

## **WORLD BANK**

### **RESPONSES TO OECD QUESTIONNAIRE**

#### **1) Describe your country's/agency's overall strategy or approach in using ICT for Development**

##### ***a) Overall strategy***

The World Bank Group's strategy is set forth in the ICT Sector Strategy Paper approved by the Bank's Board in September 2001 and published in April 2002. It comprises action along four strategic directions for Bank lending and knowledge products related to ICT. These directions clearly relate to poverty alleviation as well as to private-sector led growth, which has been clearly demonstrated to be an important element of sustainable poverty reduction.

##### **Broadening and deepening sector and institutional reform**

The scope of policy-based and technical assistance (TA) operations has been broadened from telecommunications to cover the entire Information & Communication Infrastructure (ICI) sector. First, to deal with increasing convergence among technologies, lines of business and enterprises, all elements of the physical infrastructure—such as cable, wireless and satellite networks, optical fiber rings, Internet Service Providers (ISPs), data storage centers, and broadcasting facilities—are being addressed within an integrated policy framework. Second, legislative and regulatory changes are being pursued as required to facilitate the commercial and social exploitation of the Internet through e-commerce and e-government applications. Third, policy reforms include traditionally overlooked sectors such as postal and distribution logistics (media and content), which are particularly relevant to the poor due to their low cost and wide reach. Fourth, support for regulatory development and capacity building should be extended beyond initial reforms to ensure sustainability and effective development of competitive markets.

##### **Increasing access to information and communication infrastructure**

The World Bank Group is promoting private sector leadership in extending the reach of ICT through development of ICI. To this end, the Bank Group is increasingly focusing on mobilizing and leveraging private sector investments and finance, building on the potential for complementarities among existing Bank, IFC, and Multilateral Investment Guarantee Agency (MIGA) instruments as well as applying them in innovative ways such as in incubators, joint privatization operations and universal access packages. The Bank Group also supports the development of soft infrastructure such as software development, enabling technologies, encryption software and delivery and payment systems, which are the foundation for transactions on the Internet. To ensure that the benefits of sector reform are widely distributed to rural and marginal urban areas, the Bank provides technical and investment assistance to extend access beyond what commercial providers are prepared to do on their own. It encourages a variety of mechanisms to do this, such as universal access objectives and targets, specialized funds to provide one-time capital subsidies to promote access in liberalized markets, and local participation in communal communication and information facilities. Where possible, universal access initiatives will exploit synergies with other rural infrastructure projects and with special initiatives such as World Links for Development and the Global Distance Learning Network.

## **Supporting ICT human capacity**

The Bank Group supports the development of a human capital base for exploiting ICT through better-educated population. The benefits of access to ICI can only be realized when potential users possess the skills to apply these tools for economic and social purposes. The most important use of ICT in education is as a pedagogical tool, when properly integrated into a broader educational program. However, there is also a need for ICT to be used to develop sector-specific skills and capacity. The shortage of ICT skills slows development and exacerbates the lag that client countries are experiencing in joining the global knowledge economy. Bank Group support for ICT human resources will be pursued at three levels. First, support for the rollout of ICT (where appropriate) at the school, college, and adult education level. Second, private sector partnerships will be formed for technical skills training of the next generation of ICT workers, such as network technicians, computer programmers, web developers and database managers. Third, advice and skills training will be provided for entrepreneurs and government officials seeking to develop knowledge economy applications and industries.

## **Supporting ICT applications**

Bank Group investments in ICT support a wide range of business models and information technologies in operational projects. The investments focus on the use of ICT as a platform in applications that would enhance public administration and private sector development, as well as on those with a significant social sector development impact. Additionally, ICT will continue to be included as a component of Bank projects in most other sectors, especially in education, health, finance, small business development and public sector management. It is important to ensure that ICI and ICT applications are integrated into the SSPs and Country Assistance Strategies (CAS) process. In some cases, this will be as part of a knowledge economy strategy, in other cases, the role of ICT in helping to meet CAS goals should be explored. GICT will support this process through support for economic and sector work programs. This will ensure that the development impact of the new technologies is fully harnessed.

## ***b) Guiding principles for use of ICT for development***

The World Bank Group is developing a framework for supporting the knowledge economy of its client countries based around a dynamic network infrastructure, an economic and institutional framework conducive to the creation and flow of knowledge, an educated and skilled population, and a network of knowledge communities. The Bank's approach to ICT fits within this broader Knowledge Economy Strategy, focusing on information and communication infrastructure development.

