What Works in Engaging Business in Youth Employment and Livelihood Strategies

by Steve Waddell, MBA, PhD

Foreword by Rick Little

International Youth Foundation®

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Steve Waddell, MBA, PhD is a researcher and consultant focusing upon the construction of systems and networks involving business, government and civil society organizations. Working globally, Dr. Wadell applies his expertise to such diverse issues as environmental degradation, poverty, road-building, water and sanitation systems, youth employment and economic development. In 1999 he became Senior Consultant and Researcher with Organizational Futures, Inc. where he has established a practice called The Collaboration Works (www.thecollabortionworks.com). Previously, he was Director for Intersectoral Services at the Institute for Development Research. Dr. Waddell founded and continues as adjunct faculty member in Boston College's executive management program called Leadership for Change. He has published in numerous journals, popular publications and books.

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 impacting young people around the world.

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International Youth Foundation®

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With more than 1.2 billion young people expected to enter the job market over the next 30 years, youth employment emerges as one of the most daunting challenges of our time.

The question of whether and how these young people will acquire the skills and secure the jobs and livelihoods they will need to compete in the 21st century is one that we, as a global society, must start answering—now. How governments, civil society institutions, and the private sector plan for and build the necessary supports for youth will shape our security and prosperity—locally and globally— for generations to come.

Recognizing the enormous impact of current demographic trends on the employment prospects of youth in the 21st century, the International Youth Foundation (IYF) has embraced youth employment as a cross-cutting and core theme in its work. At the policy level, IYF is actively engaged in ongoing consultation with the United Nations, the World Bank and the International Labor Organization in putting forth recommendations for addressing this critical issue. To help meet the employment needs of young people in Latin America and the Caribbean, IYF has joined forces with the Multilateral Investment Fund of the Inter-American Development Bank in launching "entra 21," a multi-year initiative aimed at providing thousands of young people with job and employability skills training and placement services. And through the Global Alliance for Workers and Communities, IYF is working to improve the life prospects and opportunities of young adult workers involved in global manufacturing.

A core component of IYF's work in addressing youth employment concerns is the forging of win-win partnerships between the public, private, and nongovernmental (NGO) sectors. Only through maximizing the collective knowledge and resources of these three sectors of society will we be able to achieve the scale necessary to meet the growing employment demands of young people worldwide.

Why is it in the best interest of the private sector to take a role in addressing the issue of youth employment? What are the core elements of business/NGO/public sector partnerships in the area of youth employment that make them work?

In *What Works in Engaging Business in Youth Employment and Livelihood Strategies*, author Steve Waddell offers keen insights into these key questions. We chose to focus a "What Works" publication on the role of business in supporting youth employment initiatives due to the unique role which businesses can and do play in expanding job training, employment, and livelihood opportunities for young people. Businesses not only employ significant numbers of people through their core operations and indirectly through their supply networks, but they also operate most successfully in an

economy where substantial numbers of people—including young people—are productively engaged as producers and consumers.

Highlighting eight diverse case studies from around the world, Waddell provides illustrative examples of successful business/NGO employment partnerships for youth. Among those global companies' efforts referenced in the report are those of Nike, The Body Shop, and Cisco Systems. In each case, Waddell underscores the core elements contributing to its success as a youth employment initiative.

Waddell points out that while promoting youth employment opportunities is not a primary motivator for business, there are compelling indirect reasons why businesses choose to become involved. In looking closely at business motivation for engaging in youth employment issues, he cites four key incentives: philanthropy, social responsibility, corporate citizenship, and mutual gain.

Given that youth employment is likely to be found at the periphery of corporate agendas, if at all, Waddell provides a step-by-step analysis of the various means by which NGOs may engage business in addressing youth employment issues. These stages include the ability to educate and convince a potential business partner of the importance of the issue, careful research into a given company's interests and motivations, the identification of shared goals and objectives, detailed planning, the launching and evaluation of "pilot" projects, and—based on positive results—the scaling up of these projects. An integral step involves the capturing and sharing of lessons learned. While methods and strategies differ depending on the context, business needs, and available resources—Waddell offers various "structures of engagement" that have netted positive results in the past.

