The Role of Stakeholders

Innovation in ICT4D partnerships for project implementation: lessons from the Business Partners for Development (BPD) programme
Business Partners for Development (BPD)

“A four year action research programme to study, support and promote strategic examples of tri-sector partnerships involving business, government and civil society working together to put communities at the centre of their development”

- World Bank initiated - 1998
- Core members: World Bank, DFID, CARE International, Red Cross, Int Youth Foundation, Water Aid and 23 multi-national corporations, eg Shell, 3M, Cisco Systems, Ford, Kellogg Corp, Nike, Vivendi, Anglo American
- $10m core funding; $30m leverage
- Four clusters: extractives, water and sanitation, youth development and road safety
- 30 partnership projects, across 17 countries (case-studies and ‘live’ pilots)
Multi-sector Partnerships - Definitions

“a management tool to operationalise sustainable development based on the more efficient allocation of complementary resources across business, civil society and government”

“a process that builds mutual trust and focuses on joint problem solving and relationship management”
**ICT4D Project Implementation**  
**Some Alternatives**

<table>
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<tr>
<th>Alternatives</th>
<th>Challenges</th>
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<tr>
<td>• Public funded services focused on poor communities</td>
<td>• Inefficiencies; susceptible to political change</td>
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<tr>
<td>• <strong>State-owned enterprises</strong> (operators)</td>
<td>• Inefficiencies; lack of poverty focus</td>
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<td>• Public-private partnerships (risk transfer)</td>
<td>• Lack of poverty focus/or poor returns; regulatory risk</td>
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<td>• <strong>Output-driven private infrastructure</strong> (plus subsidy)</td>
<td>• A focus on ‘physical access’ rather than affordability or use-ability</td>
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<td>• NGO-led initiatives</td>
<td>• Islands of excellence – scaling-up?</td>
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<tr>
<td>• <strong>Multi-sector partnerships</strong> <em>(public sector, private sector, civil society)</em></td>
<td>• <strong>Complex and fragile</strong></td>
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Building Coherent and Robust Multi-sector (project implementation) Partnerships:

3 BIG IDEAS

and some

Key Success Factors
BIG IDEA No 1 - Core Complementary Competencies

**Business sector**
- Capital Investment
- Project and contract management
- Human resource development
- Procurement reliability and quality
- Construction and temporary works
- Engineering and IT skills
- Equipment and technology
- R&D capacity
- Ethics and standards
- Borrowing capacity

**Public sector**
- Sets strategic ICT and development priorities
- Resources and subsidies
- Regulation expertise and powers
- Economic development and community planning skills
- Access to risk finance and development assistance

**Civil society**
- Local customer knowledge
- Longevity of local presence
- Expertise livelihood impacts
- Emphasis on long-term sustainability and access for vulnerable
- Capacity to mobilize communities
- Independent verification
BIG IDEA No. 2 - The Partnering Process

1. Identify quantifiable development outcomes
2. Identify the design parameters of initiative
3. Identify potential partners
4. Scope the range of resources and competencies available to deliver design parameters
5. Identify the underlying strategic interests of partners: business, govt, civil society partners
6. Negotiate the Partnering Agreement
7. Build capacity to implement
8. Implement and monitor commitments
9. Evaluate performance and re-negotiate if necessary

Partnership Exploration

Facilitation

Partnership Maintenance

Partnership Building
BIG IDEA No. 3 – Win-Win-Win
(Added Value Beyond the Next Best Alternative)

Governance
- Responsive democratic processes
- Greater transparency and accountability in public office
- Foreign exchange
- Efficient resource allocation
- Effective regulations
- Political stability

Social and Economic Development
- Essential health and education
- Economic opportunities
- Food and livelihood security
- Empowerment and participation
- Social capital

Business Benefits
- Right to growth
- Tendering advantage
- New business models
- Access to commercial and risk finance
- Reduced regulatory and social risk
- Protection of stock value
- Shared capital expenditure
- Greater reliability of supplies
- Improved worker productivity
- CSR burden-sharing
- Staff retention
Some Key Success Factors

Do

• draw on core competencies, thus affecting only variable costs

• align with government ICT sector and poverty reduction programmes and genuine user needs – this will increase leverage, and financial and social sustainability

• apply the principles of interest-based (consensual) negotiation:
  – Trust building
  – Positions-to-interests
  – Joint problem solving

Don’t

• rush to partnership. A process of consultation and exploration is a perquisite

• become overly dependent upon an external facilitator or broker to hold the partnership together – learn to solve problems jointly

• assume partnerships will go on for ever. At least every two years review whether the right partners are around the table and consider renegotiating the terms of the partnership
Harnessing the Development Potential of the WSIS through Results-Based, ICT4D Multi-Sector Partnerships

ROAD MAP

**WSIS Tunisia**
- Showcase pilot partnerships
- Benchmark good practice

**WSIS Geneva**
- Ratify Partnering Agreements
- Showcase case-studies

**Sept to Dec 2003**
- Partnership brokering
- Partnership case-studies

**Prep Com II**
- ‘Special Event’ Exploratory Workshop on ICT Partnerships for Development

**Prep Com III**
- Kick-start pilot partnerships and select existing case-studies
- Training of partnership brokers

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