

Youth Employment and Livelihood: The Role of the Private Sector

06-07-00

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On behalf of:
The International Youth Foundation
Baltimore, MD
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For:
The Youth Employment Summit (YES)

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1. Overview

Shifting ideologies represented by the fall of the Berlin Wall, market liberalization, the emergence of civil society, growth of global capital markets, continued decline of trade barriers, and increased international trade are all key factors in the great global growth of business and the market sector in the last decade. This growth has been driven in part by the belief of many that the market sector can more readily provide solutions to some seemingly intractable problems such as poverty and unemployment. Moreover, with the growth of business globally has come an increasingly strong and widespread belief that the business sector's responsibility for helping to address such problems has increased. Yet, the tools, practices, and structures for business action on youth employment and livelihood (YEL) remain poorly defined. This paper aims to more clearly define these tools, practices and structures as well as and steps for practitioners to develop them.

Statement of Problem

YEL is an increasingly critical issue. Youth—referring generally to those who are 15-24 years of age—are facing increasing difficulty around the world in becoming economically productive participants. In Northern developed countries youth makes up a disproportionate number of the unemployed, ranging between one and two times the rate of their elders. And when they do secure jobs, they face significantly lower wages than their counterparts a generation ago. In Southern developing countries, youth face even greater challenges since unemployment rates are even higher and wages are lower. Moreover, many also feel the impact of urbanization and dislocation from traditional support networks. On top of this, the primary traditional developmental support network of the family has weakened with urbanization, economic dislocation, and diminishing size with one-parent families becoming common. (International Labor Office, 1999)

To increase the role of the business sector in YEL issues, a basic concern must be addressed first: the goal of dramatically improved YEL and the profit goals of business are not automatically compatible. They must be “translated” into higher-level aspirations of missions and visions, and into lower level operational objectives and tactics that make sense for those aiming to attain both YEL and profit goals. This requires a sort of dual-track thinking and operating, such as with “double” and “triple” bottom line approaches that are producing corporate financial, social, and environment audits. This multi-dimensional systems thinking conflicts with many traditional uni-dimensional linear programs, plans, and policy frameworks. New processes, structures and strategies that reflect this multi-dimensional approach are still in the early stages of development.

Three particular challenges arise within this systems-thinking perspective. To translate the YEL goal into business interests requires addressing the medium- and long-term commitment needed to address YEL issues on the national and international level, within the short-term and hyper-turbulent environment of business today. Translation also requires addressing how costs are shared by business for what is a “messy” (Ackoff, 1974) social issue that raises free-rider problems with businesses that do not contribute to the YEL efforts. Finally there is global imbalance of issues and resources. Business is by far the most wealthy sector. At the same time, the YEL problem is particularly acute and growing in the South (developing countries) while the bulk of corporate resources are controlled in the North (developed countries). In this context, engaging business in the YEL issue also requires addressing geographic and sectoral imbalances. In short, a new social contract around YEL issues is needed.

Definition

The key conceptual definitions behind this problem statement and its resolution involve the concept of organizational *sectors*, their key attributes, core competencies and weaknesses. From a business point of view four business and society frameworks help define routes to engage corporations.

1. Organizational Sectors

Today it is common to divide organizations in society into three archetypes and their hybrids: the state (government), the market (business), and civil society (nonprofits/NGOs). These sectors can be thought of in terms of their core goals and attributes. For example, the core sector goals can include lawful behavior and order by the

state, profits for the market, and justice for civil society. Distinct temporal frames dominate the sectors: elections cycles for the state, profit reporting and business cycles for the market, and sustainability and (re) generation cycles for civil society. (See Appendix A.)

These attributes lead to different sectoral frameworks for defining the YEL problem. Much of the challenge in engaging the private sector involves constructing a framework the private sector will find compelling. Many business leaders understand a disenfranchised generation leads to social instability and thereby a problematic operating environment for business. Alienated youth, particularly when they form a large proportion of the population, will turn their energy to drugs, crime, violence and even revolution. Unengaged youth represent a wasted economic resource; poorly trained youth means higher costs for training and orientation. These macro issues have been poorly integrated into an operational framework to identify appropriate responses from individual businesses.

Another challenge is to create a framework that encourages collaboration among the sectors—the YEL issue is simply too large and unisectoral approaches have proven too inadequate to exclude business engagement. Without coordination and collaboration among sectors, their distinctions can prove highly problematic when addressing complex issues such as YEL: the sectors end up with distinct and uncoordinated strategies for addressing the problem that produces redundant activities and that work at cross-purpose. Traditionally, youth development and employment issues were thought of as the responsibility of government (particularly education and training, and fiscal and monetary policy) and civil society (particularly families and increasingly NGOs). The private sector was perceived as a relatively passive receptacle of this activity. True private sector engagement in YEL suggests the development of fundamentally new frameworks and strategies.

For issues like YEL, this three-sector model can usefully be further developed into a set of distinctive resources, capabilities, competencies and weaknesses. (See Appendix B, Tables 2 and 3.) This analysis suggests an intersectoral model which engages business can tap its core competencies, particularly its abilities for wealth-generation and assessment of activities in terms of profitability. At the same time, approaches engaging business suggest ways to offset some of the weaknesses inherent in the other sectors. Examples include state sector weaknesses which include its rule-based behavior and civil society weaknesses such as its fragmentation and resource scarcity. Clearly engaging the market sector offers the potential to harness its capacity for entrepreneurial—and thereby job-creation—abilities to YEL issues. (Waddell, 2000)

2. Business and Society Frameworks

The issue of bringing business directly into the efforts to generate solutions to YEL infers a shifting perspective of the role of business in broader society. Four emerging frameworks define these relationships. Although definitions are necessarily contentious, it is useful to suggest cautiously some for these frameworks, to help define routes to engage corporations in the YEL issue:

- A *philanthropic* framework is a traditional framework that might be characterized as charity based in gift-giving systems. One of the best examples is with anonymous business giving such as with United Way campaigns in the United States. Although broadly perceived as a framework declining in importance, this decline might be as much the result of clearer definition of traditional philanthropy with the rise of other frameworks as real decline.
- A *social responsibility* framework emphasizes social expectations and standards for corporate behavior, and is based in obligations systems. Numerous new business associations promote this approach, which has become formalized over the last quarter century. The strength of the framework often depends upon local and corporate-specific values, for the majority of businesses resist “socially-driven” standards.
- A *corporate citizenship* framework sees corporations as creatures with rights and responsibilities, and is based in these systems. Newer, but often associated with social responsibility, this perspective sees corporations joining with other sectors to renegotiate the social contract around specific issues. However, this can easily result in privatization and rewriting public policy to business advantage rather than a true transformation of business as well as other organizations for societal advantage.
- A *mutual gains* perspective emphasizes corporate operational objectives, suggests corporations engage other sectors and issues when they can produce benefits for all, and is based in systems of mutuality and exchange. Mutuality demands deep understanding of partners and their issues, and all parties committing to address a concern by producing outcomes each party values in terms of its own distinct goals.

