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BY THE m-POWERING DEVELOPMENT INITIATIVE ADVISORY BOARD

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Working Group on Partnerships

PART III
Partnerships Framework

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Overview

- Final Report – Part III: 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 MoUs
  - Model MoUs
- Further Steps
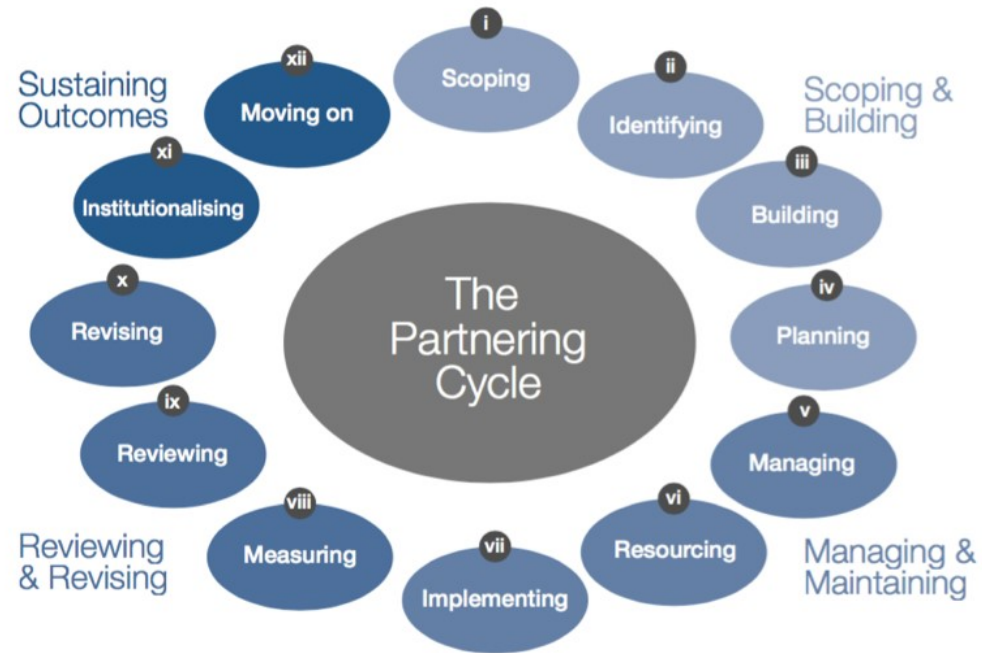
Key Activities and Outputs

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 partnerships and projects; and

- Development of a **partnership framework, Model MoUs and accompanying user guidelines** for use between an agency and a mobile operator and/or service provider.
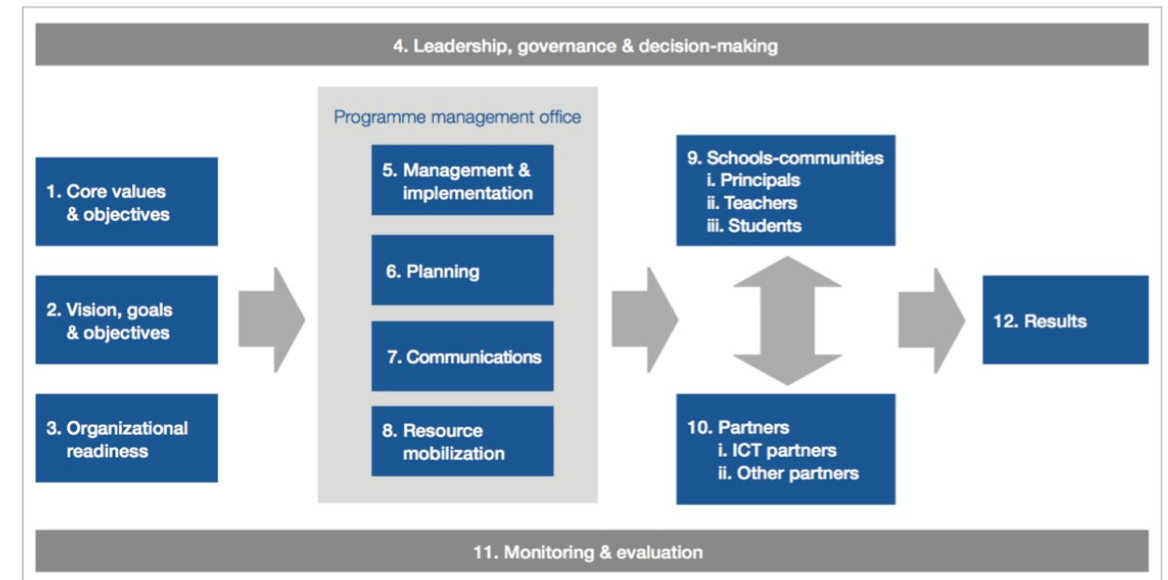
Activities: Different types of Partnership models

- The Working Group identified two broad types of **partnership delivery models**:

The Circular Model

The Linear Model

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

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

Activities: Key Success and Risk Factors to partnerships

Some key success factors include:

- **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**

Some key challenges include:

- 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

Activities: Possible m-Powering Services

- The Working Group identified a number of **m-Powering Services that model MoUs could be developed for,** ranging from....