We are grateful to Dr. Waddell for his insights and expertise on the subject of business involvement in addressing the growing concerns about youth employment. Likewise, we are grateful to the Global Partnership for Youth Development (GPYD) for its generous financial support for this publication and to those organizations who are profiled in its pages.

We hope that the report will serve as a useful tool for policymakers, business leaders, and youth program practitioners as they strive to learn more about "what works" in addressing youth employment issues.

Rick R. Little
Founder and President
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Youth in most regions of the world face significant employment and livelihood challenges. There are a billion young adults (15 to 24 years old) in the world today; 850 million of them live in developing countries where there are few opportunities for productive work. Add to this the fact that the world population is growing by 80 million a year, with most of that growth taking place in developing countries. Furthermore, youth are also at risk in developed countries where youth unemployment is double that of adults. Recognition is spreading that unemployment and poverty are a direct threat to political stability, social cohesion, and economic development. However, with the right support and guidance, young people, with their energy and vision, can contribute significantly to economic and social development through employment.

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Business has a critical role to play in addressing the issue of youth employment (YE). This is due to the vast resources it has at its disposal; its employment capacity, which extends indirectly to its suppliers; and the fundamental requirement that it operates within a healthy economy. How to engage business effectively, however, is a complicated issue since business is not directly motivated to solve the YE issue. Its role in resolution is, rather, a by-product of other activities. Therefore, engaging business in YE activities is generally associated with collaborations between civil society and government organizations.

This issue of "What Works" looks at the role of business in YE activities from a business perspective. It addresses the following questions:

■ What does business bring to the YE issue, in comparison with civil society and government?

■ What motivates business to engage in activities that have a particularly beneficial impact upon YE?

■ What are the steps and strategies in developing collaborations with business to support YE activity?

■ What do the collaborations look like from an organizational structure viewpoint?

The responses provided here are based upon eight case studies from around the world, and associated research. The case studies are presented in Appendix A. Reading them is essential to understanding this analysis. The perspective on business and YE developed here is based upon the following two points:

■ The cases often do not focus directly upon YE. This is because YE is not something that can be defined as a core business goal. Rather, YE has to be addressed more indirectly—for example, by resolving core business concerns (such as having good suppliers, employees, etc.) in ways that will have a more positive effect upon YE.

■ The case studies suggest that responses to the questions are still being developed. The inspiring conclusion is that these cases, though still modest, demonstrate substantial potential for projects of greater scale. There is significant room for further innovation, and innovations are developing quite rapidly. The concluding challenge is that we still have a long way to go to realize this potential.

What Business Brings to the Youth Employment Issue

There are two roles of business that are relevant to what it brings to the YE issue: its role as an employer, and its role as a producer of goods and services. Distinguishing between these two roles helps define different ways to engage business and develop its potential to address YE issues.

For strategies to influence businesses' employer role, it makes sense to begin with employers who have a large number of youth in their workforce. With these employers, deeper understanding of YE can lead to changes in employment policies that are more favorable for youth. However, initiatives often do not single out youth in particular, but are for employees in general. The Global Alliance for Workers and Communities initiative, for example (Case 1), works with multinational companies and their subcontractors who hire predominately young adults. The Global Alliance assists in the creation of programs that build employees' skills so they can be more effective on the job, but also so that they have more life options. This includes skills building to enable young adults to work for others or to establish their own enterprises. The Thai example (Case 7) demonstrates how employment opportunities have been shifted to better reflect the interests and needs of youth. Rather than youth moving to the city to find employment, factories are being located in rural areas, thus greatly reducing social and other costs that are stressful and expensive for youth employees.

Businesses' role as an employer can also be important in improving school-to-work connections, as with the U.S. example (Case 8). Businesses often become employers of graduates from the schools. As this program focuses in particular upon disadvantaged individuals, it provides important help to connect their lives to the formal economy.