Information and communication technologies are opening new opportunities for emerging markets. The World Bank Group aims to stimulate sustainable economic growth, increase productivity, improve public services, promote transparency, and reduce poverty through extending the reach of these technologies in the developing world.

In developing its ICI activities, the Bank Group builds on a proven record of quality projects. The recent OED/OEG review of the World Bank's telecommunications activities identified it as one of the best performing in the Bank's portfolio. International Finance Corporation (IFC) investments in ICI have attracted US\$8.70 of private financing for each dollar of IFC financing. However, an agenda of telecommunications reform and private investment support, while highly successful, is no longer enough to help client countries thrive in this new technological and economic environment. The donor community supports a larger Bank role in ICI-related development activities. The G-8 Okinawa charter on the global information society concluded that the World Bank has an important role to play in this area.

More broadly, it is the *exploitation* of the new tools of the knowledge economy across all economic sectors that will lead to opportunity, security and empowerment for poor people. The span of applications reaches beyond sectors and issues covered in the Knowledge Economy Strategy, to the Comprehensive Development Framework (CDF) covering structural, human, physical and sectoral development. ICT applications have a role in improving competent government, in facilitating better development of health care, in expanding access to infrastructure and in promoting rural development, for example.

The Global Information and Communication Technologies Department (GICT), under the auspices of the World Bank and the International Finance Corporation, is spearheading the World Bank Group's efforts to expand access to a range of information and communication infrastructure networks and support the development and application of information technologies generally to reduce poverty and improve people's lives.

### ***c) Objectives***

The mission of the World Bank's GICT Department involves three specific goals: (i) To accelerate the participation of developing countries in the global information economy; (ii) To expand the benefits of these technologies through increased competition and private investment in information and communication infrastructure; and (iii) To foster sustainable economic and social development through innovative technologies, with a special emphasis on the needs of the poor in developing countries. We see these objectives being reached through the following tools:

#### **Competition and Private Sector Participation**

The Bank provides assistance to client countries in developing and implementing information and communication infrastructure strategies, including establishment of a sound legal and regulatory environment, as well as capacity building. Competition and private sector investment are a cornerstone of successful ICI strategies worldwide and have fuelled the fast growth of information and communication infrastructure over the last two decades. Evidence suggests that private, competitive provision under an effective regulatory regime provides better, cheaper service to more people than other regimes. The Bank Group promotes increased competition and private participation in the information and communication infrastructure sector

by supporting entry of new service providers, privatization of state enterprises, and more generally by creating conditions that attract direct private investment and facilitate access to domestic and foreign capital markets.

The Bank Group supports the privatization of incumbent operators, mostly through advice and assistance in planning and implementing the process. When a state enterprise has been earmarked for privatization, significant new investment by the state or the incumbent prior to privatization is usually discouraged, as new owners will generally be better equipped to make major investment decisions. The specific objectives and constraints of privatization programs vary widely. For many governments, privatization (or license) proceeds are an important source of fiscal revenue. Governments should, however, not underestimate the considerable direct and indirect revenues generated by increased competition in the sector. The fiscal benefits of increased competition will indeed normally exceed the possible loss of revenue that may result from the absence of protection or exclusivity granted at privatization.

#### **Regulatory Environment**

There is no single model of regulation that can be applied to all segments in all countries. Regulatory design depends in part on the degree of current and possible competition in the market and on political and legal traditions, among other factors. There are, however, some basic and common principles. One is the effective separation of policy and regulatory functions: regulators should be independent from the operators they regulate. The Bank also encourages the autonomy of regulators vis-à-vis government and policymakers. Financial autonomy implies resources that are independent from the vagaries of the budget process, typically through levies on operators. Operational autonomy implies protection from political interference, rules governing conflicts of interest, as well as measures to ensure the regulatory agency is able to attract and retain staff with the requisite expertise. Regulatory entities typically have a significant role in the areas of licensing, numbering, interconnection and access (ensuring fair competition), protection of consumers, monitoring of operators, and settlement of disputes, to name just a few. Where markets are not yet competitive, regulators may also have an important tariff or price control function. The Bank supports the establishment and enforcement of clear, stable, and transparent regulatory rules and procedures, and encourages openness and public consultation. Telecommunications regulators are often also entrusted with

commercial frequency allocation and management, as well as regulation of broadcast transmission and, in some instances, postal services. The Bank supports regulatory capacity building through policy advice, training, technical assistance, and other means.

