDev will be organizing the second Global Forum on Business Incubation in Hyderabad, India. This Forum, scheduled for November 5-10th, 2006, is expected to bring together over 400 practitioners, business incubator managers and experts, policy makers, entrepreneurs, and venture capitalists from about 50 different countries.

The Forum will provide a global platform for exchanging experiences on several tracks including — (i) lessons learned from the organizations within the network and the private sector on their challenges and strategies; (ii) the role of the public sector in fostering innovation and entrepreneurship; (iii) focus on the work being done through the Regional Networks; (iv) discuss specific sectoral and cluster issues [including for example the IT sector/ biotechnology/youth and gender, etc.]; (v) provide training on key issues as identified in the regional workshops [including training of incubator managers, financing/venture capital, sustainability and business models]; and (vi) present the findings from infoDev’s Monitoring and Evaluation study, and drawing out emerging issues for the work program going forward.

### infoDev incubator grantee institutions

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<tr>
<th>Country</th>
<th>Proponent Organization</th>
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<tr>
<td><strong>AFRICA</strong></td>
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<tr>
<td>Angola</td>
<td>National Institute for Employment &amp; Vocational Training (INEFOP)</td>
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<tr>
<td>Ghana</td>
<td>Busy Internet</td>
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<tr>
<td>Kenya</td>
<td>Jomo Kenyatta University of Agriculture and Technology (JUAT)/ Kenya Kountry Business Incubator (KeKoBI)</td>
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<td>Mauritius</td>
<td>National Computer Board (NCB)</td>
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<td>Namibia</td>
<td>IT @ AB Network - Namibia</td>
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<td>Rwanda</td>
<td>Technology and Business Incubation Facility (TBIF)</td>
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<td>Senegal</td>
<td>National Council of Negro Women/International Division (NCNW)</td>
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## infoDev incubator grantee institutions

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<td>South Africa</td>
<td>Voxel Technology Innovation Support Centre</td>
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<td>South Africa</td>
<td>Bodibeng Technology Incubator (BTI)</td>
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<td>Tanzania</td>
<td>World Ahead Consulting Network</td>
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<td>Uganda</td>
<td>Uganda Industrial Research Institute (UIRI)</td>
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<tr>
<td>ASIA</td>
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<td>China</td>
<td>Yangling Business Incubation Center; and</td>
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<td>China</td>
<td>The Tianjin Women’s Business Incubator (TWBI)</td>
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<td>China</td>
<td>Shanghai Technology Business Incubation Association (STBIA)</td>
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<td>India</td>
<td>Indiaco.com (P) Limited</td>
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<td>India</td>
<td>Tiruchirappalli Regional Engineering College–Science &amp; Tech. Entrepreneurs Park</td>
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<td>India</td>
<td>Society for Research &amp; Initiative for Sustainable Tech. &amp; Resources (SRISTI)</td>
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<td>India</td>
<td>Telecommunications and Computer Networks Group (TeNET)</td>
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<td>India</td>
<td>Vellore Institute of Technology (VIT)</td>
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<td>Indonesia</td>
<td>Koperasi Starcall Wartelnet</td>
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<td>Indonesia</td>
<td>Broadband Network System (BNS)</td>
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<td>Malaysia</td>
<td>Universiti Teknologi Malaysia (UTM)</td>
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<td>Mongolia</td>
<td>InfoCon Co., Ltd</td>
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<td>Nepal</td>
<td>IT Professional Forum (ITF)</td>
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<td>Philippines</td>
<td>UP-AFI Joint Experimental Facility - AYALA Foundation</td>
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<td>Sri Lanka</td>
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<td>Sri Lanka</td>
<td>Intermediate Technology Development Group (ITDG) - South Asia</td>
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<td>Thailand</td>
<td>Kenan Institute Asia (KIA)</td>
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<td>Thailand</td>
<td>National Science and Technology Development Agency (NSTDA)</td>
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<td>Vietnam</td>
<td>Center of Research and Consulting on Management (CRC)</td>
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<td>EASTERN EUROPE AND CENTRAL ASIA</td>
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<tr>
<td>Armenia</td>
<td>Viasphere Technopark</td>
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<td>Azerbaijan</td>
<td>Information and Telecommunication Technologies Development Association (INFOTEK)</td>
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<td>Bulgaria</td>
<td>Applied Research and Communications Fund</td>
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<td>Georgia</td>
<td>Civil Society Support Centre / Georgian Technical University Innovation Foundation</td>
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<td>Kazakhstan</td>
<td>SODBI Business Incubator Shymkent</td>
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<td>Kyrgyz Republic</td>
<td>Union Of Business Incubators And Innovation Centers of Kyrgyz Republic</td>
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<tr>
<td>Romania</td>
<td>Business Incubator Centre Baia Mare, Romania</td>
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<td>Turkey</td>
<td>Ankara Cyberpark Inc.</td>
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<td>Turkey</td>
<td>METUTECH</td>
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<tr>
<td>Ukraine</td>
<td>Ukrainian Business Incubators &amp; Innovation Centres Association (UBICA/ICT)</td>
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<tr>
<td>Ukraine</td>
<td>Kharkov Small Business Incubator (Kharkov Technologies)</td>
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<tr>
<td>Uzbekistan</td>
<td>The Association of Business Incubators and Technoparks of Uzbekistan (ABIT)</td>
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<td><strong>LATIN AMERICA AND THE CARIBBEAN</strong></td>
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<tr>
<td>Bolivia</td>
<td>Quipus Cultural Foundation</td>
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<tr>
<td>Brazil</td>
<td>Minas Gerais Incubators Network</td>
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<td>Brazil</td>
<td>Technological Incubator of Popular Cooperatives of the Federal University of Rio de Janeiro – ITCP</td>
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<td>Brazil</td>
<td>Instituto Génesis da PUC-Rio</td>
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<td>Brazil</td>
<td>ANPROTEC</td>
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<td>Chile</td>
<td>Access Nova</td>
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<td>Colombia</td>
<td>INNOVAR and Corporación Bucaramanga Emprendedora (CBE)</td>
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<td>Colombia</td>
<td>Incubadora Parque Tecnológico Del Software De Cal (Parquesoft)</td>
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<td>Colombia</td>
<td>Corporación para el Desarrollo de Tunía (Corpotunía)</td>
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<tr>
<td>Costa Rica</td>
<td>Comisión Asesora en Alta Tecnología de Costa Rica (CAATEC)</td>
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<tr>
<td>Dominican Republic</td>
<td>Cyberpark of Santo Domingo</td>
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<tr>
<td>Ecuador</td>
<td>NCQVAL, EMPRENDER, STRATEGIA BDS, Ecuadorian Network of Incubators,</td>
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<tr>
<td>Mexico</td>
<td>University of Guadalajara</td>
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<tr>
<td>Panama</td>
<td>Panama Technology Business Accelerator – PTBA</td>
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<td>Paraguay</td>
<td>Fundación Enlace</td>
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<td>Peru</td>
<td>Centro de Innovación y Desarrollo de la Pontificia Universidad Católica</td>
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<tr>
<td>Uruguay</td>
<td>Ingenio–Incubadora de empresas IATU – ORT</td>
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<td><strong>MIDDLE EAST AND NORTH AFRICA</strong></td>
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<td>Iran</td>
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<td>Jordan</td>
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<td>West Bank and Gaza</td>
<td>The Palestine Information and Communications Technology Incubatio</td>
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Dev’s Global Network of Business Incubators

Description of projects and institutions receiving grants
AFRICA
**ANGOLA**

Grantee: Instituto Nacional do Emprego e Formacao Profissional (INEFOP)

Grant: Capacity Building Grant; Grant Amount: $100,000

Contact: Ms. Corina Jardim, INEFOP (National Institute for Employment and Vocational Training)
Email: INEFOP@snet.co.ao; corinajardim@hotmail.com

Project Website: http://mirror.undp.org/angola/

The Angola Enterprise Program, a Public-Private Partnership between UNDP, Chevron and the Government of Angola, seeks to promote the development of a diverse, robust, micro, small and medium enterprise sector in Angola. This will be achieved by supporting a process to build consensus around a common vision and a national strategy for micro and small business development. Within this overall framework of the Angola Enterprise Program, a first-ever INEFOP-PEA Business Incubator has recently been established in Luanda. This business incubator is to serve as a demonstration model developing viable incubation models and processes and is to be managed by well-trained local staff, with short-term technical backstopping support by an international expert. The aim is to leverage the local and global expertise to build the capacity of local staff and tenants of the business incubator. For the first 18 months of operation, it will be funded and implemented in the framework of the Angola Enterprise Program (AEP). The infoDev funded work program is part of their resource mobilization plan for the period ending June 2007, when the AEP financing is to be phased out.

**Project Objectives**

Short term: Within one year of infoDev financing:

- Brick and mortar related physical infrastructure renovation and recruiting a small number of competent personnel to operate and manage the business incubator
- Deploying a management information system and training of staff and incubator tenants/clients on basic computing and web-development skills
- Creating innovative and diverse enterprises (8 incubated and 12 pre-incubated enterprises) and supporting tenants (incubated, pre-incubated and virtual/external) with continuous capacity-building training and other business development services
- Promoting activities to raise greater awareness of business incubator by using communication channels and marketing outreach strategies to attract clients and encourage donors and strategic partners to invest in INEFOP-PEA business incubator and in establishing other business incubators in Luanda and in other parts of the country

Medium to long term:

- Implementing a business network on national and international scope to facilitate commercialization of products developed in an incubator;
- Generating employment, Promoting e-commerce; increasing research capabilities and developing critical paths for graduating tenants
- Promoting the adaption of the business development processes developed in other parts

The incubator is to serve as a one-stop business service center, offering a comprehensive range of non-financial business services to assist entrepreneurs start, improve and expand their businesses. The range of BDS services planned include - Entrepreneurship and enterprise development training (currently offering UNCTAD EMPRETEC Entrepreneurship Training Workshop or popularly known as ETW); Business advisory and consultancy services; Credit facilitation; Linkages and referrals; and other services depending on demand of entrepreneurs. It may be noted that small and medium entrepreneurs are the target clientele of the incubator, although micro-entrepreneurs will be served depending on available donor resources. Key client focus would be small and medium high-growth-oriented local enterprises or businesses to serve as successful role models. The services are to be fee-based.

**Partnerships**

- Instituto Nacional do Emprego e Formacao Profissional (INEFOP) or National Institute of Employment and Professional Training is a public institute with a legal identity and administrative, financial and management autonomy to execute the policies and programs to promote employment and vocational training. It is under the Ministry of Public Administration, Employment and Social Security (MAPESS)
- Angola Enterprise Program (AEP) or Programa Empresarial Angolano (PEA) is a Public-Private Partnership between UNDP, Chevron and the Government of Angola primarily aimed at creating a robust and diverse micro, small and medium enterprise sector.
GHANA

Grantee: BusyInternet Ghana Limited

Grant: Capacity Building Grant. US $300,000
Contact: Ms. Estelle Akofio-Sowah, Managing Director
Email: Estelle@busyinternet.com
Project Website: www.busyinternet.com; Project website: www.busyinternet.com/incubator

BusyInternet Ghana, a private Ghanian company, was established in 2001 and is a joint venture between Ghanian investors and BusyInternet International. Its mandate is to promote social and economic development in Africa through information and communication technology applications. The overall approach is that of facilitation through a combination of physical infrastructure including electricity and bandwidth and the social environment of experts and entrepreneurs. BusyInternet Ghana focuses on providing the appropriate resources for businesses and organizations to execute their core competencies and enhance their skills. Over the last 26 months, BusyInternet has facilitated the setup and growth of 11 information and communication technology companies. It is the leading technology incubator in Ghana and has established a clear market differentiation providing its mix of tenants with a unique environment of networking opportunities and a competitive edge over similar businesses in Accra. To date, five companies have been successfully incubated. At present, it has six tenant companies in its portfolio.

Partnerships
Fidelity Investment Fund I (investor) is a local Ghanaian investment fund that is aggressively moving to invest in new ventures with a special focus on information and communication technologies (ICT). Databank Financial Services (investor) is the leading financial service company in Ghana. Soft Tribe (partner) is led by Joe Jackson and Herman Chinnery-Hesse and is the leading software development company in West Africa with a range of retail products including point of sale, accounting, stock and more. It developed the Limpopo software that runs BusyInternet’s accounting functions.

Project Objectives
The infoDev-funded work program is to enable BusyInternet to become a leading business incubator in Africa reducing the failure rate of early-stage companies and speeding up the growth of companies that have the potential to become substantial generators of employment and wealth. Specifically the objectives are the following:
- to provide quality services, expertise and information to start-up companies that will help them organize and manage their businesses professionally;
- to build the institutional capacity of BusyInternet as well as that of the incubating companies;
- to provide networking opportunities for access to technological innovations, markets and business incubation associations;
- to expose start-ups to investors and other sources of funding;
- to create a resource database for tenants’ companies to access data on industry best practices;
- to educate both private and public sector leaders about the value of supporting the small business incubation concept and process in order to promote integration of ICT in business for economic development.

Activities Completed and Milestones
- BusyInternet has launched its first 18-month intensive program with clear objectives, rules and obligations and has selected 4 young innovative companies from a pool of 17 applications.
- The four companies are Runway 14 New Media; Childnet Electronic Publishing Limited; Top-Up TeleCenter Limited; and IT-Westgroup.
- Each participant in the 18-month program is to receive a minimum of US$45,000 in technical assistance in the areas noted below and is also required to contribute 10% from its own resources toward total program costs:
  (a) customized training and professional assistance that is to include hands-on help with the use of ICT in business development; assistance with product design, marketing and branding; managerial skills and technology requirements;
  (b) low-cost infrastructure including office facilities; high-speed bandwidth; business services (copy center, prominent address and central business location, advertisements using online banners etc.) and a conducive entrepreneurial environment;
(c) support for obtaining financing and networking opportunities to foster business growth and profits, awareness raising and knowledge sharing on challenges of supporting ICT-related innovations in Ghana;
(d) training and capacity building including mentoring and guidance on ICT policy issues and access to legal and corporate advice by experienced, successful business persons.

An awareness and capacity-building event

- In addition to the focused 18-month program, BusyInternet has also planned activities to increase publicity on the concept of incubating small businesses using ICT in entrepreneurship. This includes learning and knowledge sharing on lessons and challenges of creating and supporting small, innovative ICT businesses within Ghana’s particular developmental environment through the following:
  (a) educating key media players on supporting related innovations in business through properly focused emphasis in SMEs on business incubation reporting;
  (b) sponsoring a series of luncheons for top policy makers and government officials to sensitize them to issues of business incubation and ICT-related business innovations;
  (c) holding public workshops and conferences to promote the business incubation concept and use of ICT in business development in Ghana;
  (d) publicizing infoDev’s business incubation program in collaboration with GINKS (an ICT advocacy initiative) through BusyInternet’s cyberseries year-long program;
  (e) exposing incubated businesses to international forums such as the soon-to-be-held World Summit on the Information Society in Africa preparatory conference in Accra in early February 2005.

- BusyInternet has been in consultations with the Ministry of Communications on the establishment of the government’s technology incubator at the Ghana Multimedia Centre.

- Busy Internet will be performing as a member of the recently formed Incubator Governing Council set up by government to oversee business incubation in Ghana and will attend quarterly briefing sessions.
## Indicative portfolio of busyIncubator Ghana

<table>
<thead>
<tr>
<th>Name of Client/tenant Company</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childnet Electronic Publishing Co. Ltd.</td>
<td>Pioneers interactive educational software development on CD-ROMs in Ghana with a vision to be the leader in content and interactivity and the best priced educational software in West Africa.</td>
</tr>
<tr>
<td>Event PmG</td>
<td>Sells unique invitation cards for all occasions.</td>
</tr>
<tr>
<td>Top Up Business Services</td>
<td>Leading ICT integrated service provider offering the most comprehensive range of business services under one roof at all its outlets (100 to be established throughout Ghana in the next 48 months).</td>
</tr>
<tr>
<td>Runway 14</td>
<td>Animators, copywriters, designers, musicians, new media artists, programmers, television producers, video jockeys and conceptual urban philosophers located in Accra, Amsterdam, Devon, Helsinki, Johannesburg, London and Los Angeles.</td>
</tr>
<tr>
<td>BusyLab</td>
<td>Researches and develops web-based applications for emerging markets. They are currently working on a number of private and public sector initiatives to build appropriate software solutions for the Ghanaian market.</td>
</tr>
<tr>
<td>Cyterra Solutions</td>
<td>Provides advanced web development, e-learning and database applications for SMEs.</td>
</tr>
<tr>
<td>Ecoband Networks</td>
<td>Provides connectivity services and solutions for Internet service providers and broadband Internet protocol networks within the Economic Community of West African States. Ecoband Networks is the local agent/distributor for Card USA, Ceragon Networks, Derwa Communications, eKa Ltd., IP Planet Network, Q-Kon, and RAD Data Communications.</td>
</tr>
<tr>
<td>African Learners Online</td>
<td>Offers solutions that support learning and training for individuals and organizations. The company cooperates with European and African publishers and content providers of textbooks to provide electronic books in all disciplines for degree and non-degree students.</td>
</tr>
<tr>
<td>Teledata</td>
<td>A telephone distribution company that sells all kinds of mobile phones and phone cards.</td>
</tr>
</tbody>
</table>
KENYA

Grantee: Jomo Kenyatta University of Agriculture and Technology

Grant: Planning Grant. US $100,000
Contact: Dr. Atieno Ndede-Amadi; Associate Professor of Information Technology
Email: ceo@jkuat-cbi.co.ke
Website: www.jkuat.ac.ke; Project website: http://www.jkuat-cbi.co.ke/index.php

Jomo Kenyatta University of Agriculture and Technology (JKUAT) started operations in 1981 as a diploma awarding institution in the fields of agriculture and engineering. In 1989, it was elevated to the status of a university college, and in 1994 it was established as a full-fledged university. Its facilities have been funded through grant aid and technical cooperation programs with the Japanese government. The mandate of the infoDev Incubator Initiative work program in Kenya is the creation of the Jomo Kenyatta University of Agriculture and Technology Center for Business Innovation (JKUAT-CBI). CBI is to be a public, not-for-profit center co-sponsored by government departments, non-profit organizations and private investors for the primary purpose of sustained economic development and job creation. It will involve successful entrepreneurs, lawyers, accountants, bankers, scientists and other professionals in providing expertise to its members. The planned center is to be a hybrid incubator in that it will provide its membership with access to government as well as private sector funding and other resources. The emphasis of the work program is to be on innovative technology applications and transfers providing opportunities for university researchers and associated groups. It is planned to provide start-up business opportunities for alumni of JKUAT and other Kenyan universities, among others. The incubator is to be strategically focused on the cutting edge of thinking about how to support small business development and about the use of information and communication technologies (ICT) in community development with an emphasis on innovation.

Partnerships
CBI is to be created with assistance from the African Institute for Capacity Development, the Kenya Private Sector Alliance (KEPSA), Kenya Industrial Estates (KIE), the Ministry of Finance of the Government of Kenya, and the United States Agency for International Development (USAID).

Project Objectives
The broad aims of the JKUAT-CBI incubator are to help address the sustainable economic development issues raised by the Kenyan government in its poverty reduction strategy process and to help achieve the objectives outlined in it. For example, lack of financial services and access to commercial lending for small businesses, women, youth and the disabled has been identified as one of the major constraints to growth and productivity in Kenya. Specifically, the objectives for CBI include the following:

- to stimulate economic activity in Kenya, generate employment and leverage ICT to facilitate the integration of local businesses into the global knowledge-based economy;
- to develop human and institutional capacity for promoting and enabling the appropriation of ICT for small enterprise and e-business development;
- to foster entrepreneurship, business innovation, investments and private sector development particularly in small and medium-sized enterprises (SMEs);
- to provide a strong demonstration effect leading to improved ICT policies that encourage investment in and the growth of the local small business community;
- to promote equality and diversity in business development by actively engaging disadvantaged groups in the incubation process including youth, women, and people with disabilities;
- to address the business support needs of small enterprises and emerging entrepreneurs among groups that are underrepresented in the business community;
- to facilitate multi-stakeholder consensus, collaboration, decision making and action in order to mobilize resources and increase access to ICT infrastructure and better service delivery to small businesses;
- to promote networking and knowledge dissemination regarding the effective application of ICT skills and related services for achieving business competitiveness in particular and for socioeconomic development in general.
The targeted disadvantaged groups include the following:

- **Women**: Women constitute 51% of Kenya’s population hence their economic empowerment is critical. Only 29% of formal employment positions are occupied by women (most women work in the informal sector where there is an acute lack of social security and access to credit facilities).

- **Youth**: In the 1998 census, youth aged 15–25 years represented 22% of Kenya’s population. The youth are not adequately absorbed into public service, and the private sector has been unable to create employment due to poor national economic performance.

- **Disabled**: People with disabilities constitute approximately 10% of the national population. Because national statistics have neglected to identify this group, it has not been incorporated into planning resulting in inadequate budgetary allocations and gross unemployment.

**Activities Completed and Milestones**

- The Kenya Country Business Incubator initiative was conceptualized in the infoDev proposal of January 2004 that was subsequently funded for up to 18 months.

- Following the funding, stakeholder institutions were identified and the organizational structure of the incubator was institutionalized. A board of trustees, an executive management committee and several technical committees were appointed.

- Since receiving infoDev funds, JKUAT has engaged in an intensive campaign to bring in partners like the Investment Promotion Center (IPC), the African Institute for Capacity Development (AICAD), the Kenya ICT Trust Fund, NEPAD Kenya, Deloitte and Touche and a number of government and educational institutions.

- On November 2, 2004 the Kenya Country Business Incubator (KeKoBI) secretariat held a stakeholders’ forum to brainstorm the way forward for this incubation initiative. The forum attracted 40 participants drawn from diverse backgrounds and sectors of the economy including research and academia, the private sector, NGOs etc.

- On December 9 and 10, 2004, the secretariat organized a second workshop with the objective of educating stakeholders in business incubation. This two-day workshop took place in Nyeri. An incubator expert from South Africa, Mr. Ben Zaaiman (the CEO of Softstart Trust) shared the incubation experiences of South Africa, the leading country in Africa in the number of business incubators (at 22 and growing). It is at this forum that participants adopted the proposed organizational structure of our incubator to include a board of trustees, an executive management committee, a chief executive officer, a technical committee coordinator and the technical committees as its framework institutions.

- The organizational structure of KeKoBI as conceptualized and adopted at the Nyeri workshop has been reviewed and subsequently revised at the suggestion of infoDev to a less top-heavy model. infoDev suggested at the planning stage that what was needed was a capacity-building structure rather than a heavily bureaucratic one. Based on those recommendations, the secretariat revised the organizational structure.

- Technical committees formed at the Nyeri workshop met at scheduled monthly meetings and at a number of unscheduled ones. At present, the identified convergence project is an e-water systems project that was initially proposed by the chairman of the central water board and for which a project proposal document has been developed.

- To implementing this project, a memorandum of understanding was signed for a working relationship with e-water systems to help with training and the development of their management systems.

- In the e-water project, opportunities have been identified to conduct training programs on water systems and management for several stakeholders including community-based organizations (CBOs) as water service providers, non-governmental organizations in their dealings with CBOs and government officials such as provincial and divisional water officers who provide possible avenues for generating revenue streams for KeKoBI.

- KeKoBI participated in the formation of the Africa Region Business Incubator Association in Pretoria, South Africa in April 2005.

- The main question that the incubator faces today relates to financial sustainability and the challenge of identifying viable revenue streams.
Additional grant approved in March 2006

Given the success of business incubation initiatives in developed and emerging economies in employment and wealth creation, the Jomo Kenyatta University of Agriculture and Technology (JKUAT), with infoDev financing as noted above, has taken the lead by instituting a national level business incubator initiative with two main objectives: a) to spearhead the proliferation of business incubators nationally; and b) to develop a real life example of a business incubator focused on software development.

The Jomo Kenyatta University of Agriculture and Technology (JKUAT) has received an additional $125,000 for its next phase of activities related to capacity building that includes:

Business Incubator Operations and Assistance to Tenants:

- **Improve business incubation management skills** to promote sustainability, to leverage ICT in core operations and to enable the transfer of these skills to tenants. This will be primarily achieved through a six month incubator manager trainee program for six managers.

- **Forge collaborations** between the business incubator and strategic partners such as universities both national and international. The national universities include the Catholic University of Eastern Africa, African Nazarene University, Kerin Women’s Information Technology University and the United States International University. The international universities include the Department of Software Engineering of the University of Witwatersrand in South Africa; the Softstart Trust incubator in Pretoria, South Africa.

- **Enable business incubators to leverage local and global expertise** through the procurement of consulting and staff services to establish, enhance or expand its business model, delivery of value-added services, including ICT-enabled services and ability to assess and respond to the needs of tenants.

- **Improve communication channels** to more effectively reach out to, and attract prospective tenants and strategic partners including universities and private investors, by implementing effective networking and marketing strategies.

- **Develop value-added services** that help prepare tenants for graduation from the incubators; contribute to the sustainability and success of the business incubators.

- **Effective monitoring and evaluation of operations** to ensure delivery of value-added services to tenants, 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.
MAURITIUS

Grantee: National Computer Board
Grant: Capacity Building Grant. US $100,000
Contact: Mr. Kemraz Mohee, Executive Director, National Computer Board
Email: ncb01@ncb.intnet.mu
Website: http://ncb.intnet.mu/, Project website: http://ncb.intnet.mu/

The National Computer Board (NCB), the implementing institution for infoDev Incubator Initiative work program in Mauritius, was established under the National Computer Board Act of 1988. It is a parastatal organization under the Ministry of Information Technology and Telecommunications and is administered by a board of directors. The role of NCB is to e-power people, businesses and the public sector by developing and promoting information and communication technologies (ICT) and ICT-related services in line with national goals and policies. NCB is a key enabler in transforming Mauritius into a cyber island and, among others, advises the government on the elaboration of national policies for the development of the ICT sector.

Partnerships
Multilateral Organizations
- The United Nations Development Programme (UNDP) provided upstream policy support and developed a strategic plan.

Project Objectives
- Assess existing facilities and services offered to technology start-ups at the NCB Incubator Center and examine ways to enhance them.
- Evaluate the capacity-building needs of start-ups and incubator management teams, devise training plans in line with business and marketing perspectives for the long-term sustainability of the ICT sector across the country and develop partnership strategies.
- Strengthen existing networking facilities between institutions (local and international) and receive advice on long-term development addressing issues such as clustering and capacity building with international institutions.

Planned Activities and Milestones
- **Attracting start-ups in the ICT sector:** The center plans to accommodate eight technology start-ups. To date, it has accommodated 13 enterprises. The incubator management team manages the center and reports to the incubator management committee for project approval and policy decisions.
- **Promoting and encouraging young and potential entrepreneurs to set up new business in the ICT sector:** The center will create a pool of national entrepreneurs for employment, income and wealth creation through a two-phased approach. The first phase is to include an appraisal of existing facilities and services offered at the center to start-ups; creating strategic plans for the center including marketing, networking and partnership and formulating training and expansion plans for tenants and the management team.

The direct beneficiaries of this project are the tenants and the center’s management team. NCB also plans to include new and potential technology start-ups at the cybercity of Ebene to enhance their knowledge and expertise in the long term and to promote knowledge transfer. The main activities targeted by the cybercity include ICT-enabled services including software development, call center operations and business process outsourcing, call center operations and business process outsourcing.

**Featured In the News:**

Africa Looks to Incubators to spark ICT
John Yarney, March 17 2005

infoDev is chartered to help developing countries maximize the impact of ICTs in combating poverty and promoting broad-based sustainable development. That concept is fundamental to Africa’s budding incubation-center projects.

Mauritius, for example, identified ICT as having the potential to sustain economic development and is promoting the ICT sector as a new economic pillar, according to Roshan Seebaluck, the assistant manager of Mauritius’ National Computer Board and ICT Incubation Center.

Developments in the Mauritian ICT sector, including the incubation center, business process outsourcing activities and the growing interest of foreign investors in the local market, are expected to increase employment, Seebaluck said. Seebaluck expects the ICT sector to require 7,000 workers to 13,000 workers by 2006.

“Assuming a ratio of one IT professional to two supporting staff, total employment that would be required in the economy would range from 22,000 to 39,000 by year 2006 within the ICT sector,” said Seebaluck. Read More
NAMIBIA

Grantee: Information Technology in African Business (IT@AB) Network Namibia

Grant: Planning Grant. US $100,000
Contact: Tom Mukaiwa, ITAB Interim Chairman
Email: tom.mukaiwa@bits.com.na
Website: http://www.it-ab.net/ Project Website: http://www.bits.com.na/infoDev/Default.aspx

IT@AB stands for Information Technology in African Business and is made up of 33 organizations in the Southern African Development Community (SADC) region drawn from the private business sector, trade promotion, universities, Internet service providers (ISPs) and training Institutions. IT@AB is an initiative of inWent Capacity Building International which is supported by the German Ministry of Economic Co-Operation. The primary focus of the network is to reduce the digital divide between Africa and the developed world. IT@AB seeks to enable small and medium-sized enterprises (SMEs) and small enterprises (SEs) to participate in the global digital economy. Since the beginning of 2004, IT@AB has been preparing to set up business incubators in each member country. The purpose is to take a number of high potential SMEs and SEs and through intensive training and skill transfers turn them into very effective and sustainable enterprises. Each incubator is to be e-business enabled and turned into a global player. The infoDev-funded work program is to create a Namibian incubator with a view to incubating selected SMEs by delivering effective training in business skills and by enabling them to leverage the benefits of ICT. The work program is intended to result in incremental, replicable, sustainable development across the country.

Partnerships
The Namibian IT@AB Network is made up of four organizations:
- Business Information Technology Solutions Private Limited (BITS);
- University of Namibia (UNAM);
- Telecom Namibia;
- NetAcademy.

Project Objectives
The overall aim is to establish a business incubator service to promote business innovation and private sector development in Namibia by integrating and effectively using ICTs in business and small enterprises. The aim is to address the business support needs of small enterprises and emerging entrepreneurs, especially among groups that are under-represented in the business community. The specific objectives of this program include the following:
- prepare a detailed implementation plan for a Namibian infoDev incubator including procuring a physical location and enlisting up to 10 Namibian tenants or business enterprises;
- develop one or two optimal, sustainable business models for Namibian SEs and SMEs;
- create effective, documented and replicable multiplier mechanisms that foster a mushrooming effect of ICT-enabled, sustainable SMEs that will create jobs;
- produce courseware for the effective transfer of business and sustainability skills;
- create a repository of business intelligence relevant to the Namibian business climate and share the repository with the infoDev and IT@AB networks.
As part of its efforts to rebuild the country, the Government of Rwanda has developed “Vision 2020” with emphasis on the development of entrepreneurship and private sector promotion. In this vision Rwanda has identified information and communication technology as a cross cutting theme in all sectors of the economy. In contributing to this vision the Kigali Institute of Science, Technology and Management (KIST) established the Technology and Business Incubation Facility (TBIF) under the Center for Innovation and Technology Transfer (CITT). Funding for TBIF has been secured from the Government of Rwanda through KIST and support from the Government of the Netherlands through Nuffic. The Nuffic funds are aimed for a period of two years, from 1 April 2005 to 31 March 2007.

infoDev funding will support capacity building, technical assistance, website and collaborative tool development, project management and related costs.

### PARTNERSHIPS

- **Technology and Business Incubation Facility (TBIF)** (non-profit organization): The Technology and Business Incubation Facility (TBIF) was established in April 2005, jointly by the Government of Rwanda, through the Kigali Institute of Science and Technology (KIST) with the support from the Government of the Netherlands.
- **CAPMER**: This is a government institution charged with the development of small and medium enterprises in Rwanda that has committed to work with TBIF. The other partnerships includes the Rwanda Private Sector Federation (RPSF).

### Project Objectives

The overall objective of the Technology and Business Incubation Facility (TBIF) project is to integrate ICT in all its business processes and that of its clients/tenants. This will enhance the outcomes, impact and outreach of the TBIF to the target community of graduates from all institutions of higher learning in Rwanda. Within this, the three specific objectives include:

- **Building a modern ICT infrastructure for the TBIF and its tenants/clients, including the recruitment of a small number of technocrats**
- **Designing and implementing modern management information and accounting systems; training of staff and clients on effective use of PCs, internet and business systems**
- **Using the TBIF website for outreach to tenants/clients by providing online learning resources; moderated forums to provide guidance to entrepreneurs and modular e-commerce courses for tenant/client businesses; and introduction of E-learning systems.**

### Activities Completed and Milestones

- **Technology and Business Incubation Facility (TBIF)**, as part of the Kigali Institute of Science, Technology and Management (KIST), has established the Center for Innovation and Technology Transfer (CITT) which has a good reputation in the country and abroad, particularly in the development and dissemination of appropriate technology.
- **Parallel to the TBIF**, KIST initiated the Enterprise Development Fund (EDF) to assist graduates with Business Plans from all Institutions of higher learning to enable access to funding without necessarily the physical collateral requested by the commercial banks. The EDF provides financing to TBIF clients, while the TBIF is acts as the advisory body. This provides the TBIF with a unique networking, public relations and marketing possibilities.
SENEGAL

Grantee: International Development Center of the National Council of Negro Women/International Division Senegal Office

Grant: Planning Grant. US $70,000
Contact: Cynthia Ferguson Colas, International Development Center Director; Mamadou Sarr, Program Manager
Email: ccolas@ncnw.org, ncnwwaro@sentoo.sn
Website: http://www.ncnw.org, Project website: http://www1.telecomplus.sn/ncnw/waro.htm

The International Development Center (IDC) of the National Council of Negro Women (NCNW) through NCNW-Senegal is implementing a year-long planning project titled Creating an Enabling Space for Young Entrepreneurs (EYE). Its purpose is to plan the development of a business incubator that provides services to new and existing enterprises, especially female-owned/operated businesses, to enable them to access and use information and communication technologies (ICT) to develop their businesses and penetrate global markets. This project is directly linked to the NCNW-Senegal strategic program and is designed to produce a fully elaborated strategic and operating plan for the development of a business incubator in the St. Louis region of Senegal.