In addition to what business can bring as an employer, businesses' activities as a producer of goods and services can also be altered to be more beneficial for youth. For example, structures and actions of supplier networks can be influenced and infused with YE objectives. This is occurring in the Global Alliance case through Nike's subcontractor network. This strategy is particularly important with Speak Out (Case 2), an enterprise created by the Australian franchise of The Body Shop International. This franchise has created a supplier that has the dual purpose of both producing goods for the Australian franchise network, as well as working with

The Global Alliance assists in the creation of programs that build employees' skills so they can be more effective on the job, but also so that they have more life options. This includes skills building to enable young adults to work for others or to establish their own enterprises.

marginalized youth to bring them into the formal economy. And in the Zambian case (Case 6), a supermarket chain is shifting its supply network to buy goods from a local village where youth form a significant percentage of the farmers, instead of importing fresh produce.

Business Resources

Perhaps it is easiest to summarize what business brings to the YE issue by comparing its assets and resources to those of civil society and state organizational sectors. These are summarized generically in Table 1. This Table suggests that each sector can be defined by its key resources. These resources arise from distinctive characteristics of the three types of organizations in the sectors. Civil society organizations, for example, have greater congruence between their goals and the communities that they work with, than does business with its consumer market. Business goals are profit maximization by selling at the highest possible price whereas consumer goals include minimizing costs. Therefore, civil society organizations have a greater potential to generate trust and this in turn makes them uniquely capable of inspiring people to donate time and money. Similarly, a core government resource is its legislative and enforcement powers—a resource monopoly associated with the very definition of "government."

Capital and Financial Assets: This is perhaps the first resource that comes to mind when people think about partnering with business. Certainly in comparison with the other two sectors, business is rich in this area—after all, generation of profits is a core objective of the sector.

Table 1: Some Generic Comparative Sectoral Resources		
State Sector	**Market Sector**	**Civil Sector[1]**
Regulatory and taxation power	Capital and financial assets	Inspirational and volunteer assets
Government networks	Business networks	Community networks
Bureaucracy knowledge	Industry knowledge	Community issue knowledge
Government reputation	Business reputation	Community reputation
Administration expertise	Management expertise	Development expertise

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[1] This analysis draws from Brown, L. D. and A. Kalegaonkar (1998) *Addressing Civil Society's Challenges: Support Organizations as Emerging Institutions* (Boston, MA: Institute for Development Research).

When engaging with business and considering its profit objective, it is useful to think about changing both its potential expenses in broad terms and revenue opportunities. It is very common for YE proposals to only increase the expense side without doing anything for revenue. Hiring youth often increases training and education expenses since they are less experienced; youth change jobs more often and therefore their hiring costs are greater than for older employees. And when civil society organizations approach business about youth-related issues, the goal often involves extra business costs with associated philanthropic requests. Another approach for YE advocates is to find ways to reduce expenses. The school-to-work initiative (Case 8) reduces businesses' expenses for identifying and training new employees, for example.

Sometimes revenue can be increased and customer loyalty built in ways that have YE-beneficial outcomes as well—a strategy that is also likely to be successful. This is part of the reason that The Body Shop has undertaken its initiative in Australia (Case 2). One of the reasons that some companies join the Global Alliance is that they fear erosion of their customer loyalty if they do not improve their practices, and this improvement can have YE-beneficial outcomes.

Some changes that favor YE are simply revenue neutral and only rearrange the expenses. Businesses in the Thai example (Case 7) find that moving their operations to rural locations increases transport cost, but this is off-set by lower labor costs since the cost-of-living is less in the countryside. And The Body Shop (Case 2) has eliminated traditional marketing costs, and instead developed a strategy to use those resources to promote itself by undertaking socially beneficial activity.

Business Networks: There are two types of business networks that are valuable. One is the network that a business uses to either construct its product or deliver its services. This type of network is particularly important in the Zambian case, since YE is

being generated by changing the supply chain for the Shoprite supermarket (Case 6). The second network type is with other businesses as collegial peers rather than simply as organizations with which business is being transacted. Good examples of this are the Canadian and Indian cases where YE initiatives are spread nationally through business connections and associations (Cases 3 and 5).

Industry and Business Knowledge: Sometimes the specialized knowledge that comes with a particular business can be helpful for addressing YE issues. This is often important when attempting to bridge the gap between traditional education systems and business, as can be seen in the U.S. example of a new approach to school-to-work where business is engaged in creating more industry-relevant curricula and other activities (Case 8). In the Canadian example, a bank used its business expertise when it took charge of putting together the business plan for the new NGO that was needed (Case 3).

