infoDev is a global partnership program in the Financial and Private Sector Development Network of the World Bank Group. Its mission is to enable innovative entrepreneurship for sustainable, inclusive growth and employment.

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THE infoDev VALUE PROPOSITION

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THE infoDev VALUE PROPOSITION

INNOVATE.

• Creating new business models
• Promoting unique products and services
• Finding solutions to tough development problems
• Supporting cutting-edge technology

CONNECT.

• Convening entrepreneurs, policymakers, and investors
• Expanding ICT access for all
• Leveraging public resources and private sector incentives
• Marrying research with action

TRANSFORM.

• Building local capacity
• Creating jobs and growing small businesses
• Changing the environment for entrepreneurs
• Harnessing technology for agriculture and education
LEADERSHIP PERSPECTIVES

Emerging economies have faced significant challenges over the past two years—volatile agricultural prices, dwindling investment, fewer funds available for infrastructure, and, often, slow rates of job creation. It is a difficult—but potentially creative—moment for development institutions.

We in the Financial and Private Sector Development Network of the World Bank Group seek to address these challenges by encouraging competitiveness, strengthening markets, and supplementing the work of public institutions. infoDev is a key part of these efforts, contributing both long-term thought leadership and short-term solutions to some of the world’s trickiest problems.

By focusing on access to knowledge and finance for small and medium enterprises, infoDev is helping shore up the cohort of businesses that creates the most jobs worldwide. By focusing on mobile applications, clean technologies, and agribusiness, it is building capacity for continued growth in the future.

Technology-based solutions will be key to solving development problems in the future—but they can only be effective if entrepreneurs have access to the skills and knowledge necessary to move their products to market. Likewise, new technologies like smartphones and wireless broadband help make regulation more cost-effective and transparent, but policymakers often need guidance. infoDev works on both of these fronts, providing skills development for entrepreneurs and expert advice to regulators.

The private sector must lead the way in creating jobs, by improving competitiveness and enabling growth. It will do that by increasing access to finance, catalyzing technology development, and triggering important changes in regulation. The leadership that infoDev is providing, across this entire spectrum of issues, is indispensable in helping guide the economy toward a more innovative and more prosperous future.

JANAMITRA DEVAN
VICE PRESIDENT
Financial and Private Sector Development,
World Bank Group

Photo credit: World Bank.
Innovation is critical for economic growth in emerging economies. Public and private sector organizations need to work together to promote innovation and technology absorption—but poorly planned interventions can have the opposite effect, hindering progress and squandering resources. By engaging both entrepreneurs and policymakers, infoDev helps avoid these pitfalls.

The Innovation, Technology, and Entrepreneurship Global Practice (ITE) works to promote knowledgeable workplaces, receptive markets, and technology commercialization in developing countries. We need to encourage both innovation at the source, and policy formulations that support entrepreneurs in achieving their innovative potential. infoDev works at the nexus of these priorities, promoting innovation but also doing the hard work of ensuring its implementation.

For many years, the most fruitful area for technology and development was information and communications technology. But the past decade shows that greater attention must be paid to applications and services, rather than a pure ICT agenda. infoDev and its staff, as part of ITE, are responding to this shift—as will be clear in the following pages—by launching specialized networks of business incubators, and supporting mobile social networks, innovative e-learning platforms, and unique competitions for mobile app development.

These programs support innovation, but also the policy environment that protects it, and the entrepreneurs who create it. It is a winning model for infoDev, for the World Bank Group, and for development.
Leadership Perspectives

Fiscal years 2010 and 2011 have represented a period of significant redefinition for infoDev, as we pivoted around major changes in the development landscape, and plotted new priorities within the World Bank Group and in our project portfolio. As the ICT agenda continued to shift from connectivity to include content and applications, we adopted a more holistic approach for the program, focusing on innovation, technology and entrepreneurship. But our modus operandi—how we work—has not changed. It is centered on participation.

infoDev’s business model, which is so exciting, empowering, and unique, rests on the participation and co-creation of our clients and partners. From Mobile Applications Labs and Climate Innovation Centers, to the flagship Global Forum on Innovation and Technology Entrepreneurship, to our communities of practice—each of our projects was completed with partners and clients working with us to create something greater than the sum of its parts.

In the past two years, our team has met with 200 stakeholders in Kenya and India to develop a model for Climate Innovation Centers; we cooperated with regulators in Africa and Asia to change the policy environment for broadband development; and we brought together several hundred entrepreneurs, policymakers, and financiers at the 4th Global Forum in Helsinki.

But the true infoDev advantage comes from a grassroots network of entrepreneurs and business incubators. This network has positioned us to reimagine our future and the future of innovative industry. We interact daily with a network of locally run innovation centers and their stakeholders. infoDev serves as the facilitator and a conduit, to inclusively link and inform and empower.

Our new mission and challenge is also connected to our 2010 organizational move within the World Bank, to the Financial and Private Sector Development Vice Presidency. We believe that we can make the greatest difference in technology and innovation for early-stage, innovative entrepreneurs. And these impacts can be seen in terms of job creation: our network of almost 400 incubators has supported over 25,000 enterprising new firms and helped them create almost 250,000 new jobs. Ours is a value proposition that links technology with private sector development, and our voice is the voice of the entrepreneur.

I’d like to thank our donors, stakeholders, counterparts, and colleagues for their support and inspiration over the past two years. And I’m proud to lead a talented, results-oriented infoDev team. I’m confident they will continue to bring energy and expertise to our future endeavors.

Valerie D’Costa
Program Manager
infoDev

Speaking at the 4th Global Forum on Innovation and Technology Entrepreneurship in Helsinki.
Photo credit: Pasi Salminen.
infoDev’s Map of Global Networks

- Business incubators connected to iDisc.net
- Mobile applications labs (mLabs)
- Climate Innovation Centers (CICs)
infoDev's map of Global networks

Business incubators connected to iDisc.net
Mobile applications labs (mLabs), current and planned for 2012–2013
Climate Innovation Centers (CICs), current and planned for 2012–2013
Section 1

INCUBATION

Before there’s a business plan, or bookkeeping, or office space; before there’s testing, or trial runs, or beta versions; before there’s financing, or marketing, or a product launch—there’s an idea.

An idea for a mobile application which provides price alerts for farmers in Kenya; for speech-recognition software that can process the different dialects of Arabic; or for a program that helps commercial fishermen in South America navigate ocean currents and minimize their fuel expenditures.

Our global network of business incubators is a workshop where innovators can test and shape their products for the market, receive training in production techniques or programming, and link up with investors and financiers.

Photo credit: mLab Southern Africa.
In some regions, this process can happen naturally in the market; in others, the market does not function effectively. In many developing countries, investment opportunities are scarce and technical training is expensive. Markets and governments both have important roles to play in supporting innovation and in small business creation. And infoDev addresses those macro-level business environment issues with our policy work and research. But on the ground, in the daily drive for new ideas, new businesses, and new solutions, infoDev is a catalyst, a reagent that helps speed the process of development, funding, and implementation.

