

**International Telecommunication Union**  
**European Regional Initiatives**

**Increasing Role of Public Private  
Partnerships in the ICT Ecosystem**

**25 Years of Telecom/ICT Sector Reform in  
Europe, and Beyond**

**2013**



This report was prepared by Prof. Knud Erik Skouby and Prof. Morten Falch, Center for Communication, Media and Information technologies Aalborg University Copenhagen under the direction of the Telecommunication Development Bureau (BDT).

The views expressed in this paper are those of the authors and do not necessarily reflect the opinions of ITU or its membership.

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## **1 Introduction**

For 25 years, more precisely since the launch of the EU Green Paper in 1987, European countries have been gradually reforming the enabling environment of the ICT sector, liberalizing telecom and ICT markets, establishing pro-competitive policy frameworks, establishing effective institutional mechanisms, including independent National Regulatory Authorities, and fostering accelerated growth of ICT sector at the national and regional level. A high level of the ICT innovation dynamics has led towards the redesign of traditional value chains, business models, and market structures, while bringing new players to the sector. Consequently, a transition towards an open ICT ecosystem has brought much more emphasis on multi-sectoral approaches and partnerships, in particular public private partnerships.

PPPs have started to become a new way to deliver ICTs and to accelerate development of the sector in the region. Even though PPPs existed in the past, an open ICT ecosystem offers more opportunities for real win-win collaborations that combine innovative efforts from the private sector, forward-thinking policies from governments and support from non-profit organizations. In this context, the enabling environment is key for PPPs, encouraging new ways of doing things. What makes the current situation different from that of the past, is that ICTs are reinforcing and expanding these PPPs beyond all previous limitations and boundaries.

PPPs that incorporate — in innovative and creative ways — the deployment and use of ICTs have the power to improve many services, i.e. education, healthcare, transportation, safety, social services etc. In difficult times of financial and economic crisis, investments in ICTs in Europe and beyond are being adversely affected, with lenders taking a more cautious approach in providing finance for ICT projects. Despite all this, ICT-related deals are still taking place and the PPP market, especially in mature economies, is still thriving allowing for investments from public as well as private sources. .

For a long time ITU has been working with its membership in the area of PPPs, building necessary capacity to develop an enabling environment, identify opportunities, negotiate, manage, and implement successful PPP projects. The 14-15 November 2012 an ITU Experts Group Meeting for Europe on the Increasing Role of PPP in the ICT Ecosystem - 25 Years of Telecom/ICT Sector Reform in Europe was held in ITU Headquarters, Geneva, Switzerland. The meeting was organized by ITU in cooperation with the Center for Communication, Media and Information Technologies (CMI), Aalborg University, Denmark. The full program for the meeting is included in Annex 1. The meeting presentations are available on the website for the meeting<sup>1</sup>

The main purpose of the meeting was to take a closer look at the Telecom/ICT reform in context of the increasing role of PPPs in the ICT ecosystem, define existing challenges and develop recommendations that might be addressed at the regional level and might be further elaborated within the framework of the Regional Preparatory Process of the World Telecommunication Development Conference (WTDC-14).

The outcome of the meeting is captured in this meeting report including a set of PPP case studies and a set of recommendations, and the establishment of an expert group network to be involved in future PPP initiatives.

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<sup>1</sup> See <http://ec.europa.eu/digital-agenda/en>

## 2 Defining the PPP concept

The meeting offered different concepts and models concerning PPP. In some conceptualizations, PPP encompasses all issues examining the relationships between the private and the public spheres in a market context. This means that, for instance, interconnection regulations could be considered as part of PPP issues. It was suggested that PPP should be seen as a narrower concept including only economically related joint arrangements, e.g. investments by private and/or public entities. However, for the purpose of determining the scope of discussions on PPP, the question stands.

A narrower conception of the term PPP, including only forms of economic joint arrangements by private and/or public entities, however, does not do away with the fact that PPP issues have their roots in the basic relationships between 'market and state'. José Luis Gómez Barroso suggested to apply the wider concept of Public Private Interplay (PPI) instead of PPP as this includes non-contractual as well contractual arrangements.