Business Reputation: For YE advocates, it is useful to distinguish between the generic reputation of business as a sector, and the reputation of an individual business. Generically, business has a reputation for core competencies that are associated with the resources of Table 1, such as competency for efficient management and wealth-generation. Therefore, YE initiatives that are partnered with business gain a different sort of credibility in terms of their ability to integrate these competencies into the initiative. This can help to leverage funds and support from others. This reputation is one of the reasons that the British government provides funds for The Prince's Trust[2], which in turn inspired the Canadian and Indian cases cited here.

Furthermore, the reputation of a specific business for doing its business well may help with the development of specific YE projects. For example, this type of reputation was particularly important in the Cisco case where Cisco's reputation facilitated access to many government and other organizations and aided in the rapid growth of a global network of academies (see Case 4). Some companies are particularly well-known for

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[2] www.princes-trust.org.uk

combining both business acumen and their commitment to social issues, which can help bridge the diverse interests around YE. This was important in the creation of Youth Business International (YBI)[3], whose members are known for this combination of characteristics. The Canadian and Indian cases are members of YBI, which was co-founded by The Prince's Trust and The (Prince of Wales) International Business Leaders Forum. The founder organizations have a significant track record in working with their business members to address social issues; this opens doors when YBI works internationally with government and NGOs.

Management Expertise: A core business competency is its ability to manage in ways that optimize efficiency. Of course some businesses are better at this than others, and this is less true for monopolies and heavily regulated businesses. The Australian case uses management expertise from The Body Shop to lead the project; others use it within a broader structure that engages many businesses.

In summary, business has a variety of resources that can assist in improving youth employment opportunities. Creating strategies to tap all of these will of course engage more resources; moreover, it will likely engage more businesses since some of them will be more willing to use one resource than another.

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[3] www.youth-business.org

The Fundamental Rule for Business Engagement: Understanding Motivation

Business engagement in YE strategies is critical because it has resources, expertise, and the capacity to generate wealth and employment. However, as mentioned earlier, YE is not a primary motivator for business. This suggests that even in ideal circumstances, YE outcomes will most likely be indirect from the point of view of business, and the YE activity will engage only specific parts of business organizations. Defining how to engage business effectively requires a good understanding of why business becomes involved in social issues such as YE.

There are four different frameworks that describe how and why business becomes involved in broader social issues. These frameworks are still emerging, and their definition is still contentious. They are not "right/wrong" frameworks, or "either/or" ones. In fact, some of the most powerful impacts occur when more than one framework interacts to address an issue such as YE. The frameworks are distinguished by three factors summarized in Table 2 (page 17). *Relational systems* refers to the underlying dynamic in the relationship, *power ethos* describes who has the power, and *operating forum* refers to how the relationship is put into practice.

Philanthropy: This is a traditional framework characterized as charity, and is based in gift-giving systems. Power imbalances are substantial in these relationships, since there is a giver and a recipient. The basic power is held by the business donor who has the ultimate say over how much it will donate and to whom. Pure philanthropy is associated with a "selfless" donor giving free from the motivation of self-benefit, although it is often associated with the benefits of "prestige and warm glow."[4] One of the best examples of philanthropy is anonymous business giving (e.g., to United Way campaigns in the U.S. and donations to the International Red Cross). This is sometimes referred to

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[4] Harbaugh, W. T. (1998) "What Do Donations Buy? A model of philanthropy based on prestige and warm glow" in *The Journal of Public Economics,* 67 (2) (February: 269-285).

as "checkbook" philanthropy. In some places, such as the Philippines, foundations founded and run by a business have become important. These foundations may operate as philanthropies, or within one of the other three frameworks.

The philanthropic framework is not a key driver behind any of the cases presented in this report. However, it is an important element in several of the cases. In the Indian example, a company contributes with no anticipation of business benefit; in the Nike and The Body Shop cases, the "warm and fuzzy" objective plays an important part.

Social Responsibility (SR): This approach speaks to social expectations and standards for corporate behavior, and is based in obligations systems. The power dynamic here emphasizes the power of society to exert pressure upon business to act in ways that go beyond business's narrowly defined financial interests. Social responsibility is described as "norms-based, beyond legal and economic obligation"[5] or "…serving constructively the needs of society."[6] In other words, SR activities are viewed as a product of moral rather than economic or legal obligation. As the concept has developed more recently, the term has come to be used more broadly.