**Partnership**

NCNW, founded in 1935, is a voluntary, non-profit organization with a mission to advance the opportunities and the quality of life of African American women, their families and communities. NCNW fulfills this mission through research, advocacy, national and community-based services and programs in the United States and Africa. With its 38 national affiliate organizations and its more than 200 community-based sections, NCNW has outreach to nearly four million women, all contributing to peaceful solutions for the problems of human welfare and rights.

**Project objectives**

The overall objective of the infoDev-funded work program is to build on the progress made by the EYE program and to further plan the development and start-up of a business incubator. The services and programs offered to tenants and other clients of the incubator will be geared to expanding the use of ICT to enhance the viability and development of SMEs with an emphasis on women’s entrepreneurial development. Planning is to be broadly participatory involving relevant Senegalese national and local government representatives; public and private sector partners; institutions in the region and potential incubator tenants and clients.

**Planned Activities and Milestones**

The overall success of this project as well as the eventual development of the business incubator will depend upon the development of a web of partnerships within a community of stakeholders operating at the local, national and international levels. Participatory methods embedded in the design of the EYE project will lay the foundation for the creation of that community of stakeholders. The project will consist of four main sets of activities:

1. **Building a community of stakeholders:**
   Information and sensitization campaigns are to target women in business, young artisans and their families, public sector representatives, business and artisan associations and networks, educational and vocational training institutions, potential investors and donors.

2. **Market analyses:**
   Assessments of existing and latent needs for ICT-based incubation services and of the pool of potential tenant/client services are to be provided through the incubator. Market research is to help identify economic sectors and to target niche areas and services the incubator will deliver. Market surveys using participatory approaches are to be used to ensure that the stakeholders play a substantive role in defining and shaping the packages of services the business incubator provides.

3. **Strategic planning:**
   This will involve the adoption of immediate and long-term business and capital development strategies including marketing, operation and management of incubator services, business planning and facility development plans.

4. **Incubator facility design:**
   Working with government services and the stakeholder community, site selection criteria are to be determined and detailed specifications for facility design are to be developed.
## Additional grant approved in March 2006

The end result of this planning project is to be a fully elaborated development plan for a business incubator specially designed to address the needs of female entrepreneurs. A related objective is to implement the project in a participatory manner so that the process itself enhances support for the business incubation concept and its development. In addition, the project is to advance community and entrepreneurial knowledge of the economic environment, conditions for effective participation in global markets, and ICT-based services and business enhancements. Stronger partnerships between public and private sector players are another expected outcome of the program.

As a follow-up to a one-year planning project for the creation of an incubator for women-owned small and medium business enterprises in Saint-Louis, Senegal, with the support of the infoDev Planning Grant, the National Council of Negro Women – Senegal (NCNW/Senegal) has received financing for its proposed second phase, to implement and operate the business incubator that will provide assistance to tenants to receive mentoring and training in all aspects of business management and marketing, leveraging information and communication technologies (ICT) in its core operations. The Women’s Business Center (WBC) in Saint-Louis, Senegal will serve as a focal point for women owned enterprises and women entrepreneurs to start up and grow their businesses. By leveraging information and communication technologies (ICT), it will enable these businesses to have greatly improved access to local, regional, national and global markets, capital and information.

The Incubator will provide 15–25 small business clients with office space, shared services and expert mentoring in all aspects of business management. Equipped with high-speed Internet access, WiFi, computers with telecommunications capabilities, and other state-of-the-art IT equipment, the Incubator will provide needed ICT access and education to enable women entrepreneurs to create and grow sustainable SME businesses. The WBC will focus on high value-added businesses owned, operated and managed by women residing in Saint-Louis or the surrounding region.

The primary objectives of the Incubator include:

- Graduate 5 to 15 women-owned businesses per year
- Contribute directly and indirectly to job creation in Saint-Louis
- Strengthen effective collaboration with partner organizations
- Promote access to current ICT technologies for incubator businesses
- Increase understanding of how to use ICT to manage a business and leverage business growth
- among incubator clients
- Mitigate market barriers for incubator clients, resulting in improving access to markets (local, regional, global), management and entrepreneurial skills; improved access to capital for equipment; improved access to funding for business growth; and
- Increase interest in and comfort with ICT, especially among women and youth
SOUTH AFRICA

Grantee: KwaZulu-Natal Innovation Support Centre (KZNISC), Voxel Technologies

Grant: Operational Grant. US $400,000
Contact: Steve Giddings; Project Coordinator
Email: steve@innovation.org.za.
Website: www.innovation.org.za

In South Africa, the **Southern African Technology Incubator Network (SATIN)**, which consist of three ICT Incubators – Bodibeng Technology Incubator (formerly BrainWorks) (BTI), KwaZulu-Natal Innovation Support Centre (KZNISC) trading as Voxel Technologies, and SoftStart IT Incubator, have been funded under the *infoDev Incubator Initiative*. This project proposes to use ICT to enhance the current capacities of the existing high technology incubators in South Africa, and to use ICT to transfer this knowledge and learning to other incubators. This will have a measurable impact on the success rate of these incubators in their attempt to eradicate poverty and to uplift people from previously disadvantaged groups. The *Godisa program* (the SA government incubation agency, which also represents a number low tech incubator) supports this project and assist in the eventual transfer of the results of this project to these incubators. BrainWorks Technology Incubator, Voxel Technologies Innovation Support Center is providing the resources for development portion of the project, while SoftStart is to participate as a lead user during the implementation phase.

**Project Objectives**

This project plans to use ICT to enhance the current capacities of the existing high technology incubators in South Africa, and to use ICT to transfer this knowledge and learning to other incubators that operate with survivalist entrepreneurs. This will have a measurable impact on the success rate of these incubators in their attempt to alleviate poverty and to uplift people from previously disadvantaged groups. Specifically the objectives include:

- Develop and implement a domain management system which will empower the incubator, as leader in the local business community, to manage the interactions actively between community members and promote information flow between them.
- Establish and develop the basic infrastructure (both IT and management processes) for a satellite Incubator associated with Voxel technologies. The satellite Incubator will rely on the Domain Management System in order to deliver services and products in the cost effective way to clients which are remote from the head office Incubator. This will be the platform to provide value and reach underdeveloped, remote and PDI community entrepreneurs in a cost effective way.
- Disseminate their learning and technologies developed to a low-technology incubator in order to show how ICT technologies can be used in a practical matter to alleviate poverty by helping survivalist entrepreneurs to become viable businesses.
- Use the information sharing platform as a pilot for a future portal to be used by provincial and local government for them to manage their community or the residents in a particular area to enhance learning between the various incubators in South Africa through working collaboratively on this project.

**Partnerships**

- The proponents of the South Africa Technology Incubator Network consist of three ICT Incubators (KwaZulu-Natal Innovation Support Centre, Bodibeng Technology Incubator, and SoftStart IT Incubator). It is supported by the government’s incubation agency, Godisa. The first two of these incubators will be providing resources for development portion of the project, and SoftStart will participate as a lead user during the implementation phase.

The original proposal was a joint project between BTI and the KZNISC, with the backing of local, provincial and national government. Despite the management changes that happened at BTI that happened at the same time of the project launch, all parties continued to be committed to the project. The Departments of Economic Development and Tourism of both eThekwini Municipality as well as the KwaZulu-Natal provincial government had committed monies to the project and eThekwini’s promised money was also received. Fresh contracts were drawn in the month of June 2004 and the project was re-launched on July 2004.
Planned Activities and some milestones

The main activities planned within the project relate to the following four categories:

- Develop and implement a web portal based domain management system (DMS). This will be piloted at the proponent ICT incubators (BTI, VT and Softstart) as well as another Incubator operating in the low-tech, survivalist entrepreneur area that is to be identified. The DMS aims to improve relationship and information networking, and knowledge gathering and dissemination.

- Create comprehensive training courses for the use of ICT to build on the current institutional and managerial and technical capacity as well as for clients. This is to be done using the assistance of local and international experts. Assistance is also to be sought from a team consisting of local and international experts. Whenever applicable the course content is to be disseminated and delivered through the above domain management system.

- Utilize the local and international experts to develop an appropriate model to further expand KZNISC’s existing ICT facilities and to examine its role for medium to long term sustainability. In particular, plans are being charted to seek global partners to support ICT and engineering software development through the retention and attraction of new ICT and engineering software skills through global outsourcing of ICT contracts and the establishment of Joint Ventures with global partners. Once suitable partners are identified, networking with these partners is planned to be facilitated through the above domain management system.

- To expand the reach of KZNISC, it is to develop an ICT platform and incubation tools for a satellite innovation support center in the Pietermaritzburg area at a distance of about 50 miles. This is to be used as part of the pilot site for the implementation of the domain management system, and will also serve as a model for a proposed satellite Incubator to be established by the BTI. The initiative will explore the role that ICT can potentially play in reducing incubation costs and improving efficiencies by following a satellite incubation strategy.
SOUTH AFRICA

Grantee: Bodibeng Technology Incubator (BTI)

Grant: Capacity Building Grant
Grant Amount: $150,000
Contact: Mr. Leon Lourens, Chief Executive Officer
Email: leon@bti.co.za
Project Website: http://www.bti.co.za

The goal of this project is to develop a collaborative network of African incubators (and other business development service providers) and to facilitate the provision of appropriate knowledge to support the development of innovative small enterprises.

Partnerships
This includes a consortium that consists of the Bodibeng Technology Incubator (BTI), the designated contracting party, grantee coordinator and governance responsibility. The others are:

- **BusyInternet (Ghana)**—Established in Ghana in 2001, BusyInternet is the largest privately owned & operated ICT centre in Africa. With a unique mission to provide both commercial services as well as social and economic development, Busy has been featured as a promising ‘hybrid’ model for Africa. Its solid track record of success in overcoming traditional constraints to development in resource limited environments, will allow BusyInternet to play a key role in facilitating the formation of the West African sub-regional network hub.

- **Uganda Industrial Research Institute (UIRI)**—Designated lead facilitator of the East and Central African sub-regional network hub. UIRI is a partner in the implementation of the Ugandan Government’s initiatives for industrialization. The institute conducts human resource development, undertakes applied research to develop appropriate technology for fast tracking industrialization, and has an incubation focus. As a respected East African institution it will play a valuable role in catalyzing the East and Central African network.

- **South African Business & Technology Incubator Association (SABTIA)** — Represented by Chairperson, Odette Potter, SABTIA is the designated lead facilitator of the Southern African sub-regional network hub. SABTIA will also provide institutional knowledge gained in establishing a country association of incubators and the governance structures that are appropriate to resource limited environment.

- **Solvebrand Ltd**—Provider of portal platform technology and virtual incubation development company. Currently researchers for UK Commission for Africa, in partnership with Hillington Park Innovation Centre in Glasgow (UK’s most successful privately funded business incubator) and iPrism Global Inc (providers of the portal platform technology).

Project Objectives
Using ICT enabled processes BTI (South Africa), the South African Business and Technology Incubator Association (SABTIA), BusyInternet (Ghana) and the Ugandan Industrial Research Institute (UIRI) are to collectively contribute to the development of incubation and small enterprise development, and ultimately to the economic development of Africa by:

- developing the Africa Incubator Network (AIN) as conceived at the Global Forum on Incubation in New Delhi in October 2004;
- setting up three sub regional networking hubs in Eastern/Central, Western and Southern Africa;
- using these networks to engage with African Governments, private sectors, academic and financial institutions to ensure that momentum is maintained, with respect to political will, investment, intellectual property and talented human resource development;
- demonstrating early success in international cooperation and local implementation by mid 2006 to potential donors and the World Bank, thus raising awareness of infoDev programmes and attracting further funding;

In facilitating the development of the AIN and the sub-regional networks, the consortium will aim to work closely with infoDev in attracting international donor support and government participation to ensure sustainability of the initiative past the seed funding provided by infoDev.
Activities Planned

- Facilitate the establishment of the AIN and three sub-regional networks in Southern, East/Central and West Africa that will support physical network building and focused lobbying within government, academic and business communities
- Build on current initiatives, a web portal that will be used as a primary source of communication, knowledge sharing and knowledge management in the support of continental small enterprise development
- Collaborate with infoDev in securing and coordinating government and donor participation to support activities within each of the sub-regional networks which target the development of innovative small enterprise
In Tanzania, World Ahead Consulting Network (WCN) is the lead implementing organization for the planning grant from infoDev that is to be used for (1) gathering data and information on the overall business incubation environment; (2) conducting a feasibility study for sustainable ICT-enabled business incubation and (3) developing an implementation and business plan. Other activities include knowledge dissemination, stakeholder and thematic workshops and overall monitoring and evaluation.

**Partnerships**
- Partner organizations include the University Computing Centre (UCC) and the University of Dar es Salaam’s Entrepreneurship Centre (UDEC). The activities of the project are to be coordinated by a project steering committee composed of representatives from these institutions and the Ministry of Industry and Trade of the Government of Tanzania.
- The role of WCN as the main implementing institution is to cover overall project management functions including overseeing research and analysis, facilitating meetings and workshops, establishing and moderating networking among key stakeholders and other interested parties, overseeing logistics and other arrangements, providing technical input to the business plan and reporting to infoDev regularly on progress.

**Project Objectives**
The overall objective is to include all key players in the business incubation and information and communication technology (ICT) arena in the development of a plan that will stimulate sustainable business incubation in Tanzania. The project will consist of the following activities:

- planning for the provision of business incubation services to promote business innovation and private sector development through the integration and more effective use of ICT in business and small enterprise development;
- building local capacity in target business communities;
- raising awareness and promoting the appropriation and utilization of ICT by local entrepreneurs and small businesses as tools to address their short- and long-term development goals;
- facilitating the creation of a global incubator network for exchanging ideas and formulating best practices and lessons learned for designing and implementing business incubators in developing countries.

The aim is to mobilize resources and build capacity within organizations in developing countries based on the available experience and best practices from across the world, to catalyze further investment and support from domestic and international organizations, and to document experiences in utilizing ICT to help infoDev and the WNC better understand the impact of ICT on establishing business incubators in developing countries.

**Activities Completed and Milestones**
*Preparing a business plan for sustainable ICT-enabled business incubation in Tanzania in the wider context of improved business development services.*

The intention is to implement the business plan by establishing one or more business incubation units and by creating a network of key stakeholders that will enhance the delivery of business services to support ICT-enabled sustainable business incubation. This main objective is in line with Vision 2025, the Small and Medium-sized Enterprise Development Policy of Tanzania and the national ICT policy. Given this main objective, the list of main activities planned and anticipated outputs includes the following:

- **Appointment of a steering committee** with representation from the three project proponents, namely WNC, UC and UDEC. The committee has approved the project plan and all subsequent project deliverables. It is to monitor the progress against the evaluation criteria developed as part of the project inception report.
- **Develop and launch the communication strategy** including a website linked to the Tanzania Development Gateway and a discussion group...
that will involve all key stakeholders. The objectives here include knowledge generation and dissemination of strategic analysis, successful practices in other countries in the region, lessons learned, business models, etc.

- Research the business incubation and entrepreneurship environment in Tanzania through a needs assessment identifying constraints and issues in a strength-weakness-opportunities-threats (SWOT) analysis and a risk analysis.

- Conducting thematic technical workshops focused on business incubation models and their appropriateness to Tanzania and on deploying ICT in business incubation geared toward preparing a business plan for sustainable business incubation.

- Preparing the business plan for sustainable business incubation in the country.
UGANDA

Grantee: Uganda Industrial Research Institute (UIRI)

Grant: Capacity Building Grant. US $200,000
Contact: Mr. Charles G. Kwesiga, Executive Manager (UIRI)
Email: kwesiga@msn.com, uiri@utlonline.co.ug
Website: http://www.uiri.org/

One of the instruments that the government is using to eradicate poverty is promoting rural industrialization and turning primary or raw products to semi-finished or processed commodities through rural small and medium-sized enterprises (SMEs). The Uganda Industrial Research Institute (UIRI), the implementing organization of the project, is to provide assistance to SMEs through partner centers in the country. UIRI offers training and advisory services to rural SMEs to improve their technical and managerial competence. The major focus of this project is small-scale meat processing enterprises. The infoDev-funded work program includes introducing the use of information and communication technologies (ICT) in all aspects of business operations to improve their efficiency and competitiveness. The enterprises are in six major upcountry towns: Fort Portal, Soroti, Busia, Arua, Hoima and Kabale. In the short term, UIRI is focused on supporting the enterprises to add value to their products in order to achieve a quality that will meet the demands of regional markets. The overall experience and lessons learned are to be used in later phases as models for other sectors, notably fruit processing and dairy products.

Partnerships

In the initial phase of the project, UIRI collaborated with the Food and Agriculture Organization (FAO), the Common Fund for Commodities (CFC) and GTZ/CIM (German Technical Cooperation). These organizations contributed funds and/or technical assistance.

The culmination of this collaboration was the establishment of the regional Uganda Meat Technology Center (UMTC) and the facilitation of six small enterprises (partner centers) to engage in meat processing. More than 50 entrepreneurs and members of regional organizations have been trained at UMTC.

The work program funded by infoDev has also attracted technical assistance from Makerere University Business School (MUBS), International Institute for Communication and Development (IICD), the German Council for Sustainable Development (GTZ) and the German Development Service (DED).

Project Objectives

The overall aim of the infoDev-funded work program is to improve communication, trade, performance and efficiency and to allow for business expansion of the six small partner centers that were originally established under UIRI. The objectives that relate to the use of ICT tools, training for their optimal utilization and monitoring their impact on business processes include:

- identifying knowledge and technology gaps in e-business at the incubator and at partner centers;
- providing and improving UIRI’s incubator capacity to impart effective entrepreneurial and business skills through training, self-learning and demonstration;
- strengthening the incubator’s capacity to provide technical, business advisory and information services to its clientele;
- enhancing the incubator’s capacity in networking with partner centers, graduated companies and other relevant stakeholders such as regional, national and ultimately international incubators or incubator associations;
- bridging the gap between the current business operations of the selected partners and their development potential through innovations and the expansion of market opportunities and expanding the list of participating enterprises;
- enabling the marketing of products and services to existing and potential clients both within and outside the country;
- promoting enterprises that can absorb the excess from agriculture and redundant human resources thus creating employment opportunities through investments.

Activities Completed and Milestones

Institutional capacity building: Training for the project implementation team through a GTZ facilitated and co-funded training program produced e-learning training modules. Members are currently taking part in training to produce modules in food processing and business and entrepreneurial skills that will benefit client enterprises once they have been equipped with ICT facilities. The modules under development blend e-learning with CDs and videos to supplement face-to-face workshops.
- **Development of managerial and technical capacity:** A strategy has been adopted categorizing client enterprises into two groups. The first three functional clients in Fort Portal, Soroti and Busia were to be given priority and assisted with technical and managerial training, ICT equipment and technical assistance. The other three clients in Arua, Hoima and Kabale have experienced management changes and are expected to be ready for ICT intervention after the first year of project operations.

- **Promotion of cost-effective and efficient integration of adequate ICT:** Visits to client businesses were undertaken to establish, among other things, the status of the ICT situation and readiness on the ground. Through this exercise, four members of the project implementation team conducted an assessment/fact-finding mission of the three priority client enterprises.

- **Strengthening small businesses in ICT and non-ICT sectors:** The project team realized early on that ICT development would have to go hand-in-hand with non-ICT sectors if the project was to be successful. Emphasis has been put on developing managerial competence and technical support for the units. The technical staff at UMTC has given guidance on locating business premises, packaging of products and equipment handling, among others. There was also a campaign to develop the marketing strategies of the units to move away from the traditional way of selling their products to the level at which ICT will be critical to their businesses. The strategy to integrate ICT as a tool in these small-scale businesses had to be reviewed in view of the findings about their readiness. Emphasis has therefore been placed on enterprise development focusing mainly on training in best practices in record keeping, financial aspects and other managerial competencies in order to achieve an easy transition to ICT-based management.

- **Partnering:** (1) MUBS: The project team has been working with the Enterprise Development Centre to develop a framework for support that would be suitable to address the managerial needs of the enterprises. (2) GTZ: Members of the infoDev project implementation team are undertaking e-learning training to develop modules in business and entrepreneurial skills and food processing that will be the basis for training clients once they have integrated the use of ICT into their businesses. (3) IICD: The institute has continued to offer support and has contributed considerably to capacity building in ICT-related training for the project staff. (4) DED: Their technical advisor attached to the meat department has been instrumental in providing technical assistance through a pilot study to determine the impact on the business operations of better processing equipment coupled with integration of appropriate ICTs.

- **Business incubation development:** In line with the project's need to keep abreast of the global incubation network and with the development of strategies to improve sustainability, representatives of UIRI attended the Global Forum on Business Incubation 2004 in India, traveled to Thailand as part of an ICT for development (ICT4D) delegation, to the United Kingdom and to South Africa to exchange ideas on incubation activities and to seek collaboration.

**Highlights**

- UIRI has been nominated for the “Best Ugandan E-Business Product” awarded for the World Summit Global Contest.
- UIRI has also initiated policies on industrialization that the government has worked on resulting in a restructuring program for the institute that will transform it into a center for industrial development in the country.

**Awareness workshop**

**Directors meeting/management workshop**
ASIA
(EAST AND SOUTH)
CHINA

Joint Grantees: Tianjin Women Business Incubator (TWBI); Yangling Business Incubator Centre (YBIC)

Grant: Operational Grant. US $500,000
Contact: Ms. Wang Yan, Manager, Enterprise Development Department, (TWBI) and Zhang Qidong, Director of YBIC
Email: tjwbi@public.tpt.tj.cn, and zhangqidong@yahoo.com
Proponent Website: http://www.twedc.com/ and http://www.ylibi.com

Through a grant to the Ministry of Finance of the Government of China, infoDev is supporting two incubators.

The Tianjin Women’s Business Incubator (TWBI) is based in Tianjin, China’s third largest city, and has the status of a non-profit mixed incubator specializing in assisting female entrepreneurs and fostering growth in the employment of women made redundant by economic reform and restructuring. Established in 2000, it is China’s only women’s mixed business incubator. It was established with the financial assistance of the Tianjin Municipal Government, which provided the building and some cash investment, the Tianjin Women’s Federation and three other local government authorities. The incubator had received earlier technical assistance in the form of business planning consultancies and training from the United Nations Development Programme (UNDP) and has been guided in its establishment and development by consultants from Australia and the United States (US). Incubator managers have traveled extensively abroad to learn from other incubators and have drawn extensively on the National Business Incubator Association website for information. TWBI currently has a building area of 5,000 square meters with 48 on-site tenants and 10 off-site tenants and to date has graduated 4 companies. Directly and indirectly it has been responsible for providing employment opportunities for an estimated 2,000 people, a ratio far higher than developed-country incubators. It offers clients start-up assistance, business training, business mastermind assistance and assistance to graduates, and it facilitates an on-site micro credit program which received seed funding from UNDP and the Tianjin authorities. Operating at full capacity, it has managed to develop near financial self-sufficiency through charges for office rent, business services and external training courses. It has become famous in China as a model and acts as a center for study tours from other incubators and potential incubators in the country.

Yangling Business Incubator Centre (YBIC) is based in Shaanxi Province, Northwest China, and is managed by the Yangling Agricultural High Tech Industries Demonstration Zone and the Torch Centre of China’s Ministry of Science and Technology (MOST). Established in 1998, it specializes in agriculture, animal husbandry and biotechnology commercialization at the small and medium-sized enterprise (SME) level and has received most of its investment from China’s MOST Torch Program and the local Shaanxi Province Science and Technology Bureau, both of which fund high-tech research and development and technology commercialization projects. It currently has four centers with a total building area of 30,000 square meters (one central incubation building of 11,000 square meters), all with broadband access, that serve 56 on-site tenants and 40 off-site tenants. To date, it has graduated 15 companies, 6 in 2004. YBIC developed with guidance from the government (MOST) as well as through knowledge gained from study tours to existing incubators including those abroad (US and Europe), training by existing incubators and networking within China.

infoDev funding has been used to train incubator staff and tenant entrepreneurs, to help develop model enterprises for broader enterprise promotion, to install an information and communication technology network throughout the center, and to help tenants develop products and absorb technology, know-how and new skills.

Activities Completed and Milestones
TWBI has used the grant from infoDev to weave a broad network of alliances.

- Tianjin Telecommunications Co., the local subsidiary of China NetCom, donated network equipment and services for the free installation of a 10 megabit per second fiber optic connection and a wired/wireless local area network at TWBI.
eNorth, a media company affiliated with the Tianjin municipal government, donated use of facilities and staff for the training of TWBI staff, clients and outside entrepreneurs in information and communication technologies (ICT).

The ICT Dissemination Office of the Tianjin municipal government provided a grant equivalent to US $50,000 for establishing an ICT training center within TWBI. In addition, the ICT Dissemination Office offered support and good advice during the implementation of the infoDev-funded work program.

The Finance Department of the Tianjin municipal government donated the equivalent of US $100,000 for setting up a revolving fund to be used to make low-interest loans to the winners of the annual business plan competition sponsored by TWBI. This competition was initially conceived as part of TWBI’s infoDev project. It has already been held twice and has been instrumental in creating a great deal of favorable publicity and attracting several outstanding businesses to TWBI.

TWBI has been actively disseminating its experience and establishing partnerships beyond the scope of its infoDev project. The Tianjin municipal government, the Tianjin Women’s Federation and TWBI have been working closely with the Gansu Provincial Government and the Gansu Women’s Federation to establish a women’s incubator in Gansu. TWBI has also been working with the Gansu Women’s Federation to train rural women in Gansu for employment in the service sector in Tianjin. Assistance is also being provided to the Jinan and Dongli District Women’s Federations to start incubators for women there.

TWBI has established advanced ICT infrastructure and has provided training to staff, clients and female entrepreneurs in the basic use of ICT and applications of ICT to small business management.

It successfully conducted two major business plan competitions and set up a venture fund to award winners of the competition with low-interest loans on accessible terms.

It implemented a “pre-incubation” facility for very early stage businesses and established a new website with an interactive incubation forum and virtual incubation capabilities.

YBIC has seven activities planned for the project.

A. Training Programs

Abroad: Send YBIC staff and client enterprises to US/European countries for training in (a) government support to agriculture; (b) agricultural processing stages; (c) access to credit and financial assistance and approaches for agro-businesses; (d) high-tech enterprise growth and (e) cooperation with US/European agro-businesses.

Domestic: Send YBIC staff to coastal areas and developed regions in two groups to learn on-site venture creation and provide lectures and consulting for YBIC staff and client enterprises and short-term training for YBIC staff.

Conduct and attend seminars and workshops for YBIC staff and client enterprises.

Provide training for entrepreneurs via Internet by setting up a satellite system.

March 2005. TWBI holds a free-of-charge training course in ICT to create and develop women’s businesses and enterprises.
TWBI has become a training center certified by the international labor organization and the ministry of labor and social security. It has trained 400 entrepreneurs.

B. Capacity Building and Enterprise Development
- a shared biology laboratory with instruments and equipment;
- a multifunctional hall for training;
- an entertainment center for cultural and sporting activities.

C. Support for Clients’ Enterprises
- Subsidize research and development in high-tech enterprises.
- Subsidize international talent exchanges.

D. Dissemination of New Technologies
- Organize clients to attend exhibitions and fairs.
- Publicize clients’ technologies and products in the media.
- Establish a showroom for clients’ technologies and products.
- Subsidize dissemination and application of clients’ products in agricultural manufacturing.

E. Develop a Portal
- hardware;
- publicity and information exchanges;
- software.

F. Support for Innovative Client Projects
- Appraise technological achievements.
- Apply for patents and register trademarks.
- Sponsor national/international talent exchanges.

G. Project Evaluation
- Evaluate project implementation and its social impacts.

Indicative portfolio of TWBI

<table>
<thead>
<tr>
<th>Name of Client Company</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zhongkejianye Network Co.</td>
<td>IT systems integrator in the business of providing systems design, installation, analysis and maintenance.</td>
</tr>
<tr>
<td>Tianjin Sai’ou Business Co.</td>
<td>Sales agent for brand-name electrical household appliances.</td>
</tr>
<tr>
<td>Tianjin Branch, Jinming Farm</td>
<td>Green farming products, sales and trade. Products Co.</td>
</tr>
<tr>
<td>Eastern Iris Medical Technology Research Center</td>
<td>Provides health consultation and diagnosis by Iris-based health testing technology.</td>
</tr>
<tr>
<td>Huanhao Science Co.</td>
<td>Development and manufacturing of water purification equipment.</td>
</tr>
<tr>
<td>Yinghe Food Trade Co.</td>
<td>Food distributor selling most of its products through supermarkets.</td>
</tr>
<tr>
<td>Bandao Foods Co.</td>
<td>Makes flash-frozen sticky corn.</td>
</tr>
</tbody>
</table>
With the support from InfoDev’s grant in 2003, TWBI greatly leveraged ICT into its incubation processes, but problems still remain to further deepen the ICT influence on women’s business incubation and address the challenges identified during the earlier stage. TWBI has received a further infoDev grant of $50,000 to develop an e-commerce platform given the potential of ICTs and e-commerce for employment opportunities and income generation for disadvantaged women.

It is expected that the deployment of this e-commerce platform will create a knowledge chain with ICT that will serve as a one point connection service to its clients. Through the platform, women and those who want to help women have the opportunity to develop their skills and abilities, to improve entrepreneurship and employability prospects, and increase interaction. The planned activities include:

- Develop a B2C website to create new business channels for women entrepreneurs at the minimum operating cost;
- Integrate the relevant materials from the three websites TWBI operates to offer a bundle of services, provide informational resources relevant to starting new women-owned businesses, showcase the good practice on starting and growing empowerment and employment-oriented incubators, and bring communications internationally;
- Improve the e-commerce capacity of TWBI’s staff and clients and strengthen the collaboration between TWBI and universities.

To guarantee the deployment of the project, as stipulated by TWBI’s contract with InfoDev, TWBI has raised $50,000 in counterpart funding. Tianjin Finance Bureau has already committed to providing the counterpart funding. TWBI has already filed the necessary paperwork with the Tianjin Finance Bureau, and has secured its commitment totaling US$50,000 by May 2006.
The infoDev Global Network of Business Incubators

CHINA

Grantee: Shanghai Technology Business Incubation Association (STBIA)

Grant: Capacity Building Grant
Amount: $150,000
Contact: Wang Rong, Director, Shanghai Technology Innovation Center
Email: stic@stn.sh.cn
Project Website: http://www.incubator.sh.cn

The Shanghai Technology Business Incubation Association (STBIA) proposes to work in partnership with the Asian Association of Business Incubation (AABI) and its international consulting team to conduct a thorough evaluation of the ICT and incubator management practices of STBIA member incubators and to implement a program of activities that will lead to institutional transformation of the network and its members. The infoDev funded work program will identify current good practices and areas in need of improvement, implementation of training, procurement of technical experts and service providers to address the identified needs; and develop a framework for an on-going assessment of STBIA incubators. Further, it will include an evaluation of the ICT readiness and capacity of STBIA member incubators’ clients and implementation of training and activities to accelerate their success, marketability and sustainability. This will generate positive economic results for the incubators and their clients and for the Shanghai region as a whole. In essence, the incubators will further professionalize their business service activities and improve program effectiveness, thus generating jobs and wealth for the Shanghai region and for China. The proponents also envision sharing the lessons learned from this project with other incubators and their regional and national networks.

Partnerships

The infoDev funded work program for the Shanghai Technology Business Incubation Association (STBIA) will be coordinated by Shanghai Technology Innovation Center (STIC), which was established in April 1988, as the first incubator in Shanghai. It is the only one in Shanghai approved by the municipal government and it is a non-profit public institution under the direct leadership of the S&T Commission of Shanghai Municipality. With the aim of promoting the commercialization and industrialization of technology achievements, STIC has been not only the model incubation base for incubating small- and-medium technology enterprises and cultivating hi-tech projects in Shanghai but also the head unit of Shanghai International Business Incubator (SIBI) and Shanghai Technology Business Incubation Association (STBIA). STIC also sponsored the East China Incubator Network, which was set up with over 150 member incubators representing six provinces and one municipality in the most prosperous area of China.

Project Objectives

The infoDev funded work program will include the following activities:

- A thorough evaluation of Shanghai Technology Business Incubation Association (STBIA) member incubators’ ICT capacity and utilization, including infrastructure (hardware, software, connectivity, etc.) and their use of ICT throughout their own operations and client assistance programs (for example, in training, consulting, networking, managing client progress and benchmarks, accessing financing, working with business service providers, consulting, etc.

- Evaluation of the use, or lack thereof, of ICT infrastructure, and ICT capacity of incubator clients at entry and exit, integration of ICT throughout incubator client business cycles, capacity to initiate e-business strategies, market products and services, network effectively, export, manage business decisions and operations and improve their chances of success.