The general understanding of the market/state relationship will influence positions on PPP initiatives. Some will take the position that letting private entities take care of assignments of a more general social character hitherto taken care of by public entities will be an undesirable privatization of public affairs. Others may, on the other hand, be against public engagement in areas that up until now have been in the private realm. Such positions will shape discussions on PPP and its forms of realization. Knud Erik Skouby, Paul Welfens, and José Luis Gómez Barroso noted that PPP could be used to correct market failures.

A special aspect of the above mentioned market/state issue is competition policy. This has special relevance for the telecom area where the PPP-debate recently has been on involving public investments in broadband, i.e., opposite the traditional debate on promoting private investments. The issue is whether public investments will crowd-out private investments. This point was raised by Knud Erik Skouby and has been heard numerous times from private telecoms companies when public money is used for building telecoms infrastructures in less profitable areas. Morten Falch noted that the EU Commission differentiates between white, grey, and black areas in order to determine whether state aid will be allowed.

White areas are sparsely populated rural zones, where no broadband access except via satellite or leased lines is available. In such areas, state aid is in generally allowed.

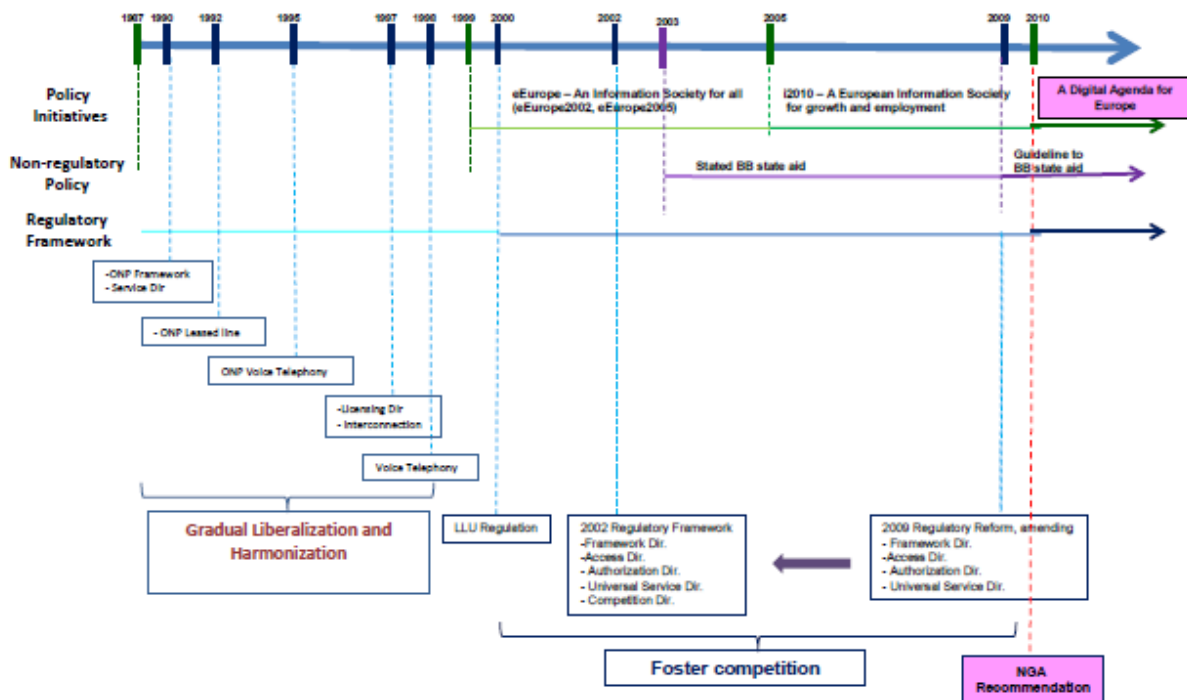
Grey areas are areas where broadband is already provided. Here, permission for state aid demands a more detailed assessment.

Black areas are those where at least two competing infrastructures exist, and where there will be a high risk for market distortion if state funding is allowed - in such areas state aid is generally not allowed.

