What Works in Public/Private Partnering: Building Alliances for Youth Development

by William S. Reese, Cathryn L. Thorup, and Timothy K. Gerson

Foreword by Rick Little

International Youth Foundation®

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International Youth Foundation®

The International Youth Foundation (IYF) was established in 1990 to bring worldwide resources and attention to the many effective local efforts that are transforming young lives across the globe. Currently operating in more than 60 countries, IYF is one of the world's largest public foundations supporting programs that improve the conditions and prospects for young people where they live, learn, work, and play. IYF's "What Works in Youth Development" series examines cutting edge issues in the field and aims to provide practitioners, policymakers, donors, and others supporting youth initiatives with insights into effective practices and innovative approaches affecting young people around the world.

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Today's young people face enormous challenges—from the spread of AIDS and rising unemployment to ethnic violence and environmental destruction. Yet thanks in part to the new global economy and the explosion of information technology, they also have unparalleled opportunities to learn new skills and shape their own futures.

When I founded the International Youth Foundation (IYF) in 1990, I knew that building partnerships—both global and local—would be critical to our efforts to improve the lives and prospects of young people. Yet I never imagined that so many of the opportunities for developing human potential would arise through the joint efforts of global corporations, international institutions, government entities, and civil society organizations.

The emergence of corporate social responsibility, and the increasing willingness of companies to join forces with international civil society organizations, grantmaking foundations, and local nongovernmental organizations—often in partnership with local or national governments—has had a significant impact on IYF's efforts. Over the past 12 years, IYF has joined in partnership with hundreds of such organizations in working to better meet the needs of young people worldwide.

What Works in Public/Private Partnering: Building Alliances for Youth Development looks at the growth in inter-sectoral partnering (ISP) in recent years, and explores a number of case studies involving IYF and its global Partner network, as well as valuable lessons learned. Highlighted throughout are examples of IYF partnerships with global companies such as Cisco Systems, Gap Inc., Kellogg Company, Microsoft, Nike, Nokia, and Shell International. In each case, we worked closely with company executives to tailor a giving program that met specified corporate objectives. Through IYF's on-the-ground network of Partner organizations, we have been able to target youth issues and programs in specific countries and/or regions where these companies operate. Additional case studies explore locally-based partnerships initiated by or involving IYF Partners.

IYF was created largely to help global companies—and others with international giving interests—plan effective strategies for investing in children and youth. At the heart of our efforts has been the creation of a global network of Partner foundations, organizations, and initiatives spanning over 60 countries. These Partners identify the most critical issues facing young people, select the most effective local programs, and make grants.

In the past, corporations were often discouraged from making charitable investments outside their home countries. In many cases, senior managers found it difficult to identify which programs to support abroad and how to best ensure accountability. As a result, international corporate giving was often characterized by a "spray and pray" approach. Donors would distribute small amounts of money to many different groups over a short period of time, "praying" a few would meet their goals. More often than not, these precious resources satisfied only temporary needs, contributing little to sustainable long-term development efforts.

In IYF's work with global companies, we have identified several key ingredients that contribute to effective global corporate philanthropy with a long-term, strategic impact. These include: in-depth knowledge of local needs and on-the-ground local expertise; holistic and preventive approaches, rather than just targeting symptoms; the involvement of company employees as volunteers; monitoring the impact of grant dollars; and sharing lessons learned.

While such elements are a common thread running through all of IYF's corporate relationships, each of these partnerships is customized to meet a company's specific objectives. In IYF's work with Lucent Technologies, for example, Lucent support is being directed at education and learning programs in 16 countries. Through the Global Alliance for Workers and Communities, IYF is working with Nike, Gap, Inc., and the World Bank to improve the life prospects and conditions for factory workers in five Southeast Asian countries. And support from Microsoft is being used to prepare young people in Russia, Poland, South Africa, and the Philippines to be engaged learners about technology through programs both in and out of the classroom.

And most recently, IYF and the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) have joined forces to prepare workers for the jobs of the new economy in Latin America and the Caribbean. Together we have created *entra 21*, a program to support youth employment projects in information technology, with a challenge grant from the IDB to be matched by other donors.

Through partnerships with such global companies, civil society organizations, government agencies, and multilateral institutions, we are able to jointly reach far greater numbers of young people—achieving a scale that not long ago would have been impossible. Increasing the *effectiveness, scale,* and *sustainability* of proven approaches to meeting young people's needs are key goals at the heart of IYF's efforts. Increasingly, inter-sectoral partnerships are playing an invaluable role in enabling us to reach these goals.

We hope you will find this report useful in examining and furthering your own efforts to develop mutually beneficial partnerships aimed at addressing a host of urgent development challenges.

Rick R. Little
Founder and President
International Youth Foundation

Path breaking in the mid-1990s, strategic long-term collaborations among government, business, and civil society actors in the pursuit of common objectives are today a staple of the emerging global community. Yet while much has been said and written on the anticipated advantages of inter-sectoral partnering (ISP), it is only recently that a small but growing number of serious studies have begun to examine specific organizational experiences with this approach. Given its relative newness as an organizational strategy, even less has been written on the concrete results achieved at the project level, the relative value added of this approach versus others, or the systemic impact of ISP on relations among these three sectors.

This paper is a first-hand account of the experiences of a non-profit that has been quite intentional in its collaboration with a variety of public and private sector partners.[1] Established in 1990, the International Youth Foundation (IYF) is one of the world's largest public foundations supporting programs to improve the conditions and prospects for young people where they live, learn, work, and play. Its mission is "to positively impact the greatest number of young people, in as many places as possible, in the shortest amount of time, with programs that are effective, and in ways that are sustainable." Designed to bring worldwide attention and resources to bear on a wide array of highly effective local efforts already transforming the lives of young people across the globe, IYF emphasizes positive, holistic youth development strategies.

IYF focuses on the ways in which young people can improve their own conditions and those of the communities in which they live. Youth are viewed as protagonists rather than as passive recipients of assistance, and as doers rather than as victims of difficult circumstances. IYF and its global network of national, independent non-profit youth organizations carry out activities in over 60 countries.[2] Over the past decade, IYF and IYF Partners have helped more than 23 million young people gain access to the basic life skills, education, job training, and opportunities that are critical to their success. ISP has been a key strategy of the Foundation from its inception and has become even more critical with the marked acceleration of IYF's partnering with the corporate sector over the last five years.

With more global companies looking for ways to maximize their social investments, IYF is helping a growing number of the world's largest corporations implement customized social responsibility programs in multiple countries. IYF looks carefully at both a company's giving interests and core business needs, matching those with international programs of proven merit. By executing branded programs that improve prospects for young people all over the world, IYF helps corporations maximize their investments.

> This paper is a first-hand account of the experiences of a non-profit that has been quite intentional in its collaboration with a variety of public and private sector partners.

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[1] An abbreviated version of this paper will be published as, "An Alliance for Youth Development: Second Generation Models of Inter-Sectoral Partnering," with W.S. Reese, C.L. Thorup, and T. Gerson, in R.M. Lerner, F. Jacobs and D. Wertlieb (eds.), *Positive Child, Adolescent, and Family Development*, Volume 3, Sage Publications, Inc.: California, 2002.

[2] IYF and IYF Partners collectively represent more than 825 staff, $110 million invested annually in youth programs, combined endowments of approximately $120 million, partnerships with 120 corporations, foundations, and bilateral and multilateral lending institutions, and services to 23 million youth.

In Germany, adults mentor young people in need of support through the Nokia/IYF *Make a Connection* program.

Rather than build new programs from scratch, IYF and IYF Partners target established programs with strong track records and help to increase their reach. By linking national Partners to international investors and donors, IYF helps to "scale up" best practice programs—extending their benefits to greater numbers of young people. Recognizing the pivotal role of its network in carrying out its mission, IYF invests considerable time and resources in expanding its local Partners' capacity and sustainability.

Based on the analysis of a variety of IYF partnerships, this paper explores the impetus for such an approach, examples and lessons learned from IYF's experiences around the world, and concludes with an examination of emerging trends in ISP and promising areas for future research and analysis.

The Emergence of Inter-Sectoral Partnering

ISP has emerged as a strategic approach to development, corporate responsibility, and citizen engagement at three levels: macro/global, sectoral, and organizational. It is useful to mention the distinct—though related—factors that fostered the rapid adoption of this approach at each level.

Macro/Global Level

IYF's adoption of a strategy of public-private partnering reflects similar developments taking place at the global level during the 1990s. Among the factors that created impetus for the exploration of new modes of institutional collaboration at the international level were the following:[3]

■ Increasingly complex, global development challenges (e.g., environment, health, economic growth) that transcended the capacity of any one sector—government, business or civil society—to resolve them

■ Growing resource constraints (particularly in terms of the ability of many governments to invest in critical social and economic development programs) that underscored the need to mobilize new resources—human and financial

■ Strong corporate growth at the international level and related shifts in the way in which the business community and civil society viewed issues such as corporate social responsibility

■ Dramatic examples of democratic political opening (such as that in Eastern Europe following the disintegration of the Soviet Union and the fall of the apartheid system in South Africa) that expanded the prospects for decentralization

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[3] Thorup, Cathryn L. "Foreword," in C. Charles and S. McNulty, *Partnering for Results: Volume II*, pp. i–iii, 1999.

and local empowerment, allowing local citizens to play a more active role in their own development

■ Burgeoning capacity and interest on the part of civil society actors around the world to take advantage of increased civic space in order to play a central role in development assistance

■ Emerging recognition of the need to build mutually reinforcing networks of inter-sectoral institutional arrangements at the local, national, and international levels to foster sustained development

■ Reduction in ideological differences with the end of the Cold War that in many places ushered in a new spirit of dialogue and cooperation among sectors historically at odds with one another

■ A revolution in information technology that fostered the flow of data across sectors and across regions and enhanced cross-sectoral thinking, organizing, and collaboration

■ A global movement of information sharing and advocacy regarding corporate accountability that created social pressure and increased consumer awareness of corporate social responsibility issues

As organizations began to collaborate, other more specific incentives to pursue ISP as an organizational strategy became apparent.[4] ISP created opportunities for organizations to:[5]

■ Scale up initiatives

■ Increase their organizational capacity, visibility, and credibility

■ Take advantage of partner strengths as each sector brought a distinct set of core competencies to the table[6]

■ Mobilize new resources

■ Lower costs and risks

■ Share information

■ Create new ideas/innovate

■ Leverage the political capital of ISP partners

■ Achieve a new range of outcomes

■ Share and build upon partner capacities, such as technical expertise

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[4] While many organizations had, of course, for years worked intermittently with other sectors, these were generally ad hoc, opportunistic arrangements. It is only since the mid-90s that ISP has emerged as an explicit development strategy in all three sectors.

[5] *Partnering for Results: A User's Guide to Inter-Sectoral Partnering*, USAID, 1998, pp. 18.

[6] For a rigorous effort to identify these core competencies and to identify a broad range of different types of partnerships, see: Waddell, Steve. "Engaging Business in Youth Employment and Livelihood Strategies," What Works Series, Volume 4, International Youth Foundation, 2001. Also, Waddell, S., "Generating New Core Competencies for Systems Change Through Business-Civil Society Collaboration: The Emerging Mutual Gain Perspective," in *Discovering Connections*, University of Michigan, 2000.

- Better understand the different sectoral strengths and constraints of their partners
- Build linkages across different communities
- Provide a foundation for broader change
- Foster indigenous philanthropy
- Contribute to greater societal resilience

Sectoral Level

In addition to these overarching trends, government, business, and civil society each have their own distinct sectoral motivations to pursue ISP arrangements.

Business

In the context of a healthy global economy, multinational corporations have demonstrated growing interest in expanding their corporate social responsibility (CSR) programs in both developed and developing countries.[7] No longer small-scale, ad hoc "good works" programs, CSR initiatives are frequently signature programs of major global corporations. They are characterized by significant visibility within the global community and enjoy strong support among stakeholders (particularly employees) within the company.[8] As will be discussed in the section on IYF's experience with ISP, IYF has formed a growing number of "outsourcing" partnerships with companies that are conducting their CSR work through civil society organizations.

Corporate motivations are varied, complex, and often met with skepticism on the part of some civil society actors. The need for corporate social responsibility (or as some refer to it, corporate citizenship) stems in large measure from the "New Economy" of speed, global reach, knowledge/intellectual capital, and branding. Given that one quarter of the world's total wealth is tied up in 'brand value,'[9] appearing socially responsible is key, since brand value depends greatly on public perception.[10] In addition to questions related to brand, corporations recognize the need to market their products and services to

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[7] For a rich and detailed delineation of four different models of corporate engagement in social issues, see Waddell, Steve. "Engaging Business in Youth Employment and Livelihood Strategies," op. cit.

[8] One early leader within the corporate community in actively encouraging public/private partnering was the Hitachi Foundation. Laurie Regelbrugge, then Vice President of the Hitachi foundation, played a key role in encouraging the non-profit community to consider partnering with business and to think about that partnership in a way that transcended the simple transfer of financial resources. Ms. Regelbrugge encouraged CSOs, for example, to tap into the technical and managerial expertise of the private sector.

[9] Zadek, Simon; Hojensgard, Niels; Raynard, Peter. "The New Economy of Corporate Citizenship" *Perspectives on the New Economy of Corporate Citizenship* Ed. Zadek, Simon; Hojensgard, Niels; Raynard, Peter. The Copenhagen Centre, Copenhagen, 2001 p.17.

