Mobile Applications for Development: Project Implementation Plan
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1. **Introduction: Creating Sustainable Businesses for the Knowledge Economy**

In conventional models of the technological diffusion, innovations start in the developed world and filter down to the developing world only once mass adoption begins to take place. Thus, highly-skilled R&D jobs tend to be clustered around universities and golf courses in advanced economies, while the developing world tends to get low-skilled, low-wage manufacturing jobs for products that are already mature.

The software industry boom, spurred by the development of personal computing in the 1980s and the internet in the 1990s began to turn that model on its head. It created exceptional opportunities for innovation and growth in countries like India, which now has more than 2.5 million software developers, and an industry worth around US$60 billion in software exports and business process outsourcing.

Today, following an unprecedented increase in access to mobile communications, where subscriptions worldwide will soon surpass five billion, a similar opportunity presents itself in the sphere of **mobile applications development**. Entrepreneurs in emerging markets are well positioned to benefit from the boom: mobile devices rather than computers are likely to become the primary way of accessing the Internet in these regions, and factors like large market size and strong pent-up user demand for mobile applications make developing countries a fertile ground for innovation in this space. In fact, it is difficult to speak about mobile innovation to date

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**Box 1: Mobile applications that began in the South**

Reversing conventional wisdom, many new mobile innovations actually begin in developing countries and spread later to the developed world. A few examples include:

- **WIZZIT and M-Pesa** are mobile applications that target users without bank accounts, allowing millions of rural or migrant dwellers to have access to banking services without opening a bank account. Both applications are compatible with a wide range of mobile devices, including early-generation cell-phones popular in low-income communities and work with pay-as-you-go plans. Both developed first in Africa.

- The **“Ushahidi Engine”** is a platform that allows anyone to gather distributed data via SMS, email or web and visualize it on a map or timeline. The organization’s goal is to create the simplest way of aggregating information from the public for use in crisis response. It was initially developed to map reports of violence in Kenya after the post-election fallout in early 2008 and has since been used successfully in the aftermath of the Haiti and Chile earthquakes of 2010, to name but a few recent examples. It is a free and open source project led in collaboration by developers from Kenya, Ghana, South Africa, Malawi, Netherlands and USA.

- **Reuters Market Light** (RML) brings commodity prices, crop and weather data to Indian farmers via mobile phones. In a country where some 650 million people depend on agriculture for a living, applications that reduce vulnerability to shifts in prices and weather conditions are helping farmers manage their crops.
without mentioning the highly successful mobile-banking platforms like Wizzit and M-Pesa, the crisis-mapping tool Ushahidi, or the agricultural intelligence tool, Reuters Market Light, all developed in the Global South (see Box 1).

2. Why mobile applications?

There are a number of features which make mobile applications an exciting opportunity for promoting economic and social development:

- Mobiles already represent the largest platform for the delivery of development applications. In fact, new telephone subscriptions in low- and lower-middle-income countries have outnumbered those in upper-middle- and high-income countries since 1998 and virtually all new mobile customers in the coming years will be in developing nations.¹
- For many functions, like making credit-based payments or web-browsing, there are no adequate substitutes for a mobile phone in many developing countries and where substitutes do exist, for instance for making cross-border remittances, mobile phones often offer a more efficient and lower-cost solution.
- The barriers to entry in mobile applications development are low and becoming lower as standard tools that can be downloaded for free become more widely accessible and easier to use.
- The mobile applications market is highly segmented – by sector, by mobile operating system, by language – which means there are endless opportunities for specialization, for localization and for taking a successful application from one market and applying it in another. The mobile applications development industry has not yet experienced its “Google moment”, when a single company begins to dominate, and that may never happen while there are still more than ten major operating systems and while no single network operator can genuinely claim a global presence. Thus, there are opportunities for small and medium-sized enterprises (SMEs) to excel and start-ups can still make a big splash.

The challenge is to expand this significant opportunity throughout emerging markets, and, more importantly, to find ways to exploit it in a way that supports sustainable economic, social and environmental development. In an effort to do this, infoDev, a donor-funded ICT for development agency hosted by the World Bank, has formed a public/private partnership with the Ministry of Foreign Affairs of the Government of Finland and Nokia to undertake a joint program on Creating Sustainable Businesses for the Knowledge Economy that will run from 2010 – 2012. The focus of mobile applications forms a significant component of the program, which foresees establishing regional mobile applications laboratories and using mobile social networking as a tool to promote the development of applications. This track on mobile applications will be supported by a suite of activities on business incubation and technology

entrepreneurship, and an international conference that will bring together entrepreneurs, investors and market players at a Global Forum in Helsinki, May 30 – June 3 2011. These will be accompanied by a supporting track of analytical work in the field of ICTs and Innovations Systems in Agriculture, along with an analytical narrative describing the role of social networking in innovation in the context of mobile applications development.