### **Access**

The market alone may, however, not be able to meet all socially and economically desirable access objectives. The Bank is increasingly involved in advising governments on extending ICT services beyond the market. Services that are deemed necessary for social, development or security reasons, but that are unprofitable even under liberal entry and pricing policies, can be provided to low-income (including rural) population groups through communal facilities (such as telecenters) and/or rendered viable through limited, targeted subsidies. Community involvement provides one of the avenues for reaching poor or excluded customers. Communities are increasingly involved in the design of public access programs (through surveys and participatory design techniques) as well as in the monitoring of such programs, and even in some instances, in the provision of public access through local non-profit organizations.

The Bank Group also supports increasing involvement of the traditional (for-profit) private sector in the delivery of access services to excluded groups or communities. The main channel for such schemes, which are sometimes referred to as output-based aid, is the award of licenses for service delivery (which could include telecommunications, Internet, broadcasting or postal services) to the bidder asking for the lowest subsidy. These tenders have proven to be a cost effective way to provide coverage beyond the market. The successful rollout of such schemes would normally require that the market has already been effectively liberalized and that no operators have offered to provide the services on commercial terms.

### **Investment in Information and Communication Infrastructure**

Large amounts of investment will continue to be needed to accelerate and sustain information and communication infrastructure development. The private sector has shown its ability and effectiveness in mobilizing resources and expertise in this area. The Bank Group, therefore, usually advises against the use of scarce public funds for investment in this sector. Bank Group financing may be used as catalyst and comfort for private investment in the sector. Bank Group institutions may finance direct investments in the information and communication infrastructure sector in countries where an appropriate policy and regulatory framework is in place, or where the country is committed to or in the process of developing such a framework. The bulk of World Bank Group financing for information and communication infrastructure will continue to be provided by IFC and MIGA to private companies.

IFC supports the development of private information and communication infrastructure by focusing its efforts on three areas: access infrastructure; software and IT products and services; and content and e-commerce. The core of IFC's strategy is to promote competition and extend telecommunications access by facilitating the rollout of cost-effective connectivity in client countries. This is accomplished through IFC's mobilization of capital for private sector-led projects utilizing various technologies such as fixed, wireless, satellite, cable and fiber optics. Similarly, IFC encourages the development of knowledge economies through its support of information technology (software applications, enabling platforms, consulting services, etc.) and related applications, broadcasting, content and e-commerce. IFC aims to complement, rather than displace, private flows of capital to private sector projects with high development impact where IFC's participation plays a critical role in catalyzing projects, mobilizing additional sources of funding, promoting foreign direct investment and transfer of technology/know-how, as well as enhancing the competitiveness and overall performance of the sector.

Financial support to public sector entities for investments should remain the exception and be limited to the following main situations: (i) where a pre-privatization IFC loan may facilitate and accelerate a privatization process, in particular by assisting an incumbent state-owned operator in restructuring its operations to be able to cope with increased competition; and (ii) in the postal sector, where Bank support to open the sector to competition may be accompanied by transitional support to the incumbent postal operator, including, where relevant, to fund the cost of redundancies.

World Bank Group financial support to public sector entities should be tied to a clear, timebound reform program and sustainable strategy to open the sector to private participation and competition, including specific benchmarks to assess progress in reform. Support may include, for example: transforming the operator into a corporation governed by company law (corporatization); rebalancing tariffs to phase out cross-subsidies; refocusing on core business; removing barriers to entry and to competition; making equitable arrangements to interconnect new entrants; providing assistance for the transfer of ownership control to the private sector; and ensuring effective regulation of the sector by an empowered regulator.

Increased scrutiny is required of investments in public entities outside the ICT sector, such as power or water utilities and railways. Private networks (i.e., for the sole use of the public entity) should not be dealt with differently than other investments in such public entities. In view of the great interest of alternative telecommunications networks, in particular for the rapid and cost effective deployment of new private service providers, the case for Bank funding of public or shared infrastructure would need to be made on the basis that: (i) the private sector has been given the opportunity but is not interested in investing in such projects; and (ii) the provision of telecommunications services to third parties would be done on a level playing field, without cross-subsidies, tax advantages, preferred procurement, or other privileges.