We're doing this through a combination of tried-and-true incubation strategies, and wholly new innovation centers. Our global network of almost 400 incubators continues to thrive and to support new businesses in almost every sector. But we focus on businesses that are innovative and technology-based. And this year we’re launching two specialized, industry-specific incubation networks: we now support two Mobile Application Laboratories—with three more on the way—and we’re in the process of launching six Climate Innovation Centers that will focus on clean technologies. We’re also laying the groundwork for a network of Agribusiness Innovation and Entrepreneurship Centers, starting in Africa.

At its core, our business is ideas. We support the researchers, inventors, and upstarts who will become entrepreneurs, by helping their unique ideas become business realities.
Targeted Business Incubation

Ir Aprisusi wanted to start a business. She had learned about food processing while a student at Bogor Agricultural University in West Java, Indonesia—but she had no real assets, and no money to invest. She decided to take nata de coco, or fermented coconut water, and, with a little work in the kitchen, create a value-added coconut drink for children and adults. In 1999, she became an incubatee with the Incubator for Agribusiness and Agroindustry, based at her university.

The incubator, also known as IAA-IPB, helped secure about $1,200 in seed money to buy a second-hand truck, and provided her with 100 square meters of space to start production. At first, she made, produced, and packaged her drinks by hand, one at a time. Now, she operates eight mechanical lines and employs 32 people. Her monthly sales are approximately $200,000, and her drinks, under the Tricoco label, are sold throughout the country. With nothing but an idea and a little help, she created a thriving, mid-sized agribusiness.

As of FY11, infoDev HAS SUPPORTED 400 INCUBATORS IN 107 COUNTRIES—25,000 FIRMS ARE UNDER INCUBATION, AND 250,000 JOBS HAVE BEEN CREATED.

The story of Aprisusi is exemplary, but by no means unique. At the end of fiscal year 2011, our global network supported close to 400 incubators in 107 countries with around 25,000 firms under incubation. Over 3,500 firms have graduated from these incubation programs worldwide, and almost 250,000 jobs have been created. The global network also includes the Asia Pacific Incubation Network, the Caribbean Business Incubation Association, ECAbit (for Eastern Europe and Central Asia), MENAinc (the Middle East and North Africa), and Red LAC (Latin America).
This model is unique—in the World Bank Group and in the development community. We support incubators in every region where the Bank operates, in both public and private sectors, and across a range of industries. Our focus is on technology and technology-enabled enterprises. Unlike other incubator networks, we target small business entrepreneurs; in particular, we aim to support early-stage entrepreneurs with innovative products or services that address local development needs. Indeed, ours is the only global network of business incubators that tailors to the needs of developing countries and emerging markets.

Our business incubation strategy is also targeted in that it aims to build local capacity for business support services, rather than simply supplying it. When we identify the need for a new business incubator in a given region, we work with organizations already on the ground to develop a business plan, find partners, and secure co-investment. That way, knowledge and resources stay in the community. And there is a cofinancing requirement for many of our investments; in most cases, the incubator matches or surpasses our funding with outside sources. That creates ownership at a local level.

We have also begun to focus on particular sectors, through mobile applications laboratories, or mLabs, and Climate Innovation Centers, both described on the next page. For more information on the business incubation networks and the entrepreneurs they support, please visit infoDev’s Incubator Support Center, at www.idisc.net.

“IF WE HAD NOT BEEN ABLE TO JOIN THE INCUBATOR, IT WOULD HAVE TAKEN FIFTY TIMES LONGER AND MAYBE WOULDN’T HAVE BEEN POSSIBLE TO START THIS BUSINESS.”

– Mebtu Abede & Adnew Abebe
Luwa Microsystems Solutions, Ethiopia

…

Six months after joining the infoDev backed SNNPRS ICT Business Incubator in Hawassa, Luwa broke even. The company offers records- and customer-management software for businesses and public sector organizations.

“THE INCUBATOR HELPED US MOVE THE TECHNOLOGY TO THE NEXT STAGE.”

– Jude Okpala
Cliché Engineering Ltd., Nigeria

…

After joining the infoDev-supported Technology Incubation Center in Lagos, Okpala doubled his company’s turnover, to $600,000 a year. Cliché engineers precision metal components.
THE INNOVATOR’S WORKSHOP: mLABS AND CICs

mLABS AND MOBILE APPLICATIONS

In Kenya, there are three times as many cell phone subscribers as Internet users. For young, technologically-savvy Kenyans looking to start a business, mobile applications are a good bet. Barriers to entry are low, and apps—for both smartphones and entry-level cell phones—will only become more prevalent.

This is one of the reasons that infoDev is establishing a network of mobile applications laboratories—centers where entrepreneurs can find training, networking opportunities, and testing support for new apps. At the end of fiscal year 2011, infoDev had funded two such centers—mLab Southern Africa, in Pretoria, South Africa, and mLab East Africa, in Nairobi, Kenya. Each facility will receive support for two years, with the hope that it becomes self-sustaining. The mLabs are a part of Creating Sustainable Businesses in the Knowledge Economy, a joint program with the Ministry for Foreign Affairs of Finland and Nokia.

We want these centers to identify and support promising mobile entrepreneurs. In June 2011, mLab East Africa organized Pivot25, a business acceleration competition for app developers in the region. Twenty-five finalists were selected from a pool of 100 applicants; they were then mentored to pitch their businesses to a panel of independent judges and demo their applications to key industry stakeholders and financiers at a two-day conference.

Prizes of $5,000 were awarded in categories like payments, utilities, and health. The overall winner, MEDKenya, was also given an opportunity to gain international exposure at a leading technology conference in Silicon Valley. Their winning app provides symptom checkers, first-aid information, and hospital directories via text message.
CICs AND THE CLIMATE TECHNOLOGY PROGRAM

In 2009, infoDev launched the Climate Technology Program to apply its experience in entrepreneurship and technology innovation to climate change. We received seed funding from the UK Department for International Development to develop business plans for incubation centers devoted to technologies that help address climate change mitigation and adaptation. We started with an analysis of more than 500 institutions to determine what operating model would be most suitable for the climate technology sector. Based on this—and leveraging our successful experience with ICT—we then designed a Climate Innovation Center that provides a holistic mix of early stage financing and technical assistance.

Our team then undertook in-depth design of CICs for the market in India and Kenya. This bottom-up approach involved six stakeholder meetings with over 200 people and extensive government interaction. The two completed business plans for CICs in each country were delivered at a workshop in Paris in October 2010, led by Andrew Steer, the World Bank’s Special Envoy for Climate Change.

Since then, we’ve taken an original investment of $700,000 to analyze the market need, and mobilized over $20 million. The Climate Technology Program is now developing CICs in six different countries. Enthusiasm for the project suggests that it is much needed and filling a crucial gap for incubators, green entrepreneurs, and investors. The CICs will help countries achieve their green growth objectives of improved environmental performance, economic growth, and job creation. Our hope is that individuals with great ideas for new mobile applications or clean technologies will find support and collaboration at the mLabs and CICs, and ultimately form their own self-sustaining companies.
AGRIBUSINESS

Studying the feasibility of Agribusiness Innovation and Entrepreneurship Centers

In FY11, infoDev began work on a new form of targeted incubation: Agribusiness Innovation and Entrepreneurship Centers, or AIECs. These centers would help farmers and small agricultural producers in developing economies to innovatively add value throughout the agricultural supply chain. That might mean better ways to sun-dry tomatoes, roast cashews, or chip and grind cassava.