The program will be implemented at the country level in Finland’s development partner countries; at the regional level in Africa, Asia and in Europe, Caucasus and Central Asia (ECA) as well as at the global level. The program document is outlined in the attached document:

About this note
This project concept note concerns Tracks 1A and 1B of the program, on the establishment of a regional mobile applications labs and extending mobile applications through social networking. The aim is to launch regional mobile applications lab(s) in Africa before the end of 2010, and in the other two regions shortly afterwards. Beyond 2012, when this project is due for completion, it is anticipated that the labs should be able to become self-sustaining from revenues raised through their own operations. Each lab will work with the city-wide social networking hubs, to be established in association with Mobile Monday under Track 1B. Under Track 2, not described in this note, a series of activities in the field of technology entrepreneurship and business incubation are being launched that will, inter alia, see the creation of new business incubators and support for existing ones, and the launch of a global program of co-incubation (soft-landings for SME internationalization). Together with the regional mobile applications labs, these business incubators will be networked into a platform to provide virtual support for hosted start-ups.

3. What is a mobile applications lab and what services and functions will it provide?

A mobile application lab is an open space where technology entrepreneurs can interact, work, gain access to tools and expertise, deploy their solutions, and start and grow their businesses. Run and managed by experts together with local developers, a lab provides the infrastructure necessary for the deployment and scaling of mobile applications. To access a lab, local programmers, web designers or mobile application developers can register as members, at no charge or for a nominal fee, depending on a particular lab’s business model. Each lab will provide an environment conducive to the development of solutions that have the potential to scale commercially, by providing state of the art equipment used to develop, test and scale software, technical training and workshops on business skills. Further, the labs will act as gateways to local, regional and international markets and will connect entrepreneurs with seed, venture and angel investors.

3.1 Objectives
The objective of the Mobile Applications Labs are 1) to increase the competitiveness of innovative enterprises in the mobile industry, especially in the area of socially sustainable applications and services for base of the pyramid (BOP) communities, and 2) to ensure that
locally relevant applications are created to meet growing developing country user demands. The labs will provide services both *locally*, serving the local entrepreneurial market, and *regionally*, providing resources to the mobile applications developers elsewhere in each region. To do this, it will provide some services in the physical location of the organization (e.g., training, testing, mentoring) while other services will be provided virtually (e.g., developing a website of resources for mobile apps developers throughout the region).

This project will benefit from the experience of the program partners, notably:

- *infoDev’s* experience in incubation of ICT enterprises, the regional Incubation Networks, the global ICT business incubation working group, and the global mobile flagship report. *infoDev* helps to animate a network of more than 300 business incubators in more than 80 economies around the globe, and is a leading agency in the field of information and communication technologies for development (ICT4D).
- the Ministry of Foreign Affairs of the Government of Finland, which is thought-leader in the global development community, bringing specialist skills in the field of agricultural and rural development and forestry as well as in the application of mobile phone technology.
- *Nokia*, which is the leading mobile communications equipment and solutions vendor and supplier worldwide, and brings to the program its immense experience in the development of mobile content and applications.
- Mobile Monday, which is a volunteer-run Innovation Network which has established social networking hubs ("chapters") for the mobile industry in around 100 cities worldwide, including (with *infoDev* support) in Kampala (launched on 8 March 2010) and Nairobi (launched on 11 March 2010).

One measure of success of the lab is that it should aim to generate between 8-10 mobile applications by 2012. It should also result in:

- An increased commercialization rate of innovative m-application ideas that have potential for significant development impact;
- Increased scale and competitiveness of innovative m-applications enterprises leading to greater reach to disadvantaged populations

### 3.2 Management and Governance Structure

In addition to a manager, each lab will benefit from a steering committee with representation from local developers and the wider technical community, to ensure a sense of local ownership and responsibility for the initiative. In addition, representatives from academia will offer knowledge on training and certification, while inclusion of venture capital firms and individual investors will bring business strategy expertise to the committee. Finally, the committee will include industry partners who will advise on scalability of solutions as well as training activities and revenue generation.