#### ***d) References and web-links to any relevant strategy documents or guidelines***

Summaries of the World Bank Group ICT Sector Strategy are available at [http://info.worldbank.org/ict/ICT\\_ssp.html](http://info.worldbank.org/ict/ICT_ssp.html)

### **2) Identify the main modalities for ICT integration in your overall development strategy**

#### ***a) Modalities for ICT integration and programme delivery***

Within GICT, specialized teams offer products and services tailored to specific needs: (i) The Policy Division provides policy and regulatory advice to governments on telecommunications, postal and broadcast services, and e-applications; (ii) The Communications Investment Division provides loans and equity financing to telecommunication, broadband connectivity, broadcast and media, satellite, telecommunication manufacturing, and related businesses in the private sector; (iii) The Information Technologies Investment Division provides equity, mezzanine and loan financing to a variety of technology firms, including technology services, business process outsourcing, software development, chip design, and e-government applications; (iv) The Credit and Portfolio Division manages IFC's information and communication technologies investment portfolio and provides credit review; and (v) The Information for Development Program, or infoDev, provides grants to innovative projects, generates knowledge, and disseminates lessons learned.

#### ***b) Partnership, including the private sector***

IFC is channeling investments toward companies that can help bridge the digital divide by building modern communications infrastructure and information technologies businesses. By making educational and commercial applications more widely available in developing countries, these investments can give local populations access to the latest technologies, best practices and wider markets, and can increase the efficiency of operations. Business opportunities in these technologies expand employment and contribute to higher living standards.

In recent years, IFC's annual investment commitments (on its own account) in information and communication technologies have averaged about \$300 million. IFC investment in telecommunications projects has also sparked a great deal of interest from private investors, attracting approximately \$8 in outside private financing for each dollar of IFC funding. This compares favorably with an IFC average of \$4.40 in all sectors.

The Multilateral Investment Guarantee Agency (MIGA) was created in 1988 as a member of the World Bank Group to promote foreign direct investment into emerging economies to improve people's lives and reduce poverty. MIGA fulfills this mandate and contributes to development by offering political risk insurance

(guarantees) to investors and lenders, and by helping developing countries attract and retain private investment. MIGA has issued some 600 guarantees over the past twelve years or so, including 30 in support of telecommunications investments for a total of about \$750 million (for telecommunication projects).

***c) Participation, if any, in joint or multi-donor ICT for development programmes***

The Information for Development Program/infoDev is a grant program established in 1995 and supported by more than 20 donors, including developed and developing countries and private enterprises. As a multi-donor grant program, infoDev supports innovative projects and knowledge sharing on development opportunities offered by information and communication technologies. Since 1995, the program has funded over 400 projects providing about \$9.8 million each year in grants. infoDev now focuses on initiatives of strategic importance for developing countries such as the Incubator Initiative, the Dialogue on the Regulation of the Networked Economy, and the African Connection.

Other multi-donor activities in ICT include:

- The World Links for Development (WorLD) is a global collaborative learning program sponsored by the World Bank Institute, in coordination with the World Links Organization. The program connects students and teachers in secondary schools in developing countries with counterparts in industrialized countries, for collaborative learning programs, through e-mail and the Internet. As a complement to WorLD, WBI's Development Education Program (DEP) provides curriculum tools and resources for teachers and students to explore social, economic, and environmental issues of sustainable development.
- The African Virtual University (AVU) is a "university without walls" that uses modern ICTs to give sub-Saharan African countries increased access to high quality education and learning resources from all over the world. Since the launch of its pilot phase in 1997, AVU has provided students and professionals in 15 African countries over 2,500 hours of interactive instruction in English and French. More than 12,000 students have completed semester-long courses in engineering and the sciences and over 20,000 professionals have attended management seminars on topics such as strategy and innovation, leadership and use of information technology. After its successful pilot implementation, AVU has now been established as an independent non-profit organization in Nairobi, Kenya with supporting offices in Washington DC.
- The Global Development Network (GDN) fosters collaborative efforts among research institutes, policymakers, and donors to encourage capacity building and networking. GDN supports capacity building for research through the Regional Research Competitions, which have disbursed US\$10 million through peer-reviewed competitions over the last three years, and the Global Development Awards, which are emerging as the premier prize for research on development. It also supports networking through GDnet—an interactive web strategy linking the regional networks and hubs in Europe, Japan, and North America to create a truly global association.
- The Development Gateway Foundation, is a response to the demand for programs on the ground, and for support for knowledge sharing, networking, and capacity building, and it will support both research in the ICT area, e-learning, and action in the field. The Development Gateway portal, a central program of the Development Gateway Foundation, aims to establish partnerships with private, public, and civil society organizations to build a common space for dialogue and sharing of knowledge and ideas. The Gateway portal also supports the creation of Country Gateways, locally owned and managed by partners of the project, to foster the availability of development information at the local level.
- The Public-Private Infrastructure Advisory Facility (PPIAF) is a multidonor technical assistance facility aimed at helping developing countries improve the quality of their infrastructure (including telecommunications) through private sector involvement. Launched in July 1999, PPIAF pursues its mission through two main mechanisms: (i) Channeling technical assistance to governments in developing countries on strategies and measures to tap the full potential of private involvement in

