A time for strategic growth for infoDev:

1. Scale up what works
2. Explore new programs
3. Expand knowledge
4. Increase reach in the poorest countries
5. Enlarge and diversify partnership base
## Strategic Framework for Growth FY09-11

<table>
<thead>
<tr>
<th>Core program to scale</th>
<th>Mainstreaming</th>
<th>ICT Innovation &amp; Entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Education</td>
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</tr>
<tr>
<td>Telecom Policy &amp; Regulation</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>New programs to develop</th>
<th></th>
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<tbody>
<tr>
<td>Broadband &amp; New Technologies</td>
<td>Food &amp; Agriculture</td>
<td>Enabling SME Start-up and Growth</td>
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</table>

<table>
<thead>
<tr>
<th>Future areas to explore</th>
<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Content &amp; Applications</td>
<td>Natural Disasters - Resilience &amp; Recovery Health</td>
<td>Green technologies</td>
</tr>
</tbody>
</table>

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**IMPACT**

- Access to Information and Communication
- Empowerment & Human Security
- Competitiveness & Inclusive Growth
Access for All
Enabling Access to Information and Communication

<table>
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<th>Core program to scale</th>
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</table>
FY09 Access Work Program
FY09 Access Work Program

**Core Program:**
- Maintain the ICT Regulation Toolkit
- Global Capacity Building Initiative for Regulators
- Start in Africa, the Pacific Islands and the Caribbean
- Train-the-trainers program via regional centers of excellence

**New:**
- ICT in fragile and post-conflict states
  - Regulator capacity building and case studies on Haiti, Liberia and DRC
- Open access
  - “How-to” Toolkit for African regulators
- Internet
  - Assessment of the development impact of web 2.0 technologies and IPV6 deployment
- Broadband
  - Assessment of the development impact of broadband
  - Lessons learned in rolling out broadband in underserved areas
  - Explore relevant PPP business models
Access

FY09-11 New Programs to Develop: Broadband and New Technologies
Broadband access is more expensive in Africa than in any other region in the world.

Broadband provides the infrastructure for ICT4D...

As far as the health sector is concerned, there exists a "natural urgency" for more attention on ICT connectivity. *IST-Africa 2008, Namibia*

...but there are no easily replicable policy models for Africa.

< 2% fixed line penetration

Incumbents have very limited backbones

Weak regulatory controls

What works?
New Technologies - Development at the Cutting Edge

User-generated content platforms?

3D Animation?

Every TV an Internet TV?

GRID computing?

Web 2.0?

PDA-Phone-Computer in one?

RFID & remote Sensing?

How could this impact development?

Access – information- empowerment - opportunity
### Unique Strengths

- Strong brand name
- Trusted source of know-how on ICT4D
- Existing client base – regulators, donors
- Links with the R&D community and technologists

### FY09-11 Positioning

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Broadband</th>
<th>New Tech</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Lessons learned in rolling out last-mile broadband in underserved areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Innovation in business models – especially PPPs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Practical “how-to” tools on deployment, regulation and policies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Linking cutting-edge technologies and the development community</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- How can new technologies be innovatively deployed in a broadband environment to achieve development outcomes?</td>
<td></td>
</tr>
</tbody>
</table>
Broadband & New Technologies
Providing Access to Information & Communication

Impact
• Increased connectivity
• Innovative ICT4D solutions
• More effective development interventions

Lessons learned in rolling out last-mile broadband in underserved areas?
Convening stakeholders to tackle the broadband challenge
Best practice policies & regulatory tools
Stimulating innovation in broadband business models

New Technologies
What does Web 2.0 mean for development?
New technologies monitoring – what’s next?

Est. Budget: 3-5m

2009
2010
2011
Access
FY09-11 Area For Exploration: Content
Content & Applications Development
In a Broadband Environment

"Thus the most important assets of nations are not raw materials, physical goods or economic production, but human resources keyed into the information and knowledge revolution."
Wright, 2000

What is out there and what is to come?
What trends do the “thinkers and tinkers” see?

How does increased connectivity drive use?
How are demand drivers unfolding in the developing world?
What are the content business models for the bottom of the pyramid?