### 3.3 Services and functions

The services and functions of the lab will evolve over time, but it is expected that they will include some or all of the following:
1. **Training and accreditation** for mobile applications developers. The Labs could offer short and longer-courses for potential programmers and others in how to develop mobile applications, and in associated business skills. There are thousands of graduates in ICT from developing country universities each year, but often they lack the skills to be employed in the mobile sector. The Labs could offer courses, with appropriate accreditation, to help students gain employment or to develop their own applications. A parallel model would be the CISCO Network Academies which offer training in networking and IP skills. In the longer term, the Labs could work with universities to offer formal post-graduate qualifications.

2. **Certification.** Because there are so many different platforms for mobile operating systems (e.g., *Symbian, Meego* (the newly-announced Nokia/Intel open systems platform), Apple’s *iPhone*, Samsung *bada*, Microsoft *Windows 7*, Google *Android* etc) any application that is to gain scale needs to be able to demonstrate interoperability. In addition, local language versions of popular operating systems will need to be tested and verified. The Labs could offer a certification service for interoperable applications and provide facilities for network operators, service providers and applications developers to test their application under operational conditions.

3. **Competition for ideas.** The Labs could run competitions with prizes to attract submissions from small and medium-sized enterprises (SMEs) and budding entrepreneurs for applications development, including, for instance, a competition for ideas, for business plans, for brand names etc. The competition for ideas would be regional and could run in association with the Mobile Monday social networking hubs that are being established in different cities under the *Creating Sustainable Businesses* program. It should be emphasized that the innovation philosophy of the Labs is that applications should belong to the applications developers and entrepreneurs themselves, not to the Labs.

4. **Business mentoring.** Similar to an incubator, the Labs could assist applications developers with bringing their ideas to market. In this sense, the Labs could serve as specialized business incubators, as the entrepreneurs they serve develop their businesses over time. This may require additional space, and this function may evolve only after the first year or so of operation. The lab should also work with other Incubators in the infoDev network to bring start-ups to scale and help with product launches. The business mentoring would provide a more specialized form of training, for a targeted market of entrepreneurs.

5. **Replication of successful applications.** Mobile applications are often specific to individual countries, different operating systems, different languages etc. There exists a requirement, therefore, to assist, applications developers in replicating an application that has been successful in one market in other markets. This service would be particularly appropriate for smaller markets or more localized languages that might be late to receive beneficial applications under normal market processes. Development agencies or corporate social responsibility (CSR) programs may also find it useful to utilize the labs for support in replicating solutions across regions. The focus on replication would be important for those applications that have a social development value (e.g., in education, health, and especially agriculture which is one of the focus areas for the program as a whole etc). The replication service could also be offered to operators on a commercial basis. The intellectual property rights for the applications would belong to the developers, not the lab.

6. **Repository of knowledge in ICT4D.** There is a need in the ICT4D community to create a better basis for learning from past successes and failures. The mobile applications labs could
establish an open knowledge base of ICT4D projects in the mobile space and document what has worked and what lessons can be learned. Content for this repository could come, for instance, from the ICT for Agriculture Sourcebook to be developed under this program. The Repository could also serve as a knowledge base of open source code for developers, similar to the Source Forge (sourceforge.net).

7. **Consumer behaviour research.** While consumer behaviour for mobile users is well-understood in the developed world, there is a lack of understanding of developing country markets, where cultural, linguistic and historical issues may affect take-up. The success of the M-Pesa mobile payments systems Kenya, or MXit in South Africa as a social networking platform, illustrates the fact that some m-applications are likely to do better in developing countries than in the developed world because there may be no good substitutes or alternative solutions available. The Labs could work with other partners to conduct user-behaviour research, especially among base-of-the-pyramid (BOP) communities, for instance on a single-client or multi-client basis.

8. **Access to finance, access to markets.** The Labs should act as a forum where entrepreneurs and applications developers can meet with potential partners that will enable them to commercialize their ideas and expand their business. These partners should include mobile network operators, equipment manufacturers, app store developers, investors, venture capitalists etc. The value of the Labs is that they will provide a neutral forum where matchmaking of partnerships can take place. They will provide sufficient scale to attract serious partners and, at the same time, a neutral environment where entrepreneurs and applications developers can discuss their ideas with larger organizations. Other components of the program will include activities on access to finance, SME internationalization and business co-incubation.

