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Working Group on Partnerships – Draft Final Report

Meeting of the Advisory Board, 2 February 2018, GSMA, London

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Overview



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- Introduction
- Draft Final Report Overview
- Key Activities:
 - Identification of different types of partnership models
 - Identification of key success and risk factors
 - Identification of possible m-Powering initiatives
- Key Outputs:
 - Partnership Framework
 - User Guide to Model Agreements
 - Model Agreements
- Further Steps

Introduction



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- The Working Group on Partnerships is a sub-group of the m-Powering Development Initiative Advisory Board tasked with partnerships to mobilize resources and support the implementation of the m-Powering action plan.
- The objective of the working group is to provide input to the work of the Advisory Board

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Draft Final Report Overview



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Activities



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The Working Group has undertaken the following activities:

- Identification of **different types of partnership and delivery models**, mechanisms and approaches (PPPs, MSPs, contractual relationships, other) and business models to encourage and facilitate the large expansion in mobile communications use to address inequalities and stimulate economic and social development;
- Identification of **key success and risk factors** of (ICT4D) partnerships and projects; and
- Development of a **partnership framework, model agreements and accompanying user guidelines** for use between an agency and a mobile operator and/or service provider.

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Different types of Partnership models



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- The Working Group identified two broad types of partnership delivery models:
 - the **Circular Model**
 - the **Linear Model**

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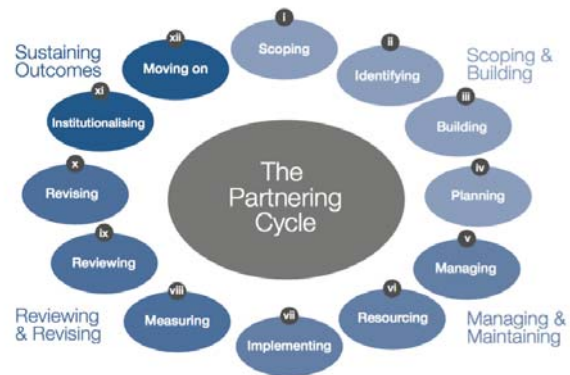
Different types of Partnership models: Circular Model



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- The **Circular Model** is a **long-term partnership maintenance**
- It comprises **four key stages** of scoping and building, managing and maintaining, reviewing and revising, and sustaining outcomes
- It is **not explicitly focused on development outcomes**
- It **centers on the partnership itself** that is maintained as a key outcome in the long-term



Source: http://thepartneringinitiative.org/what_is_partnering.jsp, accessed 6 June 2011

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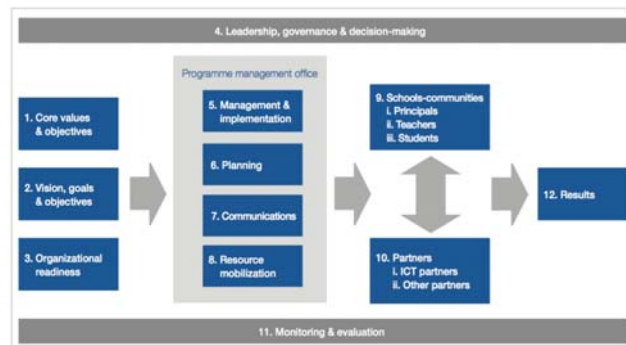
Different types of Partnership models



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- The **Linear Model** is an **outcome-focused** partnership model
- It is more suitable to **time- and scope-bound objectives and projects**
- The focus is not so much on the partnership itself, but rather on an **intended outcome and its execution**
- **Once the outcome is achieved**, the partnership may be dissolved or discontinued



Source: Cassidy, T. (2007) The Global Education Initiative (GEI) Model of Effective Partnership Initiatives for Education, Geneva: World Economic Forum.