[10] Weiser, John. "Plus Ça Change" *Perspectives on the New Economy of Corporate Citizenship* Ed. Zadek et. al, op. cit., pp. 102-103.

healthy, educated consumers with sufficient buying power. Similarly, they need access to a well-trained, healthy, and productive local work force. In this context, CSR programs that support development worldwide are directly related to long-term corporate success and sustainability.

Specifically, ISP affords corporations multiple opportunities to:

■ Outsource philanthropy to credible, reputable civil society organizations (CSOs) instead of investing their own human and financial capital in developing local networks of best practice programs and securing top-notch technical expertise.

■ Develop "cause branding," an increasingly important strategy for product/company differentiation in a saturated market, whereby businesses engage in long-term social commitments on specific causes that then become identified with the company's brand as a core component of organizational identity and corporate reputation.[11]

■ Attract employees by making the company a "preferred employer." Many studies show that job seekers will take a job with a socially responsible company over a similar position with a non-socially responsible company.[12] Also, a socially responsible company has a degree of "insurance" or "glue" to keep morale high during hard times.[13] According to a 2000 Cone, Roper Executive Study of U.S. companies, "85 percent of corporations support causes to enhance employee loyalty [and] 97 percent of companies say that the most important audience to communicate their cause efforts to is their employees," which is why an overwhelming majority (91 percent) consider employee concerns when deciding where to put corporate philanthropic resources.[14]

■ Promote the company's specific industry and/or to fill a corporate need for human resources. These dual, value-added components can be seen clearly in the Cisco Systems Networking Academy program, which both fills a need for trained technicians and serves to promote the IT sector as a whole. It is also at play as part of an American Express travel industry training program that is a Global Partnership for Youth Development (GPYD) focus project in Brazil. Company sponsored school-to-work programs have a high return on investment, as a recent analysis by the National Employer Leadership Council (NELC) confirms.[15]

■ Foster learning and innovation, finding new ways to solve problems and promoting a "learning company model." The "New Economy's" focus on knowledge, speed,

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[11] Cone, Carol. "Cause Branding in the 21st Century" *Perspectives on the New Economy of Corporate Citizenship*. Ed. Zadek et al, op. cit., pp. 123-125.

[12] Ibid. p. 124.

[13] Weiser, op. cit. p.104.

[14] Cone, op. cit., p. 126.

[15] Weiser, op. cit., p. 99.

Venezuelan youth develop computer skills through the Lucent Technologies/IYF *Global Fund for Education and Learning*.

innovation, and flexibility means that businesses able to incorporate the lessons learned from partnership experiences will be more successful than those that are not.[16]

In sum, there has been an important and definitive shift from the "noblesse oblige" paternalistic corporate philanthropic model to the new corporate social responsibility (CSR) model, which posits the relationship between sectors not as a one-way financial transaction, but instead as a multi-level management strategy. Partnerships with CSOs and local government are part of this new paradigm.[17]

Civil Society

Decreases in official development assistance, the privatization of formerly public services (particularly in countries like Russia, where civil society organizations have begun filling gaps previously filled by state services), and linkages between corporate/business activities and human/community development concerns have contributed to growing CSO interest in ISP.[18]

There are a number of specific advantages for CSOs:

■ *Funding and in-kind contributions.* Many CSOs are severely lacking in funds, making sustainability a significant problem. Inter-sectoral partnerships (ISPs)[19] bring new, hitherto untapped resources to the development field.

■ *Technical expertise.* This is particularly true in the case of youth employment, where the private sector is a key stakeholder. The market expertise and job placement opportunities that the business sector can provide are invaluable in assuring that YE programs actually lead to jobs for young people. Neither the government nor civil society can create jobs by themselves, nor are these two sectors experts on market needs and fluctuations. By the same token, the private sector needs government to promote an enabling environment for job creation and civil society expertise in youth development to prepare young people to be competent employees.

> **In sum, there has been an important and definitive shift from the "noblesse oblige" paternalistic corporate philanthropic model to the new corporate social responsibility (CSR) model, which posits the relationship between sectors not as a one-way financial transaction, but instead as a multi-level management strategy.**

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[16] Ibid. p. 105.

[17] Cone, op. cit., p. 125.

[18] Early leaders within the CSO community included Partners of the Americas, the Prince of Wales Business Leaders Forum, and PACT.

[19] ISP refers to Inter-Sectoral Partnering; ISPs refers to Inter-Sectoral Partnerships.

■ *Access to corporate networks and target groups such as young factory workers and local subsidiaries of multinationals.* The ability to leverage relationships (which constitutes political and social capital) is expanded through partnership arrangements.

In terms of CSO/business partnering alone, corporations bring CSOs an infusion of intellectual capital, programmatic ideas, funding, networks, and leveraging power. Partnering with government may provide CSOs with the opportunity to take small-scale programs to the regional or national level and/or to secure a critical change in national policy.

Government

Government is a key player in promoting an "enabling environment" for ISPs. In many countries and regions of the world, government has convening power, credibility, and a command of resources that the corporate and/or CSO communities may lack.[20] It therefore plays a particularly important role in creating an environment—policy, legal and regulatory mechanisms—conducive to development.

As many governments in both developed and developing countries faced growing resource constraints coupled with mounting development challenges (both nationally and at the international level) in the early to mid-1990s, they began to look for ways to devolve certain rights and responsibilities to the social sector and to the corporate sector.[21] In this context, ISP began to attract growing attention.

The US Agency for International Development (USAID) was an early leader in this arena. Spurred by a declaration by Vice President Gore in March 1995 at the World Development Summit in Copenhagen, USAID launched the New Partnerships Initiative (NPI), an ambitious effort to develop a framework for strategic partnerships among government, business, and civil society actors that would link efforts to improve the international enabling environment for ISP with local empowerment.[22] The goal was to "provide local citizens with a legitimate role in the development process, a stake in its success, the capacity to act, and a clear sense of shared responsibility for the results."[23]

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[20] In others—failed states, for example—it is the nongovernmental sector that may serve to mobilize and galvanize development efforts.

[21] A striking early example of the impact of ISP on government was the decision to actively involve nongovernmental and corporate actors in the planning, organization, and implementation in 1994 of the first Summit of the Americas, a hemisphere-wide initiative focused on trade liberalization, poverty reduction, and democratic reform. For an analysis of this watershed event, see: Thorup, Cathryn L. "Building Community Through Participation: The Role of Non-Governmental Actors in the Summit of the Americas," in Rosenberg, R. and Stein, S. (eds.), in *Advancing the Miami Process: Civil Society and the Summit of the Americas.* North-South Center, University of Miami, 1995, pp. xii-xxvi.

[22] For a complete history of USAID's work with the New Partnerships Initiative, see the *Core Report of the New Partnerships Initiative*, USAID, July 21, 1995; "Small Business Policy Environment Report: The Role of the Private Sector and PVOs/NGOs in Policy Reform," Report of the NPI Small Business Partnership Task Force, USAID, pp. 23; the *NPI Resource Guide: A Strategic Approach to Development Partnering*, Volumes 1 and 2, USAID, 1997; Partnering for Results: A User's Guide to Inter-Sectoral Partnering, USAID, 1998; and *Partnering for Results: Assessing the Impact of Inter-Sectoral Partnering*, USAID, 1999.

[23] *Core Report of the New Partnerships Initiative*, op. cit., p. 2.

In the succeeding years, other organizations moved in this same direction. The Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) developed a framework for cooperation among bilateral aid agencies;[24] the World Bank launched the Comprehensive Development Framework (CDF); and the United Nations advanced the United Nations Development Assistance Framework (UNDAF).[25] This confluence of initiatives reflected an emerging consensus within the development assistance community that government, business, and civil society could work in partnership to take advantage of creative synergies and to achieve outcomes that would have been impossible for any one of them to achieve independently.[26]

Some of the incentives for ISP from the perspective of government include:

■ Budgetary relief due to the financial sponsorship by a corporate partner of services (e.g., job training) that otherwise would come from government funds

■ Access to the technical expertise, local contacts, and credibility of local CSOs

■ Economic, human development of community/city/state/country

■ Enhanced enforcement of laws with the CSR model. For example, social clauses prohibiting child labor in supply chains help governments realize their commitments made as signatories of the Convention on the Rights of the Child (CRC).[27]

IYF was an early pioneer in efforts to work collaboratively with both the public and private sectors, at times in tri-sectoral relationships.

Organizational Level

At the level of the individual organization, motivations vary as well. IYF was an early pioneer in efforts to work collaboratively with both the public and private sectors, at times in tri-sectoral relationships.[28] Senior management at IYF was quite intentional in its efforts to pursue such a strategy. IYF has consistently sought at all levels—in its international board and the boards of its affiliate national Partners—to promote the strong engagement of business leaders. It positioned itself from its founding to recruit global corporations to participate in and contribute to development projects. Furthermore, IYF has:

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[24] "Shaping the 21st Century: The Contribution of Development Co-operation," Development Assistance Committee, OECD, May 1996, pp. 20.

[25] A more recent variation of the UNDAF is the United Nations led "Global Compact," a coalition of several businesses, CSOs, and UN agencies formed around adherence to nine principles on human rights, the environment, and labor rights. For more information on the initiative, see www.unglobalcompact.org. There is debate as to whether this approach is appropriate and/or effective in promoting corporate social responsibility. For example, advocacy CSO CorpWatch is running a "Corporate-Free UN" campaign based on its criticisms of the Global Compact (for more information, see www.corpwatch.org).

[26] The validity of the contention that ISPs facilitate solutions to otherwise insurmountable problems is an important second generation research question. For an excellent discussion of the relative benefits and challenges of ISP, comparing ten inter-sectoral projects in the Global South, see Ashman, Darcy "Promoting Corporate Citizenship in the Global South: Towards a Model of Empowered Civil Society Collaboration with Business" IDR Reports Volume 16, Number 3 Institute for Development Research, 2000.

[27] The Fundação Abrinq Child Friendly Companies program, profiled on pp. 30-32, is an excellent example of the impact ISP can have on government.

[28] Tri-sectoral arrangements are those where all three sectors—government, business, and civil society—are directly involved in the partnership.

In Thailand, young men and women gain training in life skills and enterprise development through the Thai Rural Youth Career Development Program, a unique partnership between IYF's Partner in Thailand—the National Council for Youth Development, the Thai government, and local and national business leaders.

■ Nurtured a relationship with the *Financial Times* (FT), which has lead to the biannual publication of a "Youth Survey"

■ Engaged the World Economic Forum at its annual meeting in Davos, Switzerland

■ Consistently interacted with business groups and associations such as the International Chamber of Commerce (ICC) and the Conference Board

During a 1997 meeting co-sponsored by IYF board members, W.K. Kellogg Trustees, and the Rockefeller Center in Bellagio, Italy, IYF's ISP strategy was crystallized as the "Irresistible Proposition," in which IYF and IYF Partners would aspire to become the "vehicle of choice" for donors looking for effective ways to invest in the lives of young people. It would seek to carry out such a mission through its intention to implement a global program in over 60 countries, while simultaneously tailoring each national part of the program to fit local needs and using local resources. The "Irresistible Proposition" posits that IYF is an effective way for corporations and governments to invest in the world's youth, based on its extensive array of "best practice" partners and programs, connections with some of the world's most influential leadership and "opinion-shapers" concerned with youth issues, and high international standards for financial responsibility, transparency, and accountability.

IYF's internal strategy for the promotion of ISP approaches is evidenced by its recruitment of a multilingual and multicultural staff with considerable experience working with private philanthropy, official development assistance programs, non-profits, and the business world.

First Generation ISP Characteristics and Challenges

Early ISP experiences shared some of the following characteristics:

■ High transaction costs due to the newness of the approach, miscommunication regarding the goals and objectives of the various partners, and culture clashes among sectors

■ Lack of an agreed upon definition of what constitutes a "partnership" as opposed to other kinds of relationships between sectors, leading to confusion over roles

■ The development of a special initiative around a specific issue or program (which was therefore considered short-lived by some observers)

■ An ad-hoc, unsustainable approach, often a last resort or a response to extraordinary circumstances (a natural or man-made disaster, for example)

■ Initial bursts of enthusiasm punctuated with recurrent frustration as representatives of different sectors struggled to learn how to work with one another

■ The availability of evaluation data on the results of a specific ISP program, but not on the ISP approach/strategy itself, leading to difficulty in pinpointing the "value added" of this approach as opposed to alternative approaches

■ Sufficient positive returns to ensure ongoing commitment to the ISP concept

Other challenges with which some of the early ISP pioneers (particularly CSOs) struggled were: distrust, a fear of institutional "capture,"[29] co-optation, and/or an inability to stick to mission due to power imbalances between sectors; self-doubt (many CSOs, for example, significantly underestimated the value of the experiences and expertise they would bring to an ISP); bureaucratic inertia in the face of changes in "standard operating procedures" (linked in part to the absence of a shared understanding within the organization about the approach with resultant foot dragging and nay-saying); capacity deficits within a sector and/or an individual organization; and differences in work style and expectations from one sector to the next.[30]

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[29] Utting, Peter "UN-Business Partnerships: Whose Agenda Counts?" Paper presented at seminar on "Partnerships for Development or Privatization of the Multilateral System," organized by the North-South Coalition. United Nations Research Institute for Social Development (UNRISD), 2000 pp.8-9.