Potential Areas of Work:
• Document good practice, trends and success stories
• Monitor the tech trends & update donors
• Measure development impact
• Convene technology and donor communities

Technology

Development Impact

User

How can broadband-enabled user-driven content be used for development?
Mainstreaming
Enabling Empowerment and Human Security through Access to Information and Communication

<table>
<thead>
<tr>
<th>Core program to scale</th>
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<td>New program to develop</td>
<td>Food &amp; Agriculture</td>
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<tr>
<td>Future area to explore</td>
<td>Natural Disasters Health</td>
</tr>
</tbody>
</table>

www.infodev.org
FY09 Mainstreaming Work Program
FY09 Mainstreaming Work Program

Core Program: Education:
• Monitoring and evaluation
  – Assessment of teaching and learning technologies
  – Surveys
• Training and capacity building leveraging the ICT in Education Toolkit
• Donor & partner dialogue

New: Education:
• Best practices in national policies for skills development of the knowledge worker

Food & Agriculture:
• Best practices on
  – use of mobile for cash/food voucher/remittances/market information
  – GIS/MIS for food distribution
• Explore partnership with
  – CGIAR on technology outreach and commercialization
  – World Bank Food Crisis Rapid Response program on relevant ICT solutions
Mainstreaming
FY09-11: Bring the ICT in Education Program to Scale
37 African countries have formal strategies to promote ICT use in education.

In Guinea, over 20,000 teachers and almost 900,000 students benefit from an interactive radio instruction program.

In Benin, the cost of a generic PC is equivalent to a teacher’s salary for eight months.

Could it be replicated elsewhere?

100+ ICT in education projects have been or are under implementation.

Who coordinates? Evaluates? Ensures that successes are replicated and failures are avoided?

What solutions should they implement? How? Who can do it?

Data Sources:
- infoDev Survey of ICT in Education in 53 African countries
- infoDev Monitoring and Evaluation Impact Assessment of the Incubator Initiative

56% of infoDev’s business incubators report that their SMEs are held back due to lack of skilled human resources.

Is the education system providing the skills for today’s economy?
Information for Development Program

Unique Strengths:
- Strong brand name
- Trusted source of know-how
- Neutral provider of M&E
- Solid knowledge-base & experience in capacity building in over 25 countries
- Established survey methodologies
- Extensive network of experts, clients and partners

FY09-11 Positioning

Focus:
ICT in teaching and learning

Products:
- M&E assessments “what works, What doesn’t”
- Facilitation of coordinated donor action through creation of a global database & annual roundtables
- Advisory services to donors and policymakers on strategic planning
- Assessing teaching and learning technology initiatives

Skills dev’t for the knowledge worker
- Best practices in national policies for skills development in the knowledge economy – from vocational training to university
- Diagnostic tool helping countries to understand the gaps between the knowledge needs of their economies and the skills of the laborforce

Education
- Positioning Developing Countries to Empower and Compete

- Opportunity

www.infoDev.org
### Impact:
- Reduced waste and increased effectiveness of donor and national ICT in education programs
- Innovative applications of technologies in learning and teaching
- A competitive labor force

### M&E:
- A global database on ICT in Education
- Bi-annual forums convening ICT in Education stakeholders
- Capacity building programs on M&E of ICT in Education
- Conduct ex-post evaluations

### Strategic Planning:
- Training and capacity building leveraging the ICT in Education Toolkit
- Develop diagnostic tool for skills development for the knowledge worker

### Best practices & Lessons learned
- ICT in Education: PPP models, content development, human capacity for open source, wireless potential
- Knowledge Worker: national policies for skills development
- Assessments of new teaching and learning technologies

### Est. Budget: 4-5m
Mainstreaming
FY09-11: New Program to Develop – Food and Agriculture
A Food Crisis

- 100 million people worldwide are at risk
- 2 billion people are struggling every day to put food on the table
- By 2030, demand for food will have risen by 50%
- High food prices are expected to stay above 2004 levels through to 2015

Enabling Sustainable Access to Food

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Medium-Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and food vouchers for the urban &amp; rural poor</td>
<td>Agricultural productivity</td>
</tr>
<tr>
<td>Food distribution</td>
<td>Efficient markets</td>
</tr>
</tbody>
</table>

Can mobile be used for transfer of cash/food vouchers/remittances?
What is the experience w/ use of GIS/GPS for mapping food needs and distributing food?
How can ICT facilitate responsive agricultural information services and access to new technologies?
How can GIS be used for precision farming? (soil mapping/weather warning etc.)
Can ICT enable real-time trading? Help small farmers aggregate their yields for larger contracts?