- A thorough evaluation of STBIA member incubators’ incorporation of incubator best practices related to planning, mission and goals, staffing, governance, financial sustainability, maintaining stakeholders, client selection, retention and graduation, provision of business assistance services, operations and program evaluation

- Facilitation of network member incubators’ ability to procure services required to extend the capabilities and to enhance the performance of the incubator—in terms of ICT, general incubator management and client assistance services

- Creation of a flexible evaluation framework for the above that meets the needs of small and large incubator networks in a variety of developing countries
Development and implementation of new services, organizational transformation and training enabling e-business

Improvement of the business management and operational skills of STBIA member incubators and their client companies, especially their capacity to integrate ICT throughout the whole incubation and client business cycles

Assessment of the impact of training and ICT enabling on STBIA incubators’ and their incubator clients’ performance and their likelihood of success

Economic benefit to the Shanghai region, and to China, via enhancing the effectiveness of STBIA and, indirectly, incubator clients’ success, including their ability to grow, compete effectively, create jobs and commercialize technologies
INDIA

Grantee: IndiaCo.Com Private Limited

Grant Amount: Operational Grant. US $400,000
Contact: Name: Rahul Patwardhan, President and CEO
Email: rahul@indiaco.com
Proponent Website: www.indiaco.com

IndiaCo is a business and technology incubator and start-up resource center with operations in the geographic proximity to the innovation clusters in the Pune-Mumbai corridor. It assists early stage companies by providing business infrastructure and office space, mentorship and coaching, and assistance in raising private equity capital. The goal is to increase the success rate of start-ups by operating a network that facilitates and motivates the use of local resources to commercialize available technologies that create value in the marketplace. Member companies remain in the incubator for up to two years and are expected to show progress with an approved business plan.

Project Objective
As a business incubator, IndiaCo iClusters, manages incubation centers for high technology startups under the IndiaCo umbrella. Its unique process of nurturing startups has received support from infoDev under its Incubator Initiative. Currently IndiaCo iClusters works with over 100 technology companies worldwide and provides their incubate companies an environment conducive for the development of ventures that are at the conceptual or at the start-up stage. IndiaCo’s incubation work has produced an impressive track record to date that includes 19 successful exits; 2000+ Jobs created; $300 million+ market capitalization, including an investment from Duke Equity; and 7 listed enterprises.

IndiaCo functions as a venture creation engine in addition to being a resource center and incubator for high-tech startups and early stage companies. Its focus area is wide.

- **Enterprise Software/Service** — Companies developing software products/platforms for use by enterprises, and such software would reside on enterprise class servers or desktops.
- **Infrastructure** — Companies that are inventing technologies/products that provide a basis for the development of applications and products and are not focused on a specific market vertical.
- **Wireless** — Companies that are developing applications for the wireless internet or building infrastructure to support the proliferation of wireless infrastructure.
- **Internet Applications** — Companies that are building applications that leverage the internet: Application Service Providers, e-Business Exchanges and Engines.
- **Other Hardware/Bio-Med/Health Sciences** — Companies that are developing hardware devices/transducers for instrumentation/testing/measurement and analysis/Health sciences.

Partnerships
IndiaCo specializes in mobilizing the resources that are required to enable innovation through the lifecycle of an enterprise. Duke Equity Partners is a private equity group that focuses on providing value and development to public and privately held enterprises at all stages of growth and evolution.

Activities completed and some milestones

**Information Infrastructure:** Improving facilities for better performance of incubator and tenant companies:

- **New Infrastructure**
  - broadband connectivity and leased lines from PSTN for handling increased data and voice communication needs

- **Extend and Upgrade Existing Facilities**
  - computing facilities (servers, nodes, software) for enabling multi-tasking operational needs
  - fiber-optic communication network and utilities (power conditioning, back up power sources)
  - subsidize infrastructure, connectivity costs to tenant companies.

**Enterprise Resource Planning:** Develop and implement new systems services, organizational transformation and training for enabling e-business

- international experts services proposed in understanding site specific applications, developing an appropriate business model for IndiaCo operation and advice during implementation
- inducting a system specialist in the staff responsible for management, operation, maintenance of the system and providing technical assistance to various users
**In-house Business Processes:** Improving business management and operational skills of incubator and its tenant companies to integrate applications of ICTs in their business cycles through
- training programs for modern business management techniques and practices; operational skills development; strategic business planning and networking for strategic alliances
- overseas training programs and study tours; special programs on ICTs application for in house business process improvements and IT for incubator management
- enhancing website for ICT dissemination

**Partnerships and Outreach Functions:** Improving support to tenant companies in areas of networking, developing partnerships, marketing, intellectual property and overall operational support:
- networking with R&D organizations, academic institutions, other incubators
- creating intellectual property assistance cell to provide assistance on IPR issues
- developing partnerships and building-up strategic alliances for business growth
- market development assistance (research, marketing strategies, promotional activities)

**Content And Applications Creation Through A Website:** Enhancing content and creating an interactive website with public and password protected restricted domain
- development of a technology showcase that is to be a searchable database of intellectual property and their technology plans; confidential due diligence reports written by IndiaCo associates on each technology; presentations by scientists at milestone events
- creating a Startup Road Map as a guide for start-ups during early stages of growth with an online reference library of related business development materials supplementing other on-line resources

**Impact Evaluation:** Assessing the overall impact of the ICT-enabling program on performance of tenant companies and the incubator through an evaluation study

**Portfolio Description and Economic Model**
Number of full-time incubation employees: 6 full time employees
Number of technology enterprises in the portfolio: More than 100 tech enterprises worldwide
Services Offered: Mentoring, Structured milestone approach, Operational support, Office space
Other Performance Indicators: 19 successful exists, 2000+ jobs created, 7 listed enterprises
External and internal selection rate: Varies between 10% to 15%

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**Additional grant approved in March 2006**

IndiaCo Ventures has received an additional $50,000 for its plans to build-up the processes and capabilities to scale up its activities to a global level that have been initiated in the field of incubation and entrepreneurship. The main objectives of the InfoDev funded work program are:
- Create an ecosystem that will facilitate and promote business interactions between portfolio companies of various incubators/centers of excellence
- Implement an ICT tool that will allow the free exchange of information between different components of the ecosystem, but at the same time take into account the IPR issues that are related to the exchange
- Promote and facilitate the creation and incubation of companies arising from cross-border transfer of technologies
- Establish centers of excellence in the form of Technology Commercialization Centers, Entrepreneurship Development Centers and Technology Business Incubators based on the models and capabilities that have been developed at IndiaCo
- Develop the necessary infrastructure both physical and human resources to effectively achieve all the objectives that have been mentioned above.

IndiaCo I Clusters is a wholly owned subsidiary of IndiaCo Ventures Private Limited that supports companies in the hi-tech domain. These clusters promote the development of technology intensive companies globally through a disciplined program of physical and virtual incubation. As of today, the IndiaCo I Clusters works with over 100 technology companies worldwide. The personnel at IndiaCo I Clusters provide their incubate companies an environment conducive for the development of ventures that are at the conceptual or at the startup stage. Resources at the I Clusters are shared by the various incubatee companies, which allow them to get administrative and operational support through various programs such as the IndiaCo Mentorship Program and the IndiaCo Milestone Program.
INDIA

Grantee: Tiruchirappalli Regional Engineering College, Science & Technology Entrepreneurs Park (TREC-STEP)

Grant Amount: Operational Grant. US $300,000
Contact: Mr. R. M. P. Jawahar, Executive Director
Email: jawa_ts@yahoo.com
Proponent Website http://www.trecstep.com/

Tiruchirappalli Regional Engineering College - Science and Technology Entrepreneurs Park (TREC-STEP), is the first Science Park promoted in India since the year 1986, to foster knowledge based ventures of young science and technology entrepreneurs. The promoters of TREC-STEP include the Department of Science and Technology; Government of India, Government of Tamil Nadu, Industrial Development Bank of India (IDBI), Industrial Credit and Investment Corporation of India (ICICI), Industrial Finance Corporation of India (IFCI), state financial and development organizations such as Tamil Nadu Small Industries Development Corporation etc. along with the premier educational institution - Regional Engineering College Tiruchirappalli, now renamed as National Institute of Technology. TREC-STEP is situated in 200,000 square meters of land, between the Regional Engineering College, Tiruchirappalli and Bharat Heavy Electricals Limited, and is right on the industrial area that houses a nationally reputed SME Cluster of over 300 fabrication industries. These locational advantages provide a unique industrial and academic ambience for TREC-STEP to promote knowledge-based ventures.

Project Objective

The infoDev funded work program has been planned as a flagship incubation initiative in the country, for other incubators to emulate. With its good track record of Best Performing STEP in India, TREC-STEP is to implement a series of ICT enhanced incubation initiatives for developing synergies. The infoDev World Bank project ‘Developing ICT Synergies for Incubating Start-ups’ commenced on 1st December, 2004 with the aim to develop regional competencies to assess, network and utilize global performance standards, markets and opportunities through start-up ventures for generating jobs and wealth in the region.

All activities undertaken as part of the work program funded by infoDev is to create a synergistic effect in venture creation. These include:

- Developing a web portal for business incubation
- Capacity-building through training
- Developing networking and linkages, incubation facilities, incubation programs and
- Documentation & dissemination platforms

Partnerships

TREC-STEP has a vast resource network-base consisting of various organizations. This includes the Department of Science and Technology (Government of India), Confederation of Indian Industries (Technology Development Board and Technology Transfer Network), Small Industries Development Bank of India (SIDBI), Small Scale Industries Association, Indian Railways, Bharat Heavy Electricals Limited, UNIDO, United Nations Asia Pacific Center for Technology Transfer, and the British Council.

Activities completed and some milestones

The overall objectives of the infoDev funded work program include developing regional competencies to assess, network and utilize global performance standards, markets and opportunities through start-up ventures for generating jobs and wealth in the region. To help the process, the implementation plan for the project has been prioritized as below:

- Documentation for TREC-STEP and for the Project: The documentation Work is planned in five distinctive packages (i) Documentation for TREC-STEP Incubation Concept, Incubation Facilities and Programs; (ii) Documentation at the initial stages of the project highlighting inputs and plans; (iii) Documentation at the final stages of the project highlighting outputs and achievements; (iv) Project Brochure at the initial stage and (v) Project Brochure at the final stage – hand copy for broader target group circulation. Although the documentation process is underway and the initial work is progressing, majority of the planned activities here are to start during incubation programs and be completed along with the project or even continue after the project to document the effects.
Capacity building through Training in Business Incubation & Management, IT and Quality Business Excellence Model: ICT Training schedules have been finalized by the IT team of TREC-STEP. It has been proposed that two training programs for other Indian business incubator managers be organized at (i) JSS-STEP, JSS Academy of Technical Education, Noida and (ii) International Crops Research Institute for the Semi-Arid Tropic’s technology business incubator (ICRISAT-TBI), Hyderabad, before May 2005 and December 2005 respectively. A minimum of 80 business incubator managers are planned to be trained in these two programs out of the 100-targeted Business Incubation Managers. The remaining 20 business incubation and management training is planned to be taken through other organizations including the Confederation of Indian Industries (CII). For Quality Model training programs, it has been planned to undergo the training programs in People Capability Maturity Model (PCMM) for other future initiatives.

Start-up Support Centre: Initial incubator requirements and models in terms of utilities for startups have been discussed with engineers and architects and suitable plan has been finalized to convert the physical incubation space available at TREC-STEP nursery shed into fully furnished 10 to 15 incubation modules. TREC-STEP in collaboration with the Software Technology Parks of India has established a satellite earth station in its campus to provide the global connectivity for ICT ventures. The process of augmenting TREC-STEP computing power with new computer systems and software has commenced. Necessary hardware specifications have been laid down, enquiries called for and comparative statements prepared. It is also planned to establish a wire-free intranet local area network facility to create paperless office environment.

Design of Incubation Program: The Incubation programs are planned to provide entrepreneurs with comprehensive outlook and inputs for start-up venture creation and management. It is also planned to provide them with an invaluable opportunity to develop networking with experts and others. Four incubation programs are designed to train 100 potential entrepreneurs of 25 in each program. It is planned to have 10 days classroom training with a three months focused ICT enabled incubation support program. The manual for Business Incubation Program is to be prepared both in soft and hard versions to facilitate further dissemination to other incubators and development organizations.

Incubation Web Portal: The planned web portal is to be designed to allow running scenarios and breaking even simulations, cash flow simulations, and investment appraisals simulations. Having identified the applications, TREC-STEP is in the process of procuring applications. These applications are to be studied and discussed by the team of experts constituted to design the proposed ICT enabled Business Incubation model.
INDIA

Grantee: Society for Research and Initiative for Sustainable Technologies and Resources (SRISTI)

Grant: Capacity Building Grant

Grant Amount: $100,000

Contact: Prof Anil K Gupta, K L Chair Professor of Entrepreneurship, IIM-A

Email: anilg@iimahd.ernet.in

Project Website: www.sristi.org

The main objective of the project is to build and scale-up an ICT enabled virtual incubator model for scaling up grassroots innovations by linking them with investment and enterprise. In most developing countries, a lot of knowledge in the form of grassroots innovations and traditional knowledge is available, more so in the more heterogeneous environments and disadvantaged areas. Scouting, incubating and commercializing these innovations hold the promise of delivering tremendous value to the consumers in addition to enriching the innovator. Development of an ICT enabled on-line technology platform, where all the key players required in developing the value chain for taking these innovations to the market, can interact and add value in a low transaction cost environment is critical for the success of the model.

Partnerships

- **SRISTI**: SRISTI would provide conceptual and operational leadership to the project. Apart from that, it would contribute towards capacity building activities, policy analysis, organizing software development, designing the virtual incubation platform and database management.

- **Deep Roots Linux Private Ltd**: Deep Root Linux Private Ltd. would provide software designing assistance.

- **National Natural Science Foundation of China (NSFC) & Tianjin University of Finance and Economics (TFFE)**: The Chinese institutions would provide expertise and support for the conduction of business plan competitions, workshops, providing students linkage to develop effectiveness of the incubation portal.

- **FINEP and ANPROTEC**: The Brazilian institutions would provide expertise and support for the conduction of business plan competitions, workshops, providing students linkage to develop effectiveness of the incubation portal.

Project Objectives

The work done by SRISTI and its network of grassroots innovations incubators, which have facilitated 23 technology transfer agreements of grassroots innovations developed by small and marginal farmers, craftsmen and small workshop owners to entrepreneurs and established companies, has proven the viability of the model and the immense potential that scaling-up of the model can hold in generating new, sustainable and equitable models of poverty alleviation. The project aims at achieving following objectives:

- **Build an ICT enabled Global GIAN (Grassroots Innovation Augmentation Network) knowledge and value chain by linking grassroots innovations, investments and enterprises in India, China and Brazil and other developing countries**

- **Develop and operationalize an ICT enabled system for providing online incubation facilities and support in the form of virtual and in-field incubators. This system would provide an online mentoring, monitoring, collaboration and design support to innovators in combination with in-field volunteers or consultants. Small scale and grassroots innovators and entrepreneurs will be enabled to develop knowledge-based enterprises and services. This would help in the emergence of a unique model of poverty alleviation and employment generation in developing countries.**

- **Deploy an international registry of innovations and traditional knowledge to safeguard the interests of grassroots innovators and traditional knowledge holders, help in scouting and documentation their experience and insights, and prevent biopiracy, so rampant world over. The NIFs experience will be very useful in this regard. It has developed a National Register of relatively speaking unique or important innovations and practices, and People's Knowledge Database comprising valid but well-known technologies.**

- **Enhance the capacity of the current network of grassroots innovation incubators (like Sristi-Sadhbhav-Sanshodhan Nature Product Lab, GIANs and GIAN cells and incubator based incubation process in India and also in China and Brazil through promotion of lateral learning, documentation of case studies etc.) through knowledge exchange, experience sharing and networking.**
Grantee: Telecommunications and Computer Networks group (TeNeT), Indian Institute of Technology (IIT), Chennai

Grant: Capacity Building Grant
Amount: $ 150,000
Contact: Professor Ashok Jhunjhunwala, Professor, Dept of Electrical Engineering
Email: ashok@tenet.res.in
Project Website: www.tenet.res.in/

The expertise in the TeNeT Group covers the entire spectrum including digital communications, wireless networks, computer protocols, optical communications, digital signal processing, speech, audio and video technologies, computer vision, network management, multimedia, digital system design and embedded systems. In addition, there is a small group of experts in areas such as rural finance, small scale enterprises for rural areas. The type of activities of the TeNeT Group includes teaching and training, product development, incubation of technology companies by alumni, telecom and IT policy studies, and front-line research in the specialties. The infoDev funded work program will improve networking between various organizations within India that are independently working on projects to bridge the digital divide; conduct a comprehensive market research in rural areas that can be shared by several organizations to create products, technologies and solutions that are relevant to the rural areas in emerging markets; and enhance the skill levels across various implementing agencies through specially designed training programs.

Partnerships
Given its mission, the TeNeT Group incubates R&D companies and collaborates with like-minded organizations. Many of the incubated companies were founded by alumni of IIT-Chennai. These partners work in telecom infrastructure, telecom operations, ICT applications and entrepreneurship.

Project Objectives
The infoDev funded work program will include the following:
- An international conference of different agencies involved in rural ICT initiatives as well as in rural development work. This could include established technology, research and product organizations, non-governmental organizations (NGOs), multilateral agencies which provide financing for such products, incubators and social entrepreneurs, government institutions and academia.
- Creation of a rural databank covering 100 villages
- Development of training modules for entrepreneurs and two training seminars for grassroots agencies.

Indicative portfolio of busylIncubator Ghana

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<tr>
<th>Name of Client/tenant Company</th>
<th>Description of Business</th>
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<td>Midas Communications</td>
<td>Telecom Infrastructure</td>
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<td>VentureEast</td>
<td>Entrepreneurship</td>
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INDIA

Grantee: Vellore Institute Of Technology – Technology Business Incubator, (VIT-TBI)

Grant: Capacity Building Grant
Amount: US$ 150,000
Contact: Dr. P Radhakrishnan, Vice Chancellor, Vellore Institute Of Technology
Email: vc@vit.ac.in, vittbi@vit.ac.in, balac68@yahoo.com
Project Website: http://www.vittbi.com/

The Vellore Institute Of Technology – Technology Business Incubator (VIT–TBI) has been established at Vellore Institute of Technology with the Sponsorship of the Department of Science and Technology, Government of India to assist budding entrepreneurs like you to incubate your technology venture. The infoDev funded work program will primarily focus on developing the Incubation capabilities in enhancing value-added services by raising awareness, reaching out to the innovators and by closer cooperation and integration between national, regional and global actors for promotion of ICT-enabled business incubation as an effective engine for sustainable development.

Partnerships
The Vellore Institute Of Technology – Technology Business Incubator (VIT-TBI) program has been funded by the Department of Science and Technology (Government of India), thus giving VIT-TBI in advantage to interact with public bodies. In addition to this the members of the Advisory Committee are drawn from various value adding organisations. These partnerships and an extensive network of contacts help the incubatees to avail necessary support from them to making each venture successful.

Project Objectives
The infoDev funding has been earmarked for the following three activities:

- **Two Capacity building** Workshops with an object to identify around 15 entrepreneurs that will be held in association with industry partners, academia and other like-minded incubators in the region. The theme of such events would be the emerging opportunities in the business

- **An accelerated Incubation program** is to be deployed that is to be facilitated by two mentors and a project assistant from the Incubator. The seed fund support provided by the Department of Science and Technology is to be utilized. A rapid fund request screening process is to facilitate the availability of necessary start up fund needs at the appropriate time periods. The advisory board of VIT-TBI would also closely monitor the progress of the projects periodically, with suitable mid-course corrections.

- **A Networking event** is also planned to be organized including pre-identified partners from neighboring countries. This is to be supplemented by a number of learning events, including a South-South workshop to chart out strategies and action steps involving industries, academia, incubators and entrepreneurs. This is to be followed by a discussion workshop on creating a Knowledge platform and a business opportunity exhibition at its sidelines. The main purpose of the Knowledge portal is to document and disseminate the knowledge, experiences and good practices emerging out from these activities for the benefit of all the stakeholders in the business incubation system. The look and feel of the online portal will include sections on knowledge, expert forum, Technology, Virtual Exhibition Center and one on incubation.
INDONESIA

Grantee: Koperasi Starcall Wartelnet

Grant: Operational Grant. US $250,000
Contact: Mr. Eddie Cendana, Project Manager
Email: eddie@starcallwartelnet.com

Koperasi Starcall Wartelnet is a non-profit private cooperative communication organization established in 2002 and based in Jakarta to provide information and communication technology (ICT) support and related advisory services to outsourced small and medium-sized enterprise (SME) clients through their multimedia-based telephone and business service franchised kiosks (under the name Starcall). It is not a standard incubator, but it has identified a way to bring ICT to a large number of rural and suburban areas in Western Java. Through its network of kiosks, it has successfully served micro-enterprises and SMEs that had no access to modern communication facilities and business services and in doing so has expanded SME employment. It has also been successful in educating SME entrepreneurs in the benefits of using ICT to deliver better and more cost-effective services. The Starcall central building has an area of only 200 square meters with no incubator tenants, but this operation services 105 off-site clients (ICT/ business service kiosks) and significantly enlarges ICT networking to outer suburban and rural communities. To date, 10 graduates have gone on to establish larger premises elsewhere but still network with the Jakarta center.

Project Objectives
The objectives of the infoDev-funded work program are to:

- build up the institutional, managerial and technical capacity of Koperasi Starcall Wartelnet to foster an additional 60 pre-qualified SMEs to manage and operate multimedia-based telephone kiosks (Wartels) in three implementation sites (Bali, Central Java and West Java);
- generate and disseminate field experience and best practices in business incubation of SMEs involved in providing ICT services in suburban and rural communities;
- develop greater connectivity and networking abilities to catalyze further investment and support from the private sector and other domestic and international organizations;
- assist in creating community wealth by promoting the emergence and development of ICT enterprises and ICT-enabled firms.

Partnerships
Koperasi Starcallwartelnet was established by PT StarCall Siskom, PT Texascom Hitek System and associated networking partners to institutionalize incubation to foster SMEs. PT StarCall Siskom and PT Texascom Hitek System are part of a group of companies consisting of a 14-year-old network system integrator/turnkey solution provider with over 150 professionals, a broadband Internet service provider, a network access point provider, an ICT product distributor, an Internet protocol phone provider and a VSAT service provider in Singapore.

Planned Activities and Milestones
The completed work program consists of (a) an institutional development program, (b) a capacity building program and (c) an expansion program.

The institutional development program consists of the following activities:
- enhancing organizational infrastructure;
- establishing a portfolio of business incubation services;
- establishing a portfolio of suitable tenant companies;
- developing a detailed work plan for project activities;
- creating a website on incubation practices.

The capacity building program consists of the following activities:
- developing and customizing toolkits;
- developing workshop modules;
- developing a website;
- conducting on-the-job training for the incubator’s management;
- conducting workshops for tenants and candidates;
- networking;
- conducting evaluations for improvement.

The expansion program consists of the following activities:
- developing seminar modules;
- organizing the seminar;
- developing campaign material;
- performing the campaign;
- developing web-based courses
- conducting evaluations and recommendations for replication.
INDONESIA

Grantee: Broadband Network Service

Grant: Capacity Building Grant. US $200,000
Contact: Kurnia Tugiono, Chairman
Email: kurniat@bns.co.id
Website: www.bns.co.id

Broadband Network System (BNS) is a registered private enterprise founded in 2001 in Jakarta. In addition to office space, facilities include a state-of-the-art broadband network servicing major cities on Sumatra, Java, Bali and Lombok islands. PT Broadband Network System is a holding company consisting of several information and communication technology (ICT) companies with 13 cumulative years of experience as network system integrators, turn-key solution providers, broadband Internet service providers, Internet protocol (IP)-based multimedia operators, fiber and VSAT link providers and operators (with a licensed microwave Batam-Singapore link) as well as IP phone operators. Using the financial and technical resources from infoDev and the Indonesian government, BNS is to consolidate its operations to provide quality, self-sustaining ICT services by enhancing its organizational infrastructure. This will include improving the efficiency, performance and outreach of its business incubation services by building and more effectively using broadband-enabled ICT and e-service solutions.

Project Objectives
The objectives of the infoDev-funded work program are to:

- leverage broadband-enabled ICT and e-service solutions as cost-effective engines to improve BNS operations, performance and prospects for long-term sustainability in delivering quality business incubation services;
- enhance organizational infrastructure and implement ISO-9003;
- enhance the quality, coverage and impact of value-added business incubation services to broadband enabled e-service providers to manage limited resources and control risks to improve performance and competitiveness;
- cooperate with local universities in planning and providing business incubation services and technology transfer to domestic entrepreneurs and small businesses;
- assist startup, e-service innovative, small businesses to grow from subsistence to independence and generate employment and local economic development through accelerated e-service development and ICT-enabled production processes;
- foster alliances and partnerships to build capacity for ICT-enabled business incubators and small businesses at the national and regional levels to face the challenges and grasp the opportunities of the emerging global information economy;
- generate and disseminate lessons learned and successful practices in the use of ICT for business incubation, enterprise innovation and business competitiveness.

Planned Activities and Milestones
The main activities to be undertaken under the infoDev-funded work program are related to (a) core business development, (b) training, (c) networking and (d) marketing.

- Transfer knowledge and training for improving business management and enabling e-business capabilities.
- Procure the consulting and staff services required to establish, enhance or expand the business incubation capabilities of clients.
- Consolidate the business plan.
- Do a needs assessment of tenant companies, particularly for ICT-based services.
- Improve and innovate incubation services and better define business lines.
- Improve the managerial and operational skills of the incubator and of tenant companies, especially for integrating ICT and e-services throughout.
- Develop and/or enhance the online presence of the incubator and its clients and enable e-learning services for clients and outside users.
- Strengthen the networking, marketing, e-business development, export and overall operational capabilities of tenant companies.
- Focus technical assistance on tenant companies when they are ready for graduation.
- Monitor and evaluate the impact of project activities and assess the progress of the incubator and its clients.
- Generate and disseminate knowledge particularly in the form of strategic analyses, case studies, lessons learned, business models and successful practices, especially those ICT-related.
The Universiti Teknologi Malaysia (UTM) in Johore established and funded three non-profit technology incubators in its Technovation Park in the period 1997–2000. They are the Industry Centre (1997); MARA Technology Entrepreneurial Complex (2000) and the UTM-MTDC (Malaysia Technology Development Corporation) Innovation Centre (2000). The UTM incubators are of various types. The Industry Centre has mixed-use/technology, the MARA Complex is for postgraduate ICT commercialization and the UTM-MTDC incubator specializes in commercializing research and development. UTM’s objectives are to enhance high-tech entrepreneurship in southern Malaysia and in doing so make UTM a world-class university. The total incubator building area in the three centers is 2,370 square meters (Industrial Centre 1,592; MARA 290 and UTM-MTDC 488). There are 35 on-site tenants (Industrial Centre 15; MARA 15; UTM-MDC 5), and the number of graduates to date is 24 (Industrial Centre 3; MARA 18; UTM-MDC 3). The incubator complex provides assistance to tenant clients through seminars/training, forums, interviews, and grants through a commercialization fund from UTM.

Project Objectives
The main goal is to help in promoting business innovation and private sector development by improving the performance of business incubation activities.

Partnerships
UTM has contributed $5,216,500 for the provision and maintenance of the incubation facilities and ICT infrastructure. UTM’s partners, MARA and MTDC, have also contributed $3,375,000 toward the incubation and entrepreneurial training facilities and its programs.

Planned Activities and Milestones
- In July 2003, the project committee organized a workshop to elaborate the implementation of the program. The workshop recommended three programs: (1) training, (2) development of a business center and (3) server farm programs.
- Training: The training programs will help clients in many ways such as educating entrepreneurs, developing business competency, identifying entrepreneurs with business experience and creating a business and entrepreneurial mind set. Among the main activities are the mentoring programs, certificate programs, marketing and business plan strategy workshops, study tours and financial planning courses.
- Business Center: The functions of the business center are to provide facilities like Internet lines, fax machines, computers, software, printers, copiers etc. and to encourage business contacts and networking through seminars, conferences and courses to create a support system for clients.
- Server farm: The server farm is to provide a portal system that helps clients to promote their products, develop marketing strategies and business activities, and enhance commercialization. Independent network infrastructure will help clients with reliable Internet connections.
MONGOLIA

Grantee: InfoCon Company, Ltd

Grant: Planning Grant. US $100,000
Contact: Ms. Tsetseg-Ulzii Yadamsuren, Project Coordinator
Email: batpurev@infocon.mn
Proponent Website: http://www.infocon.mn/eng/index.php

The activities during the planning phase will build a solid foundation for establishing a business incubator. The proposed New Path Incubation Center will be a joint initiative of the ongoing, highly productive relationship between InfoCon, the Mongolia Development Gateway and the Mongolian Academy of Science. The Mongolian Chamber of Commerce will also be involved, and the Ministry of Infrastructure will offer official recognition and support. In the medium term, the incubator will engage a number of partners from the private sector to strengthen the capacity and viability of the project.

Project Objectives
The primary goal is to create a business incubator that will facilitate dynamic exchange, foster research and development and promote the knowledge and use of information and communication technologies (ICT) among Mongolian businesses. The main activities during the planning phase are to include an extensive needs assessment, strategic and business planning, creating partnerships, establishing the incubator’s infrastructure and designing a formal monitoring and evaluation mechanism.

Partnerships
Implementing organizations are InfoCon Company, Ltd, the Mongolia Development Gateway, the Mongolian Academy of Science, and the Mongolian National Chamber of Commerce and Industry. The role of InfoCon is to oversee the implementation of the project and to foster and maintain strategic partnerships. The Mongolia Development Gateway is to contribute its expertise and experience in ICT development and training and its ability to facilitate the integration of ICT and sound business practices into participating organizations. The role of the Mongolian Academy of Science in the New Path project is to serve as the link between Mongolian businesses and research and development information and outcomes.

Planned Activities and Milestones
- Extensive needs assessment: This process will investigate the current status of technology transfer in Mongolia and will assess the outcomes of these activities. It will look at the potential for new opportunities and how they can best be exploited. The assessment may also feature a financial viability study and risk assessment. A collaborative approach will be taken involving members from industry and the government exploring their perspectives on the strengths, weaknesses, opportunities and threats (SWOT analysis) relating to new technology businesses in Mongolia.
- Strategic and business planning: A strategic business plan will be developed in accordance with the outcomes of the needs assessment and in consultation with the two main proponents of the project. The business plan will feature a full implementation strategy, updated goals and objectives, a risk minimization strategy, forward planning, a comprehensive internal and external ICT strategy, monitoring and evaluation processes and a well-defined exit strategy.
- Support and partnership building: Both the Mongolia Development Gateway and the Mongolian Academy of Science already form part of a wide ranging network of Mongolian organizations dedicated to the development of both ICT and non-ICT industries in the country. During the planning phase, these relationships will be examined, and the potential benefits to the projects will be assessed. This process will expose any shortcomings or opportunities to create new links. Additional financial and in-kind support will be sought from both new and existing partners.
- Establishing incubator facilities: Arrangements for physical space and appropriate infrastructure will be finalized. Based on the identified needs, the center will be set up and the recruitment of internal staff and clients will commence.
- Monitoring and evaluation: There will be internal and external monitoring and evaluation. Internal monitoring will be carried out by the project coordinator to ensure the timely delivery
of activities and the achievement of goals and objectives. External monitoring will be conducted by an experienced independent institution. The lessons learned will be applied. At the initial stages, some key performance indicators and the main goals and objectives will be developed. The progress of the project will be measured against these and will be reported both in the quarterly and final reports.

- Development of an online portal: An incubator website is to be developed to communicate the goals, objectives, services and products offered to beneficiaries; to introduce partner organizations, participants and achievements of the project and to regularly update activities implemented and progress achieved. The site is to be designed in a portal format with the potential for each participant to develop his or her own sub-portal. The site is to also feature some e-procurement and e-commerce functionalities. This will allow potential investors to post funding proposals and incubator participants to advertise their research and production results. Moreover, it will have a component on toolkits and guidelines for small and medium-sized enterprises to enhance their businesses.
NEPAL

Grantee: Information Technology Professional Forum (ITPF), Nepal

Grant Amount: Planning Grant. US $100,000
Contact: Mr. Suresh Kumar Regmi, President
Email: skregmi@yahoo.com
Proponent Website: www.itpfnepal.org
Project Website: http://www.incubation.org.np/

The Information Technology Professional Forum (ITPF) has been awarded a grant for the planning phase of Business Incubation System in Nepal. ITPF, with the cooperation and support of stakeholders like the High Level Commission for Information Technology, His Majesty’s Government of Nepal, the Nepal Chamber of Commerce, Kathmandu Engineering College, Kathmandu University and others, will conduct a needs assessment, in-depth research and analysis and planning for the provision of business incubation services to promote business innovation and private sector development. The business incubation services will focus on the integration and use of information and communication technologies (ICT) into the development of small and medium-sized enterprises (SMEs) and micro enterprises (MEs).

Project Objective
The ultimate goal is to build local capacity in the targeted business communities, to raise awareness, to promote the appropriation and utilization of ICT by local entrepreneurs and small businesses as tools to address their short- and long-term development goals and to facilitate the creation of a global incubator network for exchanging ideas and formulating best practices and lessons learned for designing and implementing business incubators in developing countries. The aim is to mobilize resources and build capacity in organizations in developing countries based on available global experience and best practices, to catalyze further investment and support from domestic and international organizations and to document experiences in utilizing ICT to help infoDev and the recipient better understand the impact of ICT on establishing business incubators in developing countries.

Partnerships
ITPF is expected to partner with other private or public institutions; with SME development and innovation programs with venture capital investors, financial institutions, universities, enterprise clusters and business associations and with NGOs. Two meetings were organized with initial partners namely ITPF, the High Level Commission for Information Technology, the Nepal Chamber of Commerce, Kathmandu Engineering College and Kathmandu University.