An April 2011 World Bank report, Missing Food: The Case of Postharvest Grain Losses in Sub-Saharan Africa, estimates the value of post-harvest losses for grains alone at $4 billion. The report argues that “donor interventions need to involve the private sector” and “loss reduction strategies must be developed that provide economic incentives to all actors in the chain.” Likewise, the Global Agriculture and Food Safety Program, established by the Group of 20 and supported by the World Bank, notes in its framework document that “there is substantial scope for improving returns through better processing of agricultural produce.”

Thinking continues on this exciting possibility. How AIECs could support early-stage entrepreneurs in the agricultural sector was the subject of discussion among eighty practitioners during the 4th Global Forum in Helsinki in June 2011. Prior to that, in October 2010, we co-hosted a seminar on Post-Harvest Technology Commercialization with the Meridian Institute and the Bill and Melinda Gates Foundation. The event focused on enhancing value chains in Africa, particularly for staples like cassava, dairy, and maize.
An EPIC Program for the Caribbean

As small island economies, Caribbean nations face unique development challenges. Telecommunications costs are high and producing at scale is difficult. And while many countries in the region have seen steady growth over the past decade, it has unfortunately not translated into greater employment.

A 2005 infoDev study, on Improving Competitiveness and Increasing Economic Diversification in the Caribbean, found that business support services, especially for technology companies, are virtually nonexistent. Given the lack of support for young businesses, and the consistently high unemployment rate, investing in human capital and providing support services and financing for startups could make for vast improvements in Caribbean nations’ development. The study found, in particular, that business incubators in the region could have significant potential to create and sustain jobs, suggesting that they “can be potent mechanism[s] for intermediating venture capital and establishing networks of investors,” and “can help nurture new enterprises in their most vulnerable phase.”

infoDev has responded to this opportunity by setting up programs to spur and support innovation in the Caribbean. We helped inaugurate the Caribbean Business Incubation Association, the first network of its kind in the region, during the 3rd Global Forum in Brazil in October 2009.

CBIA is now active in ten countries, most of which have no previous experience with business incubators. To fill this gap, we established the Entrepreneurship Program for Innovation in the Caribbean with help from the Canadian International Development Agency.

EPIC—a $20 million program over seven years—will establish 6 new business incubators in the Caribbean. The program will establish six new business incubators in the region, including specialized incubators for mobile innovation, women entrepreneurs, and climate technology. EPIC will also support job-related skills training for incubator managers, and will provide resources for policymakers and seed funding to promising SMEs.

Promoting gender equality is necessary for sustainable development. A 2009 report by the International Labour Organization on Global Employment Trends for Women examined the impact of the global economic crisis on unemployment; it expects that the gender gap in employment will increase most dramatically in Latin America and the Caribbean. EPIC will support women entrepreneurs and those SMEs which provide opportunities for women, in order to break down barriers that block women’s empowerment and stifle equitable development.

EPIC demonstrates that infoDev is uniquely positioned to address development issues holistically, combining ICT expertise, business incubation experience, gender dimensions, and regional realities.
Innovation doesn’t take place in a void. Good ideas first need to be heard and discussed, challenged and complemented, scrutinized for risks and gaps. They need to be examined from multiple angles—Do we have the technology? Can we bring it to scale? Can we find investment?—and tested in the laboratory of possibility.

Social science shows that the notion of a lone inventor—a quiet tinkerer, a Tesla or a Newton—is the exception, rather than the rule. Steven Johnson, author of Where Good Ideas Come From: A Natural History of Innovation (2010), writes that a good idea is rarely the result of one individual’s inspiration, but rather a result of the collision of hunches held by many individuals. The key is to make sure those hunches have ample opportunity to interact. “We have to figure out a way to create systems that allow those hunches to come together and turn into something bigger than the sum of their parts,” Johnson says, to create “a space where ideas could mingle and swap.”

Some call it the coffee house model, others an innovation system, others, more simply, networking. Regardless of label, it’s an activity we embrace and a core function of infoDev’s work. We are in the unique position to be able to bring together early-stage entrepreneurs, incubators, public and private sector financiers, and policymakers. We call it our convening power. We strive to facilitate dialogue and exchange, so that good hunches become great business ideas.

In the following pages, you’ll see how we do this—through our flagship Global Forum, through business plan competitions and SME fairs, and through social networks.
CONVENING POWER: OUR NETWORKING EVENTS

A Nigerian food supplier and the manager of a Nepalese business incubator discover that they share similar problems in production, and outline a common approach to local food distribution. A Syrian company describes the difficulty in adapting speech-recognition software to Arabic, pitches its solution to investors, and receives seed funding. Mobile application developers from five countries meet with representatives of Nokia and tour a university innovation workshop.

Each anecdote describes a success for peer-to-peer learning; all took place at infoDev’s 4th Global Forum on Innovation and Technology Entrepreneurship. infoDev has the unique ability to bring together all members of the business creation community—entrepreneurs, policymakers, incubators, and investors. We call this our convening power, and it’s a key part of what we do.

Held in India in 2004 and 2006, and in Brazil in 2009, the Global Forum is our flagship networking event. It attracts hundreds of participants from over 80 countries for workshops, training, policymaker roundtables, and business competitions.

The 4th Global Forum was held in Helsinki, Finland, in May and June 2011, in cooperation with the Ministry for Foreign Affairs of Finland. It featured a policymaker roundtable, “deep dive” discussions of mobile technologies, clean technologies, and agribusiness, and a weekend of training for business incubation managers. We also included, for the first time, an SME fair and business competition. Prior to the event, 50 exceptional SMEs were chosen from our network and invited to participate. The top 20, selected by a panel of independent judges, were awarded prizes to help bring their products and services to international markets. It’s a model we hope to continue in future iterations of the Forum.
The 3rd Global Forum—in Florianopolis, Brazil, in October 2009—was conducted in conjunction with the Brazilian Association of Science Parks and Business Incubation (ANPROTEC) and their 19th National Seminar. The partnership brought a wider audience to each event and fostered new opportunities for knowledge sharing and networking. The event included training sessions on financing incubators, access to finance for SMEs, and mentoring programs, as well as panels on clean technology, agriculture, and mobile applications. For more information on the Global Forum, please visit www.infodev.org/globalforum.

In addition to the Global Forum, our regional networks hold annual meetings that provide ongoing opportunities for networking and peer-to-peer learning. And in 2010, in cooperation with Nokia and as part of the ongoing Creating Sustainable Businesses in the Knowledge Economy program, we organized the Open Africa Innovation Summit—an event which challenged over 200 regional leaders and stakeholders to find innovative ways of using technology for development.

“infoDev can help by establishing contacts with entrepreneurs in other countries, so we can exchange some expertise and cross-finance.”

– Hristo Enev (far right)
4 Friends Studio, Bulgaria

Commercial banks are hesitant to work with small businesses in Bulgaria. The infoDev-supported Applied Research and Communications Fund, an incubator in Sofia, mentored 4 Friends on how to launch “Me & Bee,” a computer game for children. The other members of the team are Stanislav Evstatiev, Elena Eneva, and Mira Arnaudova.
TOP 50 SME COMPETITION: A NEW MODEL FOR INVESTMENT

In the developing world, finding investment for a small business can be a challenge. An entrepreneur may plunge personal savings into a startup, or ask family and friends for contributions—but then what? Banks are often wary of loaning to small and medium enterprises, and investors often overlook smaller companies.