Fruitseller in Pondicherry, India
Source: Flickr.com

Rising Food prices
Source: Thomson Datastream
Food & Agriculture
- Enabling sustainable access to food

**Unique Strengths**
- Flexibility to respond rapidly to new areas (i.e. Y2K, M-banking)
- Synergies with m-banking, rural livelihoods and incubation work
- Trusted source of know-how on ICT4D
- Access to expertise and vehicles through the World Bank & IFC

**FY09-11 Positioning**
- Best practices on ICT, food & agriculture
- Advisory service for agriculture staff in development organizations
- “Innovation Competition” on linking ICT, food & agriculture
- Assessments of pilots for scaling
- Technology commercialization
- Agribusiness incubation
Food & Agriculture
- Enabling sustainable access to food

Best Practice Research & Outreach on:

- Use of mobile for cash/food voucher/remittance transfer
- GIS/MIS and food distribution
- ICT & responsive/customized agricultural extension, and market information services
- ICT-enabled real time + aggregated trading
- GIS for precision farming i.e. mapping new agricultural areas, providing advance weather information, risk mgt of food crops

Advisory Services:

- Partnership w World Bank Global Food Crisis Prgr.
- Advisory service roll-out to all donors

Innovation and Entrepreneurship:

- Innovation Competition linking ICT, Food & Agr.
- Agribusiness incubation
- Assessing potential for scaling pilots
- Roll-out of technology commercialization prgr.

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Impact:</td>
<td>• Enabling access to food while creating new enterprises</td>
<td>• Reducing the vulnerability of the poor</td>
<td>• Empowering small-scale farmers</td>
</tr>
<tr>
<td>Est. Budget:</td>
<td>6-8m</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responding to short term needs
Investing in sustainable livelihoods
Mainstreaming
FY09-11: Areas for Future Exploration

- Health – Access to Health and Nutrition Services
- Natural Disasters – Preparedness and Recovery
Health
- Increasing access to health & nutrition services

26,000 young children die every day, mainly from preventable causes

Goals: Empower
• Health workers to make better treatment decisions
• Governments to plan better
• People to take action

Potential Areas of Focus
• Access to basic information on disease prevention and treatment in local languages
• Remote consultation through telemedicine
• Collaboration among health workers
• Monitoring disease outbreaks
• Birth registrations
• Distribution chains for medicines and vaccinations

Est. Budget: 3-4m
Natural Disasters
- Preparedness and Recovery

Potential Areas of Focus:
- Risk modelling for prediction and planning
- Warning systems – reaching the population in danger
- Rapid and coordinated response – mobilization of aid and relief workers
- Community participation

Seed Budget Required:
- USD 500,000

Troubling Trends:
- Increasing severity and frequency of natural disasters
- Post-disaster recovery planning seriously delays the actual recovery reconstruction

In 2007, 200m people were affected

Source: International Emergency Disasters Database
## ICT Innovation and Entrepreneurship

Enabling Sustainable and Inclusive Growth

<table>
<thead>
<tr>
<th>Core program to scale</th>
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<tr>
<td>Future area to explore</td>
<td>Green Technologies</td>
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</tbody>
</table>
FY09 ICT Innovation & Entrepreneurship Work Program
FY09 ICT Innovation & Entrepreneurship Work Program

Core Program: Business Incubation
- Start new business incubators in 5 conflict-affected countries
- Strengthen existing business incubators in 10 IDA countries
- Continue support for regional networks in Africa, Asia, ECA, MNA and LA. Launch new network in the Caribbean
- Expand the incubation toolkit and network (www.idisc.net)
- Roll out incubation mgt training program
- Start communities of practice on women, youth and high growth enterprise
- 3rd Global Forum on Business Incubation

New:
Finance
- Assessment of equity financing models for ICT start-ups
- Methodology for evaluating financing to ICT SMEs
- Micro seed fund for innovative ICT start-ups

IT/ITES
- Diagnostic tool for IT/ITES sector development

IT Parks
- Best practices in national policy
- Innovative business models
ICT Innovation & Entrepreneurship
FY09-11: Leveraging the Business Incubation Success to Create a Holistic Program Supporting SME Start-up and Growth
Enabling ICT SME Start-up & Growth

Increasing demand from a wide group of stakeholders:

How do we ensure that youth and adults have marketable skills?

How can students be encouraged to start their own business?

How do we ensure good ideas are commercialized?

What are the appropriate financing instruments for early stage ICT SMEs?

What ICT connectivity is required for ICT SME growth?