Planned Activities and Milestones
This planning project is designed to be completed in nine months. The first five months are to be allocated to research and consultation. Programming and consensus building (Business Incubation System design) are scheduled to begin in the fourth month and will take five months to complete. Awareness and promotion campaigns to benefit prospective stakeholders are also to be initiated with the planning process and will continue beyond the project period.

Meetings were held with government, private and civil society organizations and with professionals who have been involved in SME/ME development, enterprise promotion, entrepreneurial development and business incubation.

A meeting of stakeholders was organized on August 24, 2004 to disseminate the concept of business incubation to the larger community, to identify the immediate beneficiaries of this initiative and to recognize the partner(s).

A steering committee was officially formed with representation from government institutions including the High Level Commission for Information Technology, the Department of Cottage and Small Industries, the National Planning Commission and the National Information Technology Centre. Other participants included the business association of the Nepal Chamber of Commerce, Tribhuvan University, Kathmandu University, ITPF and the Incubator Initiative Nepal project team. The steering committee is chaired by a representative from the High Level Commission for Information Technology.

After several rounds of discussion and deliberations among initial partners and in the ITPF executing committee, the Incubator Initiative Nepal project team submitted an inception report to infoDev on September 7, 2004. Planned activities are the following.
1. Participate in activities promoted by iDISC and infoDev and contribute to knowledge-sharing activities at the local and international levels, particularly with other incubators and emerging enterprises.

2. Establish strategic partnerships with other key institutions locally and in other countries to provide complementary and cost-effective products and services, knowledge, networking, market integration, innovation, community outreach and financial support.

3. Establish a long-term, dynamic, easily accessed source of knowledge on best practices in ICT-enabled business incubation that supports entrepreneurship development and innovation with a special emphasis on poverty alleviation and social and educational advancement.

4. Create a repository of business practices and needs, drawing from experiences in the country and elsewhere.

5. Network and establish partnerships to support the analysis, planning and testing of new incubator approaches in challenging private sector environments.

6. Document experiences and best practices in planning and establishing an ICT-enabled business incubator, creating strategic partnerships and attracting additional financial resources from both private and public resources.
PHILIPPINES

Grantee: Ayala Foundation

Grant: Operational Grant. US $400,000
Contact: Victoria P. Garchitorena
Email: garchitorena.vp@ayala.com.ph
Proponent Website: http://www.ayalafoundation.org/
Project website: http://www.upayalatechnopark.org.ph/

The Ayala Technology Business Incubator (TBI) is part of the University of the Philippines (UP) Ayala Technology Park project to develop technology through information and communication technology-based entrepreneurship. The incubator, established in 2001 at the UP Diliman Campus Science and Technology Park, Quezon City (part of Metro Manila), is a non-profit information and communication technology-incubator encouraging new enterprise start-ups and business growth in (1) Internet technology; (2) network technology; (3) wire and wireless communication; (4) data communication; (5) digital signal processing; (6) algorithm development; (7) software design and development; (8) hardware design and development and (9) microelectronic design. Its overall objective is to promote government-academic-industry/private sector collaboration and forge more support for small and micro enterprise development in the Philippines.

Project Objectives

The work program funded by infoDev is to include the following activities:

- developing human and institutional capacity at the community level by promoting the wider and more efficient uses of information and communication technologies (ICT) for local business innovation and their application for economic growth;
- stimulating economic activity, generating employment and leveraging ICT to facilitate the integration of national and local business communities into the global economy;
- providing a strong demonstration effect leading to improved ICT policies that encourage investments in local small business communities;
- promoting equality and diversity in business development by actively engaging disadvantaged groups in incubation including women, people with disabilities and minorities. Special attention is to be given to the needs of small entrepreneurs who face challenges.

Partnerships

There have been numerous relationships forged across the public and private sectors:

- partnership with the Philippine Emerging Startups Open, Inc. (www.mit.edu/peso/) in July 2005 to help build an entrepreneurial environment through business plan competitions, business plan writing workshops, mentoring and enterprise management seminars;
- collaborative effort with the Department of Trade and Industry (DTI) specifically the Bureau of Small and Medium Enterprise Development for incubator services for target consolidators or accelerators of micro and small enterprises nationwide (Mindanao Products Showroom, Association of Negros Producers, Paete and Pakil Artisan Wood Carvers and the Bantog Farmers Cooperative);
- collaborative effort with the Philippine Economic Zone Authority to register the facility as an information and technology zone to enjoy the incentives provided;
- partnership with the Commission on Information and Communication Technology to (1) adopt a project initiative on helping small and medium-sized enterprises (SMEs) in ICT and (2) adopt a project initiative on eLegis (reference system) for local government units (LGUs);
- regular exchange activities with DTI to identify how best to present SME capabilities in the ICT and electronics sectors;
- partnership with the League of Vice-Mayors of the Philippines and Vice-Governors League of the Philippines to implement eLegis as a reference system for business development and investment regulations in LGUs nationwide.

Activities Completed and Milestones

Activities to be undertaken are in connectivity and networking, business resource inventory, service clinics, training; idea exchanges, “biz dev” plan competitions, entrepreneurial learning labs, Philippine network of business incubators and accelerators, sharing best practices, needs analysis, awareness raising and policy advocacy. Target markets include technology start-ups, research and development service providers, and knowledge-based activities. TBI now consists of a 520 square meter building with 8 tenants, but there is a plan for an expanded facility to offer more space. It is managed through a steering committee and a project management team.
### Indicative portfolio of Ayala Technology Business Incubator

<table>
<thead>
<tr>
<th>Name of Client Company</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fluxion, Inc</td>
<td>One of the leading platform developers and solution providers for mobile technology in the Philippines. It is the first beneficiary of the incubation program of Ayala’s IdeaFarm, a former locator at TBI.</td>
</tr>
<tr>
<td>OptiServe Technologies, Inc</td>
<td>A company involved in the design, development and integration of custom-built application software for education, LGUs and business.</td>
</tr>
<tr>
<td>I-Gate Solutions and Technologies Corp</td>
<td>The company produces environmental control units for telecom companies. It is involved in the development and manufacture of automation products for cell site applications.</td>
</tr>
<tr>
<td>Integrative Learning</td>
<td>This is a “knowledge-systems integration company” and a content innovator that provides a pioneering e-learning venue offering the first master’s degree program for teachers in the Philippines and other developing countries. It uses the multi-intelligent distance learning protocol as a standard for distance education design and delivery.</td>
</tr>
<tr>
<td>Astra (Philippines), Inc</td>
<td>It develops software and hardware solutions for export, mainly to Japan. It also engages in research and development in areas such as optical character recognition, mobile and wireless computing and entertainment software.</td>
</tr>
<tr>
<td>Systema Computer Solutions Corporation</td>
<td>A software company that delivers business solutions using innovative and cost-effective information technologies. Systema is in partnership with 10art-ni Corporation, a Japanese web system consulting and development company. Systema plans to conduct research and development pertaining to 10art-ni’s Web Work Bench Software, an application framework product for Java development.</td>
</tr>
<tr>
<td>Java Research and Development Center</td>
<td>A 4-way collaboration among Mirant Foundation, Ayala Foundation, Sun Microsystems and UP, it is an incubating facility for small enterprises.</td>
</tr>
<tr>
<td>Center for Economic Policy Research Center</td>
<td>The center has been designated as the Asian focal point for Scientist for Health Research and Development (SHARED), a web-based knowledge management approach designed to foster networking among health scientists in developing and developed regions. The center is in partnership with UP Manila Information System, Philippine General Hospital, the National Institute of Health and the Philippine Center for Health Research and Development.</td>
</tr>
</tbody>
</table>
SRI LANKA

Grantee: Sri Lanka Technology Incubator (Pvt.) Limited

Grant Amount: Operational Grant. US $300,000
Contact: Ms. Thusitha D. Pilapitiya, Chief Executive Officer
Email: info@ConceptNursery.com
Proponent Website: http://www.conceptnursery.com/

The Sri Lanka Technology Incubator (SLTI) is an ICT technology incubator, established in July 2000 in Colombo as a small non-profit company operating under the title of the Concept Nursery Expansion Program. Its business development aim is to strengthen and encourage entrepreneurship and stimulate the adoption and consumption of information and communications technology (ICT) in Sri Lanka by growing and franchising ConceptNursery to provide opportunities for entrepreneurs throughout the country to establish and grow viable ICT related ventures; develop programs to assist SME enterprises to adopt and utilize ICT; develop and promote technology entrepreneur programs for women; and disseminate best practices in business incubation including the exchange of entrepreneur experiences and incubator management. The total building area of the ICT incubator is 325 sq. meters, housing 10 ICT-enabled software tenants employing 50 staff. There are also two off-site tenants, and three more are about to be launched. The incubator has graduated 20 clients over the past 3 years, mainly due to rapid expansion of their business and staff numbers. The incubator provides assistance to clients with financial assistance by arranging regular forums and meetings involving venture capital investors and tenants (through one of the incubator’s partners NextVentures), a venture capital company. This company is used to help develop tenants’ business plans, finance applications, other documentation, and undergo due diligence.

Project Objective
The ConceptNursery Expansion Program is intended to strengthen the incubator and broaden its scope of activities to encourage entrepreneurialism and stimulate the adoption and consumption of information and communications technology (ICT) in Sri Lanka. The objectives include:

- Grow and franchise ConceptNursery to provide opportunities for entrepreneurs in Sri Lanka to establish and grow viable ICT related ventures
- Develop programs to assist small and medium sized enterprises in Sri Lanka to develop and/or adopt and consume ICT
- Develop and promote technology entrepreneur programs for women
- Disseminate best practices in business incubation including the exchange of entrepreneur experiences and incubator management
- Ensure sustainability of incubator activities by increasing the level of operational efficiency and the development of new revenue streams to help fund expansion activities

The ConceptNursery intends to help establish a scalable environment that would be conducive to entrepreneurialism, research and development of new technology and solutions, and the maturing of the ICT sector. Using the experience gained over the past three years, and the combined expertise of its Board of Directors, Concept Nursery will adapt a pragmatic and realistic approach to achieving the above goal and objectives.

Partnerships
The ConceptNursery is a unique public private partnership between the following institutions:

- Sri Lanka Institute of Information Technology: Quasi Government: ICT training/eGovernment
- NextVentures Limited: Private : Venture Capital Fund Management
- MediaSolv: Private: Software development
- Prudential Holding Limited: Private Diversified

The ConceptNursery Expansion Program will be conducted with the direct support of two of the incubator’s founding shareholders; Media Solutions and NextVentures. Media Solutions will assist with the ICT Enhancements, while NextVentures will provide Management Consultancy.

Activities completed and some milestones
Conceptnursery had more than three years of hands-on experience incubating mainly software
related startups. The main objective of the infoDev project was to expand the reach and be able to serve more entrepreneurs. In order to execute the project effectively, two components required developing – (a) Comprehensive itemized master plan for the entire project with evaluation criteria and (b) a process based approach with flexibility to adapt unique incubatee situations.

Eight areas were identified as most important for the expansion project that includes Women entrepreneurship; Technology related education; Non-technology related education; Open source evangelism; Forum to exchange innovations; Events to encourage innovation; Virtual incubation; and Franchising Conceptnursery.

In order to make a positive impact on these areas, number of activities was planned strategically. These activities were designed carefully to make sure the right content is delivered to the right recipient. Following areas will highlight the activities that are taking place at the moment.

- **Conference:** The ‘Entrepreneurship Conference’ was targeted at decision makers and gate keepers from the corporate world. In this regard Sri Lanka’s first conference on entrepreneurship was conducted successfully on March 19th 2004. The title of the conference was ‘Business Incubation for Innovation and Economic Development’. Top officials from both government and private sector participated.

- **Big-Idea Workshop:** With regard to taking the entrepreneurship mantra country wide, a special interactive workshop named ‘BigIdea’ was created. The workshop includes many lectures with the objective being to introduce creative thinking process and distil it further with a business plan. This workshop was very successfully conducted at various institutions, including universities and other associations.

- **Training and Capacity Building:** For both technology and non-technology related education, a set of topics that are high demand were identified and were formulated after doing a research with the incubatees and industry. The topics were categorized into various disciplines like Marketing, Management, Technology, Legal, Finance, Human Resource Development. Most of the topics were conducted free of charge to the participants.

- **ICT components:** The Conceptnursery Expansion program envisages the use of ICT to increase operational efficiency and deliver scalable functionality as the incubator embarks on a mission to broaden its scope of activities beyond the confines of current resident program. The suite of tools includes:

  - **The Entrepreneur Portal:** Entrepreneur Portal will allow ConceptNursery (CN) to aggregate and disseminate news that relates to entrepreneurship and emerging technology. One of the biggest problems for budding entrepreneurs in Sri Lanka is that they lack exposure and access to information. The Entrepreneur Portal will cut the clutter on the Internet and allow visitors to the site to access news and information related to the incubator’s areas of interest. The Entrepreneur Portal will be an outreach activity of CN, primarily intended to attract potential Tenants and partners. This portal is currently at the prototype stage and is going through final deployment stage.

  - **Groupware and messaging platform:** Even as CN’s activities and focus extends beyond the walls of the current building the need to engage and work closely with resident and virtual Tenants, partners and various other stakeholders becomes even more pronounced. A comprehensive CN Messaging and Groupware solution will allow the various stakeholders to communicate and share information more efficiently. In addition to email, calendar and contact management, the online document share, message board and chat conferencing facilities will also allow the CN to facilitate an ongoing dialogue and also conduct online mentoring sessions and seminars. The CN Messaging and Groupware solution is primarily intended to increase internal productivity as the incubator broadens its scope and focus. CN proposes to deploy an online Project Management and Collaboration solution that will dovetail into the CN Messaging and Groupware platform. The Project Management and Collaboration solution will be used for CN’s own activities as well as for CN Tenants, resident and virtual, who will manage their technology development process using this tool. The tenants will be able to use this facility to allow their customers, investors and other partners to track progress and monitor developments. The CN Project Management and Collaboration solution...
is primarily intended to infuse discipline and transparency from the very beginning of the CN Tenant’s technology development process. Both these products are currently installed at the premises and going through the acceptance stage.

Technology and Investment Exchange Portal:
To further compliment CN’s Entrepreneur Portal, CN proposes to develop and deploy an online Technology and Investment Exchange for Tenants and Graduates. This facility will allow current and graduated Tenants, both resident and virtual, to market and deliver themselves, their products and solutions to customers and potential investors who may be anywhere in the world. The CN Technology and Investment Exchange will integrate functionality similar to that found on popular commercial sites like eLance, CDW, Amazon & eVentures. This facility will be used to generate revenue and build credibility that could subsequently be leveraged by the Tenants as they establish themselves in the market. This facility will also be integrated with the three other software modules so as to provide a seamless user experience. This portal is currently at the prototype stage.

Tenant portal: The CN’s growth beyond the confines of the current premises is crucial to its long-term success. It is clear, however, that growth cannot come from investment in brick and mortar incubators. To this end, the incubator has conceived a franchise program and a Virtual Tenant (VT) program. The franchise program will be implemented through alliances with Universities and other institutions at the national levels. The VT program however, will aim to provide the relevant services to prospective tenants who will incubate remotely. This portal is currently at the prototype stage.
**SRI LANKA**

Grantee: Intermediate Technology Development Group – South Asia

Grant Amount: Planning Grant. US $70,000

Contact: Mr. Jayantha Gunasekara, Technology Programme Leader

Email: Jayantha@itdg.slt.lk

Proponent Website: http://www.itdg.org/; Project Website: http://www.rensrilanka.org/

**Intermediate Technology Development Group—South Asia (ITDG)** helps eradicate poverty in developing countries by developing and using technology and by demonstrating results, sharing knowledge and influencing others. ITDG was established in England in 1966 by Dr. Fritz Schumacher, author of ‘Small is Beautiful’. The organization has regional and country offices in Peru, Kenya, Zimbabwe, Sri Lanka, Sudan, Bangladesh and Nepal. ITDG helps eradicate poverty in developing countries by developing and using technology and by demonstrating results, sharing knowledge and influencing others.

**Project Objective:**

Under the infoDev Incubator Initiative, ITDG will work with small scale agro processors to strengthen their market linkages through networking and introducing simple and effective applications of ICTs and link them with the e-business world. The services that are planned to be identified include market intelligence, marketing services, expert inputs, management inputs and timely information that are beyond the conventional business development services delivery. This commercial provision of marketing and other consultancy services for the rural and small scale agro processing sector is to be undertaken through a community network model ‘Rural Enterprise Network’ (REN) that was established among the group enterprises assisted by ITDG, which has now emerged to be the business incubating arm of ITDG South Asia.

**Partnerships:**

The REN or Rural Enterprise Network, which brings together rural micro scale agro processors, was conceived by ITDG to address certain pertinent issues that plague rural producers in Sri Lanka. It is a venture that seeks to bridge the gap between rural entrepreneurs and distant markets and professional services. Today, REN is incubating fifteen group enterprises in the districts of Badulla, Kurunegala, Kandy, Matara, Anuradhapura and Puttalam in the field of agro processing (dehydrated vegetables, fruits, and medicinal herbs.)

**Planned Activities and some milestones:**

ITDG-South Asia has establishment of a ‘rural enterprise network’ (REN) as an extended business development service provider for small scale rural enterprises. The main functions of the REN are to,

- Do market research, set up business partnerships and sales agreements and facilitate physical access for REN members to markets.
- Establish a new brand name
- Set up and operate a business extension service offering limited services and facilitating wider services to REN members
- Develop service agreements and useful contacts with a range of organizations (credit institutions, BDS, legal experts etc.) and use the extension service to help facilitate access of REN members to these organizations.
- Organized ICT platform to communicate and coordinate on all business functions of scattered members of Rural Enterprise Network.

The operational costs of the business incubation model will be financed from donor funding initially and will recovered by embedded cost recovery mechanisms of providing marketing assistance and linkage development. The main revenue stream of the business incubator would be the commission businesses those currently involved with.

The main investors will be financial institutions. REN will assist the group enterprises coming under the purview of its business incubation to develop sound business and investment plans which will provide the financial indicators such as pay-back periods, return on investment, for the creditor to draw up their own exit plans. Part of the financial investment will be made from the revenue of the business incubators. The project is to develop partnerships with organizations and development programs promoting micro-enterprises. In this way the incubator will gain the opportunity of identifying potential enterprises for their services.
THAILAND

Grantee: Kenan Institute Asia (KIAsia)
Grant: Planning Grant. US $100,000
Contact: Paul Wedel, Executive Director
Email: kiasia@kiasia.org
Proponent Website: www.kiasia.org

Kenan Institute Asia (KIAsia) and the Office of Vocational Education Commission developed the KIAsia Business Incubator (KIAsia BI) in 2003 to assist aspiring entrepreneurs in Thailand, especially rural residents who typically lack funds and necessary basic business know-how. KIAsia BI is currently focusing on assisting entrepreneurs to realize their business ideas while expanding to include information and communication technology (ICT) utilization and international business practices. (KIAsia was established in 1996 with an endowment provided by United States Agency for International Development, the Royal Thai Government, the Frank Hawkins Kenan Institute of Private Enterprise and the William R. Kenan Charitable Trust).

Project Objectives
KIAsia used the planning grant from infoDev to do significant research and planning to conceive, formulate and refine a business plan to establish business incubators at five vocational schools throughout Thailand. The Office of Vocational Education Commission of Thailand is a strategic partner and will provide facilities, staff and tenants once the planning phase is concluded and the operational phase begins. This work program is to focus on four key areas: basic business education, competency development, funding assistance and ICT utilization/skills. Each area will include a number of activities as pre-requisites for the successful implementation of effective, efficient incubators. These activities are to have a positive impact on the ICT community within Thailand as the rural community begins to utilize their benefits.

Partnerships
The Office of Vocational Education Commission (OVEC) is responsible for vocational education and short training programs to meet the needs of the labor market and national economic growth according to the human resource production policy and the National Economic and Social Development Plan. KIAsia was involved in strategic direction, linking KIAsia BI with partner organizations, coordinating with infoDev, researching best incubator practices/ICT uses and customizing them for Thailand. OVEC coordinated with KIAsia to identify the five ideal incubator location sites, to evaluate the KIAsia BI plan with regard to facilities and staff resources to be allocated for the business incubator and to assist with future tenant recruitment. Both organizations worked closely together to bring on-site or off-site incubation services to as many locations in Thailand as possible.

Activities Completed and Milestones
- Close cooperation with OVEC: KIAsia and OVEC have worked closely together over the past year to prepare a business plan for the incubator. This close cooperation has resulted in a strong relationship that will enable the two organizations to work together to implement the plan. By building on the strengths of their respective organizations, this partnership is better positioned to address the needs of the small and medium-sized enterprises (SMEs) targeted by the planned incubators. This close cooperation will undoubtedly lead to other projects between the two organizations and is also planned to be used as a road map for future successful partnerships.
- Increased internal capacity of KIAsia: KIAsia staff have been able to attend numerous training courses that have significantly built up internal capacity. Most noteworthy is the “train the trainer” course for new incubator managers that was facilitated by Amber Nystrom from Social Fusion. KIAsia approached the National Business Incubators Association (NBIA) and requested a course to train new incubator managers in Southeast Asia. KIAsia is the only organization to have received this type of course. It is expected that KIAsia will offer this training to many organizations in Southeast Asia thereby increasing the capacity of the region. Training in best business incubator practices, general business incubator issues and financing for tenants has rounded out the training received. KIAsia has already utilized this new capacity by organizing seminars to increase awareness of business incubators. KIAsia is working to be a leading information and consulting resource for business incubation in Southeast Asia.
- Networking with organizations in Thailand and internationally: KIAsia’s network will greatly
assist future SME clients as KIASia acts as the focal point for domestic and international communication and partnerships. ICT use will allow incubator tenants access to our domestic and international partners.

- **Business plan that is ready to seek funding for implementation:** This business plan has analyzed current situations, best practices, and cultural/geographical/environmental issues specific to the planned incubator sites. The plan has been refined and is ultimately expected to be complemented by site specific business plans.

- **Incorporated ICT use into the business model which targets rural communities:** Connecting rural SMEs to ICT was a primary concern for KIASia in planning these incubators. Significant time and resources were expended to understand how ICT could successfully be utilized by target clients. The plan includes not only ICT as a means of accessing information but can also be used as a central part of a tenant’s business model. The key was not just providing Internet access to companies but understanding that incorporating ICT will facilitate their business processes.

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**Additional grant approved in March 2006**

Kenan Institute has received an additional funding of $100,000 from infoDev for its proposed work program to upgrade the business-incubation services provided in Lao PDR, Cambodia, and Thailand, through localized interventions tailored to the specific contexts and needs of each country in five critical areas of business-incubator services including (a) Pre-entry entrepreneur training; (b) Post-selection comprehensive business assistance program; (c) Tenant capitalization, financing, and access to finance; (d) ICT transfer and commercialization; (e) Local business community outreach and other linkages.

The proposed work program is to be implemented by Kenan Institute Asia (KIASia); Office of the Vocational Education Commission of Thailand (OVESC), Ministry of Education in Thailand; Lao PDR National Chamber of Commerce and Industry, ICT Commerce Association Committee (LNCCI) in Lao PDR and the Cambodia Institute for Development Studies (CIDS) in Cambodia. All the partners will be involved in implementing the above activities. KIASia will provide strategic direction, project management, links to the broader regional and global incubator networks, training, knowledge transfer, and consulting. The country partners will be responsible for local insight, mobilization, and facilities. All the participating institutions will be responsible for ensuring business-incubation services conceived are appropriate and responsive to the local environment and needs of tenant, SME, and aspiring entrepreneur beneficiaries.
THAILAND

Grantee: National Science and Technology Development Agency of Thailand NSTDA

Grant: Capacity Building Grant
Grant Amount: US$150,000
Contact: Dr. Janekrishna Kanatharana, Director, Thailand Science Park
Email: janekrishna@nstda.or.th
Project Website: www.nstda.or.th, www.sciencepark.or.th

The main goal of the infoDev funded work program is to strengthen the Thai business incubation system by capacity building and networking activities. It is expected that this will consecutively strengthen the anchor function that Thailand has in the Mekong Region by fostering collaboration especially with other (future) incubator projects in Vietnam, Cambodia, and the Philippines, by transferring successfully tested components of the Thai project.

Partnerships
All activities consider a cross-border transfer of the Thai experiences to future incubator projects in Vietnam, Cambodia, and Philippines. The partnership network will include the following:

- Project partner with 2 regional coordination offices in the partner countries ensuring the networking, promotion and the knowledge dissemination within these countries
- Monitoring committee composed of representatives from each partner and a project team from each partner to ensure real cross-border collaboration
- 17 representatives from the partner countries participating in 2 networking events in Thailand with an opportunity to foster contacts with the Thai business incubation community
- Project website “Mekong Region Business Incubators Alliances - MBIA” in Thai and English, with some sections in Vietnamese, Cambodian and Filipino to facilitate the access to the knowledge compiled within the project
- Database with good practices in incubator management for sharing experiences, including the publications produced from the report including the Benchmarking of Thai business incubation system openly available
- A Thai standard for performance monitoring and evaluation, tested for its applicability in Thailand with ICT support by an electronic knowledge management system (eKMS), which could be adopted by the partner countries’ business incubators;
- Strategic objective of Thai Business and Incubator, Science and Technology Park Association (BISPA), the business incubator network, to become a contacting point to international partners and to encourage business incubators in Thailand to develop strategic alliances with relevant organizations in Thailand and abroad.

Project Objectives
The main objectives of the infoDev funded work program include the following:

- Strengthening the Thai business incubation system by fostering networking and collaboration along the supply chain of entrepreneurial support in Thailand including the Thai business incubators, Thai-BISPA—the network of business incubators, and the other innovation support organizations
- Leveraging ICT through integrating an electronic knowledge management system (eKMS) into a project website to support the performance monitoring and evaluation and to create knowledge of good practices in incubator management
- Networking to quantify and improve the impact of the incubation system in Thailand;
- Elaborating a standard for performance monitoring and evaluation of Thai business incubators and to test its applicability
- Improving the monitoring and evaluation skills of Thai business incubator managements in order to increase their capacities for self-assessment.

The above objectives are to be achieved through the following set of planned activities:

- Design and organization of regional network activities of the Thai business incubator network to strengthen the anchor function of Thailand in the Mekong Region
- Operating a website Mekong Region Business Incubators Alliances—MBIA with eKMS
- Improving M&E skills of business incubator managements within Thai-BISPA
- Testing a Thai standard for monitoring and evaluation of Thai business incubator operations
VIETNAM

Grantee: Center for Research and Consulting on Management

Grant: Planning Grant. US $50,000
Contact: Mr. Pham Minh Tuan
Email: crc@hut-fem.edu.vn

The Center for Research and Consulting on Management (CRC), an autonomous unit of Hanoi University of Technology (HUT), is the lead implementing institution for the work program in Vietnam. The center was established in 2003 in the faculty of economics and management with support from the Swiss Agency For Development and Cooperation, the Asia Institute of Technology, and the Vietnam management development program. The overall mandate of CRC includes consulting and applied research on management and economics; facilitating technology transfer; organizing seminars and short-term training courses; conducting market research and marketing services; organizing business tours; mediating cross-market partnerships; and cooperating with international partners to enhance training quality.

Project Objectives
The objective of the work program is to fill the current gap in Vietnam for support for entrepreneurs in pre-seed and seed stages through training, research-application links, developing business plans, providing infrastructure building networks and offering business development services. The primary target tenants include students and researchers in universities and research institutions; authors of information and communication technology (ICT)-related innovations; individuals or teams with research under way or a completed innovation and young companies with fewer than two years of operation.

Partnership
Hanoi University of Technology was established in 1956. Over the last 40 years, the university has become a national institution for training engineers and a center for scientific research for almost all industries in the country and has further made considerable contributions to national education.

Planned Activities and Milestones
The planned work program includes (1) seminars and workshops on entrepreneurship; (2) the annual business plan competitions within HUT; (3) regular networking events with venture capitalists, later-stage incubators, corporate ventures and angel investors; (4) maintaining relationships with national competitions and (5) leveraging the novelty of the university incubator concept to create media coverage. The overall ICT strategy is planned to include three elements:
- an e-learning platform for business plan seminars and management training;
- an Internet-based information platform on business start-ups;
- services for creating website creation and for e-commerce.

The objectives for both the current planning and the implementation phases are as follow:
- Sustainable financial model: To construct a financial model with projected costs for carrying out the objectives in the operational phase and to identify feasible sources and amounts of funding (from private, government and non-government organizations) that sustainably cover those costs.
- Awareness raising: To raise awareness about the incubation concept and the CRC incubator in particular among potential donors, investors, clients and the community at large.
- Potential clients: To identify one or two clients who are currently in need of incubation services and who show high potential for either becoming a self-sustaining company or providing technology that will be applied widely.

All the above activities aim to:
- provide innovators with early practical advice to help direct their research so that their work will bring applicable, marketable results;
- coach and support them in creating convincing business plans that will win interest from later-stage incubators and venture capital funds;
- provide office infrastructure and lab resources to facilitate their research and business development;
- establish relevant networks of contacts, help entrepreneurs meet potential investors, clients, suppliers, partners, management and staff;
- help perform the necessary legal and financial work for setting up a new company.
Additional grant approved in March 2006

The Center of Research and Consulting on Management (CRC), an autonomous unit of Hanoi University of Technology, has received an additional funding of $50,000 from infoDev towards its proposed work program related to promote and support research-based and/or technology-oriented startup entrepreneurs as well as technology business incubators. The specific objectives include:

- Strengthen capacity of CRC Business Incubator to offer more comprehensive and integrated services to promising entrepreneurs with viable technology business ideas and increase the number of highly potential incubatees and the number of successfully graduated incubatees from 5 in 2004 to 15–20 in 2006.
- Develop as a Technology Business Incubator Support Center in Vietnam and support the Ministry of Science and Technology to develop an effective and sustainable national network of business incubators in Vietnam.
- Build a Virtual incubator to support the establishment and operation of 60 sustainable community information technology training centers in Vietnam.
EASTERN EUROPE AND CENTRAL ASIA
ARmenia

Grantee: Viasphere Technopark

Grant: Capacity Building Grant. US $150,000
Contact: Aram Vardanyan, General Director, Viasphere Technopark
Email: vardanyan@viasphere.com
Website: http://www.viasphere.com

Viasphere Technopark (VT) is a private company incorporated in the Republic of Armenia in 2001 and is a wholly owned subsidiary of Viasphere International (VI). VT started operations in July 2001 by housing five start-up companies. Since then, Viasphere Technopark has become a model commercial incubator in Armenia currently housing 11 tenants and has created more than 400 jobs in information and communication technologies (ICT) in addition to adding long-term value to local resident companies and subsidiaries in the United States (US).

VT is centrally located in Yerevan, the capital of Armenia, in the southeastern industrial part of the city in close proximity to Zvartnots International Airport and downtown Yerevan. The technopark campus consists of 10 buildings. The site was formerly a headquarters of Transistor Company, one of the most advanced semiconductor research and development centers in the former Soviet Union recognized throughout for power semiconductor development. The buildings consist primarily of office space and electronics laboratories.

Partnerships

Viasphere International has a network of venture capital and angel funds with a track record of successfully funding start-ups and projects. It has funded projects with several firms, funds and individuals in Silicon Valley in the US with proven industry track records. Viasphere International has a close working relationship with D-Age Ventures, Band of Angels and Alpha Ventures. Over the years, VI has established working relationships with other incubators around the world through formal and personal connections with the principals. It looks at these relationships as a way to exchange experiences and to access expertise and local markets on a mutually beneficial basis. These relationships include the following incubators and technology parks: Werhner von Braun Institute, São Paulo, Brazil; Saras Labs, Sardinia, Italy and XL TechGroup, Florida, US. In addition to infrastructure and management experience, VI possesses a network of worldwide investors and incubators to help companies with capital needs, development resources and access to markets.

Project Objectives

The main objective of the infoDev-funded work program is to improve the managerial and operational capabilities of the Viasphere Technopark and its tenants and to strengthen the growing ICT sector in Armenia. The anticipated project outcomes will:

(i) facilitate the flow of information and expertise to transfer know-how in creating and running successful start-ups;

(ii) tap into a global network and exchange of experiences among ICT incubators in the US, Europe, and the Far East;

(iii) facilitate an exchange of experiences among incubators in the US, Europe, Latin America and Armenia, and

(iv) support local start-ups to serve as catalysts providing cost-effective and ICT-enabled solutions for various branches of industry that are key to the socioeconomic development of Armenia. These objectives will be achieved through targeted consulting, training, residency and commercialization services to be offered by VT in Armenia and VI in the US.

Activities

- Providing knowledge and advice to VT staff on the business and operational specifics of running business incubators: The activity will include incubator management consulting. An international consultant with extensive expertise in business incubation and development will assist VT management and staff in further developing and improving their strategy and operational mechanisms, will help to create solid business links between businesses and research and will advise on training needs and networking opportunities.

- Reviewing and learning international expertise by establishing beneficial links with business incubators, private companies and non-profit organizations: This activity proposes study tours for VT management and staff to successful business incubators to learn their key development factors and success stories, to discuss possible ways of cooperating with the Armenian incubators and the IT/hi-tech community and to consider perspectives and the feasibility of implementing joint projects of mutual interest and benefit.
Organizing the participation of tenant companies in the CeBIT 2005/Electronica exhibition to gain a better understanding of worldwide trends in IT/hi-tech and to review their marketing capabilities as well as to create contacts and partnerships: Three prospective tenant companies will participate in the tradeshow.