[30] USAID Users Guide, op. cit.

South African youth learn computer skills through the Microsoft/IYF *Young Minds in Motion* program.

Mainstreaming ISP: Toward 2nd Generation Models

As organizations gained experience with ISP, the relationships among the partners and the nature of the partnerships themselves evolved and matured. Taken together with the results achieved, the challenges mentioned above were an impetus to revisit and refine roles and responsibilities and to begin to place greater emphasis upon questions of sustainability and the measurement of impact.

In the space of six years, for example, USAID's New Partnerships Initiative evolved. In order to "resource and deliver post-Cold War development assistance…," USAID's congressional budget presentation in 2001 stated, "USAID seeks to establish a Global Development Alliance (GDA), a public-private partnership…[that] would mobilize the efforts, assets and common interests of the public sector, corporate America, and non-governmental organizations in support of development overseas…." The statement goes on to discuss the ways in which USAID will work with nongovernmental organizations (including faith-based groups, private foundations, and universities) and the corporate sector at both the local and international level.

In the early days of the George W. Bush administration, a key legislative initiative was announced that would allow religious groups (including congregations) to qualify for federal money directly to carry out social service programs. The new initiative included the establishment of a White House Office of Faith-Based and Community Initiatives with designated counterparts in a number of different U.S. government agencies. Despite significant start-up challenges, formation of this new White House office underscores the degree to which ISP—a popular strategy within the previous Democratic administration—has transcended political lines and been mainstreamed as a critical development strategy on the part of the United States government.

Clara Inés Restrepo, former Executive Director of a Colombian tri-sectoral organization, PaisaJoven (PJ),[31] explains the philosophy that led the designers of PJ's institutional structure to move toward a more mainstreamed ISP model: "Before, and in many cases still, you have a situation where one group—usually

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[31] This organization is profiled on pp. 32-34.

the non-profits—end up going 'door to door' with their proposal and asking the private sector or the government to buy it." Non-profits are, however, not the only ones "selling." In first generation ISP models, the government is using programs to sell its policy agenda, the business sector to sell its marketing strategy, and civil society to sell its cause. What PaisaJoven did, in essence, was to turn all the would-be buyers into primary owners.[32]

By the end of the 1990s, business (from multinationals to small and medium enterprises), government (at the international, national, and local levels), and the full array of civil society organizations (foundations, environmental groups, universities, religious organizations, etc.) began to view ISPs not as "special initiatives," but rather as staples of their organizational approaches.

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[32] Interview with Clara Inés Restrepo, PaisaJoven Executive Director 1994-2000, June 13, 2001.

Youth development (YD) is an area that is particularly conducive to ISP arrangements. The adoption of the Convention on the Rights of the Child (CRC) by 191 countries in 1999[33] has created a favorable climate for partnerships around this issue, providing governments with both a mechanism and a mandate to look for new ways to promote the rights of this often overlooked population.

Inter-sectoral partnerships in this arena are evolving even as the youth development field is still in the process of being defined, thus creating opportunities for innovation. It is only in the last two or three years that organizations such as the World Bank, USAID, and a number of private foundations, have begun to look at youth development[34] as a discrete area of investment. Previously, youth were often dealt with in a more ad hoc, fragmented manner—as part of a health or education program, for example. Today, institutions are taking a more holistic approach to youth development. In this context, IYF has been able to take the lead in pairing an increasingly sophisticated partnership approach with an area of fast growing interest on the part of governments, corporations, and foundations. Not only are children and youth a non-threatening and emotionally satisfying area of corporate and/or foundation engagement, but the turn of the millennium added to global interest in "doing something for the next generation."

From a corporate standpoint, it is difficult to think of a more attractive beneficiary population. Work on behalf of children and youth has a universal appeal that crosses political, religious, and ethnic lines. Kimmo Lipponen, Director of Corporate Marketing for Nokia, explains that "focusing on youth and education is a natural fit for Nokia, a leader in future-oriented technologies. Not only do these kinds of programs tie into our company's core values, but research among the general public also pointed us in this direction."

In addition to its marketing benefits, the issue of improving the lives of children and youth is also a vital concern for corporate employees, who have their own families and can easily relate to the cause. Given earlier discussions on the advantages that corporate social responsibility programs offer in terms of human resources, it is clear that strong employee buy-in and connection to corporate philanthropic ventures is highly desirable.

IYF and ISP

IYF's emphasis on long-term youth development and its focus on the positive as opposed to the negative aspects of youth issues increases the organization's attractiveness

> **It is only in the last two or three years that organizations, such as the World Bank, USAID, and a number of private foundations, have begun to look at youth development as a discrete area of investment.**

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[33] As of October 1999, the CRC had been ratified by all UN affiliated countries with the exceptions of Somalia and the United States, giving it the distinction of being the human rights treaty ratified by the largest number of countries in history. CRC FAQ, UNICEF. http://www.unicef.org/crc/faq.htm#009

[34] "Youth" defined as adolescent and/or young adult. Philanthropic and development organizations have both consistently funded work with children (particularly child survival issues, children under 5, etc.) as a separate area of investment.

to potential ISP partners. At the same time, long-term outcomes of positive youth development are often harder to measure than the impact of child survival or disease prevention programs. Impact data that 1,000 children have been saved from polio via inoculation is much more easily gathered than data suggesting that 1,000 children have higher self-esteem due to holistic programming.

The private sector wants to be able to document tangible, visible results, and while a focus on the positive is helpful from a marketing perspective, civil society must be able to demonstrate clear linkages between programming and these sometimes more intangible youth outcomes. As a result, CSO partners need to create interim benchmarks or indicators of change for private sector partners that measure the long-term in months not years, while knowing that development results need several years to evolve. As one corporate leader stated at a recent meeting with IYF, "For us, the short-term is 1 p.m. today."

A second factor that increases IYF's attractiveness to corporate partners is the emphasis placed on local programs rather than "cookie cutter" global programs. Since the partnerships are designed and implemented by IYF's local Partner organizations, they are able to easily adapt to local cultures and communities. Much in the same way as "glocal"[35] companies have international brands and/or a series of products with substantial adaptation to local culture and surroundings,[36] IYF has implemented global programs based on general themes, but designed to match local circumstances. This facilitates the involvement of local corporate subsidiaries, allowing them to take ownership of the project and create ISPs on a local level. Corporate employees volunteer for the programs because it affects their community and their lives. This local emphasis significantly strengthens long-term sustainability and also reflects the idea that those closest to a problem are the best situated to find its solution.

It is important to note that this experiment in ISP is a work in progress. IYF is on a steep and continual learning curve about how partnerships work and what the benefits and challenges are of such an approach. The categories and conjectures presented here are not hard and fast, but are instead flexible, dynamic, and subject to change as new theories, evaluations, and practices emerge.

Examples from IYF's Experience

IYF's experience with ISP is primarily at the global level. While many isolated partnerships are initiated on a local case-by-case basis—for example, a local dry cleaner who buys uniforms for a community-based youth soccer league—IYF is

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[35] "Glocal" is defined here as an effort or a relationship that connects the global, national, and local arenas.

[36] McDonalds is a good example. In almost every country in which it operates, it has adapted indigenous signature food products to reflect local tastes and culture. In Costa Rica, for example, the company created the "Tico Burger" (Costa Ricans refer to themselves as "ticos"), which incorporates the very popular Salsa Lizano, a local condiment.

one of the first civil society organizations to attempt the ISP approach transnationally. Highlighted in this section are four global IYF partnerships: two represent tri-sectoral partnerships (business + civil society + government) and two represent bi-sectoral partnerships (business + civil society and government + civil society respectively).[37] They offer the opportunity to examine partnering not only between local implementing institutions, but also at the highest levels, among companies, governments, and civil society organizations whose reach extends across the globe.

IYF has chosen to partner with a wide range of corporations—some that are relatively neutral in terms of their development reputation, such as Lucent Technologies and Nokia, and others who have been on the receiving end of significant public pressure like Nike, Shell, and Unocal. This reflects IYF's belief that all businesses have a role to play in promoting social responsibility. For IYF, corporate social responsibility is best promoted by civil society having a "seat at the table" and the ability to engage the private sector as allies and partners in development. Additionally, IYF realizes that it does not work in a vacuum—its partnerships with corporations are part of a continuum of strategies that seek to promote corporate responsibility. That continuum also includes other organizations that focus on advocacy, legislation, and accountability. IYF is involved in a range of public/private partnerships, as shown in the following table:[38]

In China, support from the Lucent Technologies/IYF *Global Fund for Education and Learning* is being used to bring urban and rural children together to better understand one another.

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[37] For the purposes of this paper and in accordance with generally accepted definitions, multilateral institutions such as the World Bank and United Nations agencies (UNICEF, UNDP, etc.) have been categorized as government partners. Corporate foundations that serve as the philanthropic arm of for-profit parent companies are considered business partners. Universities have been included as civil society partners, regardless of whether they are public or private entities. While these categories are clearly debatable, they have been organized in this way to enhance clarity and consistency.

[38] Columbia, Richard. "Briefing Packet: Civil Society Organizations & Corporate Partnerships," International Youth Foundation, 2001.

IYF'S CORPORATE PARTNERSHIPS

CISCO SYSTEMS

IYF and Cisco have partnered to create national networks of information technology training centers in the four countries of India, Mexico, Palestine, and South Africa. The advantages of partnering with Cisco have included:

■ New funding

■ Development of a youth program based on the successful Cisco IT training model

■ Technical support from local Cisco offices

■ Donated Cisco equipment

■ The opportunity to develop national alliances with CSO and academic institutions

GLOBAL ALLIANCE FOR WORKERS AND COMMUNITIES

IYF has partnered with Nike and Gap to introduce measures to improve the education and health opportunities of young adults working in manufacturing facilities in the five countries of China, India, Indonesia, Thailand, and Vietnam. The advantages of partnering with Nike and Gap have included:

■ New funding

■ The opportunity to work with young adults at Nike and Gap contract facilities.

■ Leveraging Nike and Gap relations with subcontractors to open a dialogue with senior management and to meet with young adult workers

■ Greater understanding of and access to the manufacturing industry

■ Active interest by local government in Global Alliance activities

■ Opportunities to form tri-sectoral partnerships

■ Visibility of the CSO and positive publicity for the youth development activity

LUCENT TECHNOLOGIES

IYF and Lucent have partnered to develop a range of both traditional and innovative education and learning projects in 16 countries throughout Asia, Africa, Europe, and Latin America. The advantages of partnering with Lucent have included:

■ New funding

■ Funding for the CSO to develop expertise in new youth development areas

■ Ability to scale up best practice programs and approaches

- Connections to local corporate subsidiaries
- Visibility of the CSO and publicity for the youth development activity

MICROSOFT CORPORATION: *YOUNG MINDS IN MOTION*

IYF and Microsoft have partnered to develop projects that incorporate information technology into the daily lives of youth in the Philippines, Poland, Russia, and South Africa. The advantages of partnering with Microsoft have included:

- New funding
- Technical support from Microsoft local offices
- Donation of Microsoft software
- Leveraging a Microsoft partnership to create alliances with youth development agencies

INTERAMERICAN INVESTMENT BANK (IDB) – MULTILATERAL INVESTMENT FUND (MIF): *ENTRA 21*

IYF and the IDB/MIF have partnered to develop a regional youth employ-ment and sustainable livelihood program in Latin America. The advan-tages of partnering with the IDB/MIF have included:

- Financial support to less economically developed countries
- Ability to scale up best practices in youth employment projects in Latin America
- Encouragement of tri-sectoral partnerships
- Commitment of program resources to support an improved under-standing about best practices in youth employment and sustainable livelihood projects
- Opportunities for CSOs to leverage their relationship with the IDB/MIF and IYF to attract donors
- Regional publicity for the youth employment activity

NOKIA CORPORATION: *MAKE A CONNECTION*

IYF and Nokia have partnered to enhance the life skills and cultural toler-ance of youth, and promote youth leadership in multiple countries, including Brazil, China, Germany, Mexico, the Philippines, Poland, South Africa, and the United Kingdom. Nokia has also supported the IYF learn-ing agenda. The advantages of partnering with Nokia have included:

- New funding
- Funding for the CSO to develop expertise in new youth development areas
- Creation of a youth-driven global website that fosters youth engage-ment and leadership

The IYF initiatives highlighted in the following pages are:

- The Global Alliance for Workers and Communities (GA)
- The Global Partnership for Youth Development (GPYD)
- The Nokia *Make a Connection* program
- entra 21

The Global Alliance for Workers and Communities (GA)

Participants:

CSOs: IYF, St. Johns University, Pennsylvania State University

BUS: Gap, Inc.; Nike, Inc.

GOV: World Bank[39]

ISP Type: Tri-sectoral

Summary: The Global Alliance for Workers and Communities (GA) is a five-year, $12 million program that seeks to improve the workplace experience and life prospects of workers in the global manufacturing industry. The program currently operates in China, India, Indonesia, Thailand, and Vietnam, where the vast majority of the workers are young women. Through a rigorous, independent participatory assessment process by a local research institution (usually university affiliated), workers identify workplace issues and life aspirations. Personal development and training programs are then developed that respond directly to workers' needs. The focus of the program is on health services, personal financial services, vocational skills, educational opportunities, and life skills training. These services are delivered through local CSOs, including IYF's Partner organization in Thailand.