What support services are required to create and scale ICT SMEs? Incubators, technology parks, etc

How do you identify the national strategic opportunities in the ICT/ITES Sector? What policies are needed?
## Enabling ICT SME Start-up & Growth

### FY09-11 Positioning

| Policy-makers | • Advisory Services & Roundtables on ITES/Incubation and IT Park policy and government programs  
• Diagnostic Tools to assess strategic national/sub-national ICT opportunities |
| Intermediaries | • Communities of Practice  
• Professional Development, TA and best practices for incubator and IT park managers  
• Seed Funds for new incubators in the poorest countries  
• Innovation in business business models |
| Finance | • Methodologies for evaluating ICT SMEs  
• Assessment of micro-equity financing models  
• Co-financing for early stage ICT SMEs |
| SME | • Early Stage Capital  
• Internationalization  
• Technology Commercialization |

### Unique Strengths

**The Only Network of its Kind:**
- 8900 enterprises
- 100,000 entrepreneurs
- 130 incubators
- 70 countries

**Knowledge Rooted in Practice:**
- Proven business incubation models
- Policy frameworks
- Country/regional/global knowledge

**Innovative Thinking:**
- ICT SME financing gaps
- New business models

**Brand Recognition:**
- The go-to-place for know-how and know-who in business incubation
### Enabling ICT SME Start-up & Growth
- Scaling over 3 Years

<table>
<thead>
<tr>
<th>Policymakers:</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Frameworks incubation, IT parks and ITES</td>
<td></td>
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<tr>
<td>Advisory services</td>
<td></td>
<td></td>
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<tr>
<td>Regional Roundtables</td>
<td></td>
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<tr>
<td>ITES diagnostic tool &amp; Pilots</td>
<td></td>
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<tr>
<td>M&amp;E Frameworks</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Intermediaries:</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tr>
<td>Business Incubator Management Training</td>
<td></td>
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</tr>
<tr>
<td>Regional Peer-to-Peer Exchange &amp; Networking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global CoPs: Women</td>
<td>Youth</td>
<td>High Growth</td>
<td>Rural</td>
</tr>
<tr>
<td>Integrated package of assistance to business incubators combining seed funds, targeted TA, training and access to networks. Track 1: High Growth</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Track 2: High Social Impact</td>
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</tbody>
</table>

<table>
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<th>Financiers:</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tbody>
<tr>
<td>Financing: Evaluation methodologies and equity financing models for ICT SMEs</td>
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<tr>
<td>Regional Venture Fund for SMEs</td>
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<table>
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<tr>
<th>Small Enterprises:</th>
<th>2009</th>
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<tbody>
<tr>
<td>Micro Seed Capital</td>
<td></td>
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</table>

- **3rd Global Forum**
- **Global M&E Assessment – every 3 years**

**Expected Impact:**
- Strong national systems for ICT-enabled private sector development
- Competitive ICT SMEs, increased nr. of international ventures
- Sustainable jobs, especially amongst youth
- Less brain-drain
- Commercialized local innovations with high social and economic value

**Est. Budget:** 26-30m
ICT Innovation & Entrepreneurship
FY09-11: Area for Future Exploration – Green Technologies
The ICT industry produces 2 percent of global CO2 emissions, placing it on a par with the aviation industry.

Data centers account for almost a quarter of global (CO2) emissions from ICT.
Source: Gartner

Innovative solutions are needed...

Of the earth’s estimated 10m species, 300,000 have vanished in the past 50 years. Each year 3000 to 30000 species become extinct.

Conservationists are only beginning to tap the full and growing potential of information and communication technologies.
Source: the Nature Conservancy
# Green ICT
- Fostering Innovation

## Potential Areas of Work

<table>
<thead>
<tr>
<th>Focus: Making ICT cleaner and more energy efficient</th>
<th>Products:</th>
</tr>
</thead>
</table>
| Application of ICT in sectors – resulting in cleaner and more efficient production | • Innovation Competition  
• Establish clean technology incubators  
• Provide cutting-edge research on green data centers |

<table>
<thead>
<tr>
<th>Impact:</th>
</tr>
</thead>
</table>
| • Innovative, locally relevant technologies  
• Sustainable enterprise creation  
• Reduced emissions and energy use |

<table>
<thead>
<tr>
<th>IT Solutions for conservation of biodiversity</th>
<th>Products:</th>
</tr>
</thead>
</table>
| • Replication and scalability  
• Mapping of species – community participation |

<table>
<thead>
<tr>
<th>Impact:</th>
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<tbody>
<tr>
<td>Savings species of potentially high environmental, social and economic value</td>
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</table>

**Estimated Seed Funding to Explore the Issue: 700K**
### Strategic Framework for Growth FY09-11

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**IMPACT**
- Access to Information and Communication
- Empowerment & Human Security
- Competitiveness & Inclusive Growth
Communications Strategy

infoDev Knowledge-Sharing Organization

Maximize infoDev’s potential for capacity building

Women & Youth Networks
Low-Cost Devices
ICT Regulation Toolkit
iDisc Network

Shifting from traditional print to web-based products

Similar “look-and-feel” across sites, enhanced user interaction, space for virtual dialogue with target audiences