  - ➤ **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.

...to **more complex services** such as:

  - ➤ **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.

Key Working Group Outputs

- **Specific Model MoUs** 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;

- a **Partnership Framework** within which the MoUs can be embedded; and

- **Guidelines** for the use of the MoUs.

Outputs: Model MoU

- The Working Group developed **model MoUs for two Scenarios**:
  - **Aggregation Scenario** (agency working with a single company, known as an aggregator)
  - **Non-Aggregation Scenario** (agency working directly with a single mobile network operator)
- **Model MoUs have been created for the following simple 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.

Outputs: Model MoU

- **Purpose of MoU:**
  - 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).

Outputs: Model MoU cnt'd

- The **Model MoUs simple and flexible structure**:

  - **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

Outputs: Partnership Framework

- **Key Elements** contained in the High-Level Partnership Framework:

  - ➤ 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
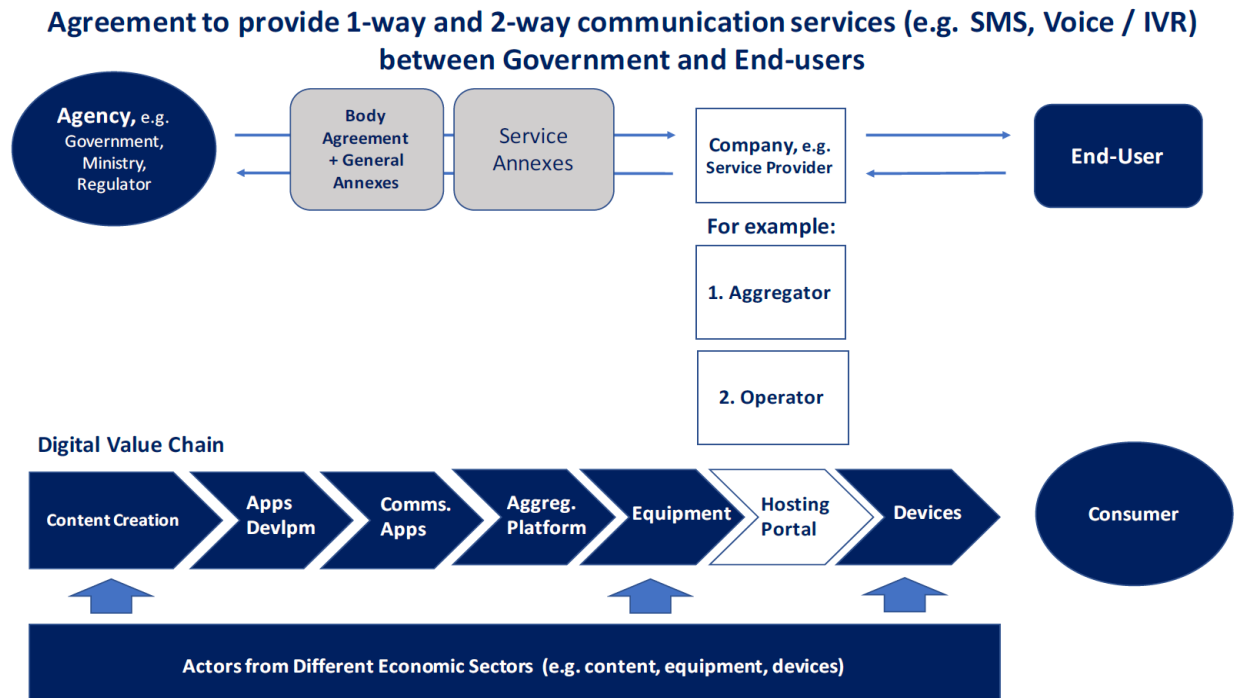
Outputs: User Guidelines to Model MoU

- The **User Guidelines** are short, simple guidelines, designed to assist the Agency in understanding (see Annex 3):

➢ which MoU to choose,

➢ what the MoUs contain, and

➢ how the two MoUs differ

Agreement to provide 1-way and 2-way communication services (e.g. SMS, Voice / IVR) between Government and End-users

Further Steps

- Based on the key outputs of the Working Group on Partnerships, the Working Group has identified the following future activities:

  - ➢agree on a **new Roadmap** building on the current outputs of the Working Group
  - ➢further **develop the catalogue** of relevant Digital Services
  - ➢develop and draft of a **Circular Model MoU**/ Framework
  - ➢provide support on implementation of the model MoUs (eligible countries/projects) through ITU's activities

THANK YOU!