Workers in five Southeast Asian countries are benefitting from programs developed through the Global Alliance for Workers and Communities.

Why an ISP approach?

Nike and Gap are both leaders in the corporate social responsibility field, in no small part because their success as businesses lies in the value of their brand. In the case of

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[39] Unless otherwise specified, both World Bank headquarters and the appropriate country offices are involved in the program when the World Bank is listed as the governmental actor.

Nike, significant damage was done to its brand and sales after a series of media exposés on poor labor standards in its global supply chain. Instead of shying away from the issue, Nike has chosen to directly address the challenge by instituting compliance standards and publicizing its efforts to improve labor practices throughout the supply chain.[40] Anita Roddrick, founder of The Body Shop, notes that one of the most powerful approaches a company can take in response to effective negative public campaigns is to partner with civil society organizations and thereby directly address the issue at hand.[41]

Due to its youth development focus and the expertise of the various partners, the GA offers companies an opportunity to go beyond monitoring activities and engage in sustainable development initiatives based on partnership. Additionally, civil society involvement lends credibility to a company's corporate responsibility strategies.

For IYF, the Global Alliance provides access to a significant segment of the population of young people—young factory workers—who might otherwise not have access to traditional youth development programs and services. The government component—represented in this partnership by the World Bank—provides substantial research and policy input, including critically important country situational analysis and ongoing policy dialogue between country representatives and local government. Additionally, World Bank involvement has led to a potential pilot in which the International Finance Corporation (IFC) may develop a personal finance program for workers.

Due to its youth development focus and the expertise of the various partners, the GA offers companies an opportunity to go beyond monitoring activities and engage in sustainable development initiatives based on partnership.

The Global Partnership for Youth Development (GPYD)

Participants:

CSOs: IYF, Quest International, Children and Youth Foundation of the Philippines, Business and Youth Starting Together (BYST), Lions International

BUS: Kellogg Company, Ayala Corporation, Cisco Systems, Shell International, Microsoft, Nike, Petroleos de Venezuela, Pearson Financial Times, Hill & Knowlton, Visteon

GOV: The World Bank

ISP Type: Tri-sectoral

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[40] Weiser, op. cit., p. 103

[41] "Often their [businesses] first contact with NGOs is to come under effective public attack from them. And one of the most powerful things a business board can do is to respond to this attack by risking working alongside them." Roddrick, Anita. "A Different Bottom Line." *Buy In or Sell Out: Understanding Business-NGO Partnerships Policy and Research Department*, World Vision UK. Discussion Paper Number 10, 2000. www.worldvision.org.uk/world_issues/global.economic/business-NGO.html, p.6.

Summary: The Global Partnership for Youth Development (GPYD) is part of the World Bank's Business Partners for Development (BPD) program that seeks to identify and learn from new forms of partnership that relate business interests and social and human development needs. GPYD was launched in 1999 and has a three-fold mission: to identify and disseminate what works in tri-sectoral partnering for youth development; to mobilize new resources; and to invest in scaling up and strengthening best practice. Several of the focus projects are implemented in collaboration with IYF national Partner organizations and have resulted in project case studies in Thailand, the Philippines, Poland, and Brazil.

Why an ISP approach?

Most of the GPYD programs focus on youth employment and/or education initiatives, which lend themselves particularly well to an ISP approach. Governments, for example, are concerned with unemployment rates because they can add to economic and social instability and may be particularly costly in nations where there is state-funded welfare. Businesses are interested in access to the best-trained workforce possible with skills appropriate and desirable to the market. CSOs are aware of the vital importance of employment for young people—not only because it alleviates poverty and combats social exclusion, but also because of the life skills and self-esteem gained through the opportunity to contribute productively to one's community. Yet government and CSOs alone cannot create jobs, and the private sector has neither the experience nor the expertise to deal with the comprehensive developmental issues that come into play when providing job training for disadvantaged youth. The private sector can, however, provide information as to what kinds of skills are needed in the market and an "in" to the world of work via internships and job placement. Government and CSOs can take the lead in providing training programs, teaching young people not only the technical skills they need, but also the life skills that are vital to the workplace of the 21st century.

Nokia: *Make a Connection*

Participants:

CSO: IYF

BUS: Nokia

ISP Type: Bi-sectoral (Civil Society Organization + Business[42])

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[42] "It is worth noting that although currently a business/CSO partnership, recent discussions between Nokia and IYF have provided impetus for moving from a bi- to a tri-sectoral approach by involving government in the next phase of this program.

Summary:

The Nokia *Make a Connection* program is a multi-year global program to support initiatives aimed at helping youth "make a connection" with their communities, families and peers, and themselves through youth participation and life skills training. The program is currently operating in eight countries (Brazil, China, Germany, Mexico, Poland, the Philippines, South Africa, and the United Kingdom) and is expected to expand to several more in the coming years. The global component includes YouthActionNet.org, a website providing information, inspiration, and tools for young people actively engaged in contributing to their communities and a series of What Works publications produced by the IYF Learning and Evaluation Department. Make a Connection is the signature component of Nokia's corporate social responsibility program and a key partnership for IYF in its efforts to build alliances with the corporate sector for the benefit of child and youth development.

Why an ISP Approach?

The Nokia-IYF partnership is an excellent example of how outsourcing to a network of youth-serving organizations with proven expertise and reach is a highly effective way for corporations to invest in young people. As a leader in the corporate social responsibility field, Nokia was convinced of the "natural fit" between its future-oriented strategy and investing in child and youth development. Rather than create its own foundation and/or spend its philanthropic dollars developing the expertise or the bureaucracy to handle philanthropic initiatives, Nokia chose to partner with IYF. In this way, Nokia was able to invest in youth with low infrastructure and overhead costs and IYF was able to bring new resources to the field as well as facilitate relationships with Nokia subsidiaries at a local level, thereby laying the groundwork for a strengthened grassroots public/private sector collaboration on child and youth development. As one Nokia executive said, it was an opportunity to combine "value-based leadership" with "fact-based management."[43]

In China, *Make a Connection* is engaging college students in efforts to improve educational opportunities for rural youth.

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[43] Meeting between Nokia and IYF staff, Baltimore, May 21-22, 2001.

Eventually, the goal of both IYF and Nokia is to have the local subsidiaries take full ownership of the program, financially and otherwise. In this way, development strategies are implemented by partnerships between local business and community organizations that have a stake and presence in the community and are therefore more invested in its social and economic welfare. The local subsidiary involvement also shows the multiplier effect of ISP using global networks to create local partnerships. Through this larger international collaboration, the local CSOs in the IYF Partner Network have access to key in-country corporate contacts.

Nokia and IYF staff communicate regularly about program status and updates, discuss trends and challenges, and work together to resolve problems quickly and effectively.[44] Throughout the process, difficult issues are addressed directly. One such issue was the intermittent tension that would appear when local Nokia staff and local IYF Partners would find they had different professional judgments about how to improve the prospects of young people. Other issues included Nokia's desire to allow its employees greater opportunities to play a direct, voluntary role in these programs. In a departure from traditional checkbook philanthropy, Nokia staff are enthusiastic about contributing directly to service delivery at the local level.[45] Through numerous conversations among the partners, these differences in perspective were resolved.[46]

entra 21
IT for Youth in Latin America

Participants:

CSO: IYF Latin American Partner Network

GOV: Multilateral Investment Fund (MIF) – Inter-American Development Bank (IDB)

ISP Type: Bi-sectoral (Civil Society Organization + Government + Business[47])

Summary:

The IYF-MIF collaboration is a four year $24 million program to improve the employability of 12,000 disadvantaged youth, ages 14 to 29 in Latin America and

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[44] IYF Interim Report to Nokia on *Make a Connection*, April 2001, p. 1.

[45] Ibid, p. 13.

[46] At the end of the first pilot year and in preparation for a decision about program extension, geographic expansion and new areas of collaboration, Nokia staff and IYF staff took part in a two-day brainstorming session where they discussed objectives and approaches for the coming three years.

[47] Entra 21 will have a one-to-one "match" with the private sector in terms of funding and will therefore eventually become a tri-sectoral partnership. Business partners are currently being recruited.

Entra 21 aims to provide 12,000 youth in Latin America and the Caribbean with employment train-ing and IT skills.

the Caribbean. A fundamental aspect of the program is mobilizing private sector investment in terms of funding, job training, and job placement. Approximately 35-40 grants will be given to model projects to promote private sector partnerships, gen-der equity, sustainability, and capacity strengthening of implementing organizations. Training for information technology (IT) in the workplace and job placement services are included, as well as a significant learning and dissemination component.

Why an ISP approach?

Economic stability in Latin America and the Caribbean is a major focus of the Inter-American Development Bank. In a region where unemployment rates are frequently over 30% and where youth account for approximately 50% of the population, there is a pressing need to tackle economic issues from a child and youth development angle. In light of the IT revolution, it is clear that countries boasting a workforce trained in knowledge, communications, and information skills will attract the coveted IT busi-ness that has become a benchmark of global competitiveness. However, the key ques-tion is how to use the potential of IT to help close the existing divides between rich and poor within national boundaries.

   IYF, for its part, is very concerned with the growing digital divide and how it can lead disadvantaged youth, already suffering from societal exclusion, further and

further behind. Entra 21 combines the youth development expertise and grassroots service delivery network of IYF with the economic market expertise, convening power, and financial resources of the IDB.

To facilitate the involvement of the private sector, the MIF grant is a one-to-one challenge requiring that an additional $10 million be raised through business partnerships, particularly with IT companies. The program will therefore quickly become a tri- as opposed to bi-sectoral partnership.

On the Ground: IYF Partners and ISP

The programs described above involve global actors from civil society, business, and government. Equally important to study are initiatives that are locally based. For this reason, this section details the experiences of six IYF Partners engaged in "on the ground" work with the inter-sectoral partnership model. Some of the local ISPs described here are part of the larger, global relationships listed above. Some are locally initiated. All are tri-sectoral and represent different aspects of how, why, where, and to what effect ISP is being used in the field.

Brazil's Child Friendly Companies Program
A Model for ISP Advocacy

Participants:

CSO: Fundação Abrinq pelos Direitos das Crianças

BUS: 1,497 companies, including Xerox do Brasil and the Asociação Brasilera dos Exportadores de Cítricos (ABECITRUS) among others.

GOV: International Labour Organization (ILO), United Nations Children's Fund (UNICEF), Parliamentary Front for Children's Rights; National Council for Children's Rights; Employment and Labour Relations Secretariat; State Department

Summary:

The Child Friendly Company (CFC) program was initiated by Fundação Abrinq as part of its mission to eradicate child labor in Brazil. It uses traditional advocacy and lobbying coupled with ISP to advance the cause of child rights. The program provides a "Child Friendly Company (CFC)" seal, which corporations may apply

for and, if accepted, use on their products. The guidelines for what constitutes a CFC include no child labor at any level in the production/supply chain and a philanthropic commitment to child and youth development. Applications undergo a due diligence process and the corporations must reapply annually. In addition to the seal, the program works on promoting social clauses in business contracts, particularly in the charcoal (and therefore motor vehicle), sugar-alcohol, footwear, and citrus fruit production and supply chains. Fundação Abrinq is particularly interested in influencing federal, state, and municipal policies around child labor issues and the reintegration of children and youth in the formal school system. It was key in lobbying for the passage of the Convention on the Rights of the Child in Brazil and plays a major role in the inter-sectoral National Forum for Eradication of Child Labour (FNETI).

Why an ISP approach?

The eradication of child labor requires a significant degree of collaboration with the private sector. The question is how willingly the private sector cooperates. Critics charge that ISPs allow corporations to project a good image through their association with respected civil society actors, thereby legitimizing their business while changing little in corporate policy or substantially improving their environmental or social practices. This marketing diversion tactic has been termed "green washing" by the global environmental movement. Recent corporate partnerships with UN agencies have led to a new term, based on the color of the UN flag— "blue washing.[48]" The Abrinq model shows that while "green and blue-washing" does occur, ISPs can also be used to reward those companies that act responsibly while "forcing the hand" of those that do not. Abrinq practices traditional advocacy with a twist, excelling at the rather difficult task of combining both public awareness and confrontational strategies with the newer partnership approach.

Companies that apply for the seal tend to do so for three reasons: to gain recognition for the philanthropic activities they are already involved in with children and youth; for social marketing purposes or to improve their image; and as future "insurance" for demanding customers that helps to differentiate them from other companies making similar products.[49] For example, a sugar cane company, which suffers from that industry's historical association with slavery and plantation-style production, puts the seal on its invoices and sugar sacks. Paratodos, a bus company involved in the program, displays the seal on all its buses. The high-profile visibility of the seal produces a ripple effect in the business sector; once

[48] TRAC – Transnational Resource and Action Center, "Tangled Up in Blue: Corporate Partnerships at the United Nations". www.corpwatch.org 2000

[49] Mattar, Helio. "Ethical Portals as Inducers of Corporate Social Responsibility" Zadek et al. p. 120.

one company in the industry has it, others begin to apply for it in order to remain competitive. In addition, since the seal requires a philanthropic commitment to children and youth, it promotes additional local level public/private partnerships. Paratodos, for example, runs a mobile museum for school children as part of a partnership between the company, public schools, and the São Paulo Modern Art Museum (MAM).