In addition to these eight potential services and functions, infoDev welcomes other suggestions for how the Labs should perform, both from potential host organizations and from consultant firms bidding for this contract.

### 3.4 Selection process

The selection of the labs will be an important step towards assuring their success. It is proposed that existing organizations be selected to host the labs and that the selection be carried out through a competitive tendering process. In each region, a series of scoping missions will first be carried out to meet with potential host organizations and other stakeholders and focus group discussions will be held to raise awareness and gather inputs. This will be followed by an open call for expressions of interest (EOI) followed by a request for proposals and site visits for shortlisted host organizations. For Africa, the scoping missions and four focus groups were carried out between Feb-April 2010 and the selection process is now underway. This will be used as a template for the activities to be launched in the other regions. In addition, an overall task manager for the mobile applications labs has been selected who will help in getting them launched.

### 3.5 Partners

Each lab will work with partners in all aspects of its work. Examples of potential partners include:
Box 2: As a major mobile labs partner, Nokia will provide:

- Support and training on Nokia platforms through Forum Nokia
- Devices for testing and verification
- Access to SDK’s API’s, support documentation and emulators
- Mobile programming curriculum through Eprom
- Testing, signing and support for publishing onto the Ovi store
- Monetization models for developers to build for the Ovi store.
- Competitions (e.g. Nokia’s “Calling All Innovators” contest)
- On the ground support through Forum Nokia Egypt, Forum Nokia South Africa and the Nokia Research Centre Africa

- External venture capitalists, who will complement existing funding sources of the lab and increase local ownership of the initiative
- Local and international universities, who will provide training and certification
- Technical colleges and business schools, who will provide technical certification and business skills training, respectively.
- Government agencies, who will advise on ICT sector structure and strategy.
- Business incubator operators, who will provide essential incubation services to lab members.
- Industry leaders, including operators, device manufacturers, content providers, and others, who will help provide application testing and software verification

3.6 Possible Revenue Streams

In order to be sustainable, each lab will need to generate revenue to be sustainable. While it will be up to each lab to decide which business model is most appropriate, some options include:

- Charging a nominal membership fee for developers to use the facilities.
- Charging certification and training fees.
- Charging fees for verifying software for various platforms.
- Profit sharing with venture capital firms that find a successful match within the lab.
- Profit sharing with incubated businesses for a limited period (e.g. 2 years).
- Charging outside industry firms for services and software development carried out by lab members.

*infoDev* is also in the process of commissioning a more detailed business plan for the labs from a consultancy, to be appointed through a competitive selection process. The consultant will, at a later stage, provide mentoring and technical assistance to the labs in their formative stage.
4 Mobile Social Networking

The innovation potential of the laboratories will be supported by a range of activities in the field of mobile social networking (Track 1B), in all three regions. These will build upon an existing project, supported by the Korea Trust Fund of ICT for Development, for extending the reach of mobile applications in Africa through social networking. The existing project uses the Mobile Monday model of social gatherings, network, competitions etc to provide a mentorship scheme for applications developers. It is hoped that these online and offline activities will increase the ability of the programmers to successfully develop new applications. The aim is to help build communities of interest within the mobile communications sector, and, in particular, facilitate social networking between small and large companies, to help developing country firms participate in international initiatives, to foster entrepreneurship, to identify new applications and to contribute towards awareness raising and education among the general public. In terms of the innovation value chain, the mobile social networking initiative is intended to address the very early stage, but at the same time it should generate ideas and incipient companies that will benefit from the activities of the labs, the business incubators and the access-to-technology showcase that are planned as part of the broader Creating Sustainable Businesses program.

4.1. The Role of Social Networking in Innovation

Since the 1990s, the number of online and offline social networks has grown exponentially. This is especially the case in the technology industries of developed countries, which have also benefited from a high level of innovation and entrepreneurship. From an analytical perspective, there are three angles through which to consider the link between social networks and innovation:

- social networks are crucial for the functioning of any open innovation model, and this link is especially relevant in the early stages of the innovation process;
- social networks that connect a wide range of industry players that are outside of the constraints of fixed regulatory or competitive positions— and which provide room for navigating through ambiguity – can provide a very useful function in a rapidly changing environment such as the mobile communications industry in developing countries;
- social networks are a primary source of third-party connectors who can bridge seemingly unrelated or disconnected spaces or actors and so facilitate the application of proven ideas in new contexts.