Supporting tenant and client companies to serve as catalysts providing cost-effective and ICT-enabled solutions for various branches of industry: The activity includes implementation of 5 strategic joint pilot projects.

Providing local companies, start-ups, and individuals with an easily accessed source of knowledge on business incubation that supports entrepreneurship, development and innovation: Workshops and seminars will be organized to talk to the community to disseminate information on ICT and the power of business incubation as well as to identify key problems existing in different industrial sectors where ICT-enabled solutions might help.

**Milestones**

Viasphere Technopark was one of nine companies nominated for the government's annual award on quality assurance and service provision in 2004. During the past two months, VT has worked intensively with three companies from the US, France and Armenia to establish start-up companies in the Technopark.


Negotiations are ongoing to house Synopsys’ two local subsidiary companies on VT premises.


March 2005. First VT graduation. The original Viasphere start-up company (2001) became E-Z-CAD subsidiary (2003) by increasing the number of staff from 5 to 60.

March 2005. Participation in CeBIT 2005 exhibition in Hanover, Germany and demonstration of the first prototype of Densitec (high precision green density measuring equipment) developed and designed in Viasphere with the joint efforts of our tenant and client companies.
## Indicative portfolio of viaspere technopark

<table>
<thead>
<tr>
<th>Name of Tenant Company</th>
<th>Description of Business</th>
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<tbody>
<tr>
<td>Synopsys Armenia CJSC</td>
<td>Electronic design automation</td>
</tr>
<tr>
<td>Epygi Labs Armenia, LLC</td>
<td>Networking software and hardware</td>
</tr>
<tr>
<td>Transistor Delta, CJSC</td>
<td>Microwave and high-frequency semiconductor research and manufacturing</td>
</tr>
<tr>
<td>M-Possible CJSC</td>
<td>Gaming software for personal digital assistants</td>
</tr>
<tr>
<td>Transistor Plus, LLC</td>
<td>Semiconductor and testing device design</td>
</tr>
<tr>
<td>DVA Group Armenia, CJSC</td>
<td>Broadband and digital video design systems</td>
</tr>
<tr>
<td>EAA Center</td>
<td>Telecommunication services</td>
</tr>
<tr>
<td>Diamotech, CJSC</td>
<td>Yerevan Branch Office, diamond polishing</td>
</tr>
<tr>
<td>Sonics Armenia Holding, Inc.</td>
<td>Embedded electronic design</td>
</tr>
<tr>
<td>Cafeteria Technofood, CJSC</td>
<td>Catering services</td>
</tr>
<tr>
<td>Damaris Am, LLC</td>
<td>Banking software design and e-service</td>
</tr>
<tr>
<td>Rubin L. Tech, CJSC</td>
<td>Laser device design and service</td>
</tr>
<tr>
<td>SmartTech, LLC</td>
<td>Banking software design and services</td>
</tr>
<tr>
<td>IntEj, LLC</td>
<td>Voice over Internet protocol services</td>
</tr>
<tr>
<td>Pion publishing, LLC</td>
<td>Publishing</td>
</tr>
<tr>
<td>SCDM, CJSC</td>
<td>Banking software</td>
</tr>
<tr>
<td>Averso, CJSC</td>
<td>Gaming software design</td>
</tr>
</tbody>
</table>
AZERBAIJAN

Grantee: Information and Telecommunication Technologies Development Association

Grant: Planning Grant. US $100,000
Contact: Mr Araz Mamadov,
Email: araz@azerinet.com,
Website: http://www.gateway.az/cl2_gw/pages/az/

Information and Telecommunications Technologies Development Association (INFOTEK) is a locally registered non-profit organization with a mandate for the development of information and communication technologies (ICT) in Azerbaijan. It is the organization that is responsible for the “az” domain name. The objective of the work program funded under the infoDev Incubator Initiative is to foster the social and economic development of Sumgayit by launching a business incubator there. Sumgayit is located in the northern part of the Absheron peninsula, north of Baku, and is the second largest industrial city in the country.

Partnerships
The partner organizations for this project in addition to INFOTEK, include Flexible Solutions; the Executive Office of Sumgayit City; Citizens Development Corps (CDC), a US non-profit organization and international organizations including the United Nations Development Programme (UNDP) through its Joint Azerbaijan Government and National Information Communication Technology Strategy (NICTS) project. The other partners include Khazar University; a local television broadcasting station SPACE; Development Gateway Foundation; IIZ, a German funding organization and Hewlett Packard Invent. There are also working relations with the Sumgayit branch of the Ministry of Economic Development of Azerbaijan which is responsible for business support and development in Sumgayit and in the Aphseron region.

Project Objectives
The mission of the project is to foster the social and economic development of Sumgayit by introducing a business incubator that will promote entrepreneurship and private sector development, develop higher penetration of national businesses in domestic and international markets and provide more dynamic knowledge flows and collaboration among stakeholders of the local business community. This is to be primarily achieved by developing the organizational capacities and client orientation of the incubator through increased services and products for tenant companies, by creating a suite of online tools and forums for partnerships and by formulating a business plan for its long-term sustainability.

Planned Activities and Milestones
The project will be implemented in two stages.

Planning September 2004—October 2005: The main goal of this stage is to identify the incubation environment and assess the needs of local businesses. This will include the following actions:
- conducting an assessment of the current situation of regulatory, policy, institutional, infrastructure, business climate and human resources and the use of ICT for small enterprise development;
- providing an assessment of needs of small and medium-sized enterprises in terms of support services;
- identifying the primary hurdles to face in establishing a business incubator and making it sustainable (identify potential revenue streams);
- identifying local business capacity and the goods produced and prepare local company profiles;
- preparing all documentation and business plans for establishing a business incubator and mobilizing local and international partners for support for establishing and running it;
- identifying market demands for Sumgayit goods and services and the best methods to utilize ICT tools for local business development;
- identifying the donor organizations that will provide the funding for tenant companies to get ISO certification and getting financial assistance from local and international financial institutions for them;
- discussing the introduction of the curriculum on business incubators with the Ministry of Education and leading universities;
- recruiting 10 future business incubation and development managers and providing them with training on business organization, marketing, finance and financial management, English language, how to write proposals and submit tenders,
business incubation principles, project management and introduction of ICT tools into production and business processes;

- developing and introducing online and printed business models to sustain the incubator and produce the necessary business concept papers and business plans.

**Implementation January 2006 – February 2007:** The main outcome of this stage is to establish the business incubator and provide its services for tenant companies. The related milestones here include the following:

- organizing and conducting an exhibition of local business companies;
- creating a web platform for the business incubator and for tenant companies;
- providing assistance for tenant companies to prepare and pass ISO certification;
- developing organizational capacity and strengthening client orientation by establishing the business incubator as a registered legal entity; producing the technical support strategy, mechanisms and documentation; setting up knowledge sharing and research functions; setting up quality assurance mechanisms (monitoring and evaluation systems); carrying out comprehensive evaluations of the incubator's performance and deliverables and setting up online support for the incubator team;
- developing and introducing services and products for tenant companies including expert services for the development of, for example, company strategies or marketing and financing;
- setting up premises including office and laboratory space; conference facilities; office services such as switchboard, photocopying and secretarial services; cooperating and networking with other companies, investors and public services; training in introducing sales and marketing departments in companies;
- introducing modernized (if applicable) or new (if not) departments within tenant companies that will be responsible for sales, marketing, promotion and foreign trade relations and organizing a local exhibition of tenant companies;
- stimulating and enhancing partnership opportunities on the global or regional levels with other incubators established with infoDev funding and with the private sector.
BULGARIA

Grantee: Applied Research and Communication Fund
Grant: Capacity Building Grant
Amount: $125,000
Contact: Angel Milev, Program Manager
Email: angel.milev@online.bg
Project Website: www.arcfund.net

The overall objective of the infoDev funded work program is to foster the development of innovative ICT-based products, services and enterprises and enhance economic growth in Bulgaria through developing sophisticated, integrated, online innovation incubation services. ARC Fund’s current operational model most closely resembles the characteristics of an incubator without walls of the international practice and a business and innovation center of the European experience. The past eight years of ARC Fund’s development as innovation focused business development service provider in a transition economy framed its service-and project-centered organization and offline delivery model. However, current market analyses suggest the necessity of conversion of off-line business support services and separate database-relayed services into a coherent, online innovation-life-cycle management incubation.

Partnerships
The main partners of ARC Fund include:
- **Bulgarian Industrial Association (BIA)** comprises of 78 branch chambers, 27 district regional organisations and 60 municipal organisations. It provides ARC fund with a unique breadth of industry outreach. Among its members are over 15,000 commercial companies, out which 263 are among the 300 largest companies in Bulgaria
- **Business Information and Consulting Center—Sandanski** is providing assistance to companies in rural South-West Bulgaria. It renders support to some 30 to 40 companies annually. It is a test-bed for poverty reduction and disadvantaged areas incubation services
- **Bulgarian Academy of Science (BAS)**, which presides over 67 research institutes, laboratories and research centres located in the main industrial cities of Bulgaria. BAS is the biggest basic and applied research center in this country, which holds the most international patents for Bulgaria

Project Objectives
The ARC Fund’s capacity building project (e3I) aims in particular to:
- Establish a virtual ICT-enabled innovation incubator capacity with the Applied Research and Communications Fund (ARC Fund) in Bulgaria by transforming the current organization and delivery of innovation-focused business development services provided to Bulgarian SMEs by ARC Fund and its partners.
- The above is expected to result in reengineering of the current innovation incubation processes, which are mostly project-based, towards client-centric processes; Enhancing and computerization of current innovation-support operations; and Achieving business and systems interoperability of current fragmented services
- Strengthen ARC Fund’s knowledge management (KM), networking and incubation capacities through effective integration into the global innovation incubation community.
- The project would assist ARC Fund in implementing the KM strategy and IT system that would enable effective internal (ARC Fund) and network (incubator-centered) KM and customer relations management (CRM)
- Strategic re-visioning and positioning of ARC Fund from a national player towards ECA-network player; Knowledge sharing and organizational learning within the global innovation incubation community
GEORGIA

Grantee: Civil Society Support Centre (CSSC)

Grant: Planning Grant. US $70,000
Contact: Vazha Goginashvili, Project Director
Email: csscge@yahoo.com
Website: www.cssc.ge

The Civil Society Support Centre (CSSC) was founded in 1999 in Gori in the center of Shida Kartli, one of the largest regions in Georgia. Since then, CSSC has covered the whole Gori region and in 2003 had a branch office inaugurated in Tbilisi. The centre has several departments that implement programs in various spheres of civil society development including community development, self-governance, small business assistance, and information and communication technologies (ICT). The planning grant aims to create a strategic framework for launching and developing a Georgian business incubator and educating stakeholders in Georgia to create a solid basis on which the incubator can be established. The incubator feasibility study is to serve also as a market development tool to foster introduction of business incubation systems across the region.

Partnerships

CSSC is the proponent organization and provides in-kind contributions, project management and coordination of participants. Intellcom Ltd. (an information technologies and communications company) provides office space for the project, communication and broadband access and is the prospective anchor tenant for the future incubator. Universe Ltd. (an information technology and software company) provides computer hardware and Internet services. Eurasia Foundation is a co-financer.

Project Objectives

With the vision of identifying opportunities for business incubator development and developing a detailed operational framework for a Georgian business incubator including a development plan, the main objectives of the infoDev-funded work program are:

- conducting a feasibility study for the Georgian business incubator;
- testing community reaction and promoting the business incubation concept among stakeholders by launching a public relations campaign to educate government officials, key players in the community, business community leaders and acting and potential entrepreneurs;
- creating a business plan and operational framework for the incubator.

Activities Completed and Milestones

Supported by the infoDev Incubator Initiative and the Eurasia foundation, CSSC conducted a comprehensive feasibility study of the business environment and the needs of small and medium-sized enterprise (SMEs). The current political, economic, social, technological, labor and market trends present a variety of implications for the impact and sustainability of a business incubator in Tbilisi. The proposed incubator has the potential to become a self-sustaining economic development instrument. It requires participants from government, international and national non-government organizations (NGOs) and donor organizations, industry and educational organizations in order to achieve success.

A business incubator not only implies the opportunity to become self-sustaining and independent of long-term subsidies but also has the potential to become a local and regional hub for various business development service instruments and for knowledge generation and dissemination. The major strength of the proposed business incubator model is its focus on knowledge-oriented entrepreneurs and enterprises and its international networking that assures knowledge transfer to the region. The feasibility study indicates the demand in Tbilisi for a mixed incubator focused on knowledge-oriented enterprises with social impacts that might in the long term transform into a specialized business incubator focused on a local industry cluster or technology sphere and/or the international market. The proposed business incubator has the potential to become a model for replication in other regions of Georgia.

To strengthen the survival and growth opportunities for its clients, the business incubator will provide infrastructure (work space and equipment) and knowledge services (training and consulting and information) to start-up enterprises in Tbilisi. The marketing and networking strategy will generate corporate images and relevant contacts for its
clients in order to add further value to SMEs. The business incubator concept is based on effective networking and stakeholder management on both the local/national and international levels. Main stakeholders will be Tbilisi, the Georgian government, Tbilisi universities, and international donor organizations.

The main objective of the incubator is to be financially self-sustaining in the third year of operations. Sustainability is based on revenues from rentals and consultancies for knowledge services (training and counseling, SME online information hub) in the development stages. For the online information hub, self-sustainability is not projected. Its venture capital will be generated by the facility and the training center. Several factors are critical to the success of the incubator. They are impact focus, sustainability of the mission, sustainability of motivation, and financial sustainability. In the development strategy and implementation sections of this business plan, overall objectives are identified for each of the critical factors.

1. Establish a focal area in expertise in business incubation of knowledge-oriented SMEs.
2. Promote strong collaboration and cooperation among stakeholders and create strong and effective incubator governance.
3. Establish collaboration with universities and scientific organizations to contribute to the technology and knowledge transfer culture in the long term.
4. Establish collaborations with financial institutes and individuals to contribute to the investment culture in the knowledge-oriented SME sector.
5. Establish international networks to increase knowledge transfer to the region.

The proposed incubator will be implemented in three phases. The **first** can be described as the initiating and planning phase which was started by CSSC in 2003 and will be completed by successfully identifying the source of funding and the implementation of the business plan (target: September 2005).

The **second phase** is incubator start-up which will be launched (target: September 2005) when phase one is completed. The mission will be accomplished by achieving overall financial and motivational sustainability. It will also include recognition of expertise among key target and stakeholder groups. The target for completion is September 2008.

The **third phase** is incubator maturity which will commence at the break-even point (financial self-sustainability) and which will be accomplished when the incubator functions as a regional hub of expertise. The target for completion is September 2010.
KAZAKHSTAN
Grantee: SODBI Business Incubator
Grant: Operational Grant. US $250,000
Contact: Kairat Sugurbekov, Director
Email: k_sugurbekov@sodbi.kz

SODBI Business Incubator is both non-profit (legal entity) and information and communication technology (ICT)-enabled and is based in Shymkent, southern Kazakhstan. It was established with the support of the Shymkent City administration and is closely associated with the City Innovation Committee and its programs. The incubator is well known for its capable leadership and staff, its good facilities and good early preparation in terms of completing a feasibility/business plan and creating a good image to attract more innovative tenants. The work program addresses issues of donor support in mentoring/consulting, facilitation of business partnership arrangements between incubators and clients, advocacy for small and medium-sized enterprise (SME) policy reform, fund raising, access to supportive networks and access to Russian language translations of global and infoDev literature on incubation. It has over 20 tenants and 10 graduates to date. To support ICT-related business tenants, SODBI established its own loan fund for SMEs and has an agreement with banks to provide loans to its tenants and clients. It is financially self-sufficient generating revenue from tenant rentals, business services to internal and external clients and training services.

Partnerships:

Financial Contributions and Networking
- Soros Foundation, Kazakhstan
- Eurasia Foundation

Technical Assistance, Training, and National/International Networking
- Kazakhstan Association of Business Incubators and Innovation Centers (KABIC)
- Science Park and Innovation Center Expert Group (SPICE)
- Poland Business and Innovation Centre (PBICA)
- South Kazakhstan State University

- University of Applied Science Mittweida, Germany
- City Government of Shymkent
- Private Sector
- GeKarTel AG, Germany

Project Objectives
- Enhance the ICT capabilities of SODBI and its tenants by improving the business, project and knowledge management levels of the tenants to increase innovation and SME promotion.
- Develop a local network for innovation uniting partners from the business incubator with universities, the local government, financial institutions and investors, and entrepreneurs to support and stimulate innovative activities.
- Stimulate e-business and SME ICT capabilities by developing an SME information portal that includes the most necessary and up-to-date information for all types of entrepreneurs considering their local contexts and user-friendly databases like the “Made in South Kazakhstan” database containing information about the products and services produced by local enterprises.
- Market Shymkent and South Kazakhstan to help raise awareness of the region among international groups and to create a positive image to attract foreign investors, potential partners and tourists.

Activities Completed and Milestones
- Creating an active, local network for innovation: The network established included 5 local enterprises co-funding project activities; 5 banks, financial institutions, and venture capital firms; 15 local and regional administrative departments; 3 university faculties; 5 local and regional NGOs and international organizations.
- Enhancing the incubator’s ICT capabilities: Work programs were undertaken to increase the efficiency levels of the business, project and knowledge management levels of both the incubator and its tenants. Examples of systems developed include improving Intranet communication and managing information and customer relations.
- Stimulating SME ICT capabilities: Training sessions covering approximately 100 incubators were organized at the eBusiness Training Center through country-specific course modules in the Kazakh language. Best website contests (20 participants); best business plan contests
(20 participants); distance learning modules (300 downloads); online business portal for SMEs, www.shymkent.com (5000 page requests) and listings at the “Made in Kazakhstan” catalogue database (1000 queries) were among some of the strategies employed.

- **Strengthening city and regional marketing capabilities through ICT use:** A multilingual (English, Russian, partly German), online business and tourism portal www.southkazakhstan.com was created for developing and maintaining an information portal targeting potential foreign investors and business partners to stimulate the first stage of city and regional marketing strategy development.

The infoDev project in Shymkent is integrated into the city’s overall incubator development strategy and objectives. The main pillar of the project is a regional SME information portal and e-incubator (www.shymkent.com) in Kazakh and Russian. SODBI has developed internal technical, managerial, and consulting capabilities to operate the portal and to provide consulting and training services on ICT integration and e-business for SMEs and entrepreneurs in the region. Also, the incubator will coordinate the launch of a multilingual information portal targeting international groups both in business and tourism at www.southkazakhstan.com. The SME information portal is planned as an integrated element of the south Kazakhstan SME information and education network developed and maintained in cooperation with local authorities and non-government organizations in the region.

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**Additional grant approved in March 2006**

InfoDev has provided an additional $100,000 to SODBI Business Incubator that seeks the integration of further potential project partners and resources, prioritizing longterm partners from the non-commercial and the commercial sector—in order to strengthen the overall longterm sustainability of the project activities and SODBI. The objectives of the work program include:

- Strengthening fundraising and partner acquisition for all project parts through a resources mobilization plan, and additional resources for fundraising
- Implementing the technology and equipment trade platform in cooperation with a commercial organization; Additional fundraising for agro-business and tourism innovation networks
- Integrating tourism knowledge online portal into the southkazakhstan.com marketing portal
- Seek additional partners for the TCnet network activities; Adopt the TCnet development plan, including portal business plan to the budget preconditions
- Prospect for additional partners for the CABIN benchmarking and impact measurement project
The Union of Business Incubators and Innovation Centers of the Kyrgyz Republic, the implementing organization of the infoDev Incubators Initiative work program in Kyrgyzstan, was launched in August 2003. Its mandate includes promoting small and medium-sized enterprise (SME) development through implementing and maintaining business incubators, innovation centers, and technology parks. In addition to functions related to asset maintenance, the union is also responsible for promoting economic growth, raising employment, helping start-up businesses and integrating Kyrgyzstan into the global knowledge-based economic system through the development of business incubators and the introduction of information and communication technologies (ICT).

**Partnerships**
The partners for this work program include the Eurasia Foundation, the Organization for Cooperation and Security in Europe (OCSE) Center in Bishkek, the International Finance Corporation-State Secretariat for Economic Affairs (IFC –SECO) program for Leasing Development in Central Asia, the United Nations Development Fund for Women (UNIFEM), and the United Nations Development Program (UNDP).

**Project Objectives:**
The infoDev-funded work program is to add three main activities to those of the Union of Business Incubators:
- introducing tenant companies of an existing business incubator to ICT in order to increase the efficiency of their operations;
- launching a branch to incubate ICT projects;
- rendering help in ICT development to regional business incubators.

**Planned Activities and Milestones:**
The main goal of the infoDev project is to increase the competitiveness of SMEs by enhancing their ICT and e-business capabilities. Activities include:
- enhancing the awareness and knowledge of opportunities provided ICT and Internet for SMEs;
- enhancing the ICT and Internet/e-business capabilities of the union and of business incubator managers;
- improving the technical e-readiness/ICT infrastructure of the union;
- enhancing the awareness and knowledge of opportunities for SMEs with ICT and Internet among local authorities, government and other relevant stakeholders;
- creating a network for innovation for SME support in ICT.

The following are some of the planned project implementation milestones for the union:
- enhancing strategic and operational management capabilities;
- conducting an empirical study on ICT use and e-readiness among SMEs;
- improving knowledge management capabilities;
- increasing technical e-readiness/ICT infrastructure;
- setting up an ICT training and information center;
- creating a distance learning program and an SME online information portal;
- designing and conducting a training program on business incubator development for business incubator planners and managers;
- organizing a national conference on SMEs and the Internet;
- creating a corporate and an infoDev project website;
- actively participating in and contributing to CABIN (Central Asian Business Incubators and Technology Parks Network) and to the regional Eastern European and Central Asian Business Incubators Network;
- Generating and disseminating knowledge on ICT for SMEs.

**Milestones Achieved**
To date, the Union of Business Incubators has completed the following activities:
- 6 seminars on how to get credit and use ICTs in SMEs for 200 participants
- 22 seminars on how to use Internet for business development for 534 participants;
- 29 training sessions on the basics of ICTs for 327 participants;
- 2 seminars on how to create business incubators and use ICT in SMEs for 66 participants;
- an exchange with National Association of Business Incubators in Russia, September 2004;
- participation in the Global Forum On Business Incubation in New Delhi October 2004 which raised experience in advancing business conception, in mobilizing resources and business plans and in developing strategies, activities, finances, marketing, etc.;
- participation in the seminar “Start Your Business in Internet,” in the conference “Internet for Development of Your Business” and in Business Incubator SodBi, Shymkent (May 2005).
**ROMANIA**

Grantee: The Development Centre for Small and Medium-sized Enterprises Maramures (CDIMM Maramures Foundation)

Grant: Operational Grant. US $350,000

Contact: Mr. Radu Big; Executive Manager
Email: radu@cdimm.org
Website: www.cdimm.org, Project website: http://ict.cdimm.org/

The **Business Incubator Centre at Baia Mare** is a mixed incubator managed on a non-profit basis with the funding support of a foundation. It was established to support entrepreneurship among university graduates, youths and other business newcomers by fostering information and communication technologies (ICT) start-ups using ICT research developed in Romanian universities and research institutions. The incubator also aims to improve the capability of associated/networked incubators to develop ICT ventures and to assist small and medium-sized enterprises (SMEs) to adopt ICT for improved effectiveness and competitiveness. The incubator houses 32 on-site tenants and has already graduated 26 companies. It assists on-site and off-site tenants and clients through training and mentoring services and has developed advocacy with other SME promotional organizations.

**Partnerships**

- **Business Innovation and Incubation Association Harghita**, a business incubator and partner;
- **Center for Business Excellence Bucharest** (CBE) based in Bucharest, Romania;
- **Executive Agency for Higher Education and Research Funding** (UEFISCSU), a public institution under the ultimate authority of the Ministry of Education and Research responsible for managing and administrating higher education and research funding.

**Project Objectives**

- Develop programs and mechanisms that foster and encourage the establishment and incubation of start-ups based on ICT developed in Romanian universities and research institutions.
- Improve the capabilities of participating incubators to facilitate the development and expansion of ICT-based ventures.
- Assist SMEs to develop and integrate ICT solutions into their operations so they can become more effective and competitive.

**Activities Completed and Milestones**

- **Empirical country assessment**: This was conducted to evaluate ICT services and included interviews and meetings with key ICT organizations (universities, companies, development organizations, business incubators) and local government (mayors, counselors).
- **Assessment study**: This was done on ICT issues in Romania. (technology, talent, know-how, capital, culture and context), technology issues, and commercialization issues (barriers, start-up)
- **Technical upgrades**: These included upgrades to the LAN between BIC Baia Mare, BIIC Harghita and CBE Bucharest.
- **Creating content and applications for training programs**:
  - modules on technology commercialization by Technology Innovation Group Inc.and UEFISCSU;
  - informatics for SME management;
  - e-commerce and e-business solutions for SMEs;
  - data base tools for building, administration, on-line and long-distance access with German assistance;
  - networks for SMEs: LAN solutions;
  - networks for SMEs: WAN solutions.
- **Training manual**: This is in Romanian and English, and the curriculum is based on the above programs. Modules include Management of SMEs, ICT and SMEs and Elements of Intellectual Property with an annex on the legal aspects of business startups (ISBN 973-85921-6-X). Electronic versions of the manual on CD-ROM have also been produced.
- **Training and capacity building**: Forty-three trainees from other organizations were selected in Baia Mare by CDIMM Maramures and 17 trainees were selected by BIIC Harghita in Miercurea Ciuc. The tenant companies from the business incubators had priority. Twenty-nine people completed the training program in Baia Mare and graduated with diplomas certified by the Ministry.
Outreach and networking: CDIMM Maramures organized an international conference on intellectual property rights in Baia Mare in collaboration with the patent offices of Romania and Hungary. The two-day workshop, Technology Commercialization: An Integrated, International Perspective, was organized in Bucharest in June 2004 and in Baia Mare in November 2004 for participants from incubators, universities, government agencies, and the private sector.

Training on the commercialization process

Training for SMEs representatives
TURKEY

Grantee: Ankara CyberPark Technology Incubator
Grant: Capacity Building Grant. US $250,000
Contact: Ms. Hanzade Avci Saricicek, Institutional Development Manager
Email address: havci@cyberpark.com.tr, Web site: http://www.cyberpark.com.tr

The incubator was established as part of the Ankara Cyberpark which is a university-related science and technology park. The guiding mission is to serve research and development project groups, technology-based start-up firms and small and medium-sized enterprises (SMEs). The internationalization of firms operating within the incubator is encouraged through the European and international knowledge networks with which Cyberpark is associates.

Partnerships
- **Bilkent University** (the main shareholder of the Cyberpark)
- **Bilkent Holding** (shareholder of Cyberpark)
- **Turkish Technology Development Foundation** (TTGV): TTGV is an independent, non-profit organization established jointly by the private and public sectors in order to raise industrial awareness of research and development and to support industrial technology development projects. TTGV will be supporting the project by providing office equipment, technical infrastructure, computing equipment and the software required for the incubator. TTGV will also take part in the tenant selection and evaluation committee and will provide technical assistance for incubator tenants by transferring its experience in technology development.
- **KOSGEB** (an SME industry development organization): KOSGEB is a non-profit, semi-autonomous organization responsible for the growth and development of SMEs in Turkey. KOSGEB will be providing research and development support including seed capital for the technology projects of tenants and capital support for their training and consultancy costs.

Activities Completed and Milestones
- The strategy to monitor and assess the progress of tenants’ projects as well as graduation and pricing has been formulated.
- The incubator’s website, an Intranet system and a communication and synergy platform have been developed.

**Services for tenants:** The incubator’s services are especially targeted to raise awareness and promote the utilization of ICT by small businesses and entrepreneurs as tools to address their short- and long-term development goals.

- Basic services consist of network and communication infrastructure, Internet connection, physical facilities (office area, shared lounge, reception area and utilities), shared secretarial services, catering and security.
- Support services consist of training and consultancy in access to financial resources and grants, intellectual property rights issues, procedures for establishing a company and training in emerging ICT topics.

**Virtual Technology Development Center protocol signed:** The Virtual Technology Development Center (DTI) protocol between Ankara Cyberpark, Bilkent University, TTGV and KOSGEB has been signed. With this protocol, Cyberpark has received the status of DTI, and tenants located at the Cyberpark Technology Incubator will now be able to benefit from the support mechanisms and financial aids of KOSGEB which had earlier only supported tenants of its own public technology facilities (TEKMERs).

**New research and development fund from the government:** A recent decision by the government to set up a new research and development fund with a budget of approximately US $334,200,000 for 2005 (with similar allocations expected for the next few years) is significant and is expected to provide a huge boost to projects and to increase the number of new technology-based companies and the size and capacity of the existing ones. Tenants at the Cyberpark Technology Incubator are also expected to benefit from this fund.
View of incubator tenant office  

Training to incubator tenants
TURKEY

Grantee: METUTECH

Grant: Capacity Building Grant
Grant Amount: $ 125,000
Contact: Mr. Ugur Yuksel, Manager of METUTECH
Email: ugur.yuksel@metutech.metu.edu.tr
Project Website: www.metutech.metu.edu.tr

The main goal of the project is to stimulate and accelerate the creation of technology-based innovative start-ups with high growth potential emerging from universities and research centers. METUTECH, the lead proponent and the project manager, manages the largest and most successful technopark in Turkey. It was established in 1991 as a joint stock company by the Middle East Technical University, Ankara Chamber of Industry, and three private companies, Bileda Inc., EBI Inc. and Ortadogu Yazilim Inc. It hosts 157 companies almost 75% of which are SMEs. Companies located in METUTECH are active in ICT sector. The incubation center of METUTECH serves 38 micro-sized companies, 15% of which are university spin-offs.

Partnerships
The scope and scale of the activities can be grasped from the following statistics—800,000 square meters land; 40,000 square meter closed area; $10 million investment; 432 R&D projects; 151 Faculty members participating in projects; 35 companies are involved in joint projects with the university; approximately 120 tenant companies; employing over 1000 researchers; with majority of the companies being technology based SMEs dealing with ICT and software products and services.

Planned Activities and Milestones
The specific objectives of the project and proposed activities are as follows:

- Establish ICT-enabled pre-incubation facilities between universities and incubators/technology parks to bridge the gaps and eliminate the obstacles for university spin-offs in developing their innovative entrepreneurial projects into commercially viable ventures in ICT sector
- Provide a high quality environment and innovative services to attract potential academic entrepreneurs and to accelerate the process of sustainable spin-off formation
- Encourage commercialization of research results by academics, both researchers and students
- Create jobs for unemployed university graduates accounting for 10.6% of the population
- Increase the rate of women entrepreneurs who constitute only 8% of entrepreneurs
- Create a culture of innovative entrepreneurship among academics and help university students consider entrepreneurship as a valuable career option
- Develop and establish the best practice pre-incubation model which will be adopted in other regions, particularly technology development zones in Turkey
- Benefit from ICT at a maximum level both to achieve goals and objectives of pre-incubators and to stimulate emergence and development of ICT-enabled companies

The management of the science park is approved for the IRC-Network (Innovation Relay Center) of the European Union. Being the coordinator of the new IRC the management company assists SMEs to enhance their technological development level.
UKRAINE

Joint Grantees: Ukrainian Business Incubators and Innovation Centre Association (UBICA) and Center of Small Business Development, Kharkov Small Business Incubator

Grant: Operational Grant. US$500,000
Contact: Nikolay Paal—Director, Project Manager
Email Address: ubica@ubica.kiev.ua
Website: www.ubica.kiev.ua

The Ukrainian Business Incubators and Innovation Centre Association (UBICA) was established in 1998 as a network of business incubators in Ukraine. Currently, UBICA consists of 10 incubators, 24 Economic Support Centers and 3 technology parks. Counting all regional offices (information centers), UBICA currently has 71 legal entities and 112 individuals. The mission of UBICA is to provide assistance for entrepreneurial development programs by establishing and supporting business incubators, technology parks, centers for entrepreneurial support and other innovative structures. It achieves its mission by:

I protecting the rights of entrepreneurs and establishing support structures;
I realizing and developing support programs for innovative businesses;
I building a partnership network in Ukraine and the region;
I using new approaches to support and develop small and medium-sized enterprises (SMEs);
I collaborating with government to develop support programs for entrepreneurs.

Project Objectives
I assist the social and economic development of the population by supporting information and communication technologies (ICT) in SMEs;
I widely implement ICT in SME activities in Ukraine to increase their effectiveness;
I develop infrastructure to support entrepreneurship in Ukraine and unite all these structures in a network for effective cooperation;
I focus on professionalism in entrepreneurial support organizations;
I promote business incubation technology in Ukraine;
I introduce new technologies and innovations in national entrepreneurial support programs;
I increase the efficiency of institutions and improve the quality of services provided by them.

Activities Completed and Milestones

I Since 1998, the association has implemented three projects to establish and develop business incubators: in Bila Tserkva, Kyiv region (1998); in Simferopol, Crimea (1998) and in Chernihiv (2000).
I Since 1999, the association has rendered technical assistance to a range of other business incubators which has enhanced the overall performance of the network. Activities include the following:
  ■ the establishment and development of over 300 enterprises including 142 enterprises inside the business incubator;
  ■ over 4500 jobs created by the enterprises supported by the business incubator;
  ■ over 1500 persons received social, psychological and medical rehabilitation through the program.
I So far, UBICA has provided assistance to 34 projects in 20 regions of Ukraine. Such assistance includes training personnel and developing services, resource support, etc. at the local level.
I Training has been provided to increase the professionalism of entrepreneurial support structures and entrepreneurs themselves and to introduce up-to-date information and communication technologies to SMEs. To achieve this goal, UBICA has so far done the following:
  ■ used the services of 60 highly skilled trainers, 23 with international accreditation;
  ■ developed and established 35 training programs for the SME and non-government organization sectors;
  ■ trained 260 representatives and staff of ES structures.
I Training offers include three distance learning courses that were or are currently being worked out by a team of specialists within the UBICA ICT project on the following topics:
  ■ business planning;
  ■ inventions for business;
  ■ task management;
  ■ website planning, informational architecture and usability.
I In addition, actual information on entrepreneurship, innovation and business incubation is
The infoDev Global Network of Business Incubators

provided through several websites (including publications, speeches, reports, other electronic resources, etc.)