In terms of social clauses and policy, while some industry groups quickly joined the anti-child labor campaign, such as the Brazilian Association of Citrus Fruit Exporters (ABECITRUS), others required a sustained advocacy effort on the part of the civil society sector. In the case of the state-run sugar-alcohol industry (PROALCOOL), Abrinq launched a short-term campaign under the motto "National Shame: Proalcool Funds Child Labour," which resulted in the signing of the Bendeirantes Pact for the eradication of child labor in sugar-alcohol plants. It was signed by the Sugar-Alcohol Chamber of São Paulo, the Association of Sugar and Alcohol Industries in the State of São Paulo (AIAA), and the Abrinq Foundation, among others.[50] Through both the seal and the social clause projects, Abrinq has created the Network of Child Friendly Corporations (REAC), which boasts over 2,000 members. The benefits of Abrinq's work with the government and private sector have been manifold. A National Protocol for the Eradication of Child Labor in Brazil was signed by Brazilian president Fernando Henrique Cardoso, ministers of State, 12 governors, members of Congress, business organizations, workers associations, and the Abrinq Foundation—underscoring how Abrinq has moved the issue to the forefront of federal policy.[51]

Paisajoven
A Colombian ISP Organization

Participants:

CSO: 37 total, including Corporación Region, Colombian Red Cross, Convivamos, Antioquia University, the Archdioceses of Medellín, and others

BUS: Medellín Chamber of Commerce, COMFAMA, COMFENALCO, FENAL-CO, PROANTIOQUIA

GOV: Medellín Mayor's Office, Medellín Municipal Youth Council; Medellín Secretary of Welfare, Medellín City Council, Presidential Council for Antioquia

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[50] Industry trade unions played a major role in proposing the pact and moving it forward. These pacts not only seek to eradicate child labor, but also to emphasize that children belong in school and to promote initiatives and funding that reintegrate child workers into the formal educational system.

[51] Rodrigues dos Santos, Benedito. *Mobilizing Corporations to Eradicate Child Labour in Brazil: A Study of Strategies Developed by the Abrinq Foundation for Children's Rights*. UNICEF, São Paulo, December 1996.

Summary:

PaisaJoven (PJ) originated from a proposal made by the Medellín municipal government to the Deutsche Gesellschaft fur Technische Zusammenarbeit (German Agency for Technical Cooperation – GTZ) to fund a program to combat high levels of youth unemployment in the city. Medellín, a Colombian city in the department of Antioquia, has been one of the "hot spots" of the drug violence and civil war that has plagued the country for over 50 years. This insecurity has led to high levels of unemployment, high dropout rates, and an environment of antagonism and distrust among the government, business, and civil society sectors. In the PaisaJoven project, however, all three sectors were invited to design and participate in the project from its inception. A tri-sectoral coalition oversaw the process by which it evolved into an independent non-profit organization dedicated to facilitating the effectiveness of youth programs by providing technical assistance and organizational capacity building, and promoting collaboration among different youth development actors through the creation of a network.

The decision to create an organization dedicated to institutional strengthening as a response to youth unemployment was both innovative and controversial. During the planning stages, the groups split into two factions; one wishing to create a CSO dedicated exclusively to employment generation and the other to the formation of a network for institutional support for organizations already working with youth. The latter idea prevailed based on a pre-planning diagnosis of the situation by local experts that pointed to the main problems in the CSO working context. It found that there was too much action without planning, a "reign of informality"/lack of professionalization of the field, the tendency to view work with young people paternalistically in terms of "salvation and sacrifice," and a distinct lack of coordination among groups.[52] PJ focuses on three main areas: employment, community development, and education. There are currently 50 members of the network, representing the business, government, and civil society sectors.

Why an ISP approach?

PaisaJoven is an interesting example of tri-sectoral partnering because all of the partners (with the notable exception of the GTZ) are local Colombian institutions. The business members are indigenous Colombian companies, not larger multinational corporations. It is also noteworthy that during PaisaJoven's creation, one of the principal criteria for its institutional design was the participation of all three social sectors. The argument for business involvement hinged on the view that the state could not directly create employment alone. At the same time, the

> **The decision to create an organization dedicated to institutional strengthening as a response to youth unemployment was both innovative and controversial.**

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[52] PaisaJoven, *Vivendo la Concertacion/Living the Agreement: Lecciones Aprendidas/Lessons Learned.* March 1999.

governmental role would be vital in creating a favorable climate for local employment creation. Recognition of the need to include business, civil society, and government from the beginning was a result of GTZ's 25 years of experience, which had taught them that an initiative is only sustainable if it is created in the same country where it will be implemented and if it responds to needs identified by all local stakeholders living the reality of the situation.[53]

Clara Inés Restrepo, former executive director of PaisaJoven and one of the founding staff members, notes that involving all sectors was key given the specific goals and objectives of the organization, namely to build social capital and encourage collaboration. In Medellín, where violence and political upheaval are the norm rather than the exception, it was clear that the original idea of housing the initiative in the mayor's office would subject it to the vagaries of Colombian politics. Creating an organization that was city and sector wide was, above all, a strategy for impact and sustainability.[54]

Polish Young Minds in Motion
ISP in the Eastern European Context[55]

Participants:

CSO: Polish Children and Youth Foundation (PCYF); Rural Development Foundation; IYF; Barciany and Korsze public schools.

BUS: Microsoft

GOV: World Bank; Mayor and City Councils of Barciany and Korsze

Summary:

Young Minds in Motion-Poland,[56] started in 1999, is a two-year project with the goal to equip schools in rural northeast Poland with computer hardware and software, while providing teacher training to raise the educational standards of the region. The regions in which the program has been implemented, Barciany and Korsze, are two of the poorest in the country, suffering from high rates of unemployment, low educational levels, rural isolation, and various social problems including alcoholism.

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[53] Ibid.

[54] Interview with Clara Inés Restrepo, op. cit.

[55] GPYD Focus Project

[56] Young Minds in Motion-Poland is part of a five country global program partnership between Microsoft and IYF (see table of corporate partnerships – pp. 13-14).

Children in northern Poland learn computer skills through the Microsoft/IYF Y*oung Minds in Motion* initiative.

Why an ISP approach?

Poland has undergone a dramatic transformation over the past twenty years. The opportunity for citizen participation and collaboration with the private sector has opened up as well as the need for civil society to "fill in the gaps" for public social services like education, employment, and healthcare that previously fell under the governmental social safety net. Rural and impoverished people are the hardest hit by the loss of the federal safety net and employment and, while civil society is rapidly taking responsibility for meeting many social needs, the sector is still young and relatively under-funded. Additionally, the private sector is also in its infancy and has not fully articulated a "corporate social responsibility" ethic at this stage in its development.

To address these evolving changes in economic, social, and political systems, an ISP approach was adopted. PCYF provided funds via the World Bank and a Microsoft grant for hardware and teacher training, while the local municipalities agreed to subsidize electricity, additional telephone lines, and other infrastructure costs. The local Microsoft Polish subsidiary office distributed software and provided the necessary licensing agreements to all participating schools. The program has allowed municipal officials, parents, and teachers to combine resources and collaboratively create new approaches to development. The computer labs placed in schools are also available for community use and have resulted in information technology (IT) training courses for unemployed adults, sponsored by the Ministry of Unemployment. Additionally, several youth groups successfully applied for and received grants from Polish CSOs to carry out youth-led projects in community and school service projects after participating in a leadership training workshop that was part of the pilot stage of the program planning. The resources provided by Microsoft were made useful as a result of the partnership among schools, municipal authorities, and the community. Perhaps most importantly, the project has created a collaborative and participatory self-help mindset, which has led to manifold spin-off projects and unexpected outcomes.[57]

Philippines: Cisco Systems Networking Academies
IT Industry and ISP

Participants

CSO: Children and Youth Foundation of the Philippines (CYFP); IYF;

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[57] Nagorski, Maria T. Changing Times, *Changing Attitudes, Changing Education Through Collaboration and Innovation: Case Study in Northern Poland*. Polish Children and Youth Foundation, March 2001.

In the Philippines, young people learn valuable computer networking skills through the Cisco Networking Academies program.

Consuelo Zobel Alger Foundation; Laguna State Polytechnic College (then Laguna College of Arts and Trades – LaCAT); Center for Industrial Technology and Enterprise (CITE)

BUS: Cisco Systems; Ayala Corporation; Ayala Foundation, Inc

GOV: World Bank; National Youth Commission; Department of Social Welfare and Development; Technical Education and Skills Authority

Summary:

Cisco Systems created the Cisco Network Academy Program (Networking Academy) in 1998 to provide training on computer network design, construction, and maintenance. As of 2001, the program operates in 5,000 institutions in 84 countries, training over 129,000 people.[58] As in other parts of the world, the Philippine Cisco Networking Academies are the result of a tri-sectoral partnership among several national institutions. A focus project for GPYD, the Philippine program seeks to enhance opportunities for out-of-school disadvantaged youth, who represented an estimated 16–39 percent of the youth population in 1998. Young people trained in the academies, which function usually via already established educational institutions (in this case CITE and LaCAT), are eligible for certification as Cisco Certified Networking Associates.

Why an ISP approach?

The key to the international growth of the Cisco Networking Academies program has been its ability to partner with local institutions.[59] The original idea was developed out of a need to increase the pool of properly trained technicians due to the global shortage of IT workers, which was recently estimated by the International Data Corporation at one million.[60] Coupled with this is the growth of the "New Economy" wherein companies have complex relationships not only with shareholders, but also with stakeholders[61] — including local communities. Cisco's desire to make "global to local" connections and to work with traditionally disadvantaged populations has made it an attractive partner for CSOs and governments trying to figure out how to more equitably distribute the skills, wealth, and opportunities presented by the emergence of the IT industry.

For the Children and Youth Foundation of the Philippines (CYFP) and the government's Department of Social Welfare and Development, the program represents

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[58] Steve Waddell, *Engaging Business in Youth Livelihoods: Bridging the Divides.* Prepared for the Youth Employment Summit (YES), International Youth Foundation. February 2001. p.42-49.

[59] Ibid.

[60] International Data Corporation "IDC Expects the Gap Between IT Worker Supply and Demand to Widen Through 2002" http://www.idc.com/Data/Services/content/SV092199PR.htm 2000.

[61] Jones, Hannah. "Responding to Stakeholder Concerns in the New Economy: Nike's Experience" Zadek et al, op.cit.

one way to attempt to bridge the digital divide between haves and have-nots and to combat youth unemployment and social exclusion by matching education/training to labor market demands. However, the Philippine academies program has gone a step beyond simply providing youth with marketable skills in recognition of the fact that the "skills gap" for IT workers not only refers to technical ability, but also to "softer skills" like creativity, communication, and teamwork[62]. As a result of the CSO partners' expertise in youth development, a strong life skills curriculum—Skills for Life: A Program Guide—was developed to strengthen communication, decision-making, problem solving, and goal-setting skills.[63]

Thai Rural Youth Career Development Program
A "GLOCAL" ISP

Participants:

CSO: National Council for Youth Development (NCYD), IYF

BUS: Shell Thailand Co., Ltd; Shell-International; the Rural Lives' Development Foundation (Charoen Pokkabhan Co., Ltd).; the Thai Cement Foundation (Thai Cement Company)

GOV: Ministry of Education, Department of Non-Formal Education; Ministry of Agriculture, Community Development Department (CDD); Tambon Administration Organization (TAO – sub district local government)

Summary:

The Rural Youth Career Development Program was originally initiated by the National Council on Youth Development (NCYD) as a response to the migration of youth from urban centers back to rural areas after Thailand's national economic crisis in 1997. It seeks to create career opportunities for young people by offering alternatives in the agricultural field and to encourage entrepreneurship and the revival of the rural agricultural community. Focused in the northeastern area of the country, the program provides a cohesive training package that includes vocational, management, marketing, and entrepreneurial skills, as well as small seed loans to graduates. One innovative aspect of the program is that the young people are given an array of information on different potential agricultural careers and are then able to specialize in those of greatest interest to them.

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[62] Johnston, Peter. "Corporate Responsibility in Employment Standards in a Global Knowledge Economy." Zadek, et al., op. cit.

[63] International Youth Foundation. *Skills for Life: Program Guide*, 2001.

Why an ISP approach?

The partnership between NCYD and Shell Thailand is a result of the international partnership between IYF and Shell International, which is in turn part of the Global Partnership for Youth Development (GPYD). It is a good example of a "glocal" relationship as previously defined. Shell International provided funding for the program through Shell-Thailand, although the national subsidiary did not actually provide any direct financial support. However, Shell Thailand did use its connections in the business and government sectors to bring other companies and agencies into the project, including the Thai Cement Company and the Community Development Department of the Ministry of the Interior. Federal governmental agencies were key in ensuring the sustainability of the project and have replicated it through a Non-Formal Education Department joint project with the Bank for Agriculture. Though national level partnerships played an active management role in this initiative, it is critical also to highlight the effect of tri-sectoral collaboration at the local level. In the target area of Sri Saket, for example, a community youth leader has successfully integrated the project into the sub-district local government (TAO) budget, thereby connecting the commitment of the national government to local government budgets.[64] As in the Polish example, this points to the various unintended outcomes and increases in local ISP that often result from global or national partnership programs.

It is critical also to highlight the effect of tri-sectoral collaboration at the local level.