## 3 The European Telecom/ICT Sector Reform.

The role of PPP in the ICT ecosystem must be seen within the context of other European policy initiatives made in this area. Usually European telecom/ICT sector reform is associated with the process initiated by the publication of the Green paper in 1987 and leading to a fully liberalized telecom market in 1998. However, the EU initiatives in this area have followed at least three different tracks. The first track started well before 1987 and focused on the telecom manufacturing industry and included funding of precompetitive research and standardization. The second track focuses on reforming the telecom service industry, while the third track started in 2000 and has a broader perspective, as it includes the entire ICT ecosystem. The tracks of regulatory reform and on wider policy initiatives are depicted in the figure below.

Figure 1 Overview of EU ICT regulation and policy initiatives



Source: Presentation by Erik Bohlin

Morten Falch distinguished in his presentation between three different phases in the regulatory reform:

### 1. The establishment phase (1987-1998)

In this phase the legal framework for a competitive telecom market were created and the national regulators established created. The focus in this phase was on the reforming the national monopolies. The most important service was voice telephony.

### 2. The implementation phase (1998-2009)

In this phase the liberalization was extended to cover the new member states in Eastern Europe. Along with the ongoing convergence process more attention was paid to new services and networks. In addition there was a gradual shift in the focus from service based to infrastructure based competition.

### 3. Maturity phase

In the maturity phase has focused more on consolidation and investments than on competition. A key issue has in this context been how to expand coverage of high speed networks. This leads to more focus on the entire ICT ecosystem.

The rationale for increased focus on investments rather than competition has been a sluggish development in telecom investments since year 2000. Paul J.J. Welfens argued in his presentation that the main reason for this is that ICT equipment becomes cheaper and cheaper, and that the ICT investment ratio is under estimated. Another argument is the regulatory reform was initiated in a period, where competition on the existing well established copper infrastructure was needed. Today a key issue is to make a new (fibre based) infrastructure available by stimulating network investments, as claimed by Bernard Yvetot in his presentation.

The EU policy initiatives on the ICT ecosystem includes a number consecutive plans and programmes starting with the e-Europe in year 2000, i2010 in 2005 and the latest Digital Agenda from 2010 and onwards. In all these programmes both usage and availability of Internet and broadband services play a key role. The remedies include ICT/telecom sector reforms as well as a broad range of initiatives stimulating supply and demand. A large number of these involve different types of PPP. As noted by José Luis Gómez Barroso a part of the EU structural funds are being used for this purpose.

## 4 PPP Models and Approaches

The concept of PPP includes a number of different models for the roles of public and private participation. Regulation in general is a usual task for the public partner, while the implementation most often is executed by the private partner. Funding, however, can be private as well as public, and the public partner can also be involved in design and monitoring and management of a project.

In the literature and information material on PPP, emphasis is mostly on different forms of PPP, for instance build-operate-transfer (BOT), build-own-operate-transfer (BOOT), build-own-operate (BOO), etc. All these arrangements presuppose that PPP is concerned with private entities taking part in public activities. The main issue in the telecoms area is, as mentioned, the opposite, i.e. public investments (or civil society activities) boosting telecoms development in a mainly private commercial markets. Models for such arrangements need further elaboration. There are a many experiences, but a formalization of these experiences in different kinds of models would be helpful in furthering discussions on the PPP in the telecoms area. It is acknowledged that circumstances are different in different countries, and that one or a few 'sizes' do not fit all. However, models taking key questions into account need to be developed. This applies to key questions such as investment conditions, ownership of assets, issues regarding risk, duration of contracts, etc.