Many SMEs get caught in the so-called “valley of death”—the financing gap between an entrepreneur’s immediate resources and the investment floor of many venture capitalists and banks. Unfortunately, it dooms many small and medium enterprises in their early stages. An SME in the developing world may need only $50,000 to get running, but private investors often only consider proposed investments of $1 million or more.

infoDev has developed a unique solution to the problem, a way to connect budding entrepreneurs with investors—the Top 50 SME Competition. Applications were solicited from our network of around 25,000 SMEs and over 400 business incubation centers. We received over 700 applications from 65 countries, and ultimately selected 50 companies that demonstrated the most promise in advancing mobile technologies, energy solutions, and unique approaches to agribusiness. A panel of World Bank, IFC, and outside experts selected the Top 20 during the 4th Global Forum in Helsinki in June 2011.

Each of these companies then had the opportunity to pitch its business to a large audience of investors and potential partners. To date, 13 companies have received investment. They include EGG-Energy, a Tanzania-based firm, described below, which was subsequently pledged up to $1.5 million from the Africa Enterprise Challenge Fund. The Global Forum and the Top 50 SME Competition highlight infoDev’s unique ability within the World Bank Group to match entrepreneurs with external sources of funding.

The Top 50 SME Competition also shows that there is a market for investing in smaller companies, and is a step in the direction to proving their viability as an asset class. Now we’ll help them connect with investors.

Alpay Ince invented a new model of wind turbine—one that relies on a “sail” instead of propellers. His company, Istanbul Technological Research and Development Center Ltd., was recognized as a Top 50 SME at the Global Forum in Helsinki. Now, with infoDev’s support, Ince hopes to build a factory in India to manufacture his product.
After spending 14 years at an IT firm in India, Narendra Narayana had grown frustrated with e-mail. They flooded inboxes and went unread. And new employees started with an empty inbox, without any knowledge of prior conversations.

“E-mail,” Narayana explains, “was losing its purpose. Something was broken.” He wanted a more collaborative and efficient enterprise communication platform. Armed with this vision, Narayana and two coworkers left their jobs to start ThinkCore Technologies and develop PebbleTalk, a communications platform and social network for the workplace.

PebbleTalk is office collaboration software that makes digital interactions between employees, supervisors, and managers more meaningful and social. Users can create profiles and share background information that relates to ongoing projects. And it integrates with conventional programs like Outlook and Sharepoint.

In 2010, ThinkCore won a spot in infoDev’s Top 50 SME list and was flown to Helsinki, Finland, for the 4th Global Forum. There, Narayana had the opportunity to meet with peers and potential financiers from over 80 countries. As a Top 20 winner, ThinkCore was provided mentoring and grant funding for the internationalization of the company. The company’s momentum is growing—a BlackBerry PebbleTalk app is currently in beta testing, Android and Apple iOS counterparts are forthcoming, and the company is now rolling out its software to a company of 120,000 people.
TOP 50 SME COMPETITION

AWARDEE: EGG-ENERGY

In Tanzania, EGG-Energy is helping bring new, clean lighting technologies to the country’s rural residents. The company provides rechargeable, portable battery power to rural areas using a subscription service. Customers can recharge batteries at nearby charging stations, or swap them for replacements at strategically located, franchised agents throughout the country.

The product has a tangible development impact. “People are running their businesses longer because they have lights to stay open at night, others are running businesses on their mobile phones, powered by the batteries,” explains Chief Operating Officer Solomon Farji.

Faced with the challenge of financing his business, Farji participated in infoDev’s 4th Global Forum, where his company received a Top 20 SME Access to Finance award that helped lay a foundation for further development. EGG now reaches hundreds of households.

As EGG-Energy continues to reach more Tanzanians, Farji has bright goals for the company. He and his team hope to establish 180 field stations around the country, and eventually bring electricity to homes in neighboring countries. The story of EGG-Energy is clearly one of success and empowerment, and infoDev is proud to have played a role in this process.

THE COMPANY PROVIDES RECHARGEABLE, PORTABLE BATTERY POWER TO RURAL AREAS. PEOPLE ARE RUNNING THEIR BUSINESSES LONGER BECAUSE THEY HAVE LIGHTS TO STAY OPEN AT NIGHT.
IN AN AVERAGE MONTH
IN FY11,
10,105 USERS
VISITED THE
iDISC WEBSITE.

OVERVIEW WEBSITE VISITS
WWW.INFODEV.ORG
2009–2011

ACCESS TO KNOW-HOW AND KNOW-WHO

infoDev connects incubators to policymakers, and entrepreneurs to investors. But we also connect incubators and incubator managers to each other—through communities of practice, regional networks, training programs, and social networks.

Since 2008, we’ve supported four communities of practice, on Youth, Women, Agribusiness, and High Growth (for ICT enterprises). We initiated these online working groups after observing that incubators in different regions shared common interests and concerns. We then issued a call for proposals for one organization in each of the four subject areas to serve as a secretariat and articulate a work program. Groups coordinated their activities through iDISC, infoDev’s virtual Incubator Support Center. Final reports were issued between 2009 and 2011, and included lessons learned and successful models of business incubation specific to each field.

We hope that the activities of these working groups continue. The Youth Community of Practice, for example, has subsequently created the Youth 2 Innovation contest, or y2i. Working with the Network of Business Incubators and Technology Parks in Eastern Europe and Central Asia, or ECABit, community of practice members have organized two business plan competitions for young entrepreneurs in the region, in 2009 and 2011.

Our regional networks have seen a growth in membership over the last two fiscal years, particularly in Eastern Europe and Central Asia, and Asia and the Pacific. These regions have begun charging membership fees, which suggests a movement toward self-financing.

Often our events and regional meetings are paired with training workshops. At the 3rd Global Forum in Brazil in 2009, we piloted the Business Incubation Management Training Program, formally launched in March 2010. Modules from the program have been offered at the subsequent Global Forum in Helsinki, and are usually offered at annual meetings of the regional networks.
We also promote more informal social networks. In addition to its work with mLabs, infoDev has supported informal meeting opportunities for mobile professionals under the banner “mobile social networking.” As of fiscal year 2011, we’ve funded five hubs—in Kenya, Nepal, Tanzania, Uganda, and Vietnam—that organize monthly networking events, talks, and tutoring workshops. Each event typically focuses on a theme relevant to app development—mobile payments, for example, or platform issues.

INFODEV CONNECTS INCUBATORS TO POLICYMAKERS, AND ENTREPRENEURS TO INVESTORS.

*iHub Nairobi hosts mLab East Africa, as well as a series of Mobile Social Networking events.*

*Photo credit: Jason Florio/IFC.*
While infoDev strives to support business incubators and entrepreneurs on the ground, as directly as possible, we also seek to foster an enabling environment for them to work in. Business incubation and seed funding are necessary for enterprise development, but they’re not sufficient if the regulatory burden is too great, or if basic questions go unanswered. So we provide open, impartial, expert guidance. Often that means updating our various toolkits and handbooks; sometimes it means conducting in-depth country case studies; occasionally it means working directly with regulators or other organizations toward a policy intervention.