Speak Out!
A Business Led ISP in Australia

Participants:

CSO: Foundation for Young Australians (FYA)

BUS: The Body Shop–Australia (TBS-A)

GOV: Department of Employment, Training, and Youth Affairs (DEETYA)

Summary:

Speak Out! (SO) was the brain child of The Body Shop-Australia (TBS-A), a national franchise holder of The Body Shop–International (TBS-I), whose mission is "to dedicate our business to the pursuit of social and environmental change." SO is an independent T-shirt and "street wear" manufacturer that provides transitional employment and training for disadvantaged youth. The idea for

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[64] Vanaspong, Chitraporn. "Partnerships for Career in Agriculture for Thai Youth Project: A Case Study," Global Partnership for Youth Development (GPYD), February 2001.

the program was generated by TBS-A's dual objectives of finding uniforms for employees that were made under ethical labor conditions and working with youth, who make up a sizable portion of their clients and employees. SO is a non-profit organization and is working towards self-sustainability through the sale of its products. From the outset, TBS-A specifically sought out community and government involvement in the initiative and garnered the support of the Foundation for Young Australians (FYA) and the federal Department of Employment, Training, and Youth Affairs (DEETYA).

Why an ISP approach?

While TBS-A provides the physical infrastructure and leads the program's overall development, the partnership has strengthened several aspects of SO. Some results of the partnership have been that young people are more effectively recruited through FYA youth programs and DEETYA employment agencies; the program is better equipped to handle life skills and other issues outside the purview of traditional business skills training; and the program has been used as a model for best practice and replication throughout FYA's national and international network. It is also important to note that TBS-A's social enterprise business model is a direct result of the corporate culture and strategies promoted by TBS-I. This is an excellent example of the effect international companies can have on their local subsidiaries.[65]

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[65] Waddell, Steve. "Engaging Business in Youth Livelihoods: Bridging the Divides," op. cit., pp. 31-36.

The inter-sectoral partnerships detailed in the previous section are each unique, yet they offer useful lessons on the ISP approach as a whole. A recent briefing paper from IYF detailed a number of advantages, challenges, and general findings from IYF's experiences with ISP, some of which will be analyzed in greater detail in this section. They are listed in the following table:[66]

GENERAL FINDINGS

- Corporations are in a stronger position to intensify their contribution when program activities coincide with the corporate mission. When they match, corporations can contribute products or services, knowledge of the industry or sector, technical expertise, and networking and/or leveraging.

- Ideas for a program often come from the corporation instead of the CSO. It is the responsibility of the CSO to design the program around the ideas presented by the corporation. While this is a source of innovative ideas, CSOs do not always have the in-house capacity to design and implement the proposed program. To remain competitive, the CSO must be flexible, and have the ability to draw upon a readily available diverse pool of expertise, and to create new national alliances.

- IYF considers tri-sectoral partnership (civil society, government and business) to be among the important developments emerging from the increased philanthropic activities of corporations. The strength of the tri-sectoral partnership is in the combined resources of the group. Governments are in the position to support legislation that creates an enabling environment for the program.

- Governments offer the possibility of institutionalizing and/or scaling up activities to the national level. Businesses bring to the partnership financial assets, human intellectual capital, understanding of their industry, and in some cases, leverage or a power base. Civil society organizations offer the partnership a non-profit financial and programmatic infrastructure, development expertise, and networks to reach beneficiaries.

ADVANTAGES OF CORPORATE PARTNERSHIPS

- Corporations offer a new source of funding for youth development initiatives including money, in-kind contributions of products or services, and human resources.

- Corporations offer CSOs human intellectual capital such as understanding emerging technology, and markets and industries.

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[66] Columbia, Richard, op. cit.

- Corporations offer CSOs new networks, new sources of ideas and possible solutions.

- CSOs can leverage their relationship with corporations.

- Corporations can act as power brokers on behalf of CSO programs.

- Corporations offer CSOs visibility, and publicity for their youth development initiatives.

- Some corporations offer CSOs ready access to groups that they would otherwise need to cultivate, such as young adult factory workers.

- Global corporate partnerships can lead to partnerships with their local offices.

- Corporations contribute new money. As new corporations contribute to development efforts they are increasing an otherwise finite amount of funds.

- Corporations have insights that could strengthen CSO programs and government programs. For example, corporations understand not only the knowledge and skills they require from employees but who they hire and why. This gives them the ability to offer advice on employability training, to expand the curriculum in formal education, and to contribute to school-to-work intern or mentoring programs.

- Many corporations have well established national and international public relations or marketing/publicity departments that can be used to promote the program and/or development issue.

CHALLENGES OF CORPORATE PARTNERSHIPS

- Implementing programs in smaller and less economically developed countries. Many corporations prefer to support activities in countries where they have larger markets or in the top ten emerging market countries.

- Corporations tend to invest in public image neutral or positive development ventures. This has implications for the type of social programs that receive funding.

- Cultivating new corporate partnerships is labor intensive and costly.

- Gaining unrestricted funds, which corporations seldom provide.

- Building mutual understanding and appreciation of each other's work/mission, operations, and regulatory requirements, and then developing a compatible operational framework.

- Adapting corporate ideas for a program into a plan of action that addresses regional concerns, national conditions, and the local circumstances of beneficiaries.

- Ideas for a program frequently come from the corporation versus the CSO. Issues that can arise as a result include the need to align corporate program goals with CSO development objectives, predefined or restricted project modeling, restricted use of funds, the need for CSOs to develop new expertise (topical, geographic), and the labor intensiveness of adapting corporate ideas for programs into implementable models.

- CSOs often have difficulty setting up programs and producing results in a timeframe that corporations are accustomed to.

- In some instances, programs are delayed because of the amount of new information corporations need to assimilate before they are comfortable investing in a program.

- Corporations tend to favor larger, more established CSOs. This hinders the development of CSO start-ups and limits the growth of existing small- to medium-sized CSOs.

Four aspects of ISP are of particular interest and importance in terms of lessons learned:

- How different cultures, goals, and methodologies among sectors affect partnerships

- How different issues in youth development lend themselves to this approach

- How regional differences affect ISP

- When is ISP inappropriate or ineffective, and why

This section draws on the authors' own involvement with ISPs and on IYF's considerable institutional experience in ISP design, implementation, and evaluation. The analysis is also based upon recent interviews with IYF Partners, the examination of Partner documents, and secondary research.

Culture, Communication, and Compatibility

The public and private sectors have distinctly different "cultures" arising primarily from the fact that each sector has developed structures, vocabulary, and behaviors to best meet its own particular goals and objectives. While specific project goals may be compatible, the overall goal of a for-profit venture is necessarily different from that of a non-profit. Carol Bellamy, Executive Director of UNICEF, in an address focusing on the UN's decision to promote private/public partnerships, stated that, "It is

> **The public and private sectors have distinctly different "cultures" arising primarily from the fact that each sector has developed structures, vocabulary, and behaviors to best meet its own particular goals and objectives.**

dangerous to assume that the goals of the private sector are somehow synony-
mous with those of the United Nations, because they most emphatically are
not."[67] For this reason, a certain amount of "cultural translating" must take place
in order to facilitate collaboration among groups. There is a good deal of time
that must be spent ensuring that all partners are on the same page. This is impor-
tant not only in terms of issues such as the speed of business and management
styles, but also in terms of ideological goals.

Flexibility

True strategic partnerships (as compared to traditional donor-grantee relation-
ships) are not fixed entities, but function in a more fluid, cyclical manner.
Different partners will take on different roles at various points in the program
cycle.[68] The partnership itself may be shorter or longer than initially anticipated.
In some cases it is formed simply to address an immediate, specific problem. In
other cases, it may lead to a long-term partnership or a permanent new organiza-
tion like PaisaJoven. Occasionally, not all the partners who began a project end
up able or willing to remain partners throughout the program. This was the case
in the Thai example, where one of the business partners had to discontinue its
involvement in the project. A partnership must be flexible and adaptable enough
to deal with these unpredictable events, since business and civil society actors are
subject to distinct external influences (in this example, the market) while govern-
ment is subject to the vagaries of political life.

Flexibility applies not only to the ability to respond to external influences, but
also to internal management and to the mindset of each partner. The Thai exam-
ple proves instructive in this regard. Partners were willing to have meetings late in
the evening if schedules did not allow for meetings during the day and to make
field trips to project sites on the weekend. In terms of attitude, then, there was a
respect for differing organizational cultures and a willingness to compromise that
is essential for successful ISPs. The case study on the Rural Youth Career
Development program published by the GPYD found that while Shell Thailand
was punctual and focused on clear planning leading to measurable numerical
results, the company cut down on some criteria and regulations in order to allow
for NCYD's (the civil society partner) need for time and space to experiment
with implementation strategies so as to find best practices. The key government
partner, the Department of Non Formal Education (NFE), "would have preferred
to take the lead role of this project and to have the project as its showcase," but
eschewed ownership in the interest of a more collaborative learning process.[69]

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[67] Bellamy, Carol. Speech to Harvard International Development Conference, Cambridge, Mass. April 16, 1999
www.unicef.org/exspeeches/99esp5.htm. .

[68] Interview with Petra Reyes, GPYD consultant, March 28, 2001.

[69] Vanaspong, op. cit. p. 25.

Speed

Corporations tend to move quickly and to be more concerned with immediate results than the civil society sector, which tends to give considerable time to issues of process and long-term outcomes. This is evidenced in the case of the Cisco global academies program (represented here by the program profile from the Philippines in the previous section). Business speed is generally faster than CSO speed, but e-business speed is off the charts. When one is dealing with IT training programs, for example, the program must work at the speed of technological development. Cisco Systems, the business partner and founder of the Cisco Networking Academies program, has found this issue of pace compatibility intermittently frustrating.[70] For example, semi-annual university program review meetings can interfere with the need to keep training, hardware, software, and facilities current in an industry where, according to Moore's law, the power of microprocessors doubles every 18 months.

Power Balance

One of the major challenges in public/private partnering is the propensity, consciously or unconsciously, for the business partner to become the dominant force in decision-making. This is due to various factors including business management style and the fact that the financial resources that business brings may cause both public and private sector partners to fall into the more traditional "donor-recipient" mode wherein the donor is the entity providing the terms of cooperation.[72] However, as Darcy Ashman of the Institute for Development Research (IDR) points out, "corporate citizenship is not likely to produce significant development results unless CSOs are empowered partners."[73] For this reason, there needs to be clear and equal value given to the resources that CSO and government partners bring to collaborative ventures, as well as a respect for the different management cultures of all three sectors.

Another way in which power imbalance is avoided is through partnerships like the Abrinq and PaisaJoven examples, where the resources provided by the business partner do not include money (or at least not exclusively and/or directly to the CSO partner). These partnerships are based more on the human and social capital that the private sector brings in the form of employee volunteers, technical expertise, relationships with other businesses and/or governmental actors, the capacity for high profile publicity and marketing, etc. Additionally, all partners

> **The best partnerships are those where there is an easy give and take among the parties.**

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[70] Waddell, "Engaging Business in Youth Livelihoods: Bridging the Divides," op. cit, p. 44.

[71] Intel Corporation. What is Moore's Law? http://www.intel.com/intel/museum/25anniv/hof/moore.htm

[72] Ashman, Darcy. "Promoting Corporate responsibility in the Global South: Towards a Model of Empowered Civil Society Collaboration with Business." IDR Reports: A Continuing Series of Occasional Papers. Volume 16, Number 3 Institute for Development Research (IDR). 2000. p.11.

[73] Ibid., p. 1.

must have the "power to say no" and the power to criticize. Often, self-censorship on the part of the civil society organization is an unanticipated result of ISPs with both business and government.[74] As Professor Geraldine Van Bueren of the University of London puts it: "...partnerships are valuable, but require due diligence. There is the risk that such partnership can become little more than window dressing. To minimize this outcome, a precondition for such partnerships is a willingness to develop a culture where people can disagree."[75]

Trust and Transparency

In cases where sectors have been traditionally antagonistic, each partner will need to learn to trust and understand the intentions of the other if the partnership is to succeed. There must be active engagement of all partners in a transparent process. The best partnerships are those where there is an easy give and take among the parties. All partners can then participate fully from the design stage through evaluation and the distillation of lessons learned. Participation, communication and transparency are the essential building blocks of trust, and trust and mutual respect are the sine qua non of effective inter-sectoral partnerships.

For example, early in 2001 the Global Alliance found serious labor and human rights violations in the Indonesian factories that Nike sub-contracted to produce its footwear. If there had not been excellent communication and a high level of trust between partners, this could have been a disaster for all involved—Nike could have felt unfairly attacked and IYF could have withdrawn its decision to partner with the corporation. Instead, the relationship between the organizations led to considerable internal discussion and commitment to action, wide public dissemination of the report,[76] the equally public commitment of Nike to a remediation plan to confront the issues raised, and a further cementing of the partnership relationship.

Issue Areas

Some development issues lend themselves especially well to ISP because the goals of all three sectors are particularly compatible. As discussed above, youth development occupies a privileged niche in terms of its attractiveness to all three sectors. This "fit" is further strengthened when the specific youth development

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[74] Utting, op. cit., p. 9.