These business and society perspectives suggest that engaging businesses in YEL issues can draw upon diverse frameworks. In addition, two frameworks may be used simultaneously to leverage greater impact, such as by combining marketing philanthropic and budget resources to achieve marketing and community development outcomes.

Magnitude

Two particular dimensions of “magnitude” are relevant to the role of the private sector in YEL issues. One dimension is the scale of the YEL problem itself. The scale of the problem is, to say the least, gargantuan. About one third of the world’s population lives in abject poverty; this is the fastest growing segment of the world’s population and is source of a disproportionate number of youth. In 1995 there were 1.025 billion 15-24 year olds; about 83 percent live in developing countries; from 1980 to 1995 the percentage in this age category declined slightly from 19 to 18 percent. (International Labor Office, 1999)

The second large challenge is to identify motivating frameworks and to build structures to engage the private sector deeply in the YEL issue. Traditionally the role of the private sector has been limited: as an employer, as a trainer of employees, and as a member of national policy-setting bodies. The problem statement and definitions suggest that to engage business actively in YEL issues requires some basic societal reorganizing. In other words, the issue raises problems of substantial magnitude. It involves building awareness, changing attitudes, and establishing new organizations, including new *types* of organizations that can coordinate intersectoral activity, give support and scale to individual businesses’ activity, and translate traditional YEL social frameworks into business concerns. Developing YEL issues demands creativity and the ability to hold effective dialogue across sectors with distinct languages and between people who have not traditionally interacted. It requires that an economically privileged “elite” in the North and in South business corporations be willing to open doors to disadvantaged youth who do not traditionally interact with business people.

Of course there is wide variation in the scale of the YEL issue from country to country. Some, such as the Nordic countries, are known for impressive achievements in addressing YEL. (Mitchell, 1998) However, the magnitude of the YEL challenge with respect to training in developing countries has led one analyst to describe the situation as a “crisis.” (Bennell, 1999) Others focusing upon the broader poverty issues have commented that despite some localized progress over short periods, the incidence of poverty is actually growing.

Societal change and concentrated effort over a sustained period of time are necessary. There are other examples of even greater social reordering which can be cited, such as the rise of the welfare state, the spread of democracy over the last 15 years, and the decentralization of government over a similar period.

Today more than ever we have greater capacity globally to address this level of change. We have more knowledge about how to create large-scale change, and we have more organizational capacity—in government, business, and civil society—to support such change. Moreover, our financial resources and skills are greater than ever before. Rather than provoking a reaction of helplessness, the magnitude of YEL issues should spur the development of effective strategies for addressing the challenge.

Historic and current perspectives

Historically the role of business in YEL issues has been limited. The YEL problem has been seen as the responsibility of government, with business’ role being simply to hire what government “produces.” Business provided policy advice to governmental committees and in intersectoral forums, as well as training for its own employees. Certainly there are some notable historic exceptions such as Germany, which has a history of more integrated activity, particularly with apprenticeship training in trades. However, by and large there has been a relatively clear consensus that YEL issues are a government responsibility.

A similar division is clear for poverty issues more broadly. The business sector perceived these issues as a government responsibility, while the business of business is business and profit making. Becoming more directly active in the issues of poverty and YEL, according to traditional thought, would burden business and take it away from what it does best: generate wealth.

Chronic high unemployment in most Northern countries over the last 15 years and the on-going poverty crisis in Southern countries have led many to question this basic arrangement of responsibilities. There is growing consensus that since the private sector is the major engine of wealth creation and employment, the growth and

prosperity of business is key to addressing poverty. A deeper understanding of the complexity and relationship of issues of wealth generation and more general well-being in the business sector can be seen as driving forces behind some relatively new impressive business organizations such as the global Prince of Wales Business Leaders Forum (PWBLF), Business for Social Responsibility (BSR) in the United States, the European Business for Social Cohesion (EBSC), Ethos in Brazil, the venerable Philippine Business for Social Progress (PBSP), and the National Business Initiative (NBI) in South Africa.

On government's part, chronic unemployment and poverty has produced a noticeable humbling of aspirations: the desired outcomes government claimed capable of achieving, have proven elusive. The first admission of government weakness was accompanied by budget restrictions and engagement of civil society organizations as facilitators, mobilizers, and deliverers of services—roles government previously viewed as exclusively its own. This is one factor that has led to a virtual burgeoning of civil society organizations to the point that their growth and economic importance is now very substantial. (Salamon, 1994; Salamon and Anheirer, 1997)

The challenge is to make several shifts in focus, including:

- from a government- and/or civil society-based approach to YEL to a trisectoral one,
- from a nation-state based approach to a global reordering approach,
- from focusing upon those youth most-likely-to-succeed to those with some of the greatest challenges, and
- from barriers between formal and informal economies to economies that embrace increased variety.

2. Current Barriers

Change does not come easily and several barriers must be overcome. Current barriers to engaging business in YEL issues include:

1) Lack of compelling frameworks to engage business

YEL as a phrase does not relate obviously to business interests. Rather, it speaks to a government and civil society interest. This leads to dependency upon champions who feel very personally motivated, rather than to institutionalized business approaches. Consequently, with high turnover rates within many corporations, there is a constant need to build renewed commitment.

Corporate responsibility is a concept that ties together business and society. However, it speaks more to outsiders' expectations than to business goals. An engaging business framework must speak both to business short-term and long-term goals with early and measurable "wins." Perhaps an overall business framework for YEL would be a corporate or business development one, where YEL is seen through the goal of a business to develop itself. But within such an overall framework, individual company's goals must be understood and customized programs developed. These could, for example, include operational goals to improve human resource quality, reduce recruitment and training costs, build a market, create innovation, reduce risk, build brand to name a few. (Waddell, 2000. June) Sometimes, of course, several businesses will find a similar motivation and might be grouped collectively.