There is widespread agreement about the transformational opportunities for ICT in development—and for mobile technologies in particular. In general, these industries thrive in countries which embrace competition and where regulators are market-friendly. But regional particularities and national path dependencies can present obstacles to technological change in any country.

As a result, regulators need practical, up-to-date, and easily-adaptable guidance on regulatory policies for technology sectors. As new technologies spread, and businesses clamor to integrate them, infoDev seeks to provide guidance for countries and regulators on best practices for adoption. We provide policy advice on approaches to licensing, competition, and universal access; on bandwidth sharing, mobile broadband, and net neutrality.

In Egypt we helped train the regulatory agency and set a national broadband plan. In Vietnam we worked with colleagues from the World Bank’s ICT Sector Unit to bring Internet to rural areas. And in Botswana we’re working with World Bank colleagues to improve open access for Internet service providers to existing connections (a process known as “local-loop unbundling”).

Regulators need to be able to respond to both incremental and disruptive change. Our policy and research work attempt to provide good practice examples and benchmarks of how other countries handle these challenges.
**Toolkits for Transformation**

When the Kenyan government wanted to liberalize the data communications market, and bring fiber optic cables from the coast to the interior, we worked with the World Bank’s ICT Sector Unit and the Communications Commission of Kenya to advise on best practices. Officials frequently consulted the ICT Regulation Toolkit—one of our core resource works—on issues like local-loop unbundling, open access principles, and net neutrality. Reforms resulted in an 80 percent decrease in wholesale bandwidth costs.

It can be tricky to find the proper balance of regulation for information and communications technology. When South Sudan gained independence, the existing licenses for mobile operators were canceled. The market has continued to grow in the absence of regulation, but investors are understandably wary of the lack of regulation. Future investment is likely to be slowed until new licenses are issued. So what is the appropriate level of regulation for such licenses?

*infoDev’s* handbooks and toolkits have become the gold standard for policymakers and regulators navigating these issues. Our specialty reference materials—including the ICT Regulation Toolkit, the upcoming Broadband Strategies Toolkit, the ICT in Agriculture Sourcebook, and the ICT in Education Toolkit—provide practical advice on how policy is best implemented. They cover topics like pricing regulation, licensing, and legal frameworks. In contrast with most other reference works, our handbooks are free, open-domain, and written with specific attention to the needs of developing countries.

In November 2010, together with the International Telecommunication Union, we released a 10th anniversary edition of the Telecommunications Regulation Handbook, which includes new sections on net neutrality, content regulation, and mobile broadband. Sections of the ICT Regulation Toolkit, on which it is based, continue to be visited by over 600 unique visitors each day. For more information, please visit [www.ictregulationtoolkit.org](http://www.ictregulationtoolkit.org).

*72% of respondents in a 2010 survey rated infoDev’s ICT Regulation Toolkit as important, highly important, or imperative to their work.*
KOREAN TRUST FUND ON ICT FOR DEVELOPMENT

In FY08, the Republic of Korea established the Korean Trust Fund on ICT4D—in doing so, the country became a donor to infoDev and a partner of the Global ICT Department of the World Bank. The $15 million trust fund is administered by infoDev, and supports World Bank projects that demonstrate cutting-edge approaches to development problems, with a focus on information and communications technology. The Korean Trust Fund is integral to our work, and has helped the World Bank remain a force for transformative development outcomes worldwide.

A third round of project funding began in FY10. It financed a diverse set of initiatives and countries: an assessment of the potential for the Tunisian Ministry of Health to enhance transparency through online surveys; a strategic plan for the implementation of Intelligent Transport Systems in Russia; a feasibility assessment for a nationwide e-Health system in Mongolia.

Since its inception, the Korean Trust Fund has supported EVOKE (see page 27), the scaling up of mobile banking programs in Brazil and Asia, e-Government applications in Indonesia, the use of fingerprint technologies to track credit for farmers in Morocco and Malawi, and the Broadband Strategies Toolkit (described in “Toolkits for Transformation,” page 19), among other projects. Trust Fund collaboration continues with Korea—in Appendix 4, you will see a list of interesting projects supported by the Fund.

In 2011, 14 PROJECTS WERE FUNDED BY THE KOREAN TRUST FUND ON ICT4D.
BUILDING CAPACITY, TRAINING THE TRAINERS

Often, policy guidance alone isn’t enough—especially if a country lacks experience with implementation. For that reason, infoDev also supports a number of capacity-building initiatives, for policymakers, incubation managers, and trainers.

In April 2011, we called for expressions of interest from institutions in Eastern Europe and Central Asia to host a new Capacity-Building Initiative. We’ve selected a consortium led by the Annenberg School for Communication at the University of Pennsylvania that will work with four universities—in Armenia, Georgia, Kyrgyzstan, and Moldova. Each will organize an eight-week training program and two one-week workshops. These events have two intended audiences: public officials who work in each country’s ICT sector and students pursuing work in the field. The initiative is supported by the Ministry for Foreign Affairs of Finland, under the Creating Sustainable Businesses in the Knowledge Economy program.

We also want to build local capacity for business incubators and incubator managers. We launched the Business Incubation Management Training Program at the 3rd Global Forum in Brazil in 2009. It’s a set of courses for existing and aspiring incubator managers, led by infoDev’s regional facilitators. It is the first comprehensive training program available for managers of business incubators, the curriculum based on the experience and lessons from business incubation in developing countries and emerging markets.

During the pilot phase, participants from over 50 countries received training in topics like financing, marketing, and monitoring and evaluation. Since then, the program has expanded to 12 modules, and includes more specialized seminars on agribusiness incubation, virtual incubation, and technology commercialization. The program is conducted face-to-face—often in conjunction with a regional or annual meeting—and with each module lasting at least one day.

And in 2010 we began work on our Train the Trainers Program—an effort, funded by IFC, to broaden the opportunities for training available to incubation managers. We want to train incubator managers from regional networks to themselves deliver training on behalf of infoDev—thus building local capacity and broadening our reach. In this way, our stakeholders propagate and contribute to the creation of training materials, which, in turn, become richer as the breadth of the trainers’ experience increases.

The Train the Trainers program was officially launched in Cape Town, South Africa, in February 2011. It is intended for business incubation professionals who already have experience in developing countries and emerging markets. This approach—supporting trainers already working on the ground, and helping them to reach incubators in their region—is unique. Training space was provided by Bandwidth Barn, a member of the African Incubator Network.
Research that Guides and Informs

Consider: Chinese students are supplementing their incomes by collecting gold coins in online video games and selling them for cash. Geospatial data in Brazil can be used to facilitate emergency planning, public health monitoring, and infrastructure management. And in Sri Lanka, mobile broadband and 3G networks promise greater opportunities for development than fixed Internet.

These are a few of the conclusions reached by various infoDev-funded research pieces over the past two years. In addition to business incubation and policy work, we’re committed to conducting or commissioning high-quality research in support of our goals—research that helps identify unique and innovative development opportunities.

Knowledge Map of the Virtual Economy buzzed throughout the blogosphere when it was published in April 2011. Subtitled Converting the Virtual Economy into Development Potential, the report examined the market for products and services rendered entirely online—e.g. in video games or as remote tasks—and proffered ways in which they could be used to create employment in developing countries.