UBICA’s client strategy is to provide value added through building a network of incubators all over Ukraine that shares resources and creates synergies. As a national network, UBICA is able to do the following:

- influence state and local authorities;
- establish information interchange;
- lobby the interests of business incubators and their clients at the legislative level;
- deliver specialized ICT and other services to clients;
- promote business incubator ideology at the regional and national levels;
- exchange information within the incubator network;
- increase business effectiveness through the ICT network.
Kharkov Business Incubator (joint grantee, Ukraine)

Contact: Inna Gagauz - Director, Project Manager
Email Address: kt@isc.kharkov.com
Website: www.isc.kharkov.com/kt

Kharkov Business Incubator was funded as part of a shared grant with the UBICA information and communication technologies (ICT) business incubator in Kiev. The Kharkov business incubator is part of the Kharkov Technologies Centre that was established in 1998 within the framework of the intergovernmental program Business Incubator Development (BID) in partnership with Loyola College, USA, and the Institute for Single Crystals of the National Academy of Sciences (NAS) of Ukraine in Kharkov with financial support from the United States Agency for International Development (USAID). The main goal of the project is to promote the local application and improve the use of ICT by Kharkov’s tenants and affiliates and thus enable these small and medium-sized enterprises (SMEs) to improve their profitability in a competitive environment. The mission of Kharkov Business Incubator is to provide assistance to technology-oriented SMEs and to promote the commercialization of domestic science-intensive technologies and innovative activities in Ukraine.

Activities Planned and Completed
Kharkov Business Incubator set up a virtual business incubator to extend services to the whole Kharkov region. Under this umbrella, the incubator engaged in a number of diverse activities including the following:

- training for staff as ICT consultants;
- designing a web project designed;
- developing software package Virtual Business Incubator;
- researching the needs and demands of Kharkov entrepreneurs to effectively introduce ICT in business;
- providing consultancy services and support for the 38 tenants of the incubator on the topic Internet use in business;
- providing Internet access, Websites and content management panels for 14 clients (partly finished).

Client strategy: The incubator’s strategy is to offer services mainly through courses of advanced training on a number of topics (see below), financial support and consulting services on topics like developing business plans and marketing research. In addition, the Kharkov incubator hosts a website, provides virtual business incubation software and has developed a number of printed publications to reach out to a wider geographical area.

Services to tenants: Training for new entrepreneurs includes all aspects of activity, but the core is an original program, “Commercialisation of Scientific Developments for Scientists, Engineers and Entrepreneurs Engaged in High-tech Fields and Innovative Businesses.” Centre specialists could also develop a corporate training program directed at solving specific problems that an enterprise faces. To date, more than 2000 people have been trained in the specific features of the economic situation in Ukraine and in prospects for business development, the infrastructure of entrepreneurship, legal regulations and small businesses, taxation and legislation in the sphere of small business, accounting, developing business plans, searching for sources of financing, leasing in small business, company management etc. Training is provided through on-site courses, through the virtual business incubator and through online distance learning courses that have been partly developed by the incubator. In addition, the incubator provides tenants with ITC infrastructure and support services.

Partnerships

- Loyola College, Baltimore, Maryland, USA,
- Institute for Single Crystals of the NAS of Ukraine
- Regional mission of USAID
- Technopark Institute for Single Crystals
- Centre for Innovation Development
- Technopark Y.O.Paton Electric Welding Institute
- The Netherlands Management Cooperation Program (NMCP)
- Association of Ukrainian Business Incubators and Innovation Centres (UBICA),
- Ukrainian Distance Learning Programme
- Special American Business Internship Training Programme (SABIT)
- OJSC Real Bank
- Information Association of Small Business of Ukraine
- IndiaCo is a private equity investment firm
- Women’s Public Organization Centre, Perspectiva
- Ukrainian Association of Women in Science and Education
- Dato, German Agency for Technology Transfer

Eastern Europe and Central Asia . 83
infoDev has approved a further $150,000 for the project to be implemented by the Consortium of an organization called the Central Asia Network for Business Incubation (ECANBI). The objective of the project is the creation of an enabling environment for the development of cooperation between business and innovation support organizations in the Eastern Europe-Central Asia region through implementation of a range of services targeted at high-tech and innovative SMEs.

The infoDev-funded work program is to be implemented by a Consortium of two Ukrainian organizations that participated in the first phase of the infoDev Project between 2003-2005, Technological Business Incubator “Kharkov Technologies” (TBI), Ukrainian Business Incubators and Innovation Centers Association (UBICA). The work program of the second phase includes:

- Creation of an organizational structure to support ECANBI activities
- Develop a suite of ICT-based cooperation and e-learning tools
- Extend the scope of ICT-oriented services through new value-added services for SMEs clients of networking organizations of ECA region
- Further development, improvement and cooperative use of informational resources and knowledge within ECANBI network created by the participants during their previous activities
- Creation of conditions for improvement of the level of innovation and technological cooperation in ECA region through raising awareness and knowledge sharing among innovative SMEs towards expansion of opportunities of ECANBI for innovation process
- Increase synergies aimed at conversion of innovative ideas into trans-national innovation projects
- Create conditions for reinforcing the innovation potential through conduct of specific trainings and deployment of specialized innovation services and tools aimed at creation of R&D structures.
UZBEKISTAN

Grantee: Association of Business Incubators and Technoparks of the Republic of Uzbekistan (ABIT)

Grant: Capacity Building Grant. US$250,000
Contact: Mr. Zafar Mukhitdinov, ABIT Vice-Chairman
Email Address: zafarm@rambler.ru; zafarm@hotmail.com
Web Site: www.binc.uzsci.net

The Association Of Business Incubators and Technoparks of the Republic of Uzbekistan (ABIT) was founded in 2000 and is registered as a non-government organization. Its main tasks include coordination of the activities of the country’s business incubators and technoparks; support for members of the association and their business partners for socio-economic, scientific and technical cooperation and external economic and investment activity and the creation of small enterprises focused on use of new technologies, manufacturing, import-substitution and export-oriented products. The initiators and founders of ABIT consisted of 23 business incubators and 1 technopark.

Project Objectives
The objectives of the infoDev-funded work program are to help promote business innovation and private sector development by improving the business incubation activities of ABIT through the integration and more effective use of information and communication technologies (ICT) in business incubation and small enterprise development.

Targeted activities include building institutional, managerial and technical capacity; promoting cost-effective and efficient integration of adequate ICT throughout the incubation and business development cycles; leveraging the global incubator network to exchange experiences and ideas; and strengthening businesses in ICT and non-ICT sectors. The goal of the infoDev Incubator Initiative-funded work program is to foster socio-economic development in all provinces of the country by establishing ICT units in 13 existing business incubators to facilitate access to information and knowledge-sharing for all with a focus on small and micro-entrepreneurs and tenants of business incubators.

Partnerships
The business incubators network in Uzbekistan was created by the joint United Nations Development Programme (UNDP)/ State Committee for State Property Management and Entrepreneurship Support project, Creation and Development of Business-Incubators Network 1996–2003. The country’s network consists of 36 business incubators located in all provinces. All business incubators are independent, self-supporting legal entities.

Activities Undertaken
Project activities are aimed at building local capacity in the target business communities, raising awareness of and promoting ICT use by local entrepreneurs and small businesses as tools to address their short- and long-term development goals and facilitating the creation of a global incubator network for exchanging ideas and formulating best practices and lessons learned.

The work program is to create (1) an Internet portal with a user-friendly interface; (2) ICT units by providing necessary equipment to 13 existing business incubators; (3) trained personnel in the use of ICT and (4) access and connectivity to the Internet portal for ICT units.

UNDP, infoDev and business incubation in Uzbekistan

The infoDev-funded work program is to be seen in the context of an ongoing UNDP-funded project, Promotion of ICT Units in Rural Areas to Foster Small and Micro-Credit Enterprise Development. During 2004, two ICT units were established in business incubators in Nukus and Karshi. The units were supplied with the necessary equipment and the managers were trained to deliver qualitative services and training programs in the use of ICT by entrepreneurs and common users. A total of 274 persons passed the training courses offered on Internet navigation and basic computing skills. One of the lessons learned from the project implementation phase was that merely establishing the ICT units would not satisfy the needs of local communities and entrepreneurs for comprehensive web-based information.

It was in this connection that the association of business incubation and technoparks of Uzbekistan applied for grant funds from to create a user friendly Internet portal that combined all useful sources of information into one system. On receiving infoDev financing, UNDP decided to extend the project to strengthen the capacity of business incubators in Karshi and Bukhara to provide high-quality training and services to local entrepreneurs including developing new products and access to information.
LATIN AMERICA AND THE CARIBBEAN
BOLIVIA

Grantee: Bolivian ICT Incubator and Contest
Quipus Cultural Foundation

Grant: Capacity Building Grant        Grant
Amount: $100,000
Contact: Peter McFarren, President
Email: McFarren@entelnet.bo
Project Website: www.quipusbolivia.org

Through a program to expand the Center for Information and Communication Technology Development (CETICBOL), the Quipus Foundation plans to strengthen national competitiveness through training, research and development of information communication technology. The infoDev funded work program will enhance the Foundation’s capacity to serve as an incubator for new projects that will contribute to the development of Bolivia and the reduction of the digital divide. As a business incubator, the Foundation will (a) upgrade the ICT center for emerging businesses to provide access to computers with internet and office facilities; (b) organize a contest with financial awards for university students and private firms to identify, support and launch new business proposals in ICT; (c) form consulting teams to assist the emergence of small and medium size enterprises and host training workshops about developing business plans, financial modeling, marketing, strategic planning, and entrepreneurship.

Partnerships
The Quipus Foundation will be partnering with the Center for Information and Communication Technology for Development (CETICBOL) will offer opportunities for university students and small and medium enterprises to develop innovative and practical ideas in the ICT field. The other partners include the Agency for the Development of Information and Communication Technology of the Bolivian Government (ADISIF), the Bolivian export foundation, and the Bolivian Chamber of Information Technology. Major Bolivian universities, including UDABOL (14,000 students), the Universidad Privada Bolivia (7500 students), and Escuela Militar de Ingenieria (6450 students) will be participating in the project by providing scholarships to winners or counterpart funds.

Project Activities and Milestones
The planned activities under the infoDev funded work program are to include the following:

- **Increase the use of ICT as a tool for planning and implementing social, educational and rural development programs**: Terms of Reference are to be developed to launch an ICT incubator program in coordination with partner organizations. The ToR is to be supplemented by simultaneous Technical Assistance activities (TA). Educational materials on ICTs and the incubation processes are to be developed to meet the needs of the ICT student and entrepreneurial community.

- **Increase the ability of Bolivian professionals and students to generate and implement ICT projects**: The program leaders with the support of an independent and highly qualified jury will examine proposals prepared by participating student and small and medium enterprises. A web based platform is planned to be developed to disseminate information.

- **Increase Bolivian national and regional governmental awareness of the importance of ICT as a development tool**: National and regional governments, NGOs and civil society organizations, software and ICT companies will be invited to participate in examining the results of the incubator program. The team leaders will facilitate relationships with organizations external to the project to enable broader sectoral results.


Joint Grantees: (1) Minas Gerais Incubators’ Network Information and Communication Technology Program, (Rede Mineira de Incubadoras); (2) Technological Incubator of Popular Cooperatives of the Federal University of Rio de Janeiro; (3) Genesis Institute for Innovation and Entrepreneurial Action

Grant: Capacity Building Grant. US $300,000
Contact: Christiano Gonçalves Becker, President, RMI
Email: becker@dcc.ufmg.br
Proponent Website: http://www.rmi.org.br/

Through a grant to **Rede Mineira de Incubadoras** (RMI), infoDev is supporting three incubator operations in Brazil: one in Belo Horizonte in Minas Gerais and two in Rio de Janeiro. The RMI Incubators Network Information and Communication Technology Program is a not-for-profit organization created in 1998 in the state of Minas Gerais. Its mission is to contribute to regional and national economic and social development by supporting organizations that promote technology-based companies in the state such as incubators, technology parks and tecnopoles. RMI comprises 15 technology incubators in Minas Gerais, all not-for-profit organizations connected to public or private managerial institutions including universities, foundations and mayoralities.

**Technological Incubator of Popular Cooperatives of the Federal University of Rio de Janeiro (ITCP)** supports popular cooperatives for creating livelihoods and income generating opportunities for poor and disadvantaged people, particularly women. The program is managed by Fundação COPPETEC (COPPETEC Foundation) and the Technology Transfer Office of COPPE/UFRJ. ITCP was founded in 1996 with an agreement between COPPE/UFRJ, FINEP (Brazilian Innovation Agency) and the Fundação Banco do Brasil (Bank of Brazil Foundation) in response to growing unemployment in Brazil. Since its creation, ITCP has contributed directly to creating more than 1,200 new livelihoods and jobs in Rio de Janeiro. ITCP has its own facilities with 400 square meters of building space located on the university campus. There are eight offices, an auditorium, a classroom, a telecenter and a conference room with optimal infrastructure.

**Genesis Institute for Innovation and Entrepreneurial Action** is a private, non-profit foundation of the Pontifícia Universidade Católica do Rio de Janeiro (Pontifical Catholic University of Rio de Janeiro [PUC-RIO]) with a mandate to transfer research results to society to promote innovation and entrepreneurship by training entrepreneurs. It was founded in June 1997. The infoDev-funded work program will lead to the creation of an audiovisual park in Rio de Janeiro municipality in the region comprising Rocinha slum, Gávea, Jardim Botânico and Humaitá to improve social and human conditions and to foster economic and technological development by supporting innovative information and communication technologies (ICT) for business incubation.

**Planned Activities**

The RMI program aims at improving economic results, commercializing, training and creating better instruments for monitoring and evaluating incubators, tenants and associated companies through a substantial improvement in the use and diffusion of ICT. The three projects that are planned under RMI supervision involve the participation of the three incubators, their tenants and associate companies. Activities include the following.

- **ICT and commercialization:** This project aims to improve the use of ICT and Internet as more effective tools for the commercialization of services and products of tenant companies. A poll conducted by RMI indicates that fewer than 20% of tenants and associated companies of incubator members use the Internet for commercialization and business purposes. Leveraging this use to at least 60% by providing consultant services and training and developing web commerce tools is the main goal of this project.

- **ICT and performance indicators for incubators and tenant companies:** The same survey detected a real need for improving methodologies for analyzing the performance of tenants and of the incubators themselves. The goal is to adapt, develop and implement a system that collects, consolidates and analyses performance indicators (for example using the balance score card methodology) to improve tenant follow-up and to develop incubator benchmarks.

- **ICT and web-based education for incubators and tenant companies:** The aim is to centrally deliver web-based training to develop entrepreneurs and
tenant staff. This has been a challenge for all incubator members as the need for training is irregular. The work program devised by ITCP provides tangible, easily shared social and economic results of introducing and developing ICT tools in poor neighborhood cooperatives. The project is to develop and incorporate ICT in ITCP’s tenant cooperatives as well as in their graduates to address their short- and long-term goals, namely to (i) introduce, develop and incorporate ICT in all applicable ITCP activities to improve performance, sustainability and growth; (ii) foster the creation of cooperatives using ICT-related services and (iii) disseminate and replicate to other neighborhood cooperative incubators the lessons learned during project preparation and implementation. The first course developed is on cooperative indicators as part of the integrated management system. This will manage the whole incubator, the process of incubation and the cooperatives and will also generate indicators from the interface of these models. This system is to be made available on the portal for use by other incubators, institutions and organizations.

The four main components of the Genesis Institute project are the following:

- **Survey**: Develop two surveys, one on local living conditions and another on the audiovisual supply chain to identify problems and potential.
- **Work plan**: Streamline efforts and determine the actions and projects that must be implemented to foster local development and enhance the audiovisual park. It also includes designing follow-up processes and managerial indicators.
- **Business consortiums and corporate networks**: Design and implement interactive cooperative networks to strengthen local businesses, generate business opportunities and reinforce the audiovisual park. Such efforts are to follow the arrangement of periodical business meetings to foster communication, synergism and cooperation among the participants.
- **Business incubation**: Direct and adapt PUC-RIO’s business incubation programs to foster and support business planning, research and development programs; strategic partnerships and intellectual cooperation and transference for the purpose of reinforcing, enhancing, and expanding the audiovisual supply chain.

**Genesis Institute Highlights**

- **Pioneer in diversification of incubation areas**: These include technology, culture, social and community and local development.
- **Creating entrepreneurs**: Genesis Institute is active in all stages from establishing an entrepreneur to market follow-up.
- **Expanding the incubator concept**: Genesis Institute believes that individuals should be emphasized more than enterprises.
### Indicative portfolio of genesis institute

<table>
<thead>
<tr>
<th>Name of Client/Tenant Company</th>
<th>Description of Business</th>
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<tbody>
<tr>
<td>Antenada</td>
<td>Fashion for women, products for teenagers.</td>
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<tr>
<td>Nós do Cinema</td>
<td>Training, qualification and practice in cinema, television and computer science for less-developed communities.</td>
</tr>
<tr>
<td>Grandeur Jogos</td>
<td>Consulting, creation and development of games for education and entertainment.</td>
</tr>
<tr>
<td>Dançar a Vida</td>
<td>Emotional development through dancing for children from 4 to 11 years old.</td>
</tr>
<tr>
<td>Editora Outras Letras</td>
<td>Projects to promote Brazilian culture through music, cinema and arts.</td>
</tr>
<tr>
<td>Cultural Biz</td>
<td>Consulting and participation in revitalization enterprises and interpretation of cultural, historical and natural patrimonies.</td>
</tr>
<tr>
<td>Geravida</td>
<td>Courses and cultural events for children and teenagers from less-developed communities.</td>
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<tr>
<td>Aprax</td>
<td>Development of a scholarly panel for improving the quality of middle schools.</td>
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<tr>
<td>Letre</td>
<td>Marketing, manufacturing and installing signs with exclusive schedules, logistics and designs.</td>
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<tr>
<td>Cabeca de Negro</td>
<td>Promotes appreciation of the culture of Brazilians of African descent using new technologies with low costs.</td>
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<tr>
<td>Consultoria Jurídica</td>
<td>Promotes environment education to prevent damage and to solve environment conflicts.</td>
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<tr>
<td>Ambiental</td>
<td>Audiovisual producer with focus on social responsibility.</td>
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<tr>
<td>Mover Imagem</td>
<td>Innovative system for combating and controlling the decay of artistic, cultural and historical objects.</td>
</tr>
<tr>
<td>Ulisses Mello Restaurações</td>
<td>Solutions using graphic design to enhance the image of companies and their products and services.</td>
</tr>
<tr>
<td>ArteVisivo Comunicação Visual</td>
<td>Product design and development of innovative technology for application with bamboo.</td>
</tr>
</tbody>
</table>
BRAZIL

Grantee: ANPROTEC

Grant: Capacity Building Grant
Amount: $150,000
Contact: José Eduardo Fiates, President
Email: anprotec@anprotec.org.br – paulomiran-da@anprotec.org.br

The main goal of the infoDev funded work program here is to further develop the process of strengthening the recently established Latin America Network of Science Parks and Business Incubators Associations—RELAPI (see: http://www.relapi.org), by directly supporting the consolidation of its mission and advancement of its objectives in the region as established in the network's statute. It may be noted that the original designation of the network in (1) Spanish Red Latino Americana de Asociaciones de Parques Tecnológicos e Incubadoras de Empresas, and (2) Portuguese - Rede Latino-Americana de Associações de Parques Tecnológicos e Incubadoras de Empresas.

Partnerships
The Latin American Association of Technological Parks and Enterprise Incubators Network (RELAPI) was officially institutionalized during the meeting in Buenos Aires, Argentina, on June 28th and 29th, 2005. Its main objectives include promote meetings to exchange experiences and knowledge; form alliances among resident and graduated enterprises for business opportunities; and facilitate institutional and political articulation to propose multilateral cooperative actions among the countries represented in the Network. It is a formal network with associations representing eight countries, collaborating with the intent of advancing the role of business incubators, technology parks, entrepreneurship and innovation.

Project Activities and Milestones
The infoDev funded work program is to further stimulate the following activities of REALAPI:

- Promote meetings among its members, associated institutions and businesses,
- Exchange experiences among business incubators and broadly disseminate its knowledge among the network
- Forge strategic alliances with national associations, public, private, and international organizations
- Increase support and work for the improvement of relations among resident and graduated enterprises for business opportunities
- Deepen the degree of participation of associations with respect to public policies and programs impacting the incubation industry, entrepreneurship and innovation,
- Encourage and support the establishment of national programs on incubation, and
- Facilitate institutional and political dialogue and propose multilateral cooperative and collaborative actions among countries represented in the network.
CHILE

Grantee: Fundación para la Transferencia Tecnológica

Grant: Operational Grant. US $400,000
Contact: Mr. Antonio Holgado, Tel 56-2-678-4816
Email: aholgado@dii.uchile.cl
Proponent Website: www.incubadora.accessnova.cl

Access Nova Incubación is a Santiago-based, state-run, technology-based business incubator. It is funded and managed by the University of Chile’s Technological Transfer Foundation which is part of the Faculty of Physical and Mathematical Sciences. It operates in strategic alliance with the OCTAN-TIS Incubator that is managed by a consortium comprising the privately run Adolfo Ibáñez University (Valparaiso Business School), the Invertec IGT export business group and Organized Enterprising Environment (CEO), an innovative private network for enterprise promotion in Chile. It was established in 1996 and is reputed to be a model for other South American business incubators and to rank in the top ten of Chile’s incubators in terms of management, methodologies and quality of consultancies and training services. In addition to the grant from infoDev’s Incubator Initiative, Access Nova’s sources of financing include the Innovation and Development Fund (FDI), a state entity under the Corporación de Fomento de la Producción (CORFO), and monthly fees from the incubating companies for services rendered (management, mentoring, operational support, quality control, access to finance, and public relations).

Project Objective
The infoDev-funded work program is to enable the incubator to extend the technological incubation concept by (i) reducing entrance barriers to creating ICT-related companies; (ii) minimizing risk through mentoring and training in business management; (iii) fostering successful businesspersons to lead and manage profitable businesses when leaving the incubator; and (iv) becoming an important economic and social instrument for universities and local communities. Important programs include the design and start-up of an angel investment network and strengthening networking with the National Business Incubators Association (ANIN).

Partnerships:

- Access Nova Incubacion
- Tecnológico de Monterrey (TEC) for the study of best practices in business incubation;
- ISO Easy, a consulting company assisting in developing ISO 9001 compliant processes;
- e-Deas, a public relations firm conducting a campaign promoting entrepreneurship in Chile;
- 3M to promote innovation and entrepreneurship in researching how to transform university-sponsored projects into incubating companies;
- Codelco, the country’s largest copper mining company incorporating ICTs into its processes;
- NTT DoCoMo, a technology partner with whom AccessNova conducts research and incubates companies (NTT partners in developing remote mining technologies for Codelco).
- OCTANTIS Incubator
- Incubators within the newly created ANIN

Activities Completed and Milestones

- Strengthening the incubator network: Access Nova collaborated with TEC given the latter’s value and experience in the area of entrepreneurship and incubation. Another manifestation of this exchange program was a dialogue with the Nicaraguan Minister for Science and Technology. The Access Nova Incubator completed a comprehensive analysis and systematization of its procedures and management activities. It received its ISO 9001 certification in November 2004 which is expected to contribute to making its services more efficient and effective. An initial diagnostic of the incubator was undertaken between October and December of 2003 followed by the design and implementation of an action plan to improve its project selection process and to run a marketing campaign aimed at increasing the number of applicants. A strategic plan was also prepared.
- Creation of ANIN: A strategic plan for the association was developed followed by a legal constitution. An independent board was then created. ANIN was launched on July 17, 2003 during the closing ceremony of the First Congress of Entrepreneurship in Chile. Plans are underway...
to organize, execute and evaluate a campaign to promote the association.

- **Diffusion of best practice to other incubators in the country**: The model to transfer the knowledge gained in the first phase of the project will be carried out by ANIN. The foundation of the transfer model is based on transferring and redirecting knowledge gained and customizing the processes and knowledge to the needs of each incubator.

- **Producing images of success**: Efforts were undertaken to develop outreach activities to record the histories and attitudes of successful entrepreneurs to stimulate business by increasing the quality and amount of experimentation.

- **Design and development of a network of angel investors**: Studies have shown that the principal factor limiting investment in emerging companies is not scarcity of capital: it is the lack of knowledge and trustworthy information angel investors have about emerging companies. Additionally, these studies indicate that these networks tend to invest in local and regional start-ups. To bridge the gap between the worlds of angel investors and emerging entrepreneurs, the following activities were implemented: a market study, the creation of a network of angel investors, a model of operation for the network launch and executing activities that involve entrepreneurs, angel investors and risk capital.
COLOMBIA

Joint Grantees: Innovar and Incubadora Parquesoft

Grant: Operational Grant. US $500,000
Contact: Adolfo J. Naranjo, Executive Director, Corporacion Innovar
        Humberto Pradilla, Executive Director, Corporacion Bucaramanga Emprendedora
Email: innovar@innovar.org, pradilla@bucaincu.org.co,
Proponent Website: www.innovar.org, www.bucaincu.org.co

The infoDev-funded work program in Colombia covers two incubator operations. The first is a joint work program of Corporación Innovar (Innovar) and Corporación Bucaramanga Emprendedora (CBE) in Bogota and Bucaramanga, and the second is a work program of Parquesoft: Incubadora Parque Tecnologico del Software de Cali (PSTC).

Innovar is a non-profit technology incubator based in Bogota servicing information and communication technologies (ICT)-enabled tenant clients and offering regional and virtual ICT services. It currently has an incubator building with an area of 2,200 square meters and 25 on-site and 20 off-site tenants. Graduate companies to date number 43. CBE is a technology business incubator that creates new knowledge companies and employment and increases the competitiveness of the business community. CBE offers basic and complementary support services to the entrepreneurial community. It was established by academic institutions and organizations from the private and public sectors, especially the industrial university of Santander. PSTC was founded in December 1999 at an industrial estate located in the north of the city. It created its own methodology of incubation, the model of entrepreneurship, by developing a unique cluster of knowledge at the national level. This methodology is based on evaluating key actors in the economy. The products and solutions developed by the entrepreneurs include business solutions and applications in sectors including education, health, security, transportation, government, services, agro-industry, environment and industry. These products and solutions align and integrate enterprise strategies with the overall mandate of bridging the digital divide. The incubator provides entrepreneurs with infrastructure and complementary professional services for enabling the development of ICT products and solutions.

Project Objectives and Planned Activities

The infoDev-funded work program for Innovar and CBE is to develop two regional incubator centers and to build capacity in their management teams, disseminate their experiences and promote the utilization of ICT in business development. Both Innovar and CBE face many challenges in building managerial capacity and in disseminating experiences including fragile financial positions, poor access to low cost broadband, lack of an ICT culture in business, and poor knowledge of incubation in the country. Their main learning experience derives from the United States National Business Incubation Association’s website and conference, but for further development purposes they are seeking broad institutional strengthening and technical assistance especially for mentoring/consultancies and support from regional and global incubator networks. The infoDev-funded work program is driven by three main strategies:

- developing and improving internal capacity for incubation by standardizing the processes; creating a technological platform for creating a virtual business community; formulating an e-commerce model for incubated companies; installing, operating and maintaining infrastructure for virtual business incubation and e-commerce platforms;
- promoting entrepreneurial activities through the design and development of a business intelligence center with structured databases and creating self-managed business communities;
- constructing two regional incubation centers in cooperation local governments and linked with university, regional and national government programs, one by Innovar in Cundinamarca state and the other by CBE in Santander state.

PSTC works with enterprising young people on national software especially those entrepreneurs who face four generic constraints: no real estate space; no direct sponsorship; no access to risk capital and those seeking synergies between the university and the industry. The benefits that tenants typically receive include business infrastructure and support in design and relevant technology for software development. Additionally, a client looks to PSTC for an initial pilot project to make the company a practitioner, provide income and potentially
become a research laboratory. The infoDev-funded work program includes the following activities:

- enhancing the business strategy and operational performance of the incubator;
- consolidating the regional network of technology parks in the southwestern region of Colombia;
- developing the human capital base with a focus on professional business management skills and ICT-enabled learning in new companies;
- promoting quality standards and establishing quality assessment methodologies in emerging software companies;
- strengthening the marketing strategy and marketing processes of business incubators and their clients in the region with a special focus on penetrating national and international markets;
- expanding the use of ICT for achieving higher productivity and competitiveness in incubators and small companies;
- generating and disseminating successful practices.
**COLOMBIA**

Grantee: Corporación para el Desarrollo de Tunía (Corpotunía)

Grant: Planning Grant. US $100,000
Contact: William Cifuentes Alvarez, Corregimiento de Tunía Municipio de Piendamó
Email: corpotunia@caucanet.net.co
Proponent Website: www.corpotunia.org

**Corporación para el Desarrollo de Tunía** (Corpotunía) is a not-for-profit civil society organization serving rural communities in the central and northern parts of Colombia’s Cauca state. It was established in 1986 by a group of community leaders with financial assistance and support mainly from the Fundación Carvajal in Cali. Corpotunía’s headquarters is in Tunía in the municipality of Piendamó (about 500 km south of Bogotá) just off the Pan-American Highway. The buildings occupy about 400 square meters of floor space and provide a reasonable amount of office space and space for training activities. The organization is legally recognized by the government and by the Chamber of Commerce. Corpotunía conducts integrated development projects aimed at organizing and supporting local producers of tropical agricultural products. A central aim of these projects is to link producers with growth markets as a means of reducing poverty in this neglected, predominantly rural region of the country. Drawing on experience in Colombia and elsewhere, this project will consolidate an agro-enterprise incubator in the southwest.

**Project Objectives**

The infoDev-funded work program will develop and test both direct and virtual approaches to providing training and support aimed at creating and strengthening competitive rural agro-enterprises. It is designed to link those approaches with the use of more conventional communication technologies such as radio and printed materials. In this way, the project will make the incubator’s services and support widely available to rural communities so that they reach highly vulnerable groups such as refugees and indigenous people. Specifically, the project objectives include:

- evaluating the environment for incubation and the need for information and communication technologies (ICT) for new businesses;
- creating a support network for the agro-industrial business incubator and training associates how to develop and manage the incubator;
- developing a strategic business plan for the incubator;
- generating, diffusing and sharing with infoDev the lessons learned and the successful practices in the use of ICTs for incubation, innovation and competitiveness.

**Partnerships**

The strategic partners that are to contribute to the infoDev-funded project are to include the region’s agro-enterprise developers including the Cauca Chamber of Commerce, Cauca Regional Center for Productivity and Innovation (CREPIC), and the International Center for Tropical Agriculture (CIAT).

**Project Activities**

- **Create an improved model for agro-enterprise incubation:** Inventory the supply and diagnose the demand for business support services in rural areas. Determine the state of the art in processes for agro-enterprise incubation. Design an improved agro-enterprise incubation process.
- **Develop centers (nucleos) for direct and virtual incubation of agro-enterprises:** Identify the regions where the incubation nucleos will be established. Define the objectives and services they will provide for increasing the competitiveness of important value chains. Develop ICT applications for the operational model of the centers. Devise mechanisms for supporting community-based incubation intermediaries or multipliers. Devise strategies for linking community telecenters with the project.
- **Develop an agrobusiness unit:** Develop an online information system for high-priority value chains. Design mechanisms for capturing and updating key information on value chains. Develop an online information system on agro-enterprise development. Develop an e-commerce platform for linking value-added products with markets. Design and launch the agrobusiness unit.
- **Design and develop ICT applications to support agro-enterprise incubation:** Design a model for integrating the use of ICTs into the agroenterprise
incubation process. Develop and implement ICT applications for agro-enterprise incubation. Set up classrooms for computer-mediated distance education (e-learning). Develop content on agro-enterprise competitiveness. Develop electronic aids for the different incubation phases. Develop portable ICT applications to support technical assistance for incubated agro-enterprises.

- **Test direct and virtual incubation models in operation:** Operate, test, and adjust the direct and virtual incubation model. Measure impact indicators with a sample of agro-enterprises supported with the new incubation models. Summarize the outcomes of consultations with the project’s various interest groups.

- **Evaluate and document the experience:** Form a committee to monitor and evaluate the project. Evaluate and monitor the project and consolidate Corpotuniá’s business plan. Measure the impact generated by the project during its initial and final stages and describe the aspects that changed.

- **Disseminate the experience:** Publish good practices from the project on the web. Disseminate this information by other means available to project partners. Interact continuously with the Incubator Support Center (iDISC).