2) Lack of differentiation between developed and developing countries

Closely related to the first point, but important enough for separate mention, is that insufficient attention is paid to the differences between engaging business in the North and the South. Of course there are several other potential geographic categories of major difference, such as with the former Soviet bloc and with Southern countries that have a strong multinational and national corporate sector versus those with only small and medium enterprises. The former Soviet bloc and China have strong statist histories that mean business and civil society are still relatively weak and business-state ties are still strong. This suggests that to successfully engage business in YEL issues will require more government support than elsewhere. Southern countries such as Brazil, the Philippines and India with strong multinational and local businesses can combine a more global strategy as well as a local strategy. Where business is weak, as is the case throughout much of Africa, the impact of business on YEL is necessarily constrained.

Some distinctions seem apparent, but deserve further investigation. For example, the social responsibility motivation seems more of a Northern framework than Southern. In the South, businesses are generally family-based, whereas in the North, ownership is much more impersonal through institutional shareholders. This means approaches in the South will tend to depend even more on highly personalized connections, as opposed to institutional ones. In the North many companies produce mass consumer end products and are very sensitive to

brand image. In the South, companies more often tend to be intermediate producers in a corporate supply chain where brand and consumer attitudes are much less important. This has led to the issue of supplier standards for companies such as Nike and The Gap who have Southern partners.

3) Barriers between formal education and entrepreneurial needs

There is a mismatch between the type of skills acquired in formal education and the skills needed for the workplace. This results in large part from the dominant perspective among sectors that “education is a government responsibility.” Another factor is the tradition of relatively little intersectoral collaboration with the belief that “you keep out of my pond, and I’ll keep out of yours.” However, as long as government remains in control of education it is reasonable to expect certain focuses of educational institutions: teaching history from a government viewpoint; production of “good” citizens from a government perspective; and emphasis upon culture through literature and arts that the governing elite value. Government-led education will likely continue to emphasize the number of graduates rather than the number of successful school-to-work transitions.

Of course the choice is not *either* government *or* business (or civil society, for that matter) domination of education, but education that successfully integrates all sectors’ perspectives. This suggests education that can, for example, relate citizenship to being a worker. Many people see these various goals as incompatible, but there is no reason to assume this. Transcendence of uni-sectoral views into a newly integrated approach suggests the need for different educational structures, skills, and curricula.

4) The poor versus elite

Most business people have a natural discomfort working with the poor, and vice versa. Sectors often work with generalizations and ignore *intra*-sectoral diversity simply out of lack of experience. For example, many business people associate being poor with lower class and failure; many of the poor associate business people as selfish and insufficiently cognizant of the role of luck in life circumstances. There also are enormous gaps in language and culture. This means that social capital bridges linking the poor and business must be built.

Without conscious development of alternative strategies, these attitudes will be maintained and resources will continually focus upon the most-likely-to-succeed (with an emphasis upon social elite membership). In other words, a broadly conceived YEL perspective implies an opening of life opportunities and social integration. People working in the YEL field are important “social knitters” trying to produce bridges across social chasms as well as economic ones.

5) Lack of awareness of models and options, and poorly developed collaboration skills, structures, tools, processes

People who perceive that business has important new roles in YEL issues are at a vanguard. They are hard put, however, to refer to many examples with much history. At 17 years of age, Prince’s Trust in England is certainly among the (if not the) oldest organization in the YEL-business field. Most initiatives are under five years old and on a very steep learning curve. This highlights the importance of organizations like the International Youth Foundation in building upon experience globally and fostering further experimentation based upon the most current knowledge.

Development is being handicapped by an inadequacy of skills needed for the intersectoral approaches that engage business in YEL. These are very different language and conceptual frameworks than are found *within* any one sector—“translators” (Waddock, 2002 Forthcoming) are needed who can speak the distinct sectoral languages and hold in their minds at the same time various agendas of the sectors and ways to integrate them. For example, intersectoral leaders need to understand the differences and similarities between words such as “administering/managing/developing” and “campaigning/marketing/advocating;” they must understand the different concepts driving the sectors (see the attributes in Appendix A), and the steps for developing them (see Appendix C, Waddell and Brown, 1997). In particular, there is need for leaders who have collaborative leadership skills in power-sharing and working with everyone as peers, which is much different than traditional (particularly American) leadership approaches.

There is need for more intermediary organizations to work between the sectors. It is simply unreasonable to think that a core corporate department will be able to effectively engage the necessary resources on its own. Corporations simply do not have the networks with the poor, nor can they build such good ties as can NGOs. While there is a growing number of intermediaries, very few have a focus upon YEL issues. To mobilize the serious resources that the YEL issues demand, more specialized intermediary organizations must be created.

6) Paternalism versus empowerment

The disadvantaged in general do not traditionally get a say in the policies that affect them most. For disadvantaged youth, this problem is even greater. Nevertheless, effective YEL programs place high value upon active participation of youth. They are put on boards and opportunities are created for them to actively participate in the development of YEL activities, rather than youth simply being a target of other people's attention.

When disadvantaged youths compare their status to that of successful business people, the business people usually appear to be an elite. Traditional paternalistic approaches are reinforced by most business peoples' poor understanding of differences between them and the people who are disadvantaged. The self-confidence, social power, verbal abilities, and knowledge of elites allow them to much more freely state their views; their self-confidence leads them to assume others should do the same. On the other hand, the marginalized generally need more time spent on relationship and building and communicating through shared activity, rather than emphasizing words. People are generally unaware that the very particular type of communication they consider legitimate is the product of a very particular culture, experience, and education. This easily produces impatience among business people when working with the poor, and distrust among the poor when working with business people. Relationships do not start with a blank slate—they begin with a history and culture. Numerous assumptions and generalizations are made by both sides that easily produce a feeling among business people that the poor are incapable and teaching will be one-way, and among the marginalized youth that business people are too impatient and neglectful of process in favor of product.

All this points to the importance of training participants in YEL programs to help them understand one another. It also implies that traditional hierarchical and elite structures must be reformed to actively engage the disadvantaged and make them more central participants in their own future-setting.

7) Cash cows or partners?

On the other hand, civil society organizations and the disadvantaged tend to focus upon the difference of financial resources as the source of their overall difference with business. This means they often approach business with the goal of obtaining funding, and without understanding the broader and often more accessible array of resources which a business can apply to YEL issues. And since most businesses have thought little about YEL issues, they do not even know what resources they possess (such as technical expertise) that can be useful.