The study estimated the size of the virtual economy at $3 billion and suggested that over 100,000 people worldwide earn a living entirely online, in either games or through online tasks. The authors also conducted a survey of workers at a Chinese gaming studio. While many gamers complained of long work hours, others saw the work as a step toward a career in business or the gaming industry. The researchers found that average pay was comparable to the minimum wage in China and was often used to supplement pay from jobs in the real world. “Virtual online currencies and digital work now provide real income opportunities to poor and unskilled workers in developing countries,” they concluded.

infoDev has also commissioned two studies of geospatial information systems, in Brazil and in the Republic of Korea, and how they can be used to aid development goals. National Spatial Data Infrastructure: The Case of the Republic of Korea proposes a strategic model for the use of geospatial information in developing countries.
The Case of Brazil outlines, step by step, how geospatial systems have developed in the country, and how the data can be used for development purposes. Take the city of Belo Horizonte. It began in the early 1990s by creating a base map of the city by aerial survey. Authorities then developed a common data set for addresses, which aided in tax collection. Soon after, health care districts, census sectors, and neighborhoods were added to the database.

Now, the 27 organizations with access to the geographic database meet every two weeks to discuss new ways of using the data for public good, by monitoring health and education outcomes, transportation issues, and crime. The report highlights these developments, and makes recommendations for the legal and regulatory framework, to improve the integration and expansion of GIS systems across the country.

And in partnership with the Ministry of Science and Technology of Brazil, we began work in FY11 on an e-waste policy framework for the country. The report found that waste from computers and electronics, while harmful to the environment and health, represents an economic opportunity for Brazil to take a leading role in reuse and recycling. The project examined Brazil’s existing e-waste activities, as well as global best practices for disposal and recycling, and developed a strategy to guide future policy. Already, the report is garnering attention from India and several countries in Africa that are tackling the same issues and need advice.

**EVOKE — AN AWARD-WINNING SOCIAL GAME FOR YOUTH**

Last year, infoDev, together with the World Bank Institute and the Korean Trust Fund on ICT for Development, launched EVOKE—a unique online game that challenged youth and young adults to learn about real-world development problems and think creatively about possible solutions. It was a “crash course in changing the world,” and drew almost 20,000 registered participants from around the world between March and May 2010.

To earn points, participants were asked to gather evidence and complete missions. Mission 4, for example, called for gamers to reach out to an organization working in water security, discover ways of helping them in the community, and report back their findings to the online group. Mission 7 asked gamers to investigate their home city’s sustainability efforts and resiliency plans, and then describe those efforts in blog posts or video interviews. Top gamers qualified for mentoring by social innovators, seed funding for their own social projects, and a trip to Washington, DC, to attend the EVOKE summit in September 2010.

EVOKE won the Direct Impact award at the 8th Annual Games for Change Festival in New York in June 2011. For more information, please visit www.urgentevoke.com.
EVOKE BRAZIL — EXPANDING THE SOCIAL GAMING PHENOMENON FOR NEW AUDIENCES AND CHALLENGES

Timed to coincide with the 2014 World Cup, EVOKE Brazil will develop the innovative social gaming model, and challenge a young, wired generation of Brazilians to tackle development problems. The narrative will be set in 2012 and 2014, centered on the secrets of a clandestine network of soccer players. Six weeks of gaming will have players examining themes relevant to the World Cup, and in particular the impact of environmental waste.

Integrating mobile phones, Internet, and social networks into game play, the project aims to motivate students in developing communities to learn about recycling, the environment, and waste management. The objective is to improve students’ performance in traditional subjects, like science and math, but also help them develop an awareness of social justice issues—as well as creative, entrepreneurial ways of addressing them.

From EVOKE Brazil

Alessandro Gonçalves
Rio de Janeiro, 16 years old
Skills: Empathy, Initiative, Collaboration

Born in Bucket Hill (a fictional place) where trucks often unload garbage. His family was victim of a mishap, and Alessandro wants to solve the problem of litter in his community. In the future, he will be responsible for a program to collect space debris.

Image credit: Mario Cau/World Bank.
A LOOK TO THE FUTURE

In one sense, covering FY10 and FY11, this report is comprehensive; in another, it is not yet complete. Many of our most exciting and promising projects are just beginning or just over the horizon. In the coming years, we’ll focus greater attention on priority sectors, like mobile applications, clean technologies, and agribusiness. We will support local entrepreneurs in each of those areas through new and expanding networks of business incubators, specifically dedicated to each field. We will continue to bring entrepreneurs, policymakers, financiers, and researchers together. And we will continue to produce or commission cutting-edge research that supports our mission and provides insight for practitioners on the ground. In this report, we’ve described the projects we’ve completed in Incubation, Networking, and Policy Work. Here’s what we have planned:

INCUBATION

- After two years of stakeholder meetings and assessment studies, the first CIC will launch in Kenya in early 2012; centers in Ethiopia and India will open later that year. Each is expected to support 70 firms over a five-year period, providing equity financing of $100,000 to $700,000. Priority projects will include renewable energy, water sanitation, micro-hydropower, bio energy, transportation, and solar power. This project also marks an important new step for infoDev as an “accelerator,” combining both incubation and financing.

- Adding to the two hubs in Kenya and South Africa, we will launch three new mLabs in Armenia, Pakistan, and Vietnam.

- Building on the inauguration of the Caribbean Business Incubation Association, we’ll launch EPIC—a $20 million program over seven years to establish six new business incubators in the Caribbean. Two pre-feasibility and market identification studies are underway or soon to be—one assessing the possibilities for agribusiness incubation in Antigua, another examining potential partners for a regional mLab.

WE WILL CONTINUE
TO PRODUCE OR
COMMISSION
CUTTING-EDGE
RESEARCH THAT
SUPPORTS OUR
MISSION AND
PROVIDES INSIGHT
FOR PRACTITIONERS
ON THE GROUND.

Photo credit: infoDev.
• We will focus greater attention on the role agribusiness incubators can play in increasing agricultural competitiveness and productivity, creating jobs, and reducing poverty, through Agribusiness Innovation and Entrepreneurship Centers. The Centers—currently planned for Ethiopia, Mozambique, Senegal, and Tanzania—will aid small and medium enterprises that focus on post-harvest agricultural products. The first AIEC will open in 2012 or 2013. infoDev is convening stakeholder workshops in Senegal and Tanzania from July to November 2011, bringing together entrepreneurs, NGOs, researchers, government officials, and financiers to examine models for AIECs in these countries.

NETWORKING

• We’ve already begun preparations for the 5th Global Forum, to be held in South Africa in 2013 in cooperation with the Department of Science and Technology of South Africa. An organizing committee has begun to examine themes for the conference. We’re hoping to include an innovative SME fair or competition at the Global Forum.

• We plan on expanding on the Top 50 SME model, by establishing the Early Stage Innovation Financing facility, or ESIF. It’s an exciting and entirely new endeavor for infoDev, which will provide a combination of funding and technical assistance for promising firms. Funding will be a blend of public and private, pairing angel networks and other early-stage financiers with development funds. A concept note was discussed by interested parties at a side meeting during the World Bank Annual Meeting in September 2011, and further elaboration of the concept will take place over the course of FY12.