M&E mechanism to collect and disseminate the results and impact of infoDev work

Set of coherent marketing materials across themes and topics

Training & Capacity Building
Websites & Media
Promote & Strengthen Communities of Practice
Measuring & Communicating Results
Print & Electronic Publications
infoDev Branding
## FY09-11 Financial Plan
- Financing Strategic Growth and Stabilizing Funding Base

### Program Size

<table>
<thead>
<tr>
<th>Program Size</th>
<th>FY09</th>
<th>% of Grand Total</th>
<th>FY10</th>
<th>% of Grand Total</th>
<th>FY11</th>
<th>% of Grand Total</th>
<th>Grand Total</th>
<th>% of Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>$3.00</td>
<td>20.0%</td>
<td>$4.00</td>
<td>20.0%</td>
<td>$5.50</td>
<td>22.0%</td>
<td>$12.50</td>
<td>20.8%</td>
</tr>
<tr>
<td>Mainstreaming</td>
<td>$3.25</td>
<td>21.7%</td>
<td>$4.60</td>
<td>23.0%</td>
<td>$5.50</td>
<td>22.0%</td>
<td>$13.35</td>
<td>22.3%</td>
</tr>
<tr>
<td>Innovation &amp; Entrep.</td>
<td>$6.00</td>
<td>40.0%</td>
<td>$8.20</td>
<td>41.0%</td>
<td>$10.40</td>
<td>41.6%</td>
<td>$24.60</td>
<td>41.0%</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$2.75</td>
<td>18.3%</td>
<td>$3.20</td>
<td>16.0%</td>
<td>$3.60</td>
<td>14.4%</td>
<td>$9.55</td>
<td>15.9%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$15.00</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$20.00</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$25.00</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$60.00</strong></td>
<td><strong>100.0%</strong></td>
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### Sources of Funds

<table>
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<tr>
<th>Sources of Funds</th>
<th>FY09</th>
<th>% of Grand Total</th>
<th>FY10</th>
<th>% of Grand Total</th>
<th>FY11</th>
<th>% of Grand Total</th>
<th>Grand Total</th>
<th>% of Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFC</td>
<td>$1.00</td>
<td>10.8%</td>
<td>$1.00</td>
<td>11.8%</td>
<td>$1.00</td>
<td>25.0%</td>
<td>$3.00</td>
<td>13.8%</td>
</tr>
<tr>
<td>Korea</td>
<td>$6.00</td>
<td>64.5%</td>
<td>$6.00</td>
<td>70.6%</td>
<td>$3.00</td>
<td>75.0%</td>
<td>$15.00</td>
<td>68.8%</td>
</tr>
<tr>
<td>EU</td>
<td>$0.50</td>
<td>5.4%</td>
<td>$6.00</td>
<td>70.6%</td>
<td>$0.50</td>
<td>2.3%</td>
<td>$0.50</td>
<td>2.3%</td>
</tr>
<tr>
<td>Finland</td>
<td>$0.30</td>
<td>3.2%</td>
<td>$0.30</td>
<td>1.4%</td>
<td>$0.30</td>
<td>1.4%</td>
<td>$0.30</td>
<td>1.4%</td>
</tr>
<tr>
<td>Brazil</td>
<td>$1.50</td>
<td>16.1%</td>
<td>$1.50</td>
<td>17.6%</td>
<td>$3.00</td>
<td>13.8%</td>
<td>$3.00</td>
<td>13.8%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$9.30</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$8.50</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$4.00</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$21.80</strong></td>
<td><strong>100.0%</strong></td>
</tr>
<tr>
<td><strong>Funding Gap</strong></td>
<td><strong>-$5.70</strong></td>
<td></td>
<td><strong>-$11.50</strong></td>
<td></td>
<td><strong>-$21.00</strong></td>
<td></td>
<td><strong>-$38.20</strong></td>
<td></td>
</tr>
</tbody>
</table>
Fundraising Strategy

- infoDev is scaling up the program and seeks financing for its proposed work program.
- Move to a core funding model
- Increased administrative efficiency from a medium or high growth scenario (13-18%)
- Raising the minimum contribution?
- Vertical and core funding opportunities
- Reimbursable advisory work
- Pursuit of new funding opportunities – emerging economies, philanthropic organizations, and project partnership