The European PPP expertise centre defines four different main approaches to PPP (Table 1):

**Table 1: Main approaches to PPP**

Private design, build and operate	Public outsourcing	Joint venture	Public design, build and operate
Public funding to private company (+) Low public sector burden (+) Participation of commercial operator (-) Limited public control (-) Funding level must be attractive	Outsource to private company (+) Public stability + private expertise (+) Public sector retains control (-) Returns may not be attractive to private sector (-) Network management overhead	Private build / operate under joint ownership (+) Benefit to both parties based on risk sharing (-) Conflicts of interest may impede success of joint venture	Public ownership and delivery (+) Full public control means no conflicts of interest (+) Socio-economic benefits can be prioritised (-) No private sector funds or expertise
<i>Source: EPEC quoted from Luigi Telesca</i>			

## 5 PPP Case studies

PPP has a long history in telecom. Most projects carried out the past 150 years have some elements of PPP, as operators were public, while private companies have participated in the implementation. PPP projects can address different parts of the value chain in the ICT ecosystem: R&D projects involving both public research institutions and private companies, infrastructure projects facilitating investments in new ICT infrastructures, and demand stimulation projects facilitating use of ICT in other sectors. Case studies representing all three aspects were presented at the meeting.

There is a long tradition for PPP between universities and private companies engaged in research and development within the ICT area. This kind of collaboration has been supported by the EU funded framework programmes as well as national research programmes.

iHomeLab presented by Alexey Andrushevich provides a successful example of PPP in the ICT applied research. iHomeLab is a non-profit organization with 18 researchers. iHomeLab is connected to Luzerne University of Applied Science and has operation partners from industry, municipalities, unions and mass media. The lab has performed more than 40 projects in prototyping, studies and tests and trials.

PPP can also be used for dissemination of research from universities. An example of this could be the scaling up of mobile air quality services for Urban populations as presented by Jan Blom.

A number of case studies on ICT infrastructure development were provided. Luigi Telesca from CREATE-NET reported on the EU funded Infinity Project, which include the European Future Internet Public Private Partnership Initiative (FI-PPP). The objective is to accelerate the realisation and deployment of "Future Internet" enabled government, business and society in Europe that will allow:

Public / business services and infrastructure to operate more intelligently, efficiently and sustainably through tighter integration with internet and computing capabilities

Experimentation and validation of new approaches driving innovation that connect infrastructure, applications, devices, services and new technologies to deliver innovative new solutions

Bringing together supply and demand sides for FI services, engaging research, public service, communications and ICT and end user communities in the process of innovation.

One of the projects is carried out in Trentino in Italy. Here the objective is to cover the whole territory with ultra-broadband and stimulating the demand, as recommended by the European Digital Agenda objective to provide at least 100 Mbit/s for at least 50% of EU families by 2020. This initiative is pursued through two companies:

Trentino NGN, a PPP open to private investors and operators for developing and managing the FTTH network in 42 municipalities of the so-called Medium Profitability Areas representing around 60% of the total Province population

Trentino Network, a fully public company working on Low Profitability Areas, covering the remaining 40% of the population in mountain (market failure) areas.

The project is not only about infrastructure, but also about services and stimulation of demand. One idea is to a datacentre providing service within and outside the region. The centre should be established as a PPP involving private as well as public partners, and would both stimulate local ICT businesses and the demand for data services.

Bartosz Mysiorski presented how Wielkopolska broadband is developed as a PPP funded by regional funds from EU and from Województwo Region.

Serbia provides an illuminating example on the need for PPP in infrastructure development. Today coverage in rural areas is poor, and there is a considerable gap between existing coverage and the market efficiency frontier. A plan for broadband development has been proposed by the academia, and is supported by experts participating in a Delphi study. However, such a plan has not yet been endorsed by the Government.

Christoph Legutko presented how Intel is engaged in making the use of broadband services affordable in developing countries. Intel co-operate with telcos in 26 countries in order to provide affordable PCs, prepaid broadband and local content and services.

Even in countries leading with regard to ICT infrastructure development public involvement may be a very useful enabler. The Swedish municipal broadband case provides a good example on this. More examples on PPP infrastructure projects in developed can be found in the special issue of Communication & Strategies (Atali et al, 2013).

Christer Mattsson from ICT-Acreo documented how public involvement has created a business case separating infrastructure and services that has facilitated broadband infrastructure development both in cities and in rural areas. Even though a positive economic impact of broadband can be documented, the private sector may be reluctant to invest as a major part of the benefits, such as reduced congestion in the

cities and increasing activity in rural areas, are external to the investor. In Sweden the state aid has been as low as 6% of the total costs. Still the public participation has had a substantial positive impact on infrastructure development.