Partnership implies mutual commitment to both collective goals and the independent goals of each partner working towards the common goal. Partnerships take many years to develop well, with much experimentation around small projects that identify how they can best work together. There is an unreasonable strategy that is often applied: simply getting together to talk about how organizations might work together. This often results in confusion and despondency since the potential partners do not yet even know how to communicate across sectoral lines. There are clear developmental stages in partnerships (Waddell and Brown, 1997) and these must be understood and applied to create strong partnerships.

3. Current conditions/systems that are supportive

Alongside these barriers are factors which support the engagement of business in YEL issues. By and large, these factors result from rapidly changing social, cultural, political, and technological environments that collectively present substantial opportunity for people wanting to engage the private sector in YEL issues. Following are some supportive conditions and systems:

1) Recognition of the failure of traditional solutions as the issues grow more serious

Believing that “business as usual” is an acceptable mode of operation is challenged by both swiftly changing markets and the growth in YEL issues. The solutions which seemed to work or were accepted in the past—mainly allocating to government wide responsibility for direct solutions and action—have proven insufficient. YEL issues have become worse around the world as incomes for youth decline, unemployment rates increase, and the number of youth swell into a crisis threatening stability in many countries.

This crisis has pushed people to experiment with new approaches, organizations, and systems to address the YEL issues. However, the impact of these responses is still relatively marginal as people struggle with building new models, replications, and scaling up strategies.

2) Clarification of operational business benefits

Some emerging operational objectives for business in the *mutual gain* tradition that appear promising include addressing YEL issues as:

- Workforce investment/development: Addressing YEL issues can produce better trained entry-level employees at lower cost and have lower turnover. As corporate training budgets get squeezed in the drive to lower costs, there is increased interest in finding ways to partner with others for better results. As with government's "going alone strategy" in education, corporations' attempts to create parallel systems is simply too costly. This is leading to new institutions, such as intersectoral Workforce Investment Boards in the U.S. and variations with youth councils and regional workforce planning boards elsewhere. These are usually intersectoral.

Another product of business involvement in YEL activities is increased employee satisfaction. Some organizations encourage employees to become engaged in YEL activities as a refreshing and productive break from more routine activities.

- Economic Development: The mutual gain framework is creating new intersectoral planning processes, with a youth focus emerging as a product of economic development concerns. People understand that youth issues must be addressed to ensure a good workforce and a healthy market.
- Business restructuring: As businesses merge, narrow their focus, and become leaner, they risk employee loyalty and corporate reputation if they do not find creative ways to address retrenchments/layoffs and economic dislocation. This leads some companies to reach out to NGOs to assist them to address the impact of corporate restructuring. This imperative leads them to address YEL employment issues such as with support for entrepreneurial development opportunities and community economic development initiatives.
- Social risk management: As the potential dangers of a large disenfranchised youth population become better understood, some corporations understand the threat they pose to the stable environments necessary for healthy business development. The ability for business to respond to such a situation pro-actively has precedents. For example, risk reduction and management was a major impetus to form South Africa's National Business Initiative and the Philippine Business for Social Progress many years ahead of PWBLF and BSR. Business under apartheid in South Africa and under Marcos in the Philippines understood that government was illegitimate in the eyes of the majority of citizens. If business did not build a pro-active strategy that supported and connected with the masses, and was closely associated with government elites, business foresaw that it would face nationalization and other punitive measures when the government inevitably changed. With the dangers of growing unemployed youth, business is facing a similar challenge.

Companies also face social risk on a smaller level which can be reduced through YEL activities. YEL programs can form part of public relations programs to build support for a company among key external stakeholders through building a good image. For example, YEL support by business can influence legislators and their constituencies to favor business-positive legislation; and YEL support can influence communities where a corporation operates or wishes to operate to support a specific company plan. In terms of this paper's definitions, this is more of a corporate citizenship approach.

- Market development, brand image, and public relations: Disadvantaged youth are a hard-to-reach market requiring different development strategies than traditional market development. Businesses generally have to find partners to reach them effectively. Moreover, their buying power is so low it requires some proactive thinking about how to increase it to literally create a strong market demand.

Some corporations engage in YEL issues as a way to protect (risk management) and build (market development) their corporate reputation. In some countries, this takes the form of affinity marketing and associating with YEL issues as a way of promoting a corporation.

- Supply chain development: One response to the need to develop suppliers who can produce appropriate quality and quantity on time is to create a vertically integrated corporation that includes all levels of processing—from owning farms raising crops to stores selling the product. However, with greater focus by corporations upon their core competencies, the costs of this approach are leading to vertical disintegration. Now many corporations take a more proactive approach to the development of suppliers as separate organizations, which includes extensive use of subcontractors and creating new entrepreneurs.
- Philanthropy, social responsibility, corporate citizenship: These frameworks each have imperatives that have pushed some corporations to become engaged in YEL issues. The charity imperative is still a strong force for corporations addressing YEL issues; social responsibility continues to be promoted by some; and corporate

citizenship is on the rise, as is mutual gain (see above). The growing strength of these imperatives for YEL can be seen in new organizations such as Ethos in Brazil, Business for Social Responsibility in the United States, European Business for Social Cohesion, and several Centers for Corporate Citizenship.

3) Erosion of confrontational and paternalistic ideologies

Less than 15 years ago the world was still caught in a conflict between warring ideologies of capitalism, socialism, and communism. During the Cold War there was great pressure to buy into one ideology or the other, and little room for experimentation existed. Now there is more willingness to recognize the weaknesses of any one ideology, and to experiment with new approaches to problems intractable under any ideology. This is creating new roles for business.

Evidence for this can be seen in the burgeoning growth in intersectoral collaboration over the past decade, beyond the traditional tripartite workforce one of labor-business-government structure. The models, tools, and skills to support interaction between the sectors, and the ability to engage business in these initiatives, have grown.

This ideological shift has been accompanied by a decentralization in business structures, reduction in the use of hierarchies simply for control purposes, and new ways of operating cross-functionally within business. In the new business environment, paternalism is eschewed in favor of decentralized responsibility. When business addresses particular issues, it comes with a different mindset about the legitimacy of working with very different people who themselves are empowered.

4) Growth of systems consciousness and capacity

Systems thinking is increasingly integrated into business processes. Within companies, systems thinking relates to internal production systems and continues to be popularized as *organizational learning* (Senge, 1990). This challenges the traditional business approach to solving problems by isolating them in a traditional scientific management strategy. The systems thinking approach emphasizes that changing one part of a system inevitably impacts other parts. Understanding the total system is critical to problem solving.