• In cooperation with the Annenberg School of Communication at the University of Pennsylvania, we’ll launch the Capacity-Building Initiative training program for regulators in Armenia, Georgia, Kyrgyzstan, and Moldova. Each country will be host to an eight-week training program and two one-week workshops on regulatory issues.
Subsequent sessions of the Train the Trainers program will take place in Ooty, India, in October and November 2011, and in Istanbul, Turkey, in February 2012. The program is expected to prepare 20 to 30 new trainers from five regions. These trainers, in turn, are expected to provide guidance and skills for 800 new incubation managers.

Adding to the five mobile social networking hubs we currently support, three new locations will open in FY12— in Azerbaijan, Georgia, and Moldova.

**POLICY WORK**

In combination with our partners in the Bank, we’ll produce the third edition of the World Bank Group’s flagship IC4D report, Information and Communications for Development, due in 2012. The focus will be transformative mobile applications.

We will launch the Broadband Strategies Handbook, already pre-published online, and the more ambitious Broadband Strategies Toolkit, which will be completed over the coming years. The Handbook and Toolkit aim to promote, regulate, and universalize broadband access. The Toolkit will include case studies from Brazil, Kenya, Morocco, Saint Kitts and Nevis, Sri Lanka, Turkey, and Vietnam.

In November 2011, we’re launching the ICT in Agriculture e-Sourcebook, a compendium of best practices and methodologies for stakeholders in the sector, a joint effort with the World Bank’s Agriculture and Rural Development department.

We will undertake a series of case studies for The Role of ICTs in Post-Conflict Reconstruction, to examine the benefits of ICT investment in early reconstruction efforts and nation building. These will take place in Afghanistan, Liberia, Rwanda, Sri Lanka, and Timor Leste, and the project will also include a post-revolution study of Tunisia.
One thing that won't change in the coming years: our fundamental business model. We will continue to ensure that local stakeholders can take ownership of exciting projects that respond to local needs. Ours is a self-reinforcing system of pilot projects, communities of practice, and knowledge creation, where lessons from one area provide a prompt for another. Our operational work is grounded in both analytical work and feasibility studies. infoDev is a facilitator—of expertise, best practices, and, often, funding. We will continue to take this holistic approach, to work toward an inclusive innovation system.

Photo credit: World Bank.
APPENDICES

1 Contributions by Donor

2 Contributions to infoDev & infoDev Disbursements

3 Overview of infoDev Trust Funds

4 Korean Trust Fund Projects

5 infoDev Recipient Grants and Products
   (by Incubation, Networking, Policy Work)

The graphs and tables of the appendix reflect three trends for infoDev’s operations in fiscal years 2010 and 2011: an overall increase in the size of the program; a move away from a purely ICT4D focus; and the diversification of our donor base.

In past reporting years, each of our disbursements was pegged to one of three categories—Innovate, Connect, or Transform. As explained in the preceding pages, however, we have moved toward a business model geared toward innovation, technology, and entrepreneurship. This has allowed us to accelerate the pace of project implementation and increase our reach.
APPENDIX 1
TOTAL CONTRIBUTIONS TO infoDev BY DONOR

infoDev’s donor base has broadened over the reporting years, with valued contributions coming from Canada, Denmark, Finland, Germany, Brazil, South Africa, Korea and the United Kingdom, in addition to the World Bank Group.

**FY10 Cash Contributions by Donor**
- Brazil 5.6%
- Finland 72.9%
- Germany 2.2%
- IFC 3.9%
- Others 0.4%
- United Kingdom 13.1%
- World Bank 1.9%

**FY11 Cash Contributions by Donor**
- Canada 44.3%
- Finland 24.7%
- Germany 1.4%
- IFC 2.6%
- Korea 15.9%
- South Africa 0.6%
- United Kingdom 9.8%
- World Bank 0.7%

**FY12 Projected Cash Contributions**
- Australia 0.7%
- Brazil 1.2%
- Canada 9.4%
- Denmark 22.1%
- Finland 13.1%
- Germany 1.3%
- United Kingdom 51.7%
- World Bank 0.5%
APPENDIX 2
TOTAL CASH CONTRIBUTIONS AND DISBURSEMENTS BY FISCAL YEAR

CASH CONTRIBUTIONS TO infoDev
(MILLIONS OF DOLLARS)

Cash contributions from a growing pool of donors have gone up steadily over the past years. Disbursements will increase more than threefold between FY09 and FY12, while the percentage of resources required for administrative costs has gone down.

INFODev DISBURSEMENTS
(MILLIONS OF DOLLARS)
### APPENDIX 3

**OVERVIEW OF infoDev TRUST FUND ACCOUNT BALANCES**

#### infoDev’s Trust Fund Account Balances as of June 30, 2010

(THOUSANDS OF DOLLARS)

<table>
<thead>
<tr>
<th>Trust Fund</th>
<th>FY10 Beginning Balance</th>
<th>Contribution Received</th>
<th>Fees and other income</th>
<th>Disbursement</th>
<th>FY10 Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finnish Trust Fund</td>
<td>600</td>
<td></td>
<td></td>
<td>597</td>
<td>Account Closed</td>
</tr>
<tr>
<td>CSBKE (Finland)*</td>
<td>—</td>
<td>9,878</td>
<td>(167)</td>
<td>285</td>
<td>9,426</td>
</tr>
<tr>
<td>New Multi-Donor†</td>
<td>881</td>
<td>2,880</td>
<td>(120)</td>
<td>1,898</td>
<td>1,743</td>
</tr>
<tr>
<td>Korean Trust Fund††</td>
<td>11,291</td>
<td>128</td>
<td></td>
<td>1,983</td>
<td>9,436</td>
</tr>
<tr>
<td>IFC FMTAAS**</td>
<td>668</td>
<td>525</td>
<td></td>
<td>532</td>
<td>661</td>
</tr>
<tr>
<td>World Bank</td>
<td>261</td>
<td></td>
<td></td>
<td>261</td>
<td></td>
</tr>
<tr>
<td>Total Trust Fund and WB</td>
<td>13,440</td>
<td>13,544</td>
<td>(159)</td>
<td>5,556</td>
<td>21,266</td>
</tr>
</tbody>
</table>

#### infoDev’s Trust Fund Account Balances as of June 30, 2011

(THOUSANDS OF DOLLARS)

<table>
<thead>
<tr>
<th>Trust Fund</th>
<th>FY11 Beginning Balance</th>
<th>Contribution Received</th>
<th>Fees and other income</th>
<th>Disbursement</th>
<th>FY11 Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSBKE (Finland)*</td>
<td>9,426</td>
<td>4,660</td>
<td>(26)</td>
<td>5,507</td>
<td>8,553</td>
</tr>
<tr>
<td>New Multi-Donor†</td>
<td>1,743</td>
<td>2,106</td>
<td>(92)</td>
<td>1,667</td>
<td>2,090</td>
</tr>
<tr>
<td>Korean Trust Fund††</td>
<td>9,436</td>
<td>3,000</td>
<td>10</td>
<td>2,041</td>
<td>10,405</td>
</tr>
<tr>
<td>EPIC***</td>
<td>8,367</td>
<td>(156)</td>
<td></td>
<td>8,211</td>
<td></td>
</tr>
<tr>
<td>IFC FMTAAS**</td>
<td>661</td>
<td>500</td>
<td></td>
<td>599</td>
<td>562</td>
</tr>
<tr>
<td>Climate Technology Program (EFO)**†††</td>
<td>113</td>
<td>113</td>
<td></td>
<td>113</td>
<td></td>
</tr>
<tr>
<td>World Bank</td>
<td>134</td>
<td>125</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Trust Fund and WB</td>
<td>21,266</td>
<td>18,880</td>
<td>(265)</td>
<td>9,939</td>
<td>29,934</td>
</tr>
</tbody>
</table>