infrastructure; and (ii) Identifying, disseminating, and promoting best practices on matters related to private involvement in infrastructure in developing countries.

PPIAF finances a range of country-specific and multi-country advisory and related activities in the following areas: (i) Framing infrastructure development strategies to take full advantage of the potential for private involvement; (ii) Building consensus for appropriate policy, regulatory, and institutional reforms; (iii) Designing and implementing specific policy, regulatory, and institutional reforms; (iv) Supporting the design and implementation of pioneering projects and transactions; (v) Building government capacity in the design and execution of private infrastructure arrangements and in the regulation of private service providers. Countries eligible for PPIAF-financed assistance include developing and transition economies as listed from time to time by the OECD's Development Assistance Committee.

#### ***d) Estimate of a global amount of funding with indications on the timeframe it covers***

The World Bank Group has a strong track record in the information and communication technology field and has provided over \$16.5 billion for projects related to this field. Since 1951, the World Bank has undertaken 265 telecommunications and IT projects in the public sector, totaling \$11.8 billion. In addition, by the end of FY 2003 IFC had approved 124 private sector projects with a total funding of some \$4.6 billion, including \$2.3 billion from IFC's own account. According to a review of activities in this sector by the Operations Evaluation Department of the World Bank and IFC, it is one of the best performing sectors in the World Bank Group's portfolio, both in terms of returns and development impact.

#### ***e) Lessons learned from your country's/agency's experience***

There is enough evidence that private, competitive provision of ICI services in developing nations has a dramatic impact on service rollout, including services to the poorest. For example, a recent study suggests that privatization, good regulation, and a competitive mobile market (with at least three mobile companies) could double the number of lines per capita in some of the poorer markets in Africa.

However, private sector investment will only materialize to the extent that governments take the necessary reform measures by passing (and subsequently enforcing) enabling legislation, restructuring markets and institutions, and conducting the necessary divestments. Even in countries that have begun the reform process, weak regulatory institutions hinder the growth of active competition. This is an agenda that has become increasingly complex over time, suggesting that the least developed country governments that have yet to begin the reform agenda face a more challenging task than their predecessors.

Beyond sector reform, a knowledge economy can flourish only when supported by a robust public policy and legal framework. Electronic commerce, for example, requires supporting policies and legislation to assure the security and legality of transactions conducted over the Internet. A country's ability to benefit from the economic opportunities offered by the Internet depends on the availability of suitably skilled labor, which is in turn a matter for national education policy. Finally, the incentive to connect to the Internet depends on the availability of locally relevant content, which is subject to substantial scale economies. The government is potentially a large provider of locally relevant content, and its use of the Internet for public administration functions can be a powerful catalyst to wider adoption of the medium. There is a role for international donor support here, to bring global best practices to bear.

Finally, many important aspects of information and communication infrastructure like satellites and transoceanic cables are international in nature, and require international cooperation. The cross-border flow of information, vital to global e-commerce, raises the need for international harmonization of e-economy regulations and technical standards. Governments therefore have an important role to play in securing the necessary international agreements. These efforts have and will continue to require support from international standards setting bodies such as Internet Corporation for Assigned Names and Numbers

(ICANN) and the International Telecommunication Union (ITU), and there is a role for donors to support developing country participation in such ventures.