One particularly successful social networking model in developed countries, initially employed by First Tuesday and since inherited by several other initiatives, involves using informal social gatherings as a way of nurturing trust among local communities of entrepreneurs, investors, researchers and partners who then share information, knowledge and ideas more readily. To date, however, emerging markets have not benefited to the same extent from social networking opportunities, and this is true of the mobile industry as well as other technology areas. One exception are the developing country chapters of Mobile Monday, a volunteer-driven initiative similar in structure to First Tuesday, but focused on cooperation and cross-border business development within the mobile communication sector through a mix of virtual and live networking events to share ideas, best practices and trends. To date, Mobile Monday, or MoMo,
chapters in the global South include those in Bangalore, Bogota, Buenos Aires, Caracas, Chennai, Hyderabad, Islamabad, Jakarta, Johannesburg, Mumbai, New Delhi and Palestine. In March 2010, chapters in Kampala and Nairobi were launched as part of the Creating Sustainable Businesses project. Beyond regular networking meetings, online collaboration spaces and social networking via email, SMS, and web-based services are frequently used to connect entrepreneurs with peers, investors, advisors and competitors in the context of open innovation models.

4.2. Scope of Work

The mobile social networking component of this project will:

- Support the creation of social networking hubs, or sustain existing ones, in between two and four cities in each region, to engage applications developers with the wider community of colleagues, researchers, investors, operators, content providers, device manufacturers and other organizations through regular meetings in each city and through continued online interaction.
- Establish mentorship opportunities for developers, by linking them with mobile industry professionals in their own regions as well as internationally.
- Encourage the creation of an online social networking space that will allow the developers to stay in close touch with one another and the wider mobile community, in an informal and convenient way. This should also provide opportunities for south-south learning.
- Create a competition for ideas to encourage entrepreneurship, for instance by using a mixture of incentives such as peer recognition, trips to international conferences, access to mentoring etc as ways of rewarding good idea.
- Document and examine the above activities and produce a chapter for an analytical report (“Mobile Flagship report”) with the aim of informing future work in social networking within GiCT and the Bank Group more broadly.

4.3 City-based social networking hubs

It is proposed that city-based hubs be created in a number of Finland’s partner countries and other areas of focus for the project as a whole. This could include: Uganda (Kampala), Kenya (Nairobi), Mozambique (Maputo) and Tanzania (Dar es Salaam), Kiev (Ukraine), Tbilisi (Georgia), Tashkent (Uzbekistan), Ho Chi Minh City (Vietnam) and Phnom Penh (Cambodia).

2 Mobile Monday (MoMo), originally founded in Helsinki in 2000, has established around 100 city-based chapters around the world that host events, typically on the first Monday of each month, that bring together entrepreneurs and established companies working in the field of mobile communications. These local chapters are responsible for organizing local events, but receive assistance in branding, advertising, competitions and support both from other chapters that are partners in the MoMo network and through MoMo Global Oy Ltd. This has enabled MoMo to grow into the world’s leading mobile community. MoMo’s aims are to foster cooperation and cross-border business development through virtual and live networking events to share ideas, best practices and trends from global markets. MoMo is seeking help to get its African chapters up and running so as to extend the model to global coverage.
However, the final selection may be modified based on experience gained from scoping missions as the project progresses, and discussion with partners.

- The African city chapters will be supported both by the Korea Trust Fund for ICT4D and the *Creating Sustainable Businesses* program. The Recipient-executed portion of the grant will be used, in part, for pilot programmes in four cities. The remaining funds will be used for the development of a regional support mechanism and a competition to identify promising applications that can be brought to scale through the African regional mobile applications lab. As the work is proceeding first in Africa, some of this funding will also be used for overall project development (including the recruitment of a consultant under a cross-support arrangement) which will benefit the later phases.

- In the ECA region, as elsewhere, the creation of MoMo chapters will be preceded by a series of scoping missions, which will consider the levels of local demand and specific needs of the mobile community, specifically in the Ukraine, Georgia and Uzbekistan. Anecdotal experience has indicated that the social networking model may need to be adjusted to account for cultural differences in trust-building, communication and cooperation within the sector in this region. The overall ECA component of the project was launched at the *Knowledge Economy Forum*, held in Berlin, 5-7 May 2010.