Largely through the environmental crises and the rise in stakeholder concepts, this systems approach is being applied to external corporate relationships. Business increasingly understands it cannot treat its broader impacts simply as externalities. It must find ways to address them. This leads business to participate more actively in some activities such as community economic development that lead to the door of YEL issues.

5) Reduced NGO resources from government and aid agencies

This is perhaps an odd supporting factor. However, many contacts made by NGOs with corporations have been driven by the thought that corporations might provide funding previously provided by government. In several cases, the two parties have persevered through the difficult initial challenge of talking through differences and built in-depth partnerships. The funding difficulties of NGOs have created pressure to find ways to overcome civil society's old tendency toward ideological parochialism (see Appendix B, Table 3) that often leads NGOs to view business uniformly as exploitative and the fundamental "problem" of our society.

6) Global competitiveness

Business feels a similar compulsion to be open to NGOs' advances and to identify more creative approaches, particularly with market development. This pressure comes from breaking down national trade barriers and opening companies to the pressures of meeting global competitiveness.

Globalization also has forced companies to address more creatively the need to respond to local diversity, within a global strategy. Corporations are learning how to more effectively act and think both globally and locally.

4. Programs and Practices That Have Worked

Programs and practices involving business in YEL issues are generally so young that giving a definitive declaration that "they have worked" is often difficult. Most initiatives have less than a decade of operation and most less than five years. One key ingredient is a willingness to experiment and to change programs in response to feedback.

Initiatives engaging business in YEL can generally be placed into one of four categories. One is awareness building in the business and government communities of the issue of YEL, research on the issue, and development of ideas for improvements. A second category is improving the fit between the output of educational institutions and the needs of business—the school-to-work initiatives (this includes programs for youth with only a few years of formal schooling). A third category is with new entrepreneur and new business development, sometimes coordinated with education issues. The fourth specifically category focuses upon livelihood, working with youth and other workers at worksites to improve their lives. Given the space constraints in this paper, only a few illustrative examples are presented. They are drawn from interviews that provided data for this paper. (See Appendix C)

Awareness Building and Policy Development

Program: Corporate Council on Youth and the Economy, Canadian Youth Foundation (CYF), Canada

Description: CYF research revealed young Canadians were experiencing growing difficulties in their transition from school to work, finding employment and developing careers. The Foundation's work also indicated a troubling lack of recognition of the problem. Consequently, in 1997 the Foundation, in partnership with a number of large companies, established the Corporate Council on Youth and the Economy. The mandate of the Council, which is operated by the Canadian Youth Foundation, is to conduct research on issues related to youth in the economy, improve communication of these issues and take action to address the issues, recognizing that no one player has total responsibility nor solutions. Members are from the private sector (mostly large businesses), but there is also close linkage with major business networks. Participation is motivated by the understanding that engaging young people within the economy has a positive impact on business performance. This is because of the importance of a skilled and educated labor pool, the consumer power of youth, the return on investment in education (the majority of corporate philanthropy is directed towards education), and the reduced the drain on social programs financed through taxation. Over its first couple of years of operation, the Council focused on awareness-building, deepening understanding of the problem and developing tools such as best practice resources. This involved conducting and producing several research reports, developing a communication medium for broad dissemination (web-site) and public speaking. The Council's next steps are to focus on dissemination and communication of its work as well as to consideration issues such as the role of small-medium sized business in job growth.

Success factors: Council members are not stakeholder representatives from different regions or industries, but people actively committed to doing something for young people. It is clearly business-driven. By deepening the understanding of the YEL issues and developing itself as an expert on youth issues, the Council has built a strong collaboration, developed its legitimacy and profile, and constructed a firm knowledge-base to move forward.

School-to-Work

Program: National School-to-Work Program, United States

Description: This program builds awareness among youth about work options and what “work” involves. The federal Departments of Labor and Education joined together to create this decentralized, community driven program to improve the fit between business needs and high school education. The federal government has provided a five-year pool of money that can be accessed upon application by local school districts. In Los Angeles, the program has developed into a school and business partnership among eight “academies” representing different education tracks. For example, a transportation academy has partnered with the metropolitan transportation agency. The agency invites students onto its sites to become more familiar with the workplace over semester-long programs, and the agency’s work becomes a common experience around which the school curriculum is developed.

Success factors: The initiative is a locally driven business-school collaboration. In schools, cross-disciplinary teams are formed among schoolteachers, who become familiar with the companies by visits and internships with them of up to three months. The staff costs are covered through federal and other funds, but the companies provide office space so an initiative staff member can coordinate the program on-site.

Program: Out-of-School Youth Development Project, Children and Youth Foundation of the Philippines (CYFP), Philippines

Description: In the Philippines, 65% of out-of-school youth have not graduated from high school and the out-of-school youth population in the Philippines is estimated at 40% of the total youth population in the country. Although school is free, the incidental costs (such as transportation and the opportunity cost of lost wages while in school) are important deterrents to completing a high school education. However, education is only one barrier for the disadvantaged who would like to enter the formal business sector. An equally important one is social barriers for youth who do not have workplace connections or experience, and another is the lack of workplace orientation of traditional educational institutions. With the support of the World Bank, some major companies are working with CYFP to form a national consortium and five regional ones composed of business, civil society and government to work with out-of-school children and youth. They are applying best practices from existing programs such as the Technical Skills Training Project where Toyota Motors (Philippines) and a technical school have teamed up to ensure the school gives a work- and corporate needs-oriented education; Toyota gives training funds, access to equipment, and preference to the school's graduates. The school and NGOs help connect Toyota to disadvantaged youth with strong potential.

Success factors: On both the national and local levels there is direct government involvement in this scheme through the Department of Social Welfare and Development and five other agencies. When government financially participates in joint projects, it requires that all funds be placed in the Treasury where they are very hard to access. The World Bank Fund will follow Treasury procedures, but to create more flexibility, the consortia (as private sector-led) will put resources directly into implementing institutions (such as private schools and NGOs). There is a strong sense of corporate social responsibility in the country. Companies are used to working through external intermediaries, although many prefer to provide direct service through their own foundations. Even within this social responsibility tradition, it is critical to find specific leverage points for each company. For example, for Toyota the issue was workforce development; other times, such as with companies producing youth-oriented products, there are also marketing goals.