**f) Cases that are particularly illustrative/examples of best practices**

**Introducing Telecommunications Competition in Morocco (1996–1999)**

The World Bank's Global ICT Policy Division (Policy Division) was instrumental in liberalizing Morocco's telecommunications sector and in successfully issuing a second Global System for Mobiles (GSM) license. This has led to improved access and lower costs. The Policy Division provided technical assistance in drafting Telecommunications Law 24/96, which enabled competition, established an independent regulatory body and allowed for the privatization of Itissalat-al-Maghrib (IAM), the state-owned telecommunication monopoly. The Policy Division also assisted in the issuance of second GSM license to Meditel in August 1999.

The second GSM license was issued for US\$1.1 billion and the partial sale (35%) of IAM in 2001 raised an additional US\$ 2.3 billion. This increased Morocco's fiscal revenue for 1999 by about 13%. The World Bank estimates that its total fiscal impact could range from US\$ 2 to US\$ 3.5 billion by 2008. Furthermore, since the start of its operations, Meditel has created 10,000 new jobs in Morocco.

Introducing competition into the Moroccan telecommunications market has energized the performance of incumbent, IAM. Competition has reduced IAM's prices for mobile communication by roughly 44% and increased its customer base by 57% in 1998 and by another 30% in the first half of 1999. Between 1998 and 2000, the total number of mobile subscribers in Morocco increased from 116,000 to 2.3 million. In 2000, the number of Moroccan mobile subscribers surpassed that of fixed-lines. Two years later, there were 6.2 million mobile subscribers representing 85% of total subscribers and a penetration rate of 21%.

**A Sample of IFC Investments**

IFC invests in communications technologies projects in a number of countries, including:

- **Romania:** We helped fund the initial build out and operation of a mobile telephone company, MobilRom, and arranged a syndicated loan from commercial banks. The investment has resulted in a great increase in new telephone lines in the country. Today, Romania is estimated to have 2.7 million cellular subscribers, and prices for cellular service are among the lowest in Europe
- **Morocco:** We supported Medi Telecom in building the second nationwide cellular telephone network to promote competition in phone services, resulting in lower tariffs and increased number of phone users.
- **Sub-Saharan Africa:** We assisted Mobile System International in fulfilling its pan-Africa strategy, which now includes mobile operations in 11 Sub-Saharan African countries. This investment helped propel the number of mobile phones, which now exceeds the number of fixed lines in the region.
- **India:** We invested in NewPath Ventures, a company that is launching several new businesses specializing in semiconductor chip design and embedded software.
- **Russia:** We financed Information Business Systems, the country's largest IT services provider and operator of the largest offshore software development company, Luxoft. The project will increase the availability of technology products in Russia and help meet the demand for IT services.

**3) Describe the institutional arrangements made by your country/agency for mainstreaming ICT within its development strategy**

**a) Main agencies involved in ICT for development (e.g. development co-operation agency, ministries, research institutes)**

The Global Information and Communication Technologies Department in the World Bank Group offers four main product lines: (i) Policy advice for the information and communications technologies sector, including telecommunications liberalization,

privatization, and regulation; Internet services such as e-connectivity, e-government, and e-commerce; and postal and broadcast services; (ii) Loans to governments to subsidize private providers of information technologies infrastructure to rural households and the urban poor as well as public postal networks; (iii) Investment capital for private provision of information and communications infrastructure, services, and technologies; and (iv) Grants for innovative projects and knowledge sharing on development opportunities offered by these technologies Areas of application.

***b) The agencies' roles in the various stages (e.g. strategy, operations)***

GICT is the lead unit within the Bank in developing and implementing the Bank's ICT Sector strategy.

***c) Contact details of your country's/agency's ICT for development focal point***

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**4) Country/regional focus of the ICT-enhanced development strategy**

***a) General description of regional and country focus***

The World Bank has 184 member countries and operates in most transition and developing countries of the world.

***b) More detailed information on main recipients of your ICT-enhanced development strategy***

World Bank support for reform in the telecommunications sector has made a difference. More than 120 countries now have at least some competition in the digital mobile sector, and some 88 countries have privatized the incumbent operator—two measures of progress. Furthermore, over 100 countries have relied on World Bank support—grants, lending, or technical assistance—for part of a reform program.

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