- Following the creation of social networking hubs in Africa and ECA, two further MoMo chapters will also be established in Asia, based on the countries where project activities are being undertaken, probably in Vietnam (Ho Chi Minh City) and Cambodia (Phnom Penh).

The key deliverables of this component will include:

- The hosting of events (around 40 in seven cities within the next 24 months) to promote innovation in the mobile sphere;
- Targeting around 1'000 participants from 400 or so companies, NGOs, government agencies and other organizations that would participate in the online and offline activities;
- Promoting the visibility of the regional chapters at a global level, for instance through a dedicated webspace, features in the *infoDev* newsletter, competitions with winners to gain entry to international events, such as the GSM World Conference or *infoDev*’s Global Forum for Business Incubation in Helsinki 30 May-3 June 2011.

### 4.4 Mentorship opportunities

Mobile applications developers will have the opportunity to connect with experienced peers and colleagues locally, regionally and internationally. Mentors will be encouraged to provide advice to entrepreneurs on professional development activities, offer new ideas and suggestions related to strategic and business planning and further reach out to their own networks to connect entrepreneurs to investors, partners or peers. The mentors will be sought primarily in the mobile sector, but every effort will be made to include specialists from other fields, if desired. Since informal interaction, trust and comfort are essential to effective mentorship, mentors will be invited to participate in social networking meetings and other events organized within the m-apps labs community, along with being included in an online mentorship program. In later stages of product development, mentors will be closely involved in another component of the *Creating Sustainable Businesses* program – the provision of global co-incubation activities to
assist SMEs in identifying export opportunities in developed markets and providing a “soft landing” for entrepreneurs when they internationalize their operations.

4.5 Online social networking space
An online social networking space will be developed in close consultation with the mobile applications developers and others in the m-apps labs community. A combination of a web-platform, a mobile platform and social networking services will be employed, with the overall goal to encourage informal interaction that will build trust and comfort between developers, and knowledge and idea sharing within and across teams.

The planned analytical report will contribute to the larger “mobile flagship” project that was approved for funding from the Korean Trust Fund on ICT for Development. The objectives of the mobile flagship project are to:
   a. Summarize trends and usage in mobile services and applications for development, including an analysis of specific sectors (payment system, education, entrepreneurship, health etc);
   b. Provide practical operational cases/examples and analyses of how mobile can be used, by sector, to improve development outcomes;
   c. Analyze the mobile “ecosystem” in developing countries and how this might be optimized to develop viable sectoral m-applications; and
   d. Identify innovative new mobile services and applications including candidates for scaling-up and replication, for instance in the proposed mobile applications laboratories.

5 Project team
This project is being undertaken as part of the broader project on Creating Sustainable Businesses in the Knowledge Economy, a joint program of work between infoDev, the Government of Finland and Nokia, which will run from 2010-2012. Specifically it forms tracks 1A and 1B and will follow the management and governance structure of the broader program. For the activities listed above, the following management team is proposed:

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Role</th>
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<tbody>
<tr>
<td>Tim Kelly (infoDev)</td>
<td>Task team leader</td>
</tr>
<tr>
<td>Toni Eliasz (ETC, infoDev)</td>
<td>Task manager, Mobile Applications Labs</td>
</tr>
<tr>
<td>Maja Andjelkovic (cross-support to infoDev and Oxford Internet Institute)</td>
<td>Research and Project Officer, Mobile Social Networking</td>
</tr>
<tr>
<td>Ellen Olafsen</td>
<td>Operations Officer, infoDev</td>
</tr>
<tr>
<td>Kingori Gitahi, Nokia Research Centre, Nairobi</td>
<td>Research and Project Office, Mobile Application Labs (for Africa)</td>
</tr>
<tr>
<td>TBD, Nokia</td>
<td>Regional focal points in Asia and ECA</td>
</tr>
<tr>
<td>Jussi Hinkkanen, Nokia</td>
<td>Peer Reviewer</td>
</tr>
<tr>
<td>Andi Dervishi, CIT</td>
<td>Peer Reviewer</td>
</tr>
<tr>
<td>Katrin Verclaz, MobileActive.org</td>
<td>Peer Reviewer</td>
</tr>
</tbody>
</table>
Please note that other members of the infoDev team will assist with specific activities (eg Communications, Procurement, Administration etc) and other local team members will be added as host organizations are selected, grants and contracts are awarded and as the project is launched in more regions.