Numerous new business associations promote this approach, although they also work within other frameworks. Perhaps the oldest of these is the Philippines Business for Social Progress (PBSP) established in the early 1970s, and the National Business Initiative (NBI) in South Africa that arose a little later. The International Business Leaders Forum (IBLF) based in London is a more recently established pre-eminent example.[7]

Among the cases presented in this paper, the social responsibility imperative is clearly part of the Indian case (Case 5). Here business people help develop the capacity of youth entrepreneurs to give back to their country. It also plays a significant role in the Australian case (Case 2) where The Body Shop is creating youth employment because of its vision of the role of business in society. And Nike sees this as a basic driver for working with the Global Alliance (Case 1).

Corporate Citizenship (CC): This framework sees corporations as entities with rights and responsibilities. It is often associated with social responsibility. In it, corporations engage other sectors to renegotiate the social contract around specific issues. The power dynamic of this perspective emphasizes that business is the product of government, since legislation defines rights (to operate, make profits) and responsibilities (as with taxation and environmental regulations).

To understand the corporate citizenship perspective, it is important to understand

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5 McGuire, J.W. (1963) *Business and Society* (New York: McGraw-Hill).
6 Committee for Economic Development (1971) "Social Responsibilities of Business Corporations" (New York: Committee for Economic Development).
7 For a good case study of PBSP go to www.synergos.org; for information on IBLF see www.iblf.org

the historic roots of corporations in society. Kings and later legislatures granted individual company charters which clearly spelled out the responsibility of companies. In the U.S. in the first half of the 19th century there were relatively formal negotiations between business and government over business' obligations. The charters had to be regularly renewed, and at that time a company's performance vis-à-vis its responsibilities was reviewed and renegotiated.[8] Today the negotiations happen more around specific issues such as employee rights and benefits, taxes, and environmental responsibility. The major resource that businesses use to make their influence felt is capital (government uses legislation and regulation, and civil society uses public opinion and populist action).

Corporate citizenship is part of the driving force behind the U.S. case (Case 8), in which business gains a "right" to become directly involved in the education system. This right has been gained through criticism by business (and others) that schools are not focusing enough upon employable skills. This has resulted in redefining the relationship between schools and business. Now, Case 8 shows businesses getting better trained employees—but business has also had to contribute increased resources to a specific academy. Corporate citizenship is also behind Cisco's academy network where Cisco brings free high-tech training to schools as part of its strategy to build the skills necessary for it to flourish (Case 4). Change in the corporate citizenship framework involves change in the relationship between large systems (in the examples, educational institutions) and their relationship with business.

Mutual Gains/Win-Win: This framework emphasizes that business interaction with other organizational sectors can produce benefits for all. Unlike corporate citizenship, this generates distinct "win–win" outcomes. These exist at the operational level within the current system, and do not fundamentally change the system. In the Zambian example (Case 6), Shoprite is interested in improving its supplier network; at the same time it will improve YE opportunities. This does not change Shoprite's fundamental product-development system, which is still based upon a simplistic contractual

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8   Derber, C. (1998) *Corporation Nation* (New York: St. Martin's Press).

relationship and the deeper relationship. The case is simply treated as an exception.

This framework is based in systems of mutuality and exchange involving specific people and organizations. Power is shared and participants recognize that combining the distinct competencies of the sectors allows outcomes that are otherwise impossible. Whereas other frameworks present corporations as the focus of activity, mutual gain proposes that corporations, government, and civil society should be considered relatively distinct but equal clusters of organizations.