- **Audit the project:** Contract an external auditor for the project.
COSTA RICA

Grantee: Comisión Asesora en Alta Tecnología de Costa Rica (CAATEC)

Grant: Capacity Building Grant. US $250,000
Contact: Dr. Ricardo Monge
Email: rmonge@caatec.org
Proponent Website: http://www.caatec.org/, Project website: e-Incubation Project

The leading proponents of the infoDev-funded work program in Costa Rica include the Comisión Asesora en Alta Tecnología de Costa Rica (CAATEC) and the Centro de Incubación de Empresas-Instituto Tecnológico de Costa Rica (CIE-TEC). CAATEC is a private, independent, non-profit foundation that supports social and economic development in Costa Rica by leveraging advances in information and communication technologies (ICT). CAATEC is made up of individuals from the academic sector (including the presidents of the four national universities), the private sector and representatives of the largest multinational high-tech corporations operating in the country. The mission of the CAATEC Foundation is to increase the competitiveness of Costa Rica by strengthening strategic infrastructure, by e-development of human resources, and by the appropriate use of science and technology by small and medium-sized enterprises (SMEs).

CIE-TEC was created in 1994 with the objective of promoting innovative start-up firms with the potential to make substantial contributions to national productivity. CIE-TEC's facilities are located at an industrial park in the province of Cartago. The current facilities allow CIE-TEC to support the incubation of a maximum of eight companies and to support other incubating firms outside its premises. It currently offers logistic and strategic services to tenants.

Project Objective
The infoDev-funded work program is to facilitate the development of competitive ICT-enabled SMEs in Costa Rica through the creation of an effective e-business incubator model (eBIM) at CIE-TEC. This model is to improve the levels of efficiency and effectiveness of the incubator itself resulting in the creation of competitive Costa Rican SMEs which are estimated to be 95% of the country's formal businesses. This will enable CIE-TEC to consolidate its operational and self-sustaining capabilities, performance and business outreach through the creation and more effective use of ICT skills and ICT-enabled business incubation services.

Partnerships:
- Ministry of Economy, Industry and Commerce (MEIC)
- Instituto Tecnológico de Costa Rica (ITCR)
- National Bank of Costa Rica (BCNR)
- Intel Corporation
- Investment Promotion Agency of Costa Rica (PROCOMER)*
- CAATEC

Activities Completed and Milestones
- Office space and basic office services: These activities were undertaken on the basis of a needs assessment and included creating a new computer training center on the premises with at least 12 new work stations. An agreement has been reached with ITCR (where the total bandwidth has been raised to 14 megabits per second) to reserve a portion for CIE-TEC. There are also plans to construct a new computer laboratory given CIE-TEC's participation in BCNR's mobile unit program.
- Human resource development: CIE-TEC needs to define and implement ways to determine the basic training needs of its tenants. The first component includes capacity building to find information they need on market conditions and competition, etc. and adding value to the skills they already possess (Internet search engine techniques and tools). The second component provides information to tenants about outside consultants/training services and helps them negotiate costs for these services that will be paid by the tenants themselves.
- Access to financial resources: At the beginning of the project, CIE-TEC did not have optimal methods to analyze operating costs, to determine pricing for the services provided to its tenants, and to control expenditures, but this has been mitigated through a spreadsheet-based cost control system. A recycling project for tenants in the industrial park was started to raise income to cover budgetary shortfalls that the incubator has suffered in the recent past. There are also plans underway to investigate
strategies for acquiring financial interests in tenants and to reduce the overall debt levels of the industrial park in Cartago where it is housed.

- **Formation of non-financial support networks:** Regular meetings between current tenants are to be arranged, and efforts have been made to strengthen relationships with outside organizations. Online communication and interaction with other members of the incubator community are currently progressing at a satisfactory level.

- **Incubator administration:** Clarifying and formalizing the relationship between ITCR and CIE-TEC regarding the work plan is a high priority that has recently been spelled out in detail. It is necessary in order to better anticipate the types of assistance that the incubator can receive from ITCR. An administrative information system has been deployed to better manage data about the activities and experiences of the administration and its tenants.

- **Admission and graduation criteria:** New selection criteria are planned based on economic development and the return on investment evaluation suggested by studies by BCNR and MEIC. A pre-incubation entrepreneurial training program is also planned for all the prospective tenants.

- **Outside incubator services:** The incubator will participate in the mobile unit program of BCNR which will provide $45,000 over two years for maintaining a computer laboratory in the incubator and for the participation of incubator staff in the mobile program. A vehicle equipped with computers and a satellite Internet connection will travel across the country visiting 50 communities to present BCNR’s Internet banking services for entrepreneurs and in the process will gain an understanding of small businesses through interviews.

Project funding provided by infoDev has allowed CIE-TEC to substantially improve the quality of the services that it offers to local small businesses. Incubator tenants now have improved access to computers, high-speed dedicated Internet access, critical evaluation and revision of their business plans, training in business process improvement integrated with ICT use (including Internet investigation techniques), support for regular meetings between tenants to share experiences and suggestions, and e-mail newsletters with content relevant to their situations and problems.

These advances are noteworthy in and of themselves, but they have also fostered a new level of outside confidence in the professionalism and usefulness of incubator services. This has led to additional benefits for the incubator itself as well as for small businesses outside the incubator in Costa Rica and Central America. The value of courses with a primary emphasis on training in business process improvement with ICT as cross-cutting elements integrated into training in all business areas impressed the school of Business Administration of the Instituto Tecnológico de Costa Rica (ITCR) sufficiently to convince them to become responsible for the administration of the Incubator as well as to assume increased responsibility for incubator funding—a vital step toward assuring the incubator’s sustainability and controlling service quality.

These same training resources have also attracted the interest of organizations such as MEIC, the National Network for Assistance to SMEs (DIGIPyME) and the Intel Corporation. They have joined the incubator, ITCR and CAATEC to promote a pilot program for training Costa Rican small businesses in the use of ICT to improve business processes. On a broader level, the incubator, ITCR and CAATEC have received funding from the Kellogg Foundation to develop a pilot program to provide similar training throughout Central America and southern Mexico. This will potentially benefit thousands of regional small businesses and will be one of the outcomes of the initial support infoDev provided to create incubator courses.

Membership in projects such as the Incubator-MEIC-CAATEC-Intel effort to promote ICT in Costa Rican SMEs and the Kellogg foundation-funded Central American effort (as well as the ITCR business school’s increased levels of financial support) demonstrate the ability of the incubator to draw the attention and funding necessary to better serve the national and regional SME community.
### Indicative portfolio comisión asesora en alta tecnología de Costa Rica

<table>
<thead>
<tr>
<th>Name of Client/Tenant Company</th>
<th>Description of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratorio de Biotecnología VitroPlant S.A.</td>
<td>In-vitro plant reproduction, cloning of selected commercial plants, germination of orchid seeds</td>
</tr>
<tr>
<td>Corporación de Profesionales en Ingeniería (CPI) S.A.</td>
<td>Construction consultants (new and remodelled buildings: commercial, residential, industrial)</td>
</tr>
<tr>
<td>Sistemas de Colaboración Educativa H y F S.A. (SICOE)</td>
<td>Information systems for educational institutions</td>
</tr>
<tr>
<td>Innovaciones Biotecnológicas</td>
<td>Waste treatment for food processing and agricultural industries</td>
</tr>
<tr>
<td>Guaycará Breloa, S.A.</td>
<td>Production and sales of marzipan confections</td>
</tr>
<tr>
<td>Orel Biotecnologías, S.A.</td>
<td>Phyto-sanitation</td>
</tr>
</tbody>
</table>
DOMINICAN REPUBLIC

Grantee: Cyberpark of Santo Domingo

Grant: Operational Grant. US $150,000
Contact: Eddy Martinez
E-mail: emartinez@cei-rd.gov.do
Proponent Website: www.wati.com.do

Cyberpark of Santo Domingo’s **Westport Applied Technology Incubator (WATI)** is the first applied technology enabler business incubator in the Dominican Republic. WATI’s mission is to facilitate enhancement of international competitiveness of Small and Medium Enterprises by promoting a more efficient and vibrant use of applied new information and communication technologies and ease of access to these enterprises while preserving respect for intellectual property rights and foster potential intellectual property generator projects.

**Project Objectives**

- To continue promoting the local use of ICT applications within the small and medium technology enabled enterprises in the Dominican Republic to stimulate greater productivity and international competitiveness, creation of greater numbers of jobs and thus cascade the tools for poverty reduction.
- To use the WATI as a source of long term, easily accessed source of best practices for ICT enabled business in the Dominican Republic and the Caribbean. This shall be accomplished by engaging external consulting to improve the marketing, e-business, networking and operational capabilities of WATI’s tenant companies.
- To expand the capabilities of WATI in the area of “open source” software and “open systems” architecture, enabling e-business activities using the open source platforms and thus helping stem the rate of intellectual property violations while allowing a creative tool to inspire the birth of indigenous intellectual property creation in the field of ICT.
- To promote and support refurbishing and device adaptation for use in the rural health provision and social security reform in the Dominican Republic.

**Partnership:**

- Universidad Dominicana O & M—the largest private university in the Dominican Republic with 28 thousand students and regional centers all around the country. The role of the Universidad O & M in the Westport Applied Technology Incubator (WATI)-infoDev project is to provide support in the following areas: project assessment; survey preparation; ICT architecture design; software development, and training and workshops.
- Confederacion de Pequenas y Medianas Empresas (CODOPYME)—the federation of Small and Médium Enterprises’s associations in the Dominican Republic, which serves as a representative of the concerns and interests of the SME sector before the governmental entities and general society as a whole. Within the strategic alliance with WATI to implement the infoDev supported project, Codopyme will continue its role of building capacity to accelerate the competitiveness of the Dominican Republic’s SMEs to face the challenges and opportunities presented by growing globalization throughout the world. To achieve these goals, Codopyme will help leverage ICT within SMEs to facilitate integration into the global knowledge-based economy, developing SMEs human and institutional capacity at the national levels by promoting a wider use of ICT and specially within women owned businesses.
ECUADOR

Grantee: Incoval, Emprender, Stratega Bds, Ecuadorian Network of Incubators, Ministry of Production, and Foundation E.dúcate

Grant: Capacity Building Grant Grant Amount: $125,000
Contact: Ivan Hernandez, CEO, Stratega BDS Email: ihernandez@stratega.com.ec
Project Website: www.stratega.com.ec

Stratega BDS is one of the leading consulting companies in Ecuador, specializing in business development services, and competitiveness. Stratega BDS’s mission is to facilitate the creation and growth of SMEs, with potential and management leadership. Stratega BDS also has a brokerage house, which has seats in both the Quito Stock Exchange and Guayaquil Stock Exchange, and have always being in the top five houses in terms of negotiated volume in both exchanges. The mandate of the infoDev funded work program is to strengthen the national incubator network, by training the recent members through an on-line platform that will allow procurement of incubators services and knowledge sharing, as well as strategic research on innovation export sector demands and new financial models. Based on lesson learned and new information acquired by this project, it is expected that the business model of the Incoval and Emprender incubators will be enhanced. The work program is to also design and implement a competitive fund to finance incubation of enterprises, which will seek to finance at least 10 new business plans of enterprises. It is expected that all this will provide ICT based services that will enhance productivity of sectors already identify with potential export growth, and that will benefit from a potential free trade agreement with USA.

Partnerships

- **INCOVAL** was founded in 2003 as non-profit organization and it was certified on April 12, 2004 by the Ministerio de Industrias y Comercio Exterior, MICIP. It aims to provide incubation services to innovation and value added start-ups in the Province of Guayas. The main objective is to promote the development of private profitable companies that seek to increase the efficiency of businesses value chain through innovative ICT based products and services.

- **EMPRENDER** is a Public-Private Company founded in 2003, to provide incubation services to technology-based startups in the Province of Pichincha. Strategic partners include Quito’s Chamber of Commerce, Pichincha’s Chamber of Industry, Quito’s Stock Market and the National Foundation for Science and Technology (FUNDACYT).

- **E.dúcate** is a non profit Ecuadorian foundation certified by the Ministry of Education by resolution no. 3878, on the 26th of September 2002. E.dúcate seeks an egalitarian society through the equal access of all citizens to opportunities, particularly to education, and technology.

Project Activities and Milestones

- **Strengthen the national incubator network** that includes incubators, university centers, business development enterprises, national agencies that foster innovation and business development, competitiveness agencies at the national and local level, local governments and private sector in general. The specific activities include (i) Create virtual venues of knowledge and information sharing among members of the network; (ii) Increase local awareness regards the importance of innovation through the presentation of success cases, best practices and an analysis of needs of innovation by business sector or clusters and its impact on productivity; (iii) Strengthen actual network relationships with international innovation centers, universities and financial community.

- **Enhance the business model of the Incubators - INCOVAL and EMPRENDER** through (i) Integration of new business and services that will enhance productivity of new enterprises during incubation and post incubation phase; (ii) Find ways to work more closely with business development services enterprises, which have specific knowledge of small and medium business enterprises and investors, and national and local government programs that aim to foster productivity of SME’s; (iii) Identify by sector, potential innovation needs to enhance productivity and to develop valued added to current or potential products; (iv) Develop with local key players such as the
Guayaquil and Quito Stock Exchange, new schemes of financing for the different phases of the process: pre-incubation and during the business cycle of the enterprise once start selling.

- Create a competitive fund to finance incubation of enterprises, that will finance 10 business plan of enterprises. This will (i) Provide ICT based services that will enhance productivity of sectors already identified for potential export growth that will benefit from a potential free trade agreement with USA. (ii) Foster entrepreneurship among youngsters, from 19 until 30 years old, at least two of the ten proposals, will be selected from this niche.
MEXICO

Grantee: Technology Based Business Incubator (IEBT), University of Guadalajara

Grant: Capacity Building Grant  
Amount: $ 125,000  
Contact: Mr. Juan Villalvazo, Head IEBT  
Email: jvillalv@newton.dip.udg.mx  
Project Website: www.dip.udg.mx

The infoDev funded work program will accelerate the Technology Based Business Incubator (IEBT), located at the University of Guadalajara, to make more effective use of ICT for creating new and competitive Mexican companies both small and medium that can participate in the global economy. The infoDev funded work program is expected to further strengthen linkages between the institutions of higher education, enhance their capacities for teaching and research in a manner that impacts not only on the existing sectors but also on the poor and unemployed people in the region.

Project Objectives
The infoDev funded work program will include the following activities:

- **Design and deploy an online training portal for incubation and innovation**: The website will be a central point of information for training, expert counseling, and outsourcing of information, planning, and evaluation systems for the operation and development of incubators and companies involved in the project.

- **Training Room**: The Training Room is a physical space that is to be equipped with ICT, video/teleconferencing equipment and multimedia for virtual training sessions over the Internet. This space will be a dual usage, both to give conferences and also for all of the users to access applications on the Internet, and possible to connect to other remote conference.

- **Knowledge for Incubation and Innovation**: This knowledge from experiences and lessons learned is to be made online to the members. Other documents from important incubator organizations around the world, including information from ANPROTEC (Brazil), NBIA (United States), SPICE Group (Europe) and others. Plans are underway to complete the conceptual design for the creation of the e-Library and the development of additional tools.

- **Networks for Incubation and Innovation**: Applications will be developed to facilitate communications between entrepreneurs, directors, and the national and international experts in business planning, technical markets, and other areas. This will include the international groups that promote the relations with organizations such as ANPROTEC, NBIA and SPICE; the business sector based on pertinent activities of the west central region of Mexico; and network of 14 university centers at the University of Guadalajara, the National System for Technology Education (SNET) integrated with about 184 Technology Institutes of Higher Education (ITs), 8 Industrial Technology Centers (CAST’s) and 198 Centers for Industrial Job Training (CECATI’s), located throughout Mexico.

Partnerships

- **State Government’s Economic Promotion State Council**: this is part of the state government and is responsible for the industrial promotion across the state. The priority activities identified by the state government include Electronics, Biotechnology, Software development.

- **Federal Government’s Ministry of Economy**: This Ministry together with The National Council of Science and Technology are responsible to promote the development of the economy and technology and science, through assistance to the creation of enterprise incubators and enterprises of innovation.

- **Non Financial Partners** include the National System for the Technological Education (SNET); CONALEPS Network (National Colleges of High Education); CASTs Network (Assistance and Technological Services Centers) and CECATI’s (Centros de Capacitación para el Trabajo Industrial).
PANAMA

Grantee: City of Knowledge Foundation

Grant: Operational Grant. US $300,000
Contact: Jorge Arosemena, Director of City of Knowledge Foundation, Panama Technology Business Accelerator
Email: anavarro@ciudaddelsaber.org.pa
Proponent Website: http://www.cdspanama.org/

The Panama Technology Business Accelerator (PTBA) established in Panama City in 2000 operates on a non-profit, foundation-supported basis and focuses on information and communication technologies (ICT) and biotechnology. It is the only incubator in Panama. It provides a comprehensive range of services to tenants and graduate clients including pre- and post-support center incubation through mentoring; assistance with finance through local banks, private investors and angel investor networks; broad-quality technology incubation in the least amount of time possible and provision of business plan, management, and virtual entrepreneur development training courses.

The incubator has a total of 2,896 square meters of building area with 11 tenants; it has graduated 10 clients. It faces significant challenges in its plans to grow and become more effective, namely regulatory and business environment impediments, poor development of entrepreneurship and lack of finance for client and other enterprises. The incubator aims to become self-sufficient financially by 2008 by upgrading its revenue base through new rental, equity and royalty arrangements; new service fees and private donor funding based on tax credits. The approach to incubation has been to learn from the United States National Business Incubation Association and to attend incubation conferences and then adapt these to Panamanian conditions creating a so-called incubator “soup Panamanian style.” The foundation is seeking further assistance in mentoring/consulting, financing, establishing supportive networks, and accessing other incubators through exchanges and study tours.

Project Objective
The infoDev-funded work program is to facilitate new activities that will help the incubator to reach out to more prospective clients all over the country and to deliver better solutions for them. Specifically, the new activities are to include the following:

- creating a seed capital fund for PTBA that will enable it to start new ventures;
- developing a national business plan competition to create awareness of the incubation system and what it can offer in the entrepreneurial sector to help create a stronger incubation base;
- formulating an incubator training course for the country in Spanish and a methodology that can be applied across all the other incubators in Latin America;
- serving as a virtual incubator to complement the work of PTBA as well as to expand the reach of the incubator to more entrepreneurs preparing business plans using the methodology already approved by the incubator;
- finalizing an online training course for entrepreneurial development that local universities can offer.

Partnership:
- Inter American Development Bank (IADB)

Activities Completed and Milestones
PTBA started its incubation program with 5 new ICT and biotech companies after 10 of the 15 original tenants of 2000 were spun off early in 2005. Those 10 companies have invested over $1.3 million dollars in the development of their products or services and have created (while in the incubator) 54 high-tech jobs and 25 administrative positions. PTBA has also begun to develop its post-incubation model with the help of international consultants and the portfolio of services to be delivered in this phase.
PARAGUAY

Grantee: Fundación Enlace
Grant: Planning Grant. US $100,000
Contact: Marcos Tatijewski, Project Executive Director
Email: proyectos@cedial.org.py
Proponent Site: www.enlace.org.py

Project Genesis: An Incubation and Regional Innovation System is part of the IPORA Project designed to create a catalyst for incubators, technological parks and entrepreneurial support organizations. It has as its objective the development and implementation of an inter-institutional program of business incubation that integrates the intensive use of technology as a fundamental tool for optimal production, management, marketing and knowledge network formation. The project design includes an initial phase of investigation, diagnosis and benchmarking followed by the implementation of networks, participant training and dissemination and promotion of an entrepreneurial culture. Additionally, a series of technological tools is planned to enable incubators to offer services of high value from the start of their activities, to improve the success indicators of new businesses and to stimulate exchange on best practices among incubators and their businesses.

Project Objective
Project Genesis aims to (i) produce a replicable methodology to design regional innovation systems (ii) promote incubation to improve the competitiveness of Paraguay’s products and (iii) support emerging ventures. Finally, a strategy for businesses and entrepreneurs to benefit from the opportunities created by new information and communication technologies (ICT) is also to be developed.

Partnerships
In addition to the Enlace Foundation, the implementing institution, there are a number of collaborating institutions including the Ministry of Industry and Commerce (MIC), the National Science and Technology Council (CONACYT), the National University of Asuncion (UNA), and the Business Cooperation and Industrial Development Center (CEDIAL).

Activities Completed
Project performance has been structured in phases each with specific results (products) that will contribute to the deliverables and to the target activities according to the grant agreement. The phases are the following:
Phase 1: Technological Orientation of the Incubator
Phase 2: Articulation of Regional Actors
Phase 3: Business Plan
Phase 4: Follow-Up, Control and Diffusion

Phase 1: Technological Orientation of the Incubator
- Analysis of the region’s scientific and technological offerings based on their capacities and the capacity to interface with the production sector: Define the information gathering instrument and the sample of institutions to interview. Train pollsters to acquire and gather accurate information. Analyze and interpret the information, collect feedback and make adjustments.
- Study the industrial dynamics (demand for innovation) and analyze the regional market for scientific and technological services: Define the information gathering instrument and the sample of institutions to interview. Train pollsters to acquire and gather accurate information. Analyze and interpret the information, collect feedback and make adjustments.
- Economic analysis and analysis of future tendencies in the incubator’s regional environment: Compile documents and studies related to the economic environment. Conduct interviews with government, academic and business entities. Define and/or identify strategic actors (stakeholders) and build their awareness. Conduct a workshop to identify future tendencies in the region then analyze them (application of techniques). Collect feedback and make adjustments.
- Assessment of regional scientific and technological capacity: Assess the legal, political and regulatory environment and infrastructure. Prepare a report on competition including business innovations, institutional technology offerings, interface activities and strategies. Collect feedback and make adjustments.

Phase 2: Articulation of Regional Actors
- Planning workshops with actors: Define objectives, schedule, participants and topics. Contact stakeholders in the incubation system. Conduct
workshops to conceptualize and consult with stakeholders. Design guidance mechanisms for organizational policies. Design an agenda of commitments. Define an incubation policy guidance committee (COPI, in Spanish).

Phase 3: Business Plan
This is to include conceptualization; an analysis of local conditions; structure, projection and simulation; a feasibility assessment and a definition of strategic actions for the incubator.

Phase 4: Follow-up, Control and Diffusion
This includes follow-up and control activities and submitting deliverables; promoting a labor network and diffusing knowledge; establishing new alliances with partners and stakeholders to increase opportunities to create a regional incubator that includes ICT and supporting human development and the institutional capacity to incorporate ICT in small businesses and e-business.

Milestones

Alliance: The highest government authorities have been involved from the beginning, and an alliance was formed among five organizations to implement the project:
- MIC through its General Bureau for Business Development;
- CONACYT;
- UNA through the Entrepreneurs Program of the Poly-Technical Faculty;
- CEDIAL;
- Enlace Foundation.

Each organization designated one or two members to sit on a coordination council that meets periodically with the project team to follow up and advise on activities completed and to provide insights for improvement. In this manner, this project has received the permanent support of public institutions, NGO’s and the university sector.

Diagnosis: The strengths and weaknesses of the various sectors involved in innovation and incubation are now available for any interested organization. This is the first study of its kind in the country made through the following comprehensive surveys performed on a group of 100 enterprises: institutional technological offerings, academic offerings, stakeholder focus groups, and focus groups on innovative activities.

Know-how: The incubation environment and capacities in any region of the country can now be measured.

Strategic model: A model for operating incubators in Paraguay including the business plan of an incubator (portfolio of services, administrative, financial and intellectual property models, strategic agendas, technological orientation, etc.) is now available.

Capacity building: This will be developed for innovation, incubation and entrepreneurship. A one-week training workshop will be held in November 2005 with international experts from Colombia, Chile and Argentina.
infoDev has allocated $100,000 to Enlace for the implementation of a virtual incubator that would operate simultaneously with two other institutions. To achieve this, a presentation will be made to all the universities and institutions that are currently involved in entrepreneurship-related activities (such as the Center for the Promotion and Support to Businesses, a division of the Ministry of Industry and Commerce, and the Technological Park of Itaipu). Following this, two entities will be selected from those that show the highest interest, potential and commitment, so that each may simultaneously develop the model jointly with ENLACE. The other organizations will also be invited to participate as observers of this process and to participate in the actions. Entrepreneurs in general are also to participate. The contents to be offered through Genesis Virtual Incubator will be oriented towards the promotion and development of the entrepreneurial spirit and the entrepreneurship culture, with the aim to raise the awareness of and to strengthen the potential entrepreneurs in fundamental areas for the formulation of business creation projects.

The infoDev funded work program is aimed at strengthening the incubation environment, building knowledge and catalyze a critical mass that may aim their efforts towards the identification, selection and development of projects with innovative and value-creation components. Furthermore, it seeks to broaden the base of local human resources having specialized training, to generate strong incubation initiatives.
Grantee: Centro de Innovación y Desarrollo de la Pontificia Universidad Católica del Perú

Grant: Operational Grant. US$ 350,000

Contact: Joaquín González Mavila, Manager, Centro de Servicios y Transferencia Tecnológica, Pontificia Universidad Católica del Perú
Email: jgonzal@pucp.edu.pe

Proponent Site: http://www.pucp.edu.pe/invest/cide/
Project website: http://www.peruincuba.net/

The Centro de Innovación y Desarrollo de la Pontificia Universidad Católica (CIDE-PUCP) is a nonprofit university technology incubator based in Lima established for the purpose of promoting an entrepreneurial culture and information and communication technology (ICT) projects; providing entrepreneurial training, business planning and incubation training and establishing networks of national and global significance to assist Peruvian small and medium-sized enterprises (SMEs). It currently provides training and consulting services, networks with investor angels and partners with micro-credit organizations for the further development of small ICT companies. The university incubator has 30 off-site tenants and 1 on-site tenant in an area of 30 square meters (center’s office) and has graduated 15 clients.

Project Objective

The infoDev-funded work program is implemented by three institutions that include CIDE-PUCP, Instituto Nacional de Investigación y Capacitación en Telecomunicaciones (INICTEL) and Acción Comunitaria del Perú (ACP). The first two institutions lead in managing technology incubators in the country, and ACP is a private micro-lending organization. The specific objectives of the project are to do the following:

- strengthen the institutional capacities of the technology incubators of PUCP and INICTEL through the use of ICT;
- certify the staff of the existing incubators and incubation projects in Peru;
- promote the emergence of new ICT companies in Peru;
- disseminate knowledge of local and international experiences in business incubation.

Partnerships

- CIDE-PUCP: This is the leading proponent of the project and has had experience in incubation-related activities since 1995. It is supported by the experience and the infrastructure of PUCP, the first private university in Peru.
- INICTEL Incubator: This incubator has been in business since 2000 and has the institutional support and the technological background of INICTEL with core competencies in telecommunications and related activities.
- ACP: This is a private, corporate group committed to the business development of emerging sectors in Peru. It was founded in 1969 by outstanding business leaders in Peru. The group’s work is currently being carried out through its three strategic units (1) MIBANCO-Banco de la Microempresa S.A (2) Acción Comunitaria Corredores de Seguros S.A.C. and (3) IES Acción Comunitaria - Centro de Formación Empresarial. Acción Comunitaria del Perú is an important partner of the project; it will take charge of providing and administering a micro loan fund for incubated companies.

Activities Completed and Milestones

- Strengthening of business incubators and capacity building of PUCP and INICTEL through the use of ICT: The activities within this theme included developing a generic and customizable information system for the administration of incubators. This began with the compilation of best practices from online research of different models of incubators. To have a more complete vision of the best system to develop, the research included Colombia, Brazil and Peru. The information systems of both incubators were improved as were their ICT facilities and physical infrastructures.
- Training and extension services for the staff of existing incubators and other incubator initiatives in Peru: With the help of international experts, incubator planning and management courses were developed. The design of the course of incubators was completed. The target audience includes the staff of different projects and incubators across Peru. The syllabus of the course is available. Initially, it was divided in two modules, pre-incubation and incubation, based on resources revised by PUCP and INICTEL. This design was validated in a workshop of the Peruvian network of incubators in which the participants indicated their training necessities.
Contacts were then made with Brazilian experts of Rio de Janeiro and Curitiba. The course includes modules on entrepreneurship, innovation, technological business plans, and planning and managing incubators.

- **Training and extension services to tenant companies:** There were a number of national competitions held for prototypes and business plans related to ICT. A training program to develop ICT business plans using distance education modules was also undertaken. The task of designing the course began with two parallel activities. On one hand, a comparative study of similar online courses was made to know the actual course offerings and to identify the best practices to incorporate into the new course. On the other hand, a feasibility report focused on the variables critical for the success of the course. The design of the course was carried out with methodological support from the Unit of Education to Distance of the PUCP (PUCP Virtual). Micro-loan funds were also made available for incubated companies. Details of the qualifications for micro-credits are stipulated in the agreement signed by PUCP, INICTEL and ACP.

- **Knowledge dissemination:** This included activities undertaken to strengthen the national network of business incubation. Progress has been made in identifying and contacting the diverse players in the network, and project activities have contributed to strengthening relationships among incubators across the country. The search for best practices led to defining the online strategy for the project including the creation of a project website www.perincuba.net. Case studies and reports diffusing experiences have also been written.
URUGUAY

Grantee: Ingenio—Incubadora de empresas LATU—ORT

Grant: Operational Grant. US $300,000
Contact: Ing. Miguel Brechner, President, Laboratorio Tecnológico del Uruguay (LATU)
Email: mbello@latu.org.uy

The Ingenio-Incubadora de empresas LATU-ORT based in Montevideo is the first non-profit technology incubator to be established in Uruguay. It was developed with funding support from the government, university and private sectors. It provides tenants a range of services such as marketing support; international links; information and communication technology (ICT) and e-business infrastructure and training; support for regional and international networking; exchanges with other incubators in Latin America and online forums and business planning training workshops. The incubator’s total building area is 580 square meters and it services eight on-site tenants and 23 off-site tenants. The work program includes the development of an incubation support network including incubators in developing countries with similar conditions and online forums to improve international links for clients.

Project Objective
The objectives of the infoDev-funded work program are to enhance the performance and scope of the services of the incubator to demonstrate the feasibility of technology incubation in Uruguay. Specifically the objectives include the following:
- increase the ICT capabilities of tenants through new services and support to offer post-incubation services to graduated companies;
- increase the possibilities of knowledge exchange and training with incubators and incubator associations throughout the world.

Partnerships
Ingenio is a business incubator in the ICT field created as a joint initiative by the Laboratorio Tecnológico del Uruguay (LATU) and

Universidad ORT Uruguay with financial support of the Inter American Development Bank (IADB). This initiative builds on the joint effort of the state, the universities and the private sector which, through their active participation in the National Committee for the Information Society, foster the development of the ICT industry as key to the economic growth of the country.

Activities Completed and Milestones
1) Capacity building of tenants in ICT:
- E-business development and infrastructure: Tenant companies will be provided with adequate infrastructure and know-how to implement their e-businesses. A number of services will contribute to business development, and special attention will be paid to product launching, e-advertising and online customer support activities. These services will include website design and maintenance for tenant companies and for the incubator itself. The websites will be built and launched as the companies prepare to approach the market.
- Improvement of ICT marketing skills: The staff of the tenant companies will be trained by ICT marketing and sales specialists who will focus on the design and implementation of the tenant companies’ marketing plans, product designs, product launches and pricing policies. Training will be provided by consultants through a number of activities such as workshops (also accessed on the Internet), meetings with distinguished ICT entrepreneurs and individual advisory and consultation meetings.
- Technical assistance for marketing campaigns: Product launching is identified as a critical activity that requires special attention and support by the incubator. Technical assistance is to be provided to incubator tenants to finance advertising campaigns in the initial product launching.
- Internet connectivity: The incubator currently supplies all tenant companies with free, dedicated Internet connections. The incubator is also to have a free access library on topics related to tenants’ activities.
- Regional and international networking: A number of entrepreneurs will receive financial assistance to cover their participation in commercial activities, fairs and events abroad. The purpose is to support their business development on a regional or international scale.
ICT managerial and technical courses: Managerial and technical courses specifically for ICT companies will be given to incubator tenant companies along with a selected number of local ICT small and medium-sized enterprises (SMEs). The courses commenced on June 14, 2004.

Introduction to information technologies for SMEs: A series of courses on information technologies targeted to non-ICT SMEs will be held on the following subjects.

- Case studies: Local ICT companies succeeding abroad will be selected and analyzed as case studies in order to help start-up companies build an international strategy.

- Presentations of best practices in the application of ICT in SMEs: Lectures on best practices will be given. SMEs located outside Montevideo will have access via videoconferencing. Courses will also be taped and published in the web.

- Workshop on business plans: Ten ICT companies will participate in a workshop to assist them to design sound business plans. At the end of the workshop, each company should have a completed plan.

- Support to implement ICT solutions in SMEs: Graduate student projects are useful tools to promote the utilization of ICT. Although SMEs located in small cities outside Montevideo are frequently less ICT-enabled and consequently the ones where help is most needed, they are seldom chosen as case studies because of high travel costs unaffordable for students. Between 15 and 30 graduate ICT student projects aimed at developing custom-made ICT solutions for SMEs will be selected and supported. The projects to be implemented in companies located outside Montevideo will be given higher priority.

- Contest for the best ICT innovative projects for SMEs: The winning projects will receive support to finance their implementation. Winners will be selected by a committee that includes representatives from all universities issuing ICT-related degrees.

2) Support for client companies’ development: In order to follow-up and assist companies in the first year after graduation, business counseling will be provided in relation to marketing, administration, and human resource management as a post-incubation service.