The need for PPP in the telecom/ICT infrastructure projects is strongly influenced by the possible need for building a new fibre based sector infrastructure. Paul Hengeveld (Microsoft) noted in his presentation that British Telecom plans to use white spectrum spaces freed by the digital dividend to reach approx. 500,000 households in Britain, which currently lack access to affordable broadband according to British Telecom. Using realistic parameters and based on its testing, speeds of between 4 and 8 Mbps are achievable in this wireless solution, up to 6 km from the transmitter - this compares with 0-1mbps over a traditional fixed network. Others maintained that fibres are a necessary part of the future broadband infrastructure – even if wireless is applied for provision of the last mile access.

Lionel Bodin from Accenture provided a number of examples primarily in agriculture and energy sectors on this kind of PPP projects.

Enis Yazirlioğlu from Turk Telekom shared his experience from engaging in a PPP with Ministry of Health. The PPP was a truly multi-sectoral arrangement involving construction and architecture companies as well as Turk Telekom. The task of Turk Telekom was to develop ICT services to hospitals on a build operate transfer basis. This included a personal health record system, a mobile personal health platform, a healthcare decision support system, and a tele radiology system.

Several PPP projects have been initiated in order to facilitate the use of ICT in schools. Such projects may include provision of broadband access as it is done in the Schools to the Net project presented by Dominik Petko, and the Magellan project in Portugal presented by Mario Franco.

Raphael Dard from ITC introduced an innovative concept called Trade at Hand. ITC is a joint UNCTAD and WTO technical agency specialized in trade-related technical assistance. ITC supports private-public dialogue and supports the trend in developing countries to look to Private-Public Partnerships to bridge the gap between available public resources and infrastructure needs, and to ensure that infrastructure services are delivered as efficiently and cost effectively as possible. Trade at Hand is an ITC service which objective is to enhance enterprise competitiveness through appropriate and innovative use of mobile solutions and other information and communication technologies. Five different services are included: mPrices, mCollect, mAlerts, mMonitoring, mMarketplace. All services are made available to local businesses via a mobile phone. The project started with in 2005 with an assessment of mobile business needs. Since the services have been developed one by one and introduced in ten different countries mainly in Sub-Saharan Africa. Providing such services demands a partnership with several partners. In each country a public or a semi-public trading support partner is identified. In addition to this a local IT company and a telecom operator must be involved. Finally the end users, ie., small and medium sized local business companies are a part of the eco-system for the service.

While supply-side initiatives remain a key in building strong infrastructure, working with partners on the demand-side might provide more evidence about benefits from ICT in developing and emerging countries. In most discussions on PPP, the emphasis is on the supply side – as opposed to the demand side. In the telecoms areas, there is, furthermore, often focus on infrastructural aspects – as opposed to services and applications. However, boosting economic development can just as well be promoted by investing on the demand side and in the supply of services and applications. In most countries, different instruments are being used in the telecoms area – in addition to creating conducive regulatory environments. Supply-side as well as demand-side initiatives are taken, and the same applies to infrastructural as well as service-side initiatives. The emphasis is, however, often different in different countries.

This calls for establishment of multi-sectoral PPP projects involving ICT as well as other sectors. ICT is here an enabler for development of other sectors. Such projects stimulate the demand for broadband and improve the economic viability of investments in broadband infrastructures. In this way a PPP project can stimulate development more than one sector.

## **6 Evaluation of PPP projects**

The meeting provided ample information on experiences of PPP projects made all over the world. Based on this a number of success factors and reasons for failures were identified.

An evaluation of 13 PPP broadband projects in non-OECD countries prepared for ITU by Matt Yardley<sup>2</sup> has identified seven best practice parameters. No single recommendation should be taken in isolation and used as a basis for a broadband project, and similarly no single example project should be taken in isolation as representing best practice. Rather, managing authorities should draw on all the best practices and learnings provided below, and use them to guide the planning, implementation, monitoring and management of their own broadband projects.

### **1. Conduct a public consultation**

A public consultation should involve relevant stakeholders such as end users, telecommunication operators, government agencies, local authorities, and equipment vendors. A public consultation can provide a lot of critical information such as the requirements for broadband access, the likely level of demand, consumers' willingness to pay for services, the degree of interest of operators in participating in broadband projects, and the most suitable technologies and investment models.