Entrepreneur and New Business Development

Program: Rural Youth Career Development, Thailand, National Council for Child and Youth Development (NYCD)

Description: NYCD is a national network of child and youth organizations that also undertakes some direct development activities. It approaches the rural YEL issues by first studying them, and then addresses both entrepreneur development and education-to-employee issues. It concluded that past training-based efforts failed because they did not recognize that youth themselves need to be motivated and committed; traditional approaches depended upon the availability of jobs; and parents and families want children to go to factories and do not want children to train without income for six months. In a new approach, NYCD brings together stakeholders from all sectors in a particular locality to share information about youth issues, gets them to talk to parents to explain the value of further training and identify their youth's training preferences, and then find places in regional training centers nearby. After the training, NYCD returns and the youth decide whether they want to be self-employed or employees. If the preference is self-employment, entrepreneurial skills development and low-interest loans follow; if the choice is to be an employee, NYCD helps find a placement. The CP Group, a major Thai agriculture-based conglomerate, participates in the program by supporting it financially and assisting in placements and linkages with other businesses. In an associated joint CP-NYCD initiative, rural youth are trained to be farmers. NYCD and its members provide training and have analyzed success and limitation factors. One finding led NYCD to emphasize a greater focus upon *skilled* farm employees rather than *laborers*—the CP programs were criticized as being too directly oriented to creating CP customers.

Success factors: The Chair of NYCD is a retired high government official who has good connections not just in government, but other sectors as well. NYCD does not emphasize financial contributions, but the full meaning of partnership and mutual commitment to one another's success. NYCD is willing to openly criticize partners, in the spirit of mutual improvement.

Program: Youth Business International (YBI), UK-global

Description: Based on 17 years of success in the Prince's Trust model in the United Kingdom for growing entrepreneurs, YBI is spreading the model around the world. It continues the Trust's tradition of putting business in the driver's seat of new entrepreneur and enterprise development...supporting enterprises doing everything from

buffalo breeding to software development. Business provides leadership, significant financing, and intensive one-on-one mentoring over a three-year period. Youths are identified by working with other NGOs and government agencies. YBI supports the development of national programs in other countries that reflect these core elements. Depending upon the location, an estimated 25 to 35 percent of youth have the potential to become independent entrepreneurs. Business engagement is motivated by a sense of social responsibility, fun, sometimes (as with banks) the potential to grow new clients, and public relations/marketing with hard-to-reach groups.

Success factors: The initiative is flexible and takes a customized approach with businesses, business people, and the youth being engaged. A wide variety of approaches are taken to attract particular people—each is understood to have different types of motivations. The activities are focused very clearly upon new business creation, and business is in charge in terms of the organization. Making up almost all boards, councils and committee memberships, NGOs and government agencies are critical bridges to identify potential entrepreneur youth. The initiative mobilizes business people as mentors, and provides financial and mentor support for the first three years of development—when banks will usually pick up the financial end and the need for mentors disappears. In the UK, government matches donations raised elsewhere. There is a balance between centrally provided resources, and locally driven initiative.

Program: Business and Youth Starting Together (BYST), India

Description: BYST has been set up to foster the entrepreneurial dreams of the underprivileged youth of India. Nationally launched by HRH Prince Charles in New Delhi, 1992, BYST has been inspired by the Prince's Trust – Youth Business. However, in India the challenge is much larger - there are 300 million people between the ages of 18 to 35 in a country many times bigger, and with a greater cultural variety and income disparity. BYST is adapting and building upon the UK model, of supporting new small enterprises with finance and business advisors (mentors), to particularly suit the environment in developing countries. Nationally, the program has built a close alliance with a broad range of Indian Industry – top corporations including Multinationals (Tata, Bajaj, Godrej, Diageo etc) SME's and Chambers of Commerce (Confederation of Indian Industries (CII)).

At the local level, BYST works on a multi-pronged strategy depending upon the needs – setting up its own program, partnering with one major company and developing programs customized around their activity or training and monitoring programs run independently by a company in its community. BYST can be tailored to enable companies to address retrenchments/lay-offs, or employee skills development. For example, BYST works closely with Escorts Ltd., a very large agriculture machinery manufacturer and other diverse products, in over 80 villages in Haryana in North India. This dovetails well with Escorts' own rural development work in Haryana where its major factories are located.

Success factors: BYST realized that bringing the Prince's Trust lessons to India (and developing countries in general) required significant adaptations, which it has developed through experimentation. The social responsibility and brand image strategies that can drive business involvement in the North simply does not work very well in India where many enterprises are suppliers to brand-conscious Northern companies. Therefore new frameworks were established. As well, BYST has created very customized approaches, company-by-company, to gain support. It analyzes the company needs, and then frames its activities in terms of those needs in ways that also address community involvement issues. BYST emphasizes mentor development through training courses that teach business people how to interact with the less privileged, how to help businesses at the grass roots level. It also hosts get-togethers and mentor clubs that help mentors meet, share and support one another's development.

Program: Building opportunities through credit cooperatives, Paraguay

Description: The country of Paraguay has a poorly financed centralized government structure that frequently acts unilaterally. The business sector is highly distrustful of government and NGOs who it sees as inefficient and spendthrift. Moreover, business sees YEL issues as a “government responsibility”. However, an increasing number of businesses are understanding they are in a dangerous situation with 50 percent of the population under age 25 and high youth unemployment. The Center for Information and Resources for Development (CIRD) founded in 1988 is an NGO-network organization that aims to funnel resources from business to NGOs. Over the past few years, it has been developing YEL initiatives not just with traditional privately owned business, but also with cooperatives and financial cooperatives (credit unions) in particular. Community-based credit unions are forming youth committees and using their membership as a base for building local development strategies that address YEL issues. They also

are beginning to make significant financial commitments. With Inter-American Development Bank support, two projects have been developed in informatics and in tomato growing. More initiatives are being developed by developing ties with the major national business association.

Success factors: The CIRD executive director has a critical social capital network. He comes from a business-connected family, which greatly facilitates the generation of venues to connect with business. CIRD itself is a network organization, and knows much about how to create networks and the value of them. This is reflected in an understanding that connection with credit unions also allows connections with their members. Credit unions, themselves combining critical business and civil society qualities, find the local economic and social development aspirations associated with YEL much easier to identify with than many private corporations.