[75] Van Bueren, Geraldine. "Foreword – Human rights are good for business." World Vision UK, op. cit., p. 3

[76] The report, "Workers' Voices: An Interim Report on Workers' Needs and Aspirations in Nine Nike Contract Factories in Indonesia," can be found on the Global Alliance website – www.theglobalalliance.org - under the Needs Assessment Report for Indonesia.

program is unusually well-suited to a multi-sector approach, as in the case of employment, education, and the "digital divide."[77]

Youth Employment

Few issues in the youth development arena are as clearly suited to an ISP approach as youth employment. It combines the interest of the government in a stable economy with the need of the business sector for a qualified workforce and the goals of youth-serving organizations of social inclusion and meaningful contribution for young people. Speak Out, the Australian program, and the Philippine Cisco System Networking Academy, are excellent examples. In fact, relative to other issue areas, there is an abundance of tri-sectoral projects dealing with youth unemployment and employability precisely because the connections among the sectors on this issue are so readily apparent. While youth employment per se may not be a "core business goal," businesses benefit substantially from positive youth employment outcomes and are able to contribute to these outcomes vis-à-vis their role as employers.[78]

> Few issues in the youth development arena are as clearly suited to an ISP approach as youth employment.

Education

Education is also a natural fit with an ISP approach, particularly public education. Not only does it require the involvement of government, but it is also a good way to involve corporate employees as volunteers, as many of them are parents and have children in the formal school system. The examples of ISP in schools listed above includes the Microsoft Young Minds in Motion program, where the impact of education-based partnerships on local communities is most clearly demonstrated. However, while education is in many ways an attractive area for ISP, it is also important to safeguard against situations in which some businesses can use schools and school children in unethical ways.[79]

Digital Divide

The booming "New Economy" based on the information and communications technology (ICT) revolution has contributed to a digital divide between both

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[77] There are, of course, other issues that are attractive to certain corporations. For example KaBOOM! – a CSO that began its work building playgrounds for poor children in low income urban U.S. neighborhoods – has a long standing partnership with Home Depot, a company specializing in construction and hardware for people seeking to improve their homes and communities. See Sagawa, Shirley; Segal, Eli. "Corporate Volunteering: Home Depot and KaBOOM!" *Common Interest, Common Good: Creating Value Through Business and Social Sector Partnerships*. Harvard Business School Press, Boston, 2000 pp. 29-47.

[78] Waddell, "Engaging Business in Youth Employment and Livelihood: Strategies" op. cit., p. 2.

[79] For example, many logging companies have begun authoring easy to use, attractive, free environmental science curricula that clearly espouse the industry's views on environmentalism and politics. One such curriculum includes a book modeled on Dr. Seuss' *The Lorax*, an environmental tale about saving trees. The logging industry version is called *The Truax* and involves a kindly animated logger explaining the necessity of "tree management" to a crazy, monstrous looking "tree hugger." See Borowski, John. F. "Smoke and Mirrors: How Polluters Influence Environmental Education," Utne Reader, May- June 2001.

rich and poor countries and among social classes within countries. It has also created hitherto unparalleled potential for all sectors to exchange information and ideas. For young people, naturally inclined towards technology, the ICT boom could provide the skills necessary to succeed in a globalized world—if they have the opportunity to learn them. With a worldwide deficit in trained ICT workers of more than one million, according to the International Data Corporation, businesses and education systems alike are eager to encourage the acquisition of technical skills by children and youth. Civil society sees an opportunity to open doors for traditionally disadvantaged populations and to help stem the increasing gaps in technological access. This is the impetus for the *entra 21* program promoting technological skills for youth in Latin America.

Advocacy

Other issue areas may require CSO advocacy in order to motivate partnerships with the private sector. Abrinq's Child Friendly Company program is a prime example of how even issues that may be controversial can still be fertile ground for ISP. This is in line with the idea expressed by Jane Covey from the Institute of Development Research (IDR), who noted at the USAID Development Dialogue in April 2000 that, "Nonprofits should be willing to pressure business into joining in partnership with them, and they should be able to use advocacy if business is not willing to join.[80]"

Regional and Country Settings: Context Counts

Organizations active in global inter-sectoral partnering must take into account both regional context and a country's specific economic, political, and social situation. What a partnership looks like in Poland is likely to be quite different from how it may look in Brazil or South Africa or India. In Poland's fledgling private sector, there is not yet the emphasis on corporate social responsibility that there is in Brazil. In El Salvador, a long history of corrupt government has left a legacy of distrust wherein ISPs are unlikely to include government for a long time to come. In countries like India and the Philippines, with a long history of philanthropy, business people may often take the lead in ISP, although it may be seen more as financial "noblesse oblige" with less emphasis (at least initially) on the potential benefits it may bring to their enterprises. Regional and national differences in terms of ISP are complex, depending on factors ranging from the relative sophistication of the private sector to the policy environment towards civil

<div style="color:#29ABE2; font-weight:bold; text-align:right;">
With a worldwide deficit in trained ICT workers of more than one million, according to the International Data Corporation, businesses and education systems alike are eager to encourage the acquisition of technical skills by children and youth.
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[80] Covey, Jane. "USAID Development Dialogue Notes: Inter-sectoral Partnering: Tools for Implementation & Evaluation," http://www.usaid.gov/pubs/isp/devdial.html, April 12, 2000.

society to the specific social problems faced. In any region, a thorough examination must be made of each sector to determine if ISP is an appropriate and/or effective way of promoting development and solving problems.

History

The history of relations among the three sectors is critical to whether an ISP would or would not be able to achieve meaningful results. For example in some regions, such as Central America, civil war in the 1980s led to deep-seated distrust towards the government, meaning that government and civil society partnerships were unlikely to receive public support.[81] In other regions, such as the former Soviet republics, civil society and the business sector are relatively new and the relationships are still evolving.

Market Areas and Global Partnerships

IYF has found that corporations tend to focus philanthropic programs in their major market areas, which means that there is a need for global CSOs to think creatively about how to channel resources to countries and regions that may not be the private sector's top priority. Due to the tendency for corporations and foundations alike to limit their investments to select countries, IYF is particularly interested in addressing the needs of IYF Partners that are not beneficiaries of major foreign investment from the private sector, and therefore is exploring the creation of a Global Development Fund within IYF. This could be funded in part by allocating a small percentage of revenues that have been leveraged through IYF's corporate outsourcing efforts to countries that would not otherwise benefit from IYF's outsourcing role. IYF recognizes the challenges of raising revenue for this purpose, but believes the Fund has the potential to attract support from a variety of donors—both corporate and nonprofit—that share concerns about the growing social and economic inequities worldwide. IYF's partnerships with bilateral development assistance agencies and foundations that support activities in all parts of the world are another promising approach to the diversification of resources across the globe.

Global and Local Corporate Culture

Another issue when dealing with global programs is the difference between international companies, which tend to have highly developed corporate social

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[81] Tri-sectoral partnering during the 1980s, when the governments of Guatemala, Honduras, and El Salvador repressed their populations by brute force, would have been unthinkable. Under these circumstances, the "partnership" between, for example, the U.S. multinational corporation The United Fruit Company and the Guatemalan government proved disastrous for the indigenous population of the country.

In Thailand, factory workers talk through the design of a health program to be implemented by the Global Alliance for Workers and Communities, an IYF initiative.

responsibility strategies, and national subsidiaries, which vary country to country in terms of their understanding of and commitment to solving development problems. It is here that cultural values play a major role, whether they manifest themselves as a traditional "noblesse oblige" or "sacrifice" paradigm stemming from religious beliefs (as in Latin America)[82] or a lack of an ethic of private sector service due to the relative newness of the market (as in Eastern Europe).[83] This, however, also works both ways. Speak Out! is an excellent example of how the company culture of the international corporation can also affect the corporate social responsibility strategies of the local subsidiary.

Scale

As seen in the profile of the Nokia/IYF *Make a Connection* program, one benefit to global programs is the multiplier effect that international companies and global civil society organizations can have on partnerships between local CSOs and corporate subsidiaries. In turn, these local subsidiaries and CSOs often have their own networks of indigenous businesses and community groups to bring to the table (as in the Thai example). Scaling up is facilitated when partners can tap into: civil society's extensive networks at both the international and (particularly) the grassroots level; global corporate linkages and their relationships with local subsidiaries; and the extensive resources and reach of national governments.

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[82] PaisaJoven, op. cit., pp. 23-24

[83] Interview with Petra Reyes, op. cit.

Policy

A country's enabling environment (in terms of the policy, legal, and regulatory frameworks) plays a critical role in the formation and sustainability of partnerships. The question of whether or not a country has adopted the Convention on the Rights of the Child and whether, for example, there is legislation (in the form of tax breaks, incentives, and mandatory social clauses, etc.) that allows the civil society sector to flourish and corporations to engage in philanthropy are key. Noting that the shift from authoritarian to democratic regimes in Brazil and South Africa allowed previously censored CSOs to criticize corporate practices openly, Darcy Ashman finds that "as a consequence, the Brazilian and South African companies and their foundations were under pressure to demonstrate social responsibility and, in the South African case, comply with the law.[84]"

When is ISP Not Effective/Appropriate?

This paper has focused primarily on examples of ISPs that work and the relative benefits that this model offers all three sectors. However, it is equally important to note that inter-sectoral partnering is neither a panacea nor an inevitable "win-win" situation.[85] There are times when ISP may be more effort than the effect is worth, others where it may be destined to fail due to external factors, and still other instances where the approach itself may be harmful to the stated development goal.

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Transaction Costs

Transaction costs—which refers to the time and energy it takes to ensure that ISP members are talking the same language, building the capacity of each sector to understand and work effectively with other sectors, and the creation of personal relationships can be very high. There may be times where the costs outweigh the relative benefits of the approach. This is particularly true when the problem to be addressed could be solved/handled by one sector as (or even more) effectively. It is also an issue when one sector is particularly weak and would require significant capacity building to reach the point where it could function as an equal partner with another, more developed sector. In such a situation, issues of time and cost must be weighed against the long-term value of strengthening that sector.

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[84] Ashman, op. cit., p. 13

[85] Utting, op. cit., p. 7

Compatibility of Goals

Partnerships work best when goals are compatible. Some civil society and government institutions specifically charged with serving the public good (such as the UN and the World Health Organization) need to maintain a certain distance from private interests to do their job effectively.[86] A recent World Health Organization (WHO) report notes how tobacco companies have influenced the WHO by developing and maintaining relationships with key staff members and even putting tobacco industry consultants in positions at the WHO.[87] There is also the longstanding criticism made of the Codex Alimentarius Commission, a tri-sectoral partnership set up by the WHO in 1963 to establish food safety and quality standards but which includes several private sector representatives of the food industry as part of its decision-making body.[88] There are clearly potential goal compatibility and conflict of interest issues involved in these examples of relationships between private industry and civil society organizations.

Social Pressure

Inter-sectoral partnerships constitute one part of a broad array of strategies to promote corporate social responsibility. Voluntary initiatives that businesses undertake as part of their CSR programs are to be applauded as a complement to, not a substitute for, legislation and traditional advocacy. As the Abrinq example clearly shows, there is no need to "throw the baby out with the bathwater"—the voluntary participation in the CFC program is an adjunct to the policy advocacy the foundation engages in on a national level. Several ISP observers and practitioners (Jane Covey, Darcy Ashman, Anita Roddick and others[89]) postulate that pressure by civil society advocacy groups, such as during the Seattle protests of the World Trade Organization (WTO) or the United Students Against Sweatshops (USAS) campaign against Nike, created a favorable climate for inter-sectoral partnerships between public and private entities. In this context, the social pressure facilitates the initial and sustained involvement of business in partnerships with civil society and government.

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[86] Utting, op. cit., p. 8.

[87] World Health Organization (WHO). "Tobacco Company Strategies to Undermine Tobacco Control Activities at the World Health Organization" Report of the Committee of Experts on Tobacco Industry Documents WHO Geneva c. 2000

[88] Utting, op. cit., p. 9.

[89] Jane Covey and Darcy Ashman are both researchers with the Institute for Development Research; Anita Roddick is the founder and CEO of The Body Shop International, Inc.

There are numerous lessons learned from IYF's experiences to date with ISP, which other institutions considering initiating or expanding their inter-sectoral partnering efforts may wish to consider. There is also a critical role for scholars interested in applied development science. How can social and behavioral scientists analyze and—where indicated—advance optimized models of ISP through relevant and rigorous research?

This section raises some of the key research questions that emerge from IYF's ISP work. Exploration of these and other aspects of ISP will help to deepen our collective understanding of the approach and maximize the results produced.

Growing Role for Intermediary Organizations

IYF performs a significant intermediary role, linking civil society organizations, businesses, and governments. In the process, IYF identifies "what works," brings it to scale, and makes the case for youth to the broadest possible audience. It mobilizes new resources at the global level—particularly within the corporate community—and makes them available to some of the best youth development programs around the world. IYF works to ensure that its corporate partners are integrally involved in all aspects of the design, implementation, and support of youth initiatives—thereby ensuring a real sense of collective ownership for the results. Similarly, IYF works with its local partners to expand their reach and build their capacity through the creation of a global network of youth development partners, resource mobilization, technical support, and shared analysis of best practice.

To date, IYF has concentrated on playing an outsourcing role with companies—particularly large multinationals—but is expanding that role to include a growing number of governments, foundations, and nonprofits who wish to support global children's programs.