### **2. Consider multiple investment models and funding**

A broadband project that consists of deploying a backhaul/core network and access network, and/or a mix of national, urban and rural deployments may consider using a mix of different investment models and sources of finance. For example, the use of funds from the USF may not be appropriate for a project to develop national backhaul/core and access networks, if other funding sources were available, but would be appropriate for the part of the project delivering broadband access to unserved rural locations. When no other sources of funding are available, managing authorities may consider using USF to fund any part of a broadband project. Using more than one investment model for different parts of a broadband project provides the managing authority with different levels of control over the network deployed.

### **3. Be technology neutral**

PPP projects should not specify the kind of technologies to be applied. The capabilities of the operators who are bidding for the projects should be respected. Their expertise and knowledge of working with particular technologies should be encouraged and supported. Restricting the number of technologies that can be proposed by bidders to use as part of a broadband project, particularly broadband access, may restrict the number of bids received.

### **4. Conduct pilot projects**

Pilot projects can be used test the ability of the project to meet its objectives, identify risks and other issues that may arise. Such an approach is advisable before rolling out large-scale and costly projects, as the key learnings from the pilot phase can be incorporated in the main project.

### **5. Provide funding in line with milestones and targets**

The timing of the payments to the organizations implementing the project should be based on the achievement of a mix of milestones and targets, including agreed milestones in the roll-out plan, target levels of take-up of wholesale services by operators and service providers, and take-up of access services by end users. Using such a mix increases the likelihood of a successful project – not just in terms of the physical roll-out, but also adoption by service providers and end users, since the ultimate success of a broadband project depends on not only making sure broadband is accessible to end users but that it is actually used by them.

### **6. Mandate open access and monitor compliance**

Open access promotes competition, supports innovation and minimizes market distortion. Within EU the state aid rules require open access to network facilities for other telecom operators.

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<sup>2</sup> See (Yardley, 2012)

## 7. Consider setting up parallel initiatives to stimulate demand

The roll-out of infrastructure alone does not ensure the success of a broadband project: this is only achieved when there is take-up and use of broadband access and services. Therefore PPP broadband initiatives should be combined with initiatives stimulating the demand for instance provision of free or subsidised laptops/netbooks, establishment of centres providing broadband access or training people in ICT.

ITC has in their work identified a number of factors, which can slow down the implementation of PPP projects:

- Fear! Civil servants who are not tech savvy will feel uncomfortable
- Unclear definition of the project scope
- Wrong upfront costing
- Political instability.
- Lack of endorsement of the PPP by its beneficiaries

Peter Hellmonds (International Chamber of Commerce, Germany) stressed the need for fed-back loops to the 'public' in areas affected by the PPP's and recommended general use of PSIA (a World Bank evaluation toolkit).

A large number of studies have proved that access to ICT has a tremendous impact on development. A PC + Internet bundle creates an average of 65k USD per capita in estimated economic and social impact over the course of student lifetime in Philippines (Hengeveld)

Paul Hengeveld from Microsoft noted that it is important to clearly define the roles of the private participants. Too often donor agencies expect private companies to be more capable and assume more responsibility than they actually do. As a software company Microsoft develops solutions to problems and that is about it – even if it is in a very big scale targeting 1 – 10 million people. But they do not address public requirements and do not run the activities as a development project. This is supported by ITC, as they also emphasize the importance of having the respective stakes and responsibilities clearly laid out right from the first negotiation.

## 7 Meeting conclusions – the way forward

The potential of the PPPs is still being underestimated. The meeting demonstrated a growing potential for PPP within the ICT ecosystem. Following the maturity of sectoral reforms with liberalisation of markets and privatisation of TELCOs PPP is becoming more important as a policy and implementation tool.

PPP can facilitate both investments in broadband infrastructures and encourage demand for ICT services by development of new applications and upgrade of ICT skills in other sectors.