Notes:

* Creating Sustainable Businesses in the Knowledge Economy
† Financing Mechanism for Technical Assistance and Advisory Services
** Entrepreneurship Program for Innovation in the Caribbean
† For the period under review, donors who contributed to the New Multi-Donor Trust Fund were Brazil, Germany, the United Kingdom, and the Commonwealth Secretariat
†† Includes grants executed by other World Bank units
††† Reflects Externally-Funded Output (EFO)
APPENDIX 4

PROJECTS FINANCED BY THE KOREAN TRUST FUND ON ICT4D

First Call for Proposals (2008)
• Technological Innovations in Rural Malawi: A Field Experimental Approach
• Leveraging ICT for Bangladesh’s Growth and Competitiveness
• Study on Broadband Policy in Korea
• E-Monitoring of a Conditional Cash Transfer Program in Rural Morocco
• ICTs for Youth Innovation: Social Entrepreneurship in Africa
• Building Blocks for E-Government Capability
• Mainstreaming the Use of ICT and MIS in Irrigation Water Delivery Services
• New Economies of Skill for Africa—ICT and Education
• Mobile Banking Users and Non-Users Behavior Study

Second Call for Proposals (2009)
• AU Summit on ICT4D–Support to African Union
• Use of Mobile Phones in Education in Developing Countries
• Peer-to-Peer Networks for ICT-enabled Government Transformation
• Extending Mobile Applications in Africa through Social Networking
• Extending Mobile Applications in Africa #2
• Using GIS and SDI to Monitor Development Outcomes
• Broadband Strategies Toolkit
• Computerization of Land Record in AP: Impact and the Next Steps
• m-PB: Mobile Technology as a Complementary ICT Tool for Participatory Budgets
• Creating an ICT4D Innovation Platform
• Mobile Services and Applications for Sectoral Development

Third Call for Proposals (2011)
• Utilizing Mobile for Improved Service Delivery in Kazakhstan
• Mobile Applications for Alternate Service Delivery in Bangladesh
• Mongolia E-Health Development – Support to Feasibility Assessment and Project Preparation
• Cebu Informal Transport Improvement Pilot
• Korean TF on ICT4D
• Technical Assistance for Development of Intelligent Transport System Strategic Plan
• Broadband Infrastructure Feasibility Studies to Support Preparation of CARCIP
• Sri Lanka: e-Transformation and mGovernment
• Green Transport Technologies in Brazil
• Mobile Education
• KTF—Information and Communication Technologies for Forest Law Enforcement and Governance
• Indonesia: Secure Government Communications and Priority Application Development Advisory Assistance
• Nepal: Using Mobile Phones for Project Reporting, Monitoring, and Evaluation
• Accelerating ICT Adoption and Support for Implementation of the e-Government Development Master Plan
## APPENDIX 5

### Recipient Grants and Products

### FY10–11 infoDev Recipient Grants

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Completion FY</th>
<th>Donor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incubation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant to Business Talent Mongolian Women's Incubator</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td>Grant to Technology Incubation Centre, NUST, Pakistan</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td><strong>Networking</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant to ECA Business Incubator Network</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Grant to Asia Business Incubator Network</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td>Grant to Africa Business Incubator Network</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Grant to Latin America Business Incubator Network</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Grant to Caribbean Business Incubator Network</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Grant to MENA Business Incubator Network</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Grant to International Working Group on Business Incubation and High-Growth ICT</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td>Grant to International Working Group on Business Incubation and Women</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td>Grant to International Working Group on Business Incubation and Youth</td>
<td>FY10</td>
<td>Finland</td>
</tr>
<tr>
<td>Mobile Social Networking in Africa (Phase 1: Uganda, Kenya, Tanzania)</td>
<td>FY11</td>
<td>Korea</td>
</tr>
</tbody>
</table>
## FY10–11 infoDev Knowledge Products/Capacity Building/Consultations/Launches

<table>
<thead>
<tr>
<th>Product</th>
<th>Completion FY</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incubation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment of ESMAP Renewable Energy SME Program (Nicaragua, Peru, Bolivia)</td>
<td>FY10</td>
<td>NMD</td>
</tr>
<tr>
<td>Nepal Business Incubator Feasibility Study and Business Plan</td>
<td>FY11</td>
<td>Finland</td>
</tr>
<tr>
<td>Creating an ICT Innovation Platform (Phase 1)</td>
<td>FY11</td>
<td>Korea</td>
</tr>
<tr>
<td>Business Incubation Management Training Program (Phases 1 and 2)</td>
<td>FY11</td>
<td>Finland</td>
</tr>
<tr>
<td>Agribusiness Incubation Good Practices and Training Module</td>
<td>FY11</td>
<td>Finland</td>
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<tr>
<td>mLabs Business Plan/Southern and East Africa Launches/Focus Groups in Georgia, Ukraine, Vietnam</td>
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<td>Climate Innovation Centers (CICs) Analytical Report/India CIC Business Plan/Kenya CIC Launch</td>
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<td><strong>Networking</strong></td>
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<td>3rd Global Forum on Innovation and Entrepreneurship</td>
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<td>Women and Business Incubation Report</td>
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<td>Educational Technology Debate Website/India Workshop/Year 1 Summary Report</td>
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<td>Establishment of Mobile Social Networking Hubs (Tanzania, Kenya, Uganda, Nepal, Vietnam)</td>
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<td>Africa Open Innovation Summit</td>
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<td>Agribusiness Stakeholders Workshop</td>
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<td>4th Global Forum on Innovation and Technology Entrepreneurship</td>
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<td>Policymaker Roundtable on Business Incubation</td>
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<td>infoDev Top 50 SMEs Competition and Top 20 Awards</td>
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<td><strong>Policy Work</strong></td>
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<td>Business Incubation Policy Frameworks Study</td>
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<td>ITES Location Readiness Index</td>
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<td>IGF Workshop on Development Dimensions of Expanding Broadband Access</td>
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<td>ICT4All Tunis Workshop on Measuring the Broadband Economy</td>
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<td>Building Broadband</td>
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<td>Survey of ICT for Education in India and South Asia</td>
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<td>Quick Guide to Low-Cost User Devices Update</td>
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<td>ICT Regulation Toolkit: Revision of 5 Modules</td>
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<td>Telecommunications Regulation Handbook (2nd edition)</td>
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<td>Broadband Strategies Handbook (with 7 country case studies)</td>
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<td>SME Focus Groups on Broadband Competitiveness in ECA Region (Azerbaijan, Georgia)</td>
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