Livelihood Development

Program: Global Alliance for Workers and Communities, Global

Description: The International Youth Foundation and Nike initiated The Alliance in 1999. Based at IYF headquarters, there are corporate, NGO, and international donor agency members with leadership provided by Nike, IYF, and the World Bank. It is growing into a network of multinational companies and their subcontractors who work with the Alliance to improve workers' lives. The focus is upon subcontractor employees of companies like Nike and The GAP in Southern countries. Most developed are Thailand operations where a local intersectoral team was formed. Subcontractors interested in participating in the initiative were identified. Then local consultants and researchers held intensive sessions with employee groups over a 10-week period to identify key issues. These groups are typically 12-15 people throughout the subcontracting organizations and include workers and Human Resource managers. Health and education are often identified as priorities, and many times these issues have little to do with workplace operations but are more oriented to, for example, broad skill development that can help workers improve their work and life options. In one case, employees wanted to learn about their worker rights and a lawyer was brought in to explain their legal rights; the program was subsequently taken up at other subcontractors.

Success factors: Undoubtedly one of the major drivers behind this initiative is its potential to improve conditions related to the globalization of business. Globalization requires new structures and strategies to make multi-national corporations sensitive and accountable to local constituencies. The traditional approaches to community and employee relationships cannot be effectively addressed by traditional centralized corporate approaches—the variations are too great, subcontractor relationship structures make the traditional approach highly problematic, and enforcement/review mechanisms are very difficult for multinationals to directly undertake. The commitment of the multinationals and subcontractors, and the ability to build groups where employees will speak up freely are also critical. Also important is the intensive repetitive contact that the program makes up front with the subcontractor workers.

5. Promising Strategies for Future Programming

There are a number of lessons that become apparent from this analysis of how to engage business in youth employment and livelihood issues. These are briefly described below.

1) Develop both top-down and grassroots vibrancy

The most successful strategies provide resources nationally or internationally through government, business, and foundations, but are driven locally. This demands very broad frameworks for action, but lots of room for local initiatives and adapting to local conditions.

2) Be business-driven

This does not necessarily mean—although often it does—have business clearly in charge. In the new environment, even if business is titularly in charge, there needs to be engagement of other players. However, being business-driven does mean giving business a substantial voice and responsibility, and keeping the nose firmly on business impacts both for new and established enterprises.

3) Put youth in active driver position

The decline in paternalistic approaches results in large part from recognition that a critical ingredient in success is encouragement of active participation of key stakeholders. This includes youth. Give them leadership in developing ways to better their circumstances, through a new enterprises they form and through engagement in planning processes or on intermediaries' boards.

4) Customize the framework for each business and setting

Different businesses and different YEL programs will be more attuned to different base frameworks: philanthropy, social responsibility, corporate citizenship, and mutual gain. Often the frameworks can be combined in any one YEL initiative—even within one company—and costs can be covered, for example, through both social responsibility and mutual gain frameworks.

An overall integrated framework to engage business might be a corporate or business development one. However, different motivations and operational objectives will be found in different businesses. Motivations can be influenced by social conditions, the industry, personal leadership, company values, key challenges, and business size. In some places the three sectors work well together, in others partnering with one sector in particular makes more sense. Diverse strategic frameworks and engagement approaches are critical.

5) Make the relationships personal

Motivations and commitments are strengthened when grounded in personal relationships. There should be a focus upon support for personal caring relationships between adults and youth, strengthened by the ability to simply have fun working together.

6) Build intermediaries as service brokers, rather than service providers

The importance of intermediaries is indisputable. Sometimes a corporate foundation may take a successful intermediary role, but more often it is an external organization that can mobilize numerous business members and other participants, and specialize specifically in addressing YEL issues. These are critical bridging organizations and translators. (Brown, 1991; Brown, 1993; Lawrence, 1999; Sharma, et al., 1994; Waddell, 1999; Westley and Vredenburg, 1991)

7) Build systems-thinking approaches by breaking down barriers

The barriers to engaging business might best be summed up as the need to break down barriers, particularly business-civil society-government boundaries. This imperative does *not* mean these three sectors should become more like one another—for if they do, they will lose their core competencies that provide the base rationale for collaborating. It *does* mean building partnerships that will be able to mobilize and access the distinctive competencies and resources of each sector, and offset respective sectors' weakness (see Tables 2 and 3). Other barriers to challenge are: disadvantaged/elite; between government departments, educational institutions/workplaces, and formal/informal economy. Reducing the government/business/civil society and educational institution/workplace barriers includes shifting government's role from "directly doing" in YEL to also creating an enabling environment that supports others to do the job in collaboration with government.

8) Build upon distinct sectoral competencies and weaknesses

Almost all initiatives involve both business and a civil society organization—the latter being formed by business, an affiliated program partner or initiator, or a new intersectoral collaboration. As well, the government always has an important influence and often an active role. Understanding more deeply the distinct competencies and weaknesses of the sectors helps sharpen strategies for the different participant organizations, more clearly develop potential synergies, and avoid assigning inappropriate tasks to an organization.

Appendix A

Table 1			
Some Comparative Distinctive Characteristics of the Sectors			
Sector	State Sector	Market Sector	Civil Sector
Primary interest	Political	Economic	Social
Primary control agents	Voters/rulers	Owners	Communities
Primary power form	Laws, police, fines	Money	Traditions, values
Primary goals	Societal order	Wealth creation	Expression of values
Assessment frame	Legality	Profitability	Justice
Goods produced	Public	Private	Group
Temporal Framework	Election cycles	Profit-reporting/ business cycles	Sustainability/ regeneration cycles

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Appendix B

Table 2			
Sectors' Generic Comparative Primary Resources, Capabilities and Competencies			
	State	Market	Civil Society
Resources	-Regulatory and taxation powers -Enforcement apparatus -Specialized policy impact knowledge -Government reputation	-Capital and financial assets -Production systems -Specialized industry knowledge -Business reputation	-Inspirational and volunteer assets -Community bonds -Specialized community/issue knowledge -Community reputation
Capabilities	-Public policy development -Enforcement skills -Government agency networks	-Production process management -Capital mobilization/management skills -Business networks	-Issue development -Community organizing skills -Civil society networks
Core Competencies	-Rules-focused activity -Creation of "level playing field" -Redistribution of benefits/select public priorities; infrastructure development	-Efficiency-focused activity -Profit generation -Delivery of goods and services to medium and upper income	-Human impact-focused activity -Community relationship and trust generation -Support for the vulnerable and marginalized

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Table 3		
Some Generic Comparative Sectoral Weaknesses		
State	Market	Civil Society¹
Inflexibility in rule application	Tendency to monopoly	Restricted (interest) focus
Slow pace of decision-making	Disregard for externalities	Amateurism
Complexity of jurisdictions/levels	Integration of long-term concerns	Material scarcity
Difficulty in internal coordination	Inequality of outcomes	Fragmentation (scale)
Desire to control other sectors	Transactional parochialism	Ideological parochialism (political correctness)

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¹ Brown, L. D., & Kalegaonkar, A. *Addressing Civil Society's Challenges: Support Organizations as Emerging Institutions*. Vol. 15, *IDR Report*. Boston, MA: Institute for Development Research, 1998.