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Different types of Partnership models



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- A number of **different approaches to partnerships** can fall into these two broad categories. There are also numerous variants that include elements of each:
 - Public-Private Partnerships
 - Multi-Stakeholder or Multi-Sector Partnerships
 - Public Sector Delivery
 - Civil Society Intervention
 - Private Sector Delivery
 - Combination of circular and linear models
 - Simple contractual relationship with set objectives

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What type of Partnership model to adopt



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- Examples for the use of **Circular Models**:
 - The **provision of affordable connectivity services in remote/open areas**. These are often funded by Universal Services Funds (USFs), and require a long-term partnership, structure and framework
 - Provision of **different types of financial services such as remittances, credit, saving and e-Vouchers** that can be used to deliver any subsidy in a controlled and secure manner
 - The **provision of recurring marketing, communication and outreach activities** to facilitate the rollout of different digital health services to reach the millions
- Examples of the use of **Linear Models**:
 - Targeted campaigns or initiatives that have a time-limit and a set objective and outcome: providing mobile phones and connectivity to aid workers during a humanitarian crisis
 - Establish call centers and hotlines for a limited duration

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Key Success Factors to partnerships



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- Engagement of civil society organizations and better understanding the roles of other donors and foundations
- Paying attention to **local context** and involving the **local community**
- Agree from the outset **clear intended development outcomes**
- **Build sustainability and scalability** into the partnership design from the outset
- Ensure that the partnership is built on **trust, honesty, openness, mutual understanding and respect**
- A **supportive wider ICT environment needs to be in place**, both in terms of policy and infrastructure
- **Careful project management**, usually involving the creation of a dedicated project management office, either in a government department or as a separate entity.
- **Ensure continuity of individuals involved** in implementing the partnerships
- **Ensure the right skill set to deliver on the intended outcomes**
- Have in place **clear and coherent internal and external communication strategies**
- **Long-term commitment** from the start from all stakeholders involved
- **Clear strategy in place from the start**, but sufficient flexibility in delivery to accommodate changes
- Ensure **high-level government or public sector leadership** and accountability
- Involving a **trusted third party broker** to oversee progress of implementation of objectives
- **Realistic understanding of the costs involved**

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Key Success Factors to ICT4D partnerships



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- A **political and infrastructural environment** that is conducive to the implementation of partnerships without which there is little point in starting
- **Engagement of all relevant stakeholders as early as possible** in the initiative
- the involvement of a **high-level champion and leaders** of all of the entities involved
- the **identification of clear and mutually agreed objectives** for the partnership at the start
- **consistent monitoring and evaluation** of the partnership and its intended outcomes from the beginning by ensuring a baseline study exists to enable impact and outcomes to be measured effectively
- **a clear and realistic resourcing framework**
- an **ethical framework** that emphasizes a focus on transparency and helps build trust within the partnership
- a **management office and/or partnership broker** that ensures the day-to-day and effective management and delivery of the partnership

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Key Challenges to partnerships



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- Ensuring long-term sustainability can be a challenge.
- The underestimated **difficulty of reaching common agreement on the goals and activities to be undertaken** in an initiative (Common Vision)
- **Balancing the varying agendas and interests of multiple stakeholders** and changing the culture of stakeholder organization to achieve tailored engagement, contribution and input rather than “off-the-shelf solutions” as inputs
- Identifying (human and financial) resources and focus
- **Cooperation between private sector partners and relevant national bodies** is needed if partnerships are to be effective
- Many of those involved in implementing partnerships for education tend to leave the **monitoring and evaluation until the end**, when there is often little money left

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Possible m-Powering Initiatives



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- **Sending bulk SMS/Voice messages** to the overall population or to specific geographies or groups. **Providing interactive 2-way communication** through SMS, IVR, USSD, etc. with end users.
- Provide preferential rates for **accredited SDG-related services**. Special tariffs or reduction can be sought for services that have social and developmental impact.
- **Providing unlimited data plans to health professionals and health facilities, Agriculture Extension Workers, Teachers**, for example, with possibility to bundle devices in the package. **Special commercial packages** can be designed to address the economic situation of end users and their specific use cases.
- **Send targeted messages** for people entering (first presence message) or exiting specific zones where an epidemic or a natural disaster just occurred
- **Establish “closed calling Network”** for health professionals or agriculture extension workers or humanitarian workers
- Provide **appropriate connectivity and intranet infrastructure** for remote location such as refugee camps, remote primary health centers, etc.
- Establish **dedicated mobile network code for humanitarian workers**, for example, so they can use

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Possible m-Powering Initiatives