An important observation is however that PPP should not distort competition. PPP is not the answer to all problems, and is not always the best possible solution. PPP should only be used, when there are clear economic arguments for intervention on the market. In addition it is important that the projects are fully transparent and technology neutral. In PPP infrastructure projects it must be secured that all parties have equal access to the facilities provided.

PPPs in ICT can take many different forms and involve all parts of the ICT ecosystem. Relevant areas include:

- Public-private cooperation in infrastructure development
- Public-private cooperation in development of services
- Public-private cooperation funded by universal service funds

- Development of public services by private companies
- Facilitation of regional and rural development
- Opportunity for increased involvement of private sector in research and development
- Development projects funded by international donors
- Provision of ICT facilities as part of projects in other sectors (e.g. health)
- Creation of demand for ICT infrastructure thanks to PPPs in other sectors (e.g. education, health, banking)
- Public procurement of public sector investments

PPPs can be an effective tool for ICT development, but much more attention of all stakeholders, and in particular of the public sector is required if this goal is to be fulfilled. PPPs in the ICT Ecosystem differentiate from the other sectors with regard to innovation, technology, legal complexity, competition, etc. Therefore there is an urging need for building human capacity in field of PPPs in the ICT Ecosystem, and PPP should remain as an integral component of future regional meetings to the extent possible. ITU could provide training e.g. through ITU Academy.

There is a need for development of policy guidelines incl. evidence of the positive enabling effects of PPP. An immediate task is therefore to identify opportunities for PPPs, and develop a catalogue of categories facilitating aggregation and structuration of know-how on PPPs. This should be supported by a repository of the case studies / best practice models of PPPs in ICT ecosystem. It should be considered to join the FI-PPP repository or at least making sure that the community of PPP experts make the best use out of this tool. Furthermore a publication targeting public sector / administrations should be made. Involvement of private sector in these activities would be of high importance.

Finally it was decided to suggest to join the forces of relevant stakeholders at the European level in order to establish an International Centre of Excellence on PPPs in the ICT Ecosystem. Such a centre could facilitate knowledge creation in PPP and transfer of know-how at the regional and international level.

## References/Glossary/Abbreviations

### Publications

*Attali, Pierre-Michel; Baranes, Edmond & Nucciarelli, Alberto (Eds) (2013) Public-private interplay in the telecom industry **Communications & Strategies** No.91 3rd quarter 2013*

*Commission of the European Communities (1987), Green Paper on the Development of the Common Market for Telecommunications Services and Equipment (30 June 1987), 290 final, Brussels*

*Yardley, Matt (2012) Developing successful Public-Private Partnerships to foster investment in universal broadband networks, ITU Geneva, Switzerland September 2012*

### Websites

*Digital Agenda for Europe – A Europe 2020 Initiative <http://ec.europa.eu/digital-agenda/en>*

*European PPP Expertise Centre <http://www.eib.org/epec/>*

*Future Internet Public Private Partnership – Internet Enabled Innovation in Europe <http://www.fi-ppp.eu/>*

*Hochschule Luzern: iHomeLab <http://www.eib.org/epec/>*

*The World Bank: Tools for Monitoring and Evaluation in PSIA*

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPSIA/0,,contentMDK:22186542~menuPK:1108016~pagePK:148956~piPK:216618~theSitePK:490130~isCURL:Y,00.html>