Appendix C

Stages and Services in Developing Intersectoral Collaboration

Adapted from: The Collaboration Works, www.thecollaborationworks.com

Stage One: Preparing the Ground

A) Identifying the options: Researching opportunities

Activities: Stakeholder research, opportunity analysis, strategic planning

Collaborations involve significant resources, so it makes sense to take the time to analyze the opportunities and put a plan in place to develop them. Assess the potential benefits of collaboration with regards to a specific industry, group, issue or geography. Identify actual capacity to realize the multi-sector potential based upon institutions, attitudes, policies, leadership and skills. By identifying impediments, your organization can plan how to achieve the potential results while addressing the problems.

B) Creating the right environment: Education for effective collaboration among sectors.

Activities: workshops, presentations, seminars, publications

Most individuals and organizations are simply unaware of the benefits of collaboration among sectors or lack the skills to realize them. The sectors simply do not interact enough to learn about one another, explore how they might work together, overcome stereotypes and build trust. Help organizations or groups of organizations from the same sector to safely explore available opportunities before talking to another sector. Also, help people explore some of the opportunities which exist specifically for their organizations.

C) Getting the idea off the ground: Convening and facilitating the stakeholders.

Activities: Partnering processes, workshops, events

Once organizations know the benefits of sectoral collaboration, convene the parties and establish the collaborative action plans. The tone and trust of the initial stage of collaboration will influence the collaboration for its duration. Guide the development of specific opportunities in a safe way and at an appropriate pace and scale. This might involve a series of face-to-face small meetings, stakeholder workshops, or high profile events. It might also involve use of a large group intervention technology, such as Future Searches, which can influence whole systems, or facilitate smaller inter-organizational exploratory meetings.

Stage Two: Achieving the Goals

D) Moving the collaboration along: Improving the performance.

Activities: Strategic planning, evaluations, environmental analysis, crises interventions, organizational analyses

After joint initiatives are undertaken and initial success is achieved, there is almost always both increased potential for further joint ventures and, of course, unforeseen problems. To overcome lethargy in relationships, address crises and adapt successes to new locations or issues, these activities are needed. Through planning events and environmental analysis, collaborators identify new opportunities and strategies, undertake new projects, increase the number of players, or replicate success. An evaluation can more closely assess the benefits and outcomes of relationships. Activities such as workshops or analyses of structures and meeting interactions can assist collaborations work through crises.

E) Learning to communicate among cultures: Build mutual understanding.

Activities: Workshops, meeting analyses

The three sectors have distinct cultures; they speak with distinct languages. For example, marketing, member outreach and citizen participation programs are related terms associated with distinct sectors that have both common elements and differences that require exploring. Understanding these types of distinctions is critical to reduce confusion and increase the ability to work together. Communications skills and differences can be overcome through education and increased understanding of cultural and other differences.

Stage Three: Building Capacity for Greater Results

F) Scaling up: Expansion and Replication.

Activities: *Opportunity analysis, strategic planning*

Often there is potential for adapting the lessons learned in one cultural and geographic setting to another. Or, perhaps, lessons from a pilot initiative are ready to be applied on a larger scale. Expansion and replication of success requires identification of strategies that customize key lessons and recognize inhibiting factors. By doing this, you ensure growth is successful.

G) Documenting histories, analyzing lessons: Share the learning.

Activities: *Custom case analysis, synthetic analysis, publications*

Collaboration among sectors is generating relatively new organizational forms and processes to effectively address major issues around the world. Stories describing successes, failures, problems and the way they were addressed inspire others and provide important guiding lessons which can be adapted to many locations. Write collaborations' history and, throughout the process, raise issues that can be addressed by specialized knowledge about intersectoral collaborations. Undertake comparative analysis of collaborations within a geographic/cultural region, or on a specific issue theme, to help draw out specific lessons with synthesized analysis. These cases and analysis form the basis for broader research publications.

Appendix D**People Interviewed**

Location	Organization	First Name	Last	Title	Telephone	Email
Australia	Australian Youth Foundation	Ulrike	Schuermann	Executive Director	612-9357-2344	
Canada	Corporate Council on Youth in the Economy	Lucie	Bohac		613-231-6474	lbohac@cyf.ca
India	Youth Business Trust - India	Lakshmi	Venkatasen	Executive Director	011-91-11- 463-1569 (direct) 011-91-11-462-9994 board 001 98-102-46829	lv@co.cii.ernet.in
Paraguay	Center for Information and Resources for Development (CIRD)	Dr.	Carrizosa	Executive Director	595-21-207-3731	juventud@mwi.net; a_carrizosa@hotmail.com
Philippines	Children and Youth Foundation of the Philippines	Myra	Sanchez	Consultant – Youth Employment	632-750-2215	myrasanc@pacific.net.ph
Portugal	Fundacao da Juventude	Maria	Geraldes	Director General	351-22-339-3530	fjuventudeporto@mail.telepac.pt
Thailand	National Council for Child and Youth Development	Srisak	Thaiarry	Executive Director	66 2 255 922	ncyd@dordek.org
UK-int'l	International Youth and Business	Richard	Street	Director of Youth-Business	44-207-467-3660	richard.street@pwblf.org
UK-int'l	Prince of Wales Business Leaders Forum	Andrew	Fiddaman	Director	44-207-467-3660	andrew.fiddaman@pwblf.org
USA-int'l	Business Partners for Development	Aaron	Williams	Executive Director		aaron@iyfnet.org
USA	National Association for Partners in Education	Jane	Asche	VP & Director of Field Services	505-532-6685	JaneAnnAsche@aol.com

Location	Organization	First Name	Last	Title	Telephone	Email
USA-int'l	Global Alliance for Workers and Communities	Kevin	Quigley		410-347-1500	Kffquigley@IYFNET.ORG
USA	National Youth Employment Coalition	Alan	Zuckerman	Director, Capacity Building Initiatives	202-659-1064	mt.nyec.org
Venezuela**	Fundacion para la infancia y la juventud oportunidades	Claudia	Cova	Program Coordinator	58 2 232 7271	oportunidades@cantv.net

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