■ How are intermediary organizations influencing public/private partnering? Do they draw resources away from local operations or do they serve a critical role by: mobilizing new and otherwise unattainable resources for local actors; setting up global networks; and, by drawing out and disseminating lessons learned from across the globe?

■ What is the "value-added" of an intermediary organization?

■ In addition to partnering as an individual organization, do intermediary organizations play a key connective function in linking the global, sectoral, and organizational levels described earlier? Do they help to create systems, a collective consciousness, and a shared sense of goals across all sectors involved in the partnership?

> **IYF works to ensure that its corporate partners are integrally involved in all aspects of the design, implementation, and support of youth initiatives—thereby ensuring a real sense of collective ownership for the results.**

■ Will new hybrid institutional entities emerge that are so intrinsically inter-sectoral that they defy easy categorization as business, government, or civil society organizations?

Collective Responsibilities/Collective Rewards

IYF's experience with the Global Alliance for Workers and Communities underscores the importance of a sense of collective responsibility and commitment to the stated (and evolving) objectives of a partnership. In early ISP initiatives, it was typical for each sector to feel most committed to and responsible for ensuring that its own objectives be met no matter what else happened. As relationships evolved and trust levels grew, however, there was an emerging recognition that the goals of ISPs are much more than the sum of the parts.

Over time, each sector begins to develop a commitment to a broader set of goals that reflect the interests of all members of the partnership as well as a collective (and perhaps public) interest. As IYF's President, Rick Little, has stated, "We expect to increase significantly our various partnerships with global companies and become one of the principal "outsourcing" vehicles through which multinational companies implement their agendas for corporate social responsibility. IYF's focus would be on serving our mutual interests by developing comprehensive programs that are an integral part of a company's brand and corporate identity, including developing the infrastructure for managing their social investments that relate to children, youth, and families and providing strategic counsel in creating "win-win-win" business-related benefits for their employees, customers, and communities."[90]

Similarly, if many organizations experimenting with ISP initially approached these partnerships with a certain degree of trepidation—reflecting a lack of experience, misperception, and/or existing or past conflicts of interest—there is today a somewhat more nuanced understanding of the complexity of the motivations of each. For example, some in the NGO sector have considered corporate philanthropy to be solely motivated by a desire to improve a company's visibility and/or reputation. However, in the same way corporations have come to understand how the social and economic development of potential customers and employees directly affect their bottom line, CSOs have in turn come to see areas of common purpose. So while recognizing that certain motivations are, will and should remain distinct from sector to sector, globalization has contributed to an expanding arena of common purpose.

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[90] Little, R. "Afterword: Looking to the Next Decade," in Lerner, R. M., and Mawdsley, Jack K. "Investing in the World's Youth: A Global Initiative; 10 Years of Work by the International Youth Foundation, 1990-2000," W.K. Kellogg Foundation, c2001, p. 39.

■ How have the goals and objectives of successful inter-sectoral partnerships evolved over time? How does a commonality of purpose evolve? Is it sustainable?

Power Relations in ISP

An initial concern of many organizations—particularly CSOs—relates to real and/or perceived power asymmetries among the members of the partnership. Long-term studies on this particular dimension of ISPs could help shed light on the nature and degree of such asymmetries.

■ How do these power differentials differ from situation to situation, from issue to issue and from region to region? What differences are there between partnerships at the local level and those formed at the global level? Does the balance of power within the partnership shift over time? If the balance of power among the parties is unequal, does that suggest that the partnership will not work? How is balance of power defined?

In addition to an examination of the more general question, it would be useful to have a number of organization-specific studies that analyze whether their orientation, practices, objectives, style, etc. have shifted over time.

■ What is gained and lost as a result of the partnership relationship in terms of each individual partner? What is the net result?

■ Where do organizations need to draw the line in a partnership? At what point does the partnership begin to change the essence of an organization in ways that take it away from its core mission? The impact of such changes is not always easy to discern. Are there markers that can help organizations monitor these shifts?

IYF, for example, has received requests from corporate partners interested in working in countries where IYF does not have a local partner. Similarly, there has been encouragement for IYF to work in new issue areas not initially part of the organization's core mandate. In some cases, the organization said no because the transaction costs were too high (identification of a new partner, capacity building, and other start-up costs), but in other cases IYF moved ahead and, as a result, now has active programs in countries or in issue areas that would not otherwise have been possible.

The nature of the questions raised about ISP has evolved as experiences with these sorts of partnerships have grown. Much attention early on was concentrated on efforts to reach a common understanding of the term itself.[91] Many organizations, for example, struggled with long-standing skepticism or concern regarding the motivations of potential partners in the other sectors. Power asymmetries

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[91]Some of these questions are raised by Jennifer Brinkerhoff in, "USAID Development Dialogue Notes: Inter-sectoral Partnering: Tools for Implementation & Evaluation," http://ww.usaid.gov/pubs/isp/devdial.html April 12, 2000 When is a relationship a partnership? Is partnering a means to an end or an end? Is partnering a universal good or are there situations in which it is inappropriate? Is the power relationship equal? If not, is the partnership worth pursuing?

Workers in Thailand receive reproductive health education through the Global Alliance for Workers and Communities.

were a key concern, particularly on the part of some civil society actors who felt they would be compromised, co-opted or otherwise overwhelmed through close collaboration with government and/or business. These concerns varied of course from country to country, from sector to sector, and from organization to organization, depending upon factors such as economic, political and historical context, the maturity of the sector and organizational strength.

Today, as civil society organizations gain greater confidence in what they have to offer a partnership, concern over power asymmetries has been reduced or, at least, has become more nuanced. CSOs recognize that government and business need them just as they need government and business.[92] Similarly, government and business representatives have come to recognize that their longstanding access to human, financial, and technical resources are today no match for the complexities of globalization.

As all three sectors become more experienced in crossing traditional sectoral boundaries, the issues that arise are at once strategic and practical.

■ What, for example, are the long-term effects of inter-sectoral collaboration on the roles and responsibilities of each sector? Is a blurring of boundaries an unmitigated good or are there certain roles that should remain the exclusive domain of one particular sector? Does ISP alter or influence the intrinsic nature of the organizational partners—their values, goals, operating procedures, etc.? Similarly, if one of the advantages of ISP is the unique mix of talents, resources, and expertise that each party brings to the table, is there a danger in homogenization?

■ More work to explore the nature of different types of inter-sectoral partnerships is needed.[93] Are tri-sectoral partnerships qualitatively different? Does the combination of all three sectors open the door to results otherwise unattainable by one sector working alone or by only two of the three sectors working together?

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[92]Clearly, civil society organizations vary greatly. For some organizations, absolute autonomy is fundamental to their mandate and/or the support of their constituents. This is particularly the case in situations where the sector as a whole is weak; where the organization has a relatively short track record; where there is significant competition among CSOs over issues of legitimacy and representation; where the political setting is highly politicized; and/or where the organization is defined by its advocacy/adversarial role vis a vis other sectors.

[93]Some of the best work to date in this arena can be found in various works by Steve Waddell. One such study is, Waddell, S. "Engaging Business in Youth Employment and Livelihood: Issues, Strategies and Practical Steps," What Works Series, International Youth Foundation, 2001. Another leading analyst of partnerships is the Prince of Wales Business Leaders Forum (now renamed the International Business Leaders Forum). One such early work is, Tennyson, Ros. "Managing Partnerships: Tools for Mobilising the Public Sector, Business and Civil Society as Partners in Development, The Prince of Wales Business Leaders Forum, c1998.

■ To what extent are CSOs vulnerable when they rely on corporations that in turn depend on continued economic growth? Intermittent market fluctuations should not be problematic, but a sustained economic downturn in tech stocks for example, could have a significant impact on CSOs that partner with that sector. Are there steps that CSOs can/should take to protect themselves? How important is it for a CSO to have a "diversified portfolio" of ISP partners?

Linking Grassroots Development with a Global Enabling Environment

Another critical area for research is the connection between grassroots development and the legal, regulatory and policy environment at the national and international level.

■ How can those interested in strengthening the capacity of local actors to improve their conditions and contribute to the long-term development of their communities foster enabling environments at the national and international level that are supportive of inter-sectoral partnering?

One highly interesting idea was proposed at the World Economic Forum in Davos, Switzerland in January 2001. In a speech to the world leaders in attendance, Jean François Rischard, Vice President for Europe of the World Bank, urged the formation of Global Issues Networks. Rejecting the ability of existing organizations such as the Bank or the United Nations to resolve major, cross-cutting problems such as global warming for reasons having to do primarily with the need for speedy, decisive action, Rischard endorsed the idea of coalitions of governments, businesses, and NGOs organized to set international standards around issues of global concern.

■ What effect do horizontal partnering and vertical integration have on the ability of societies to address global issues? What are the most effective institutional arrangements through which to address these issues?

Globalization and ISP

Globalization is a term that describes the reality of a world linked through instant communication, financial markets, and global responsibility (e.g., for the environment, for equitable growth, for disease prevention and other health-related concerns, etc.). It provides enormous opportunity for commercial gain and an equally great responsibility to ensure that new resources are

used to reduce existing inequities. There is no inherent value—negative or positive—to globalization. The term describes the world in which we live. It poses new challenges and offers new solutions.

■ What is the impact of globalization on the ability of societies to address major cross-cutting challenges? Does the globalization of partnerships offer solutions to global issues? How can globalization be used to address pressing social issues—mobilizing previously untapped resources through the identification of cross-cutting challenges that require a global approach? IYF's work to engage corporations in a more strategic approach to corporate philanthropy is one such approach.

■ In addition to the cohesive effects of ISP, are there instances where ISP creates divisions within a sector, i.e., competition among businesses that have active CSR programs and those that do not?[94] Friction, rivalry, and/or distrust can appear among CSOs that work with corporate partners and those that do not. Does the emerging global corporate accountability movement pose roadblocks to inter-sectoral partnerships or does it create the necessary public and political pressure to facilitate their creation?

Building Resilient Societies

Different sectors in society have been encouraged to collaborate due to the decline in funding for international development, shifts in power from national governments to local entities, the growing involvement of the private sector in social issues, and the increasing number of capable civil society organizations.[95] It was thought that ISP would "strengthen individual organizations within each sector, offer a mechanism to resolve specific development issues, and lay the foundation for broader, systemic change."[96] To what extent has that been borne out? While it is still very early to talk about "systemic" impact, it should be possible to identify progress to date.

■ How do organizational capacity building, the strengthening of institutional arrangements, horizontal and vertical societal linkages (such as intermediate support arrangements and regional networks), transnational linkages, capacity building in all three sectors and inter-sectoral partnerships across them, affect the ability of societies to withstand shock (e.g., natural disasters, economic crisis, terrorism, civil war, etc.) and move ahead? How do a dense network of societal connections (both within a country and transnationally) and growing institutional capacity affect long-term societal resilience and dynamism?

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[94]See Russell Currah, Kelly "Paper Four: Putting TNC-NGO Partnerships into a Civil Society Context" *Buy In or Sell Out? Understanding Business-NGO Partnerships* Discussion Paper Number 10 WorldVision UK, c2000 for a discussion of World Vision–UK's experience with the effect of ISP on intra-sectoral relations.

[95]Waddell, p. 1.

[96]*Partnering for Results: A User's Guide to Inter-Sectoral Partnering*, op. cit., p. 1.

Practical Tools

In addition to research into the evolving nature of this approach, organizations involved in the on-the-ground delivery of goods and services need practical tools such as guidelines and/or a decision-making framework that would help them to determine when ISP is the most appropriate strategy and help them to manage ISP relationships. Additional work is needed to develop indicators that would allow organizations to track and measure the value added of the ISP approach. There is still insufficient evidence to evaluate and measure the value of this approach as opposed to others, despite growing efforts to develop indicators adaptable to local conditions and supportive of efforts to systematize, track, and record the impact of ISP.[97]

■ Is ISP always the best approach or are there others that are preferable in certain situations? What are the most effective indicators of the value added of this approach? How does an organization know if it is achieving results with this approach? What are the appropriate indicators of success? Does the task require short-term cooperation, a long-term partnership, or the establishment of a permanent new organization that is tri-sectoral from the outset?[98]

■ What are the guidelines that organizations can use to choose appropriate and effective partners? How can they evaluate the transaction costs? What determines the selection of this approach over others?

■ What "network/partnership maintenance tools" need to be developed to manage various issues arising from ISP (such as "glocal" arrangements and power imbalances)? What are the new skills, job positions, processes, and structures needed? How would they function? Will ISP activity depend increasingly on intermediary organizations rather than simply relying on individual organizations? Is this a more cost-effective way of operating?

[97]Ibid. One such effort can be found in, Charles, C. and McNulty, S. *Partnering for Results: Assessing the Impact of Inter-Sectoral Partnering*, USAID, 1999, pp. 38

[98]These questions are explored in Charles, C., McNulty, S. and Pennell, John. *Partnering for Results: A User's Guide to Inter-sectoral Partnering*, USAID, 1998, p. 1.

ISP is a rapidly changing development strategy just as youth development is a rapidly changing development field. A key task for social scientists engaged in development work is to deepen their understanding—both qualitatively and quantitatively—of the real benefits and challenges of this approach on the global, national, and local levels. Globalization encompasses a new world of multinational brands, global development issues, and international social movements. ISP is a still evolving, but increasingly significant dimension of the new playing field, and as such presents both intriguing possibilities and substantial challenges to government, business, and civil society.

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