**Annex 1 / Appendix 1**



### Increasing Role of Public Private Partnerships in the ICT Ecosystem

#### *25 Years of Telecom/ICT Sector Reform in Europe, and Beyond...*

14-15 November 2012, Geneva, Switzerland

Room E (1<sup>st</sup> floor, Varembe Building), ITU HQ

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#### AGENDA

Wednesday, 14 November 2012	
08:30 – 09:00	Registration and Networking Coffee
09:00 – 11:00	<b>Welcoming Address</b> <ul style="list-style-type: none"><li>- <b>Yury Grin</b>, Deputy to the Director of the ITU Telecommunication Development Bureau, International Telecommunication Union</li></ul> <b>Opening Roundtable: Setting the Context</b> <ul style="list-style-type: none"><li>- <b>Jaroslav Ponder</b>, Coordinator for Europe, ITU, Switzerland</li><li>- <b>Knud Skouby</b>, Director, CMI, Aalborg University Copenhagen, Denmark</li><li>- <b>Geoffrey Hamilton</b>, Chief, Cooperation and Partnerships Section United Nations Economic Commission for Europe UNECE, Switzerland</li><li>- <b>Peter H. Hellmonds</b>, Senior Adviser, International Chamber of Commerce – Germany</li><li>- <b>Bernard Yvetot</b>, Vice-President, France Telecom, France</li><li>- <b>Christoph Legutko</b>, Global Public Policy CEE, Intel Corporation, Germany</li><li>- <b>Paul Hengeveld</b>, Microsoft UN Global Director, Microsoft, Netherlands</li></ul>
11:00 – 11:15	Coffee Break

11:15-13:00	<p><b>Session One: 25 Years of Regulatory Reform and Beyond....</b></p> <ul style="list-style-type: none"> <li>- <b>Erik Bohlin</b>, Chairman of the International Telecommunication Society, Sweden</li> <li>- <b>Morten Falch</b>, CMI, Aalborg University Copenhagen, Denmark</li> <li>- <b>Paul J.J. Welfens</b>, President, European Institute for International Economic Relations, Germany</li> <li>- <b>José Luis Gómez Barroso</b>, Universidad Nacional de Educación a Distancia (UNED), Spain</li> </ul> <p><b>Open discussion: contributions from the floor</b></p>
13:00 – 14:15	<i><b>Lunch</b></i>
14:15-15:45	<p><b>Session Two: Modeling PPP Directed Towards Accelerated Growth of the ICT Sector</b></p> <ul style="list-style-type: none"> <li>- <b>Matt Yardley</b>, Partner, Analysys Mason, UK</li> <li>- <b>Natasa Gospić</b>, University of Belgrade, Serbia</li> <li>- <b>Lionel Bodin</b>, Senior Manager, Accenture, Switzerland</li> <li>- <b>Martin Labbe</b>, Online Marketing and Digital Networks Adviser, International Trade Center ITC, Switzerland</li> <li>- <b>Crister Mattsson</b>, Senior Advisor, ICT-Acreo, Sweden</li> </ul> <p><b>Open discussion: contributions from the floor</b></p>
15:45 – 16:00	<i><b>Coffee Break</b></i>
16:00 – 17:30	<p><b>Session Three: Fostering Creation of Successful PPP in the ICT Ecosystem</b></p> <ul style="list-style-type: none"> <li>- <b>Paul Hengeveld</b>, Microsoft UN Global Director, Microsoft, Netherlands</li> <li>- <b>Raphael Dard</b>, Adviser, e-Business - Mobile Solutions, ITC, Switzerland</li> <li>- <b>Luigi Telesca</b>, Chief Operating Officer, CREATE-NET, Italy</li> <li>- <b>Alexander Klapproth</b>, Head, iHomeLab, Switzerland</li> <li>- <b>Enis Yazirlioğlu</b>, TurkTelekom, Turkey</li> </ul> <p><b>Open discussion: contributions from the floor</b></p>

<b>Thursday, 15 November 2012</b>	
09:00-11:00	<p><b>Session Four: ICTs Universalization through Cross-Sectoral PPPs</b></p> <ul style="list-style-type: none"> <li>- <b>Christoph Legutko</b>, Global Public Policy CEE, Intel Corporation, Germany</li> <li>- <b>Mario Franco</b>, Magellan Project, Portugal</li> <li>- <b>Jan Blom</b>, Independent Consultant, Switzerland</li> <li>- <b>Bartosz Mysiorski</b>, Centrum PPP, Poland</li> <li>- <b>Dominik Petko</b>, Schools to the Net, Switzerland</li> </ul> <p><b>Open discussion: contributions from the floor</b></p>

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11:00 – 11:15	<i>Coffee Break</i>
11:15 – 12:30	<b>Session Five: Open Dialogue on Conclusions and Recommendations for Future Actions in Europe</b> <b>Moderators:</b> Jaroslaw Ponder, Coordinator for Europe, ITU, and Knud Skouby, Director, CMI, Aalborg University Copenhagen