3) ICT incubator performance improvement: Incubation is a new activity in Uruguay, so there is a strong need to network with other more experienced incubators in other countries to share experiences, knowledge, training and consultants and to attend incubator associations seminars and events.
MIDDLE EAST AND NORTH AFRICA
IRAN

Grantee: Isfahan Science and Technology Town (ISTT)

Grant: Operational Grant. US $300,000
Contact: Mehdi Keshmiri, Vice-President for Research and Technology
Email: mkeshmiri@istt.org
Website: http://en.istt.ir/ ; Project website: http://www.incubators.ir/

The goal of the project is to provide enhanced incubation services to the growing number of tenants and non-tenants and small and medium-sized enterprises (SMEs) across geographical and gender barriers to contribute to successful knowledge-based businesses and to create adequate employment. The project will improve upon the shortcomings stemming from university educational inadequacies, the centralized system in the capital Tehran, underdeveloped business incubation practices, poorly defined communication among stakeholders in the business domain, poor relations with international bodies active in the field and inadequate infrastructural information and communication technology capabilities. The implementation of the project will lead to the following:

- Improved managerial and operational capabilities among knowledge-based SMEs and improved incubation and facilitation management capabilities among incubators;
- the infrastructure required for service delivery and resource and knowledge sharing among incubators and their tenants;
- augmented geographical and gender impacts of incubation programs across the nation;
- reduced incubation costs through facilitating e-services and knowledge sharing as extensions or outreach of incubation programs to non-tenants through an incubator portal system;
- economic development at the local and national levels through wider national and international business transactions (internationalization).

**Partnerships**

The infoDev-funded work program in Iran is a strategic, collaborative effort of Isfahan Science And Technology Town (ISTT) a government organization running three incubators, a pre-incubation program, a multi-tenant building and one newly established technology park; Yazd Science And Technology Park (YSTP) established in 2001 with a special focus on information and communication technologies (ICT), biotech, new energy, and textile technology and Rooyesh ICT Incubator affiliated with the not-for-profit National Job Creation Organization of Iran (JobIran) established in 2000. The funding for this unique public–private partnership includes internal funds, those solicited as grants from the Deputy Minister of Science, Research and Technology and those from the State Management and Planning Organization (MPO) in addition to funding from the infoDev Incubator Initiative.

**Project Objectives**

The planned work program is to result in the creation of training packages for trainers, enhanced incubator services, wider relations nationally and internationally, new incubation programs and an incubator portal system. The work program is to include five main modules related to (1) training in site-specific content by national and international experts; (2) creation of two complementary networking systems, one for tenants and the other for technology parks and business incubators; (3) enhancement and diversification of services and e-services; (4) creation of a bilingual portal system and (5) development of virtual incubation programs.

**Projected Activities and Milestones**

**Training:**
- The aim is to provide the skills required to establish a business and manage an incubator. There are prerequisites like English competency, basic understanding of business administration, etc. that have been and are being provided through regular training at partner organizations. Training in this project will raise the level of skills to international standards.
- A group of international consultants has been approached to collaborate on the implementation of the project. Provisionally, three areas have been identified that require collaboration: (1) the incubation management system including the training of trainers and incubator managers; (2) training in IT and SME/business development including venture capital, international marketing, trade and foreign investment and (3) system development (including portal, e-service, etc.).
- Consultants will come from UN specialized agencies (negotiations are underway) and from foreign government schemes (the French
Government has been already approached. The French embassy in Iran and the French Ministry of Foreign Affairs have approved ISTT’s preliminary request to organize a seminar for tenant companies, SMEs outside the partner organizations in the present project and Iranian public sector managers and decision makers on intellectual property rights and innovation with a specific focus on biotechnology, pharmaceuticals and agronomy/environment.

- A four-day workshop was organized from Dec. 20–23, 2004 with support from the United Nations Development Programme office in Tehran and MPO on project management and e-government.

Existing incubator improvement and e-service:
- A baseline has been created for the incubation support services provided to tenants in terms of quantity, quality and need. A process re-engineering approach will be adopted to improve upon current services. New ones will also be created upon completion of a needs analysis and feasibility study. International consultants will be hired to help.
- Later, a feasibility study will be conducted to find out what services, if any, can be offered electronically. One good candidate will be legal advice although face-to-face contacts with legal advisers will still be necessary in a minor number of cases.

Networking:
- The research and technology network already exists in Isfahan, but its regulatory system and transactions have to be refined. It will further have to be connected to the incubator portal system, and e-transactions must be designed and implemented to allow for easy access by SMEs to lab and technical services available in the network.
- A second network, the incubator network, will be designed that will electronically and otherwise connect all incubators across Iran to share their services, e-services, and facilities.

Portal:
- To create easy access to all types of information for business development, a portal system is envisioned that will be designed and implemented up to the pilot level.
- Databases will be created and engines will be devised to allow for easy, fee-based sharing of information, e-services and transactions. The portal will be scaled up by the ministries of commerce, finance, labor, industries, etc. once they realize its importance.

Semi-virtual incubator:
- A virtual system is to be designed with all possible aspects of an incubator to admit non-tenants. They will be connected through the Internet with occasional visits to a central facility or visits by incubator professionals for delivery of certain services and training. This is a semi-virtual incubator in the sense that there is a central headquarters or facility where the managerial staff and advisers can be reached. ICT are a powerful means of delivering support services to non-tenants.
- The semi-virtual incubation system will draw upon the other components of the project such as e-services, training and e-learning, the portal system and the networks. It is expected that at least eight non-tenant firms will be admitted to the program within the life cycle of this project in order to develop and test a model for scaling up and replication.

ISTT has also been appointed as the executive of two national programs:
- implementing the special national project to support ICT companies throughout the country (Takfa project, i.e. the program for increasing the application of ICT in the country) and providing the support of $1.5 millions to 60 ICT companies;
- implementing the financial support plan for pilot production and prototyping of technological projects that amounts to $1 million.

Establishing several incubators in Iran and fostering the culture of incubation and actively participating in international meetings and seminars related to entrepreneurship, innovation, science parks and incubators have made ISTT a pioneer in the country and have also resulted in international recognition. The following are the main activities of ISTT:
- establishing the Qadir Incubator and admitting 82 tenant companies and inaugurating the pre-incubation stage in which 102 start-ups were admitted;
- establishing two university pre-incubators in the Isfahan region;
- establishing a high school student incubator with the cooperation of the State Education Department;
expanding the physical space allocated to tenants by 20,000 square meters from 3500 square meters in just two years;
- equipping specialized and technical laboratories with a credit of $3.5 million and planning an increase to $6 million;
- designing a financial support system for companies in the incubation stage (seed funds) and providing financial support to more than 80 tenant companies that amounts to $2 million.

Some ISTT international successes include full membership in the International Association of Science Parks (IASP); active participation in the conferences and meetings of this association; establishing the West Asia division of IASP based on activities in Iran and electing Dr. Keshmiri, ISTT president, as the president of this division and nominating ISTT as the organizer and host to the IASP Asia Division Conference in 2006.
## Indicative portfolio of Isfahan Science & Technology Town (ISTT)

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<thead>
<tr>
<th>Name of Client/Tenant Company</th>
<th>Description of Business</th>
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<tr>
<td>Pardis Rayaneh Co.</td>
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<td>Wireless solutions Support Co.</td>
<td>Web programming, Office automation</td>
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<td>SarvNet Co.</td>
<td>Network Security</td>
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<tr>
<td>Shayan Mehr Co.</td>
<td>Web programming, Digital library</td>
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JORDAN

Grantee: National Consortium for Technology and Business Incubation (NATCTIB)

Grant: Operational Grant. US $350,000
Contact: H.E. Dr Taher Kanaan, Secretary General, NACTIB
Email: omar@hcst.gov.jo
Website: http://www.hcst.gov.jo/En/Home.php

NATCTIB is based in Amman and is led by a successful but small non-profit, government-sponsored information and communication technologies (ICT) business incubator set up in 2003. The lead incubator in the consortium fosters new ICT enterprise start-ups and job creation. It has a building area of 800 square meters with 8 tenants and no graduations, as the incubator is only one year old (one tenant is about to graduate and expand operations). There are 3 other incubators in the consortium; one focuses on agriculture, one on general engineering and one has an emphasis on female entrepreneurs.

Partnerships
The founding members of NATCTIB are the Higher Council for Science and Technology (HCST), Jordan University (JU), the Royal Scientific Society (RSS), and Princess Sumaya University for Technology (PSUT). The associate members are Jordan Technology Group (incubator/venture capital), Jordan Forum for Business and Professional Women (incubator), Bidaya Ventures (consultancy), United Group (consultancy) and Investor Protection Association. The partners of NATCTIB include Jordan Technology Group (incubator/venture capital), Jordan Venture Projects Co. (venture capital) and the Industrial Development Bank (venture capital).

Project Objectives
The work program addresses the key issues of entrepreneurial culture in the region, especially in regard to facilitating enterprise start-ups, small and medium-sized enterprise (SME) finance and government networking. Following a government grant of $US 200,000 to establish the incubator, it aims to achieve financial self-sufficiency through a model of tenant rentals and revenue sharing. The primary objectives of the infoDev-funded work program are to connect the numerous activities in Jordan that relate to job creation through entrepreneur and small business development and support, to achieve success through coordinating the different efforts so as to reduce duplication and to increase know-how and knowledge through the following activities:
- capturing lessons and know-how from member incubators and SME support programs of NATCTIB;
- revising and enriching these lessons using knowledge (training) gained through internships within successful international incubators;
- creating computer-based systems to monitor, evaluate, disseminate and facilitate best practices, lessons learned, successful procedures and knowledge among all members;
- improving awareness of NATCTIB’s services and the entrepreneurial process as a whole.

The consortium aims to achieve the following:
- Increase the effective use of the existing RTD center's resources in helping Jordanian entrepreneurs and start-up companies to succeed in their businesses, enhance their contributions to the national economy and provide job opportunities for the different categories of Jordanian labor force.
- Link entrepreneurs and start-up companies to technical and administrative know-how and financing.
- Encourage economically viable cooperative and contractual projects (RTD) with the private sector.
- Promote and support valuing and commercializing RTD output.

Activities Completed and Planned Milestones
The planned activities under the infoDev-funded work program are to include the following:
- Procuring the services required to extend the capabilities and to enhance the performance of the incubator: This involves cofunding national programs that enable an increase in deal-flow and outreach toward all potential sources of new projects for the purpose of awareness and education of the incubator services available. ($75,000)
- Development and implementation of new services, organizational transformation and training required for enabling e-business: (1) The consortium will create a management team focused...
on transforming the knowledge gained during its limited incubation experience from an implicit form to an explicit, reusable one.

($50,000) (2) It will then build a knowledge management system from the input of the transformation management team securing all intellectual property rights. To warehouse historical data and implementing knowledge management (KM) systems to facilitate real-time decision making based on the data, the system will include a computerized audit system, entry criteria, progress evaluations, pricing schemes, graduation criteria and incubator benchmarking. The second objective for this system is to provide service to all members and associate members through a secure HTML/XML-based system through traditional Internet connections. ($150,000)

- Improve the business management and operational skills of incubator and tenant companies, especially to integrate ICT throughout the entire incubation and tenant business cycle:
  Institutionalize the best processes and digitize them to make them available nationwide to all members ($15,000).

- Core business development: Develop digitized business development tools and templates such as business plan templates, company prospectus templates, website/virtual store front templates, and newswires ($35,000).

- Training: Develop instructional and training materials and programs on the use of digitized material and templates ($24,000). Provide training on the use of the audit and KM systems ($7,000); on the upkeep and further logistical development of the audit and KM systems ($15,000) and for 3 individuals in the management of incubators through participation in internship programs ($45,000).
MOROCCO

Grantee: Moroccan Information Technopark Company (MITC)

Grant: Capacity Building Grant. US $250,000
Contact: M. Abderrafie Hanouf, General Manager
Email: a.hanouf@casablanca-technopark.ma
Website: www.casablanca-technopark.ma

Casablanca Technopark is managed by a private company, the Moroccan Information Technology Company (MITC). With an area of 29,000 square meters including conference rooms, meeting rooms, cafeterias and offices equipped with the latest technologies, the Casablanca Technopark provides its clients with a set of general services and technical inputs. It is currently hosting 130 companies most of which are start-ups and small and medium-sized enterprises (SMEs) in the information and communication technology sector. Multinational companies and training, research and development centers are also tenants. All these companies are provided with facilities and with services such as international networking, business plan follow-up and commercial assistance.

Casablanca Technopark is developing a business incubator in order to provide the necessary managerial assistance, technological support and training for successful entrepreneurial ventures. It will complete the existing infrastructure that currently provides services to operating technological start-ups as well as to small, medium-sized and large companies in the information and communication technology industry. The Casablanca Technopark business incubator aims to meet the needs of entrepreneurs in residence by operating as a hub through which internal and external resources and intellectual assistance will be channeled with the main goal of helping entrepreneurs turn their ideas into viable businesses in a two-year incubation period.

Project Objectives

The operational grant under the infoDev Incubator Initiative has been earmarked for capacity building especially for the integration of information and communication technologies (ICT), for monitoring tenant progress and sharing knowledge and for marketing and networking for tenants. With this work program, the first Moroccan incubator to function like a private fund will be established. The project not have any form of subsidy and will add significant value to the incubated companies and to Morocco.

Related Project Activities and Milestones

- The technopark was associated with the creation of the African ICT Innovation Task Force (AIITF) at the African Incubator meeting, MedIT 2004, in Tunis. The principal mission of this task force is the promotion of African technological innovations.

- The technopark’s business incubator responded to a bid launched by the Algerian government for a feasibility study concerning the creation of a national incubator in Algiers.

Awareness Raising

- Two advertising campaigns calling for innovative ideas and projects were launched in major Moroccan newspapers in 2004, one in June and the other in December.

- Press conferences have been held to explain the essence and the purpose of incubation. These have resulted in articles published by economic newspapers and in coverage on the main Moroccan portal, Menara, as well as on national TV channels.
The technopark is conducting a feasibility study for creating Morocco’s first entrepreneurial caravan that would travel to main cities to inform entrepreneurs about the incubator and to select innovative projects.

**Client Strategy**

The strategy involves focusing on specific areas of high-tech expertise capable of leveraging economic development in the ICT sector. Although the incubator is targeting potential projects in the sector as a whole, the focus is on areas where true expertise is still lacking in Morocco. At present the incubator is encouraging the creation of start-ups in software development for business management solutions; e-business (e-commerce; m-commerce); mobile multi-media; Internet content development and value-added services for telecommunications.

**Services to Tenants**

The business incubator provides entrepreneurs with a supportive environment that helps them establish and develop their projects in the ICT field and turns their ideas into sustainable businesses. By providing services on a one-stop-shop basis and enabling overhead costs to be reduced by sharing facilities, the incubator aims to significantly improve the survival and growth prospects of start-ups and small firms in the early stages of development.

The incubator offers a wide range of complementary services and provides dedicated office space, value-added business support, technical assistance in developing effective business planning, hands-on training in special fields (sales and marketing strategies, public relations and communication, accounting and finance-related issues, etc.), business links, advice and networking.

**Milestones**

Since the launch of operations, the strategy has been to interact with the local stakeholders in the incubator. Hence, efforts have been concentrated on raising awareness of activities, finding new sources for projects, attracting quality projects and partnering with select financial and educational institutions.

**Awareness and public relations:** Efforts are ongoing to ensure that the activities carried out at the incubation unit are communicated to a large audience and that achievements are regularly documented through direct communication in local newspapers and through press releases (usually on a quarter basis).

**Entrepreneurial caravan:** Some of the targeted candidates are recent and future university and engineering school graduates, so the objective of the first entrepreneurial caravan was to promote the incubator and entrepreneurship throughout the country. In all, the caravan stopped at five Moroccan cities and visited nine universities reaching hundreds of potential candidates.

**Seminars and forums:** One of the initial challenges faced was to establish the incubator as a reference in the ICT sector. This was accomplished by participating in technology shows and fairs and hosting live seminars at the center. Over time, the incubator has been able to exhibit in four forums: INNOVA 2004 (http://www.rdmoroc.org/tabronde.php); SITEB 2005 (Salon International de l’Informatique, des Télécommunications et de la Bureautique); CJD (http://www.cjd.net/Default.aspx?tabid=52); MED-IT (http://www.xcom.fr/medit/ma/).

**Partnerships:** Over the past year of operations, the incubator has signed several partnerships with different institutions, some of which will prove beneficial for tenants. The partnerships that have been developed are classified as financial (they tend to help tenants and future candidates access sources of needed working capital like the Réseau Marocain d’Incubation et d’Éssai etage Réseau Maroc Entreprendre), scientific and technological (with local and international universities and engineering schools to generate new quality projects) and organizational (in order to facilitate entrepreneurship by providing administrative procedures to tenants from, for example, the Fondation Banque Centrale Populaire pour la Création d’Entreprise).
**Indicative portfolio of casablanca technopark incubator**

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<tr>
<td>Aventis</td>
<td>Payment systems (e- and m-commerce)</td>
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<td>Production of 3D films and synthesized images</td>
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<tr>
<td>N2A</td>
<td>Management software</td>
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**Additional grant approved in March 2006**

infoDev has provided an additional $50,000 to Casablanca Technopark to develop a CD-ROM application as a resource for young entrepreneurs who are planning to create their own businesses and avoid failure in starting and operating a business. This application is to be developed in partnership with successful business owners and organizations. The infoDev grant will cover half of the cost of the application development and the other half will be financed by the Technopark and its sponsors.

Casablanca Technopark’s experience has brought to bear that people in Morocco lacked the entrepreneurship spirit, and that upon graduation students preferred joining government agencies or other private firms to become employees. The Technopark has decided to widen the mission of its incubator and will not only be guiding existing firms having difficulties in reaching their innovative potential and helping the creation of new companies, but will also be trying to incorporate the entrepreneurship spirit within the different communities. The CD-ROM application will be promoted through its annual visits to universities.

The CD-ROM application is planned as an interactive, easy-to-use and should provide tips in a pedagogical and yet reader friendly way. This application is to be developed with select e-learning institutions, special consultancy firms and/or other entrepreneurs; it will include several headings, among which the following:

- **Business Creator’s Checklist:** this part will be the road map to the Business Creation process through pinpointing avoidable mistakes, giving hints to save time and gaining knowledge of the entrepreneurship value-chain.

- **Business Model Guidelines:** under this heading, interactive users can determine the economic feasibility of business concepts, evaluate the feasibility of the technology concept, design a self-tailored business model and ultimately create a business plan to communicate to stakeholders.

- **Entrepreneur’s Assessment Quiz:** this is a self-administered test to determine the user’s potential as an entrepreneur; the test is interactive and live answers appear after each question. The logic behind such a quiz is to evaluate whether the candidate understands the risks inherent to running a business and the advantages in terms of freedom of decision, etc.

- **Successful Entrepreneur’s Testimony:** this is a live testimonial from successful entrepreneurs that started a business from scratch. They will introduce their hands-on experience along with all the challenges, problems and ultimately the advantages and pride associated with creating and running a successful business. The aim here is to show to the users of the CD-ROM that entrepreneurship is possible for each and everyone and that, like anything else, self-discipline, motivation and a creative approach are necessary to become successful.
MOROCCO

Grantee: Al Akhawayn University Incubator

Grant: Capacity Building Grant
Amount: $150,000
Contact: Rachid Benmokhtar Benabdellah, President
Email: r.benmokhtar@aui.ma
Project Website: www.aui.ma

The main objective of Al Akhawayn University Incubator is to create an enabling environment for regional and national socio-economic development. Taking advantage of Al Akhawayn University’s human and physical resources, in addition to its international and national network, the incubator aims at implementing a strategic goal for the Meknes-Tafilalt region that relates to creating start-up companies for graduated tenants. The infoDev funded work program is to build the local capacity within Al Akhawayn University, to support existing firms that have difficulties in reaching their innovative potential and help the university graduates with original ideas create new companies, to contribute to regional development.

Partnerships

With over 1300 graduates from 13 undergraduate, graduate, and executive degree programs AUI has not only earned the respect of the business community, but the confidence of government agencies, international organizations and academic institutions. AUI includes a number of research institutes like the Azrou Center of Community Development that collaborates with the University of Arkansas and the Society of Friends of AUI in Saudi Arabia; the Hillary Rodham Clinton Women’s Empowerment Center; the Institute for Economic Analysis and Prospective Studies (IEAPS) for research on knowledge economy and local development in Morocco; and the Center for Environmental Issues and Regional Development (CEIRD). Also, AUI is creating the Middle Atlas Valley Research & Innovation Triangle (MAVRIT) with the support of the government.

Moulay Ismail University in Meknes and Sidi Mohamed Ben Abdellah University in Fez are the partners.

Project Activities and Milestones

The infoDev funding will value-add to the services offered to entrepreneurs by the incubator.

- **Capacity building and range of services:** The incubator’s ability to develop a sustainable and replicable incubation relies on the capitalization of knowledge and know-how through training, consulting and experience. Plans are underway to pay particular attention to ICTs and to their integration into the innovation process, to improve productivity, give access to new outlets, and help to create an efficient environment. A wide range of ICT-related services will be proposed to the tenants, encouraging them to work on and around technology. It is also expected that the infoDev network will help to implement good practices and propose improvements in services.

- **Monitoring and evaluation:** This key issue represents the main link in the transmission chain of knowledge. The incubator’s managers will be in regular touch with the tenants, checking the progress and providing them every day with advice. Monitoring will also feed the incubator’s strategic vision, helping it collect key performance indicators. These indicators will pinpoint tenants’ needs, shortcomings, resources utilization, achievements, and challenges. It will help the incubator determine the relevant actions to undertake like training, mentoring, consulting.

- **Marketing and networking:** The incubated companies must enter the business world with their innovative products and/or services. Their success will widely depend on the quality of the marketing approach. The marketing manager, as well as external consultants, will help the tenants to refine their positioning. The ability of tenant companies to sell products and services will also rely on the networking activities undertaken by the incubator. For this, all innovative products will be presented to opinion leaders, companies, professional associations and government members. In addition the incubator will ensure high media exposure to tenants and attend several fairs.
TUNISIA

Grantee: Elgazala Park of Communication Technologies

Grant: Capacity Building Grant  Grant Amount: $ 125,000
Contact: Mrs Aïcha Essedika Ennaifar, General Director
Email: ae.ennaifar@elgazalacom.nat.tn
Project Website: www.elgazalacom.nat.tn

The Technology Parks and Incubators program in Tunisia, aiming to develop at least one incubator within each Higher Institute of Technology Studies (ISET) and each Technology Park was launched in 1999. Till date, 16 incubators and two specialized Technoparks have been established in across the country. Elgazala, the first park to be set up in 1999, specializes in ICT. More than 40 companies, most of them being SMEs and some multinationals, are located in the park. An incubator was also established in 1999. Given the experience and the competencies that it has developed, Elgazala and its incubator are considered to be the leaders. The infoDev project will:

- Promote a nationwide innovation program, to undertake innovative projects and to share experience among incubators through meetings, workshops and development of a Tunisian incubation portal.
- Develop and foster innovative projects development and incubation skills, especially for the Elgazala incubator staff through a targeted SMEs consultancy and better organize the incubation process and to improve monitoring, coaching and training methods to guide project tenants. The targeted audience for the project includes both the incubator and Elgazala tenants, as some of the Technopark tenants are small and face difficulties to grow and develop.
- Better understand the ICT incubation and financing environment through the launch of three studies on (a) Tunisian incubation practices and private sector involvement, (b) ICT innovative projects financing, and (c) Tunisian professional use of ICT.

Partnerships

2CW is a consulting company, set up in 1998, providing businesses and public institutions with specialized advisory services to facilitate business expansion, define and implement development strategies, technology transfer, with a view toward innovation and valorisation. 2CW specializes in mainly in Information Technologies and e-services, consulting and support of technological and innovative enterprises, science parks and incubators.

The goal of the partnership with 2CW is to bring the participation and support of the tenants and to assure know-how transfer to the incubator staff at the same time.

Project Activities and Milestones

The Elgazala Park has more than 40 tenants, all in the ICT field. This includes engineering and services with several scales and activities; SMEs; multinational companies; training and R&D centres. The Elgazala Park is managed by a governmental company. The infoDev funding will value-add to the services offered to the tenants through the following activities:

- **Develop a Process Manual:** This Manual will result in a re-organization of a process manual and describing all the incubation steps, the actors, the responsibilities, the global strategies, the vision and the main activities. This manual will help the next managers of the incubator to be better organized and to facilitate their process for formulating action-plans. It will guarantee sustainability and progress.

- **Improvement of the management skills of the incubator staff and tenants:** By improving the management skills of tenants implies coaching, supporting and mentoring the incubator staff and tenants through the course of the incubation phase, starting while preparing their action plan until their legal constitution and graduation from the incubator. This stage requires qualified consultants and expert practitioners. The selected consultants will meet the mentorship needs, mentioned above and the training for the tenants. The consultant will also make a competence transfer to the incubator staff to improve their management and leading skills.

- **Selection of Tenants and projects:** To have good results from incubation, the incubator must choose and accept the best and qualified projects and smart, serious and ambitious tenants. Therefore, a Selection Committee is to be constituted and will work on a freelance basis for the Incubating Project. This committee will meet every 2 months at least and make a new
selection pool. The committee will be involved throughout the period by staying in touch with the incubator management team and the tenants, through e-mail, meets and workshops) if this is necessary.

- **Monitoring and Evaluation, Marketing:**
  One of the objectives of this component is to promote innovation, incubators and especially the Elgazala Incubator. A Marketing plan will be prepared and applied during the course of the project. An important communication campaign will be undertaken at the beginning of the project. Following this, attempts will be made to attract innovative projects, to position the incubator as an innovative and very active entity and to have supporters and partners that are attached and involved in the activity.
WEST BANK AND GAZA

Grantee: Islamic University of Gaza

Grant: Capacity Building Grant  
Grant Amount: $125,000
Contact: Dr. Mahir Sabra, Assistant Professor, Computer Engineering  
Email: mahir@mail.iugaza.edu  
Project Website: http://www.iugaza.edu.ps/

The goal of the Islamic University of Gaza (IUG) business incubator is to offer means for enhancing overall economic growth and development in Gaza Strip, facilitating restructuring, technology diffusion and commercialization, and creating employment opportunities. This project aims at increasing the awareness of importance and concept of business incubation, supporting the environment of excellence and development for entrepreneurs, and maximizing the benefit from and impact of ICT-integrated incubation processes on economical growth and unemployment reduction in Gaza Strip. The project will reflect the resources of the IUG and its successful model in business incubation represented by the Cartoon Unit (CU), hosted by the Community Service and Continuing Education Deanship (CSCED) since three years. IUG established the CU by providing the required incubation facilities for twenty entrepreneurs from different colleges and department and succeeded in producing cartoon films addressing educational and cultural issues of the Palestinian community.

**Partnerships**

During the last five years, IUG gave a special care to ICT consolidating its use in and outside the university utilizing the human resources and facilities found at the university. IUG began its journey with the assistance of several international donors like ANERA and GTZ to finance programs related to IT. These efforts were recently crowned by INTEL Corporation funding the establishing the IT Center of Excellence which will be implemented in year 2006 at IUG.

**Project Activities and Milestones:**

This project is to be implemented in five stages beginning with the capacity building of the management team of the incubator. The second stage involves awareness dissemination of importance and concept of ICT and business incubation, supported with creation of a webpage and a database to exchange knowledge and experience. The third stage will provide entrepreneurs and alumni with specialized ICT, management and marketing training in order to improve their skills and enhance their capabilities. The fourth stage aims at filtering out the alumni and selects a number of entrepreneurs/teams with innovative project ideas to join the incubator and providing them with the required facilities to start working on their projects.

The main activities that will be implemented by the incubator team will involve the introduction of ICT into the local industries through providing technical assistance and consultancy. Some of the other activities include building capacity for management team, disseminating awareness, training and providing support for tenants, implementing needs assessment studies for local industry, and offering training. The program will be evaluated every three months and audited in the final stages. The pros and cons, obstacles, success stories and any other things will be highlighted in the reports as stated in the reporting section.
The infoDev funded work program of the Palestine Information and Communications Technology Incubator (PICTI) aims to develop the Palestinian Micro, Small and Medium Organizations (MSME) sector, as a means to generate new jobs, attract investments and improve the economic situation in the target areas. The PICTI work program will assist in:

- Revitalizing entrepreneurial culture in youth and stimulation new businesses and entrepreneurs
- Providing technical training and capacity-building for PICTI staff for the benefit of clients

The outcomes of the infoDev funded work program will include leveraging PICTI’s relationship with the academic community to motivate universities themselves to establish incubation programs and facilities at remote area other than central Ramallah. Therefore the Project’s, primary beneficiaries include the potential entrepreneurs from the academic community (which will be organized into start-up companies after the selection); the PICTI Clients and PICTI Staff.

**Partnerships**

A partnership agreement between the founding partners Palestine Information Technology Association of companies (PITA), the Palestine Banking Corporation (PBC) and the Palestine Trade Promotion Organization (PalTrade) resulted into the establishment of PICTI. USAID has partnered by funding the operations of PICTI for three years and subsequently became a board member.

**Project Activities and Milestones:**

- **PICTI Operations and Assistance to Clients:**
  The work program will improve the business incubation management skills of the PICTI staff largely in three areas of (a) structuring of incubation agreements and financial management of the deal flow, (b) Capacity-building of staff in order to delivery quality services utilizing best practices and tools in this business and (c) Assist clients for graduation such as preparation of investment term sheets and valuation. The PICTI Outreach program will encourage collaboration and improve communication channels; enable PICTI to leverage local and global expertise; and develop new value added services and new niche markets.

  - **Strengthen regional and global networks:** PICTI will strengthen its regional networks and participate in a regional infoDev conference in order (a) to share information and knowledge with MENA region and international incubators and become part of a larger network; (b) to build communities of practice and collaboration, and facilitate peer-to-peer mentoring and knowledge sharing; and (c) to promote operational cooperation and alliances.

  - **Improve Enabling Environment For Innovation:** In partnership with PITA, the Palestine Information Technology Association of Companies, PICTI will organize an event aiming to discuss intellectual property issues in support of MSME, particularly for start-up business. The expected output will include whitepapers about these topics for publications. PICTI will also request InfoDev and World Intellectual Property Organization (WIPO) permission to re-print some of its own intellectual property in the development of MSME publications and other relevant material promoting of the creation, ownership and use of IP assets for economic growth.

  - **Redress the Financial Challenge:** PICTI has identified the need to develop and establish a seed stage ICT fund that harmonizes its development objectives with commercial investment approach for these start-ups that realize their true potential and continue their growth and development, which at the same time requires post-incubation strategic funding and support. PICTI after a rigorous process of finding a suitable party has approached a regional company, Riyada Ventures, for the provision of investment advisory services for the development of the fund. Riyada Ventures in cooperation with PICTI management has identified their mandate which can be structured into 3 tasks that span the development of the fund from concept to launch operations.
including Fund Design and Structuring; Documentation and Operations Processes and Procedures. This activity is to be funded through USAID funds.

- **Develop a Knowledge Management System:** Leveraging the infoDev network of expertise, PICTI will improve the design and deployment of knowledge management system to improve operational efficiency by monitoring key performance indicators. PICTI will design and automate a balanced scorecard targeting 4 areas: Financial Perspective, Customer Perspective, Organizational Learning and Internal Processes. PICTI will also identify relevant Key Performance Indicators, identify process measures, design performance reports, performance management, build a data mart that would enable such a system to be expanded and extended to pre-incubation program at university sites. The key expected output is having an automated dashboard application for PICTI management to measure the impact of new and existing services for clients, which can also be extended to the Universities, and to monitor the progress and sustainability of the business PICTI’s activities on a regular basis.
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<td>Ms. Rebecca Ruzibuka</td>
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<td>Madam Cheng Juying</td>
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<td>R. M. P. Jawahar</td>
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<td>Society for Research &amp; Initiative for Sustainable Tech. &amp; Resources (SRISTI)</td>
<td>Anil Gupta</td>
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### Contact details of infoDev incubator grantee institutions

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<td>Telecommunications and Computer Networks Group (TeNET)</td>
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<td>Suresh Kumar Regmi</td>
<td><a href="mailto:pcs@mos.com.np">pcs@mos.com.np</a>, <a href="mailto:skregmi@yahoo.com">skregmi@yahoo.com</a>, <a href="mailto:jyoti@rugalaxy.com">jyoti@rugalaxy.com</a></td>
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<td>Jayantha Gunasekara</td>
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<td>Kenan Institute Asia (KIA)</td>
<td>Marc DaSilva</td>
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<td>Thailand</td>
<td>National Science and Technology Development Agency (NSTDA)</td>
<td>Mrs. Naowarat Ayawongs</td>
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<td>Pham Minh Tuan</td>
<td><a href="mailto:crc@hutelem.edu.vn">crc@hutelem.edu.vn</a></td>
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**EASTERN EUROPE AND CENTRAL ASIA**

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<td>Melahet Keiromova</td>
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<td>Applied Research and Communications Fund</td>
<td>Angel Milev</td>
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<td>Union Of Business Incubators And Innovation Centers of Kyrgyz Republic</td>
<td>Zamira Akiagiyevsheva</td>
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<td>Mustafa Atilla</td>
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<td>Ukraine</td>
<td>Kharkov Small Business Incubator (Kharkov Technologies)</td>
<td>Inna Gagauz</td>
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<td>Zafar Mukhtadinov</td>
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<td>Jesus Hortal Sanchez S.J</td>
<td><a href="mailto:aranha@genesia.puc-rio.br">aranha@genesia.puc-rio.br</a></td>
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<td>John Restrepo Zapata</td>
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<td>Mexico</td>
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<td>Juan Villalvazo Naranjo</td>
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<td>Panama</td>
<td>Panama Technology Business Accelerator—PTBA</td>
<td>Jorge Arosemena</td>
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<td>Joaquín González Mavila</td>
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