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- Establish call centers and hotlines
- Providing **hosting capabilities and other enterprise solutions such as SMS/IVR gateways, Enterprise mobility solutions, mobile ID**, etc.
- Using **Big data** to analyze population movements, density, and usage patterns in case of emergencies, epidemics, etc.
- Using **Big data and CDR to analyze credit worthiness** of end-users who don't have any credit history based on historical call data. Monthly airtime top-up patterns, use of financial services among others can be used to get insights on the economic health and resilience of an individual or community.
- Provide **different types of financial services such as remittances, credit, saving and e-Vouchers** that can be used to deliver any subsidy in a controlled and secure manner.
- Support **marketing, communication and outreach activities** to facilitate the rollout of different digital health services to reach the millions
- Empowering Children in the Arab Conflict Zones and Refugee Camps through ICT-based Education

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Key Working Group Outputs



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- **Partnership Framework**
- **Guidelines** for the use of the model agreements; and
- **Specific model agreements as a legal reference document** to start discussions between public sector entities (government, ministries, regulators) and ICT providers with the potential to take the discussions further to the national or regional levels.

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Partnership Framework



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- Any formal partnership needs to have an **overall governance structure and framework** to define commitments and responsibilities
- The Working Group has developed a **high-level Partnership Framework** (see Annex 2) , which includes the following elements:
 - Name of the organization
 - The Senior Executive with overall responsibility for the partnership
 - A Responsible for the day-to-day management of the partnership
 - Agreement on core intended development outcomes
 - Main stakeholder interests in and benefits from entering into partnership
 - Resources committed (physical, in-kind, financial)
 - Conflicts of interests
 - Communications – how the organization will publicize the partnership

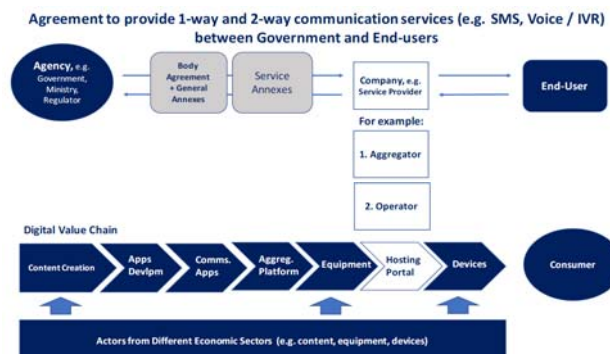
User Guidelines to Model Agreement



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- The **User Guidelines** are short, simple guidelines, designed to assist the Agency in understanding (see Annex 3):
 - which agreement to choose,
 - what the agreements contain, and
 - how the two agreements differ



Model Agreements 1



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- The Working Group has developed **two model agreements**:
 - **Aggregation Scenario** (agency working with a single company, known as an aggregator)
 - **Non-Aggregation Scenario** (agency working directly with a single mobile network operator)
- **Purpose of Agreement**:
 - For the **use by agencies** and their **chosen mobile technology partners**
 - To serve as a **starting point** for setting out the **legal rights** and **obligations** that will govern their relationship
 - As a **basis for further discussions** among potential partners of a larger MSPs
 - As a **reference guide to identify relationships** and **touch-points, responsibilities** and **structures** on which MSPs can be built at national or regional levels.
- **Example** - A government initiative might require:
 - mobile services that enable communication with the public at large (such as an SMS-based smoking cessation initiative), or
 - with a select group of professionals working on the agency's behalf (such as a closed calling group for health workers sending information from the field to the agency).

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Model Agreements 2



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- The **model agreements comprise the following**:
 - **Main Body** provides the **legal foundations** for the establishment and development of an enduring relationship between the parties
 - **First Annexes** set out **administrative details** on the **partnership champions** and **contract managers** that will ensure the collaboration between the parties
 - **The later Annexes** concern the **services that the partner company agrees to provide**, if the Agency requests them to assist in an initiative it launches

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Model Agreements 3



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- The **model agreements have been created the following services:**
- For **communication with the public at large** (agreement with aggregator):
 - Two-way SMS services;
 - One-way SMS services;
 - USSD services;
 - IVR services (in the context of incoming call centres); and
 - IVR services (in the context of automated outgoing call systems).
- For **communication amongst Agency staff and contractors** (agreement with mobile operator):
 - Voice and SMS – including the option of closed user group pricing;
 - Data – including the option of closed user group pricing.

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THANK YOU!

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