The mutual gains framework is based on the idea that each of the sectors has distinct weaknesses, resources, and core competencies that form the basis for creating a relationship.[9] This produces not only simple exchanges, but new core competencies that the sectors do not possess on their own. For example, in the Zambian case the three sectors cooperate to create a product chain by organizing poor farmers to meet the quality, quantity, price, and delivery regularity standards of the business sector. The business sector on its own could not do this—it is too impatient to work with such communities. The civil society sector could not do it—it needs the business structure and ethos to make the exchanges financially remunerative. And government could not do it alone because it gets caught in its own rule-based bureaucracy. A mutual gains framework says the challenge is to provide a rewarding exchange. This is also happen-

Table 2: A Summary of Frameworks				
	Philanthropy	**(C)SR**	**CC**	**Mutual Gains**
Relational Systems	Gift	Obligations	Rights and responsibilities	Exchange
Power Ethos	Corporate: ++++ Government: + Civil Society: +	Corporate: +++ Government: ++ Civil Society: ++	Corporate: +++ Government: +++ Civil Society: ++	Corporate: ++ Government: ++ Civil Society: ++
Key Operating Forum	Grant-making	Creating social norms and acceptable behavior standards	Corporate-focused collaboration	Stakeholder-focused collaboration

ing in the Canadian case where a bank aims to improve its public image by contributing to youth entrepreneurship (Case 3).

Table 2 summarizes these perspectives. The "+" in the power ethos row indicates how power is shared, with an increasing number of "+s" indicating an increasing amount of power. For mutual gain to work well, power must be quite even. However, in three of the four frameworks business has a power advantage over civil society, because business can control how much it wants to respond to the needs and desires of others. These power differences can be particularly important when an NGO

[9] Waddell, S. (200)0) "Generating New Core Competencies for Systems Change through Business-Civil Society Collaboration: The emerging mutual gain in perspective" in *Discovering Connections* (Detroit, MI); also available at *www.thecollaborationworks.com*, University of Michigan and Visteon.

approaches a business with an "equal participation" mindset—suggesting a mutual gain approach—but the relationship is operationalized through one of the other frameworks.

In many cases the motivations interact, making the outcomes more powerful. A mix of motivating frameworks can be seen in many of the cases. The Global Alliance case, where Nike has taken a lead in working with suppliers to improve its employees' livelihood, is guided by social responsibility imperatives, as well as mutual gain knowledge that it is important to protect its brand name in the face of protests about its suppliers' labor policies. In the Thai example (Case 7), social responsibility and corporate citizenship combine when business opens factories in rural areas and meets the NGO goal of spreading wealth and opportunity—but with the understanding that costs to the company do not increase. This suggests that engaging businesses in YE issues can both draw upon different business and society frameworks, and that the two frameworks may be used simultaneously to leverage greater impact. For example, a YE project might be funded from both the philanthropic arm of a corporation and the marketing one that is concerned with building a youth market. However, it is also often true that a particular business will be particularly sensitive to one framework.

Development Steps for Business Engagement

There are three different stages associated with business engagement in YE issues. These are issue definition, planning, and implementation. They are presented here with eight steps. These steps are presented from the point of view of a non-business organization (typically an NGO) that wants to engage business.

Stage I: Issue Definition

■ Step 1: Analyzing the Issue

Since YE is not a focal business concern, businesses usually learn about YE through others. Before approaching businesses, YE advocates must clearly define and understand their own goals. But they should not be too specific, as this may prematurely cut off opportunities that may arise later. Advocates must have a thorough understanding of the YE issue as it relates to their particular project area—whether global, regional, national, or local. For example, Thailand's business relocation (Case 7) has been successful in part because the NGO understands the various local contexts for employment and related issues so well that it can speak authoritatively about them as opportunities for businesses.

■ Step 2: Analyzing the Business

One important point to remember is that every company is different. It will therefore be necessary to identify the ones that will be the easiest to engage around your particular issue. This requires creating a list of potential business partners. Reasons for their interest might be that youth constitute a share of their market, they are known for social concerns, someone has a good personal relationship with someone in the business, or they are leaders in the business community. An analysis should then be undertaken to determine who is influential within the business, what the internal business concerns are, what the industry issues are, the financial health of the business, the track record on social issues, and external social networks that are influential for key decision-makers. By the end of this step it will be possible to identify the potential motivations for business to engage with YE, and who to contact.

■ Step 3: Developing the Encounter

Armed with this data, it will be possible to arrange an effective encounter, as well as the most productive way to introduce YE. Usually this should be framed both as an issue for the YE advocate and also as an issue based upon an analysis of what will most motivate the business. Different cultures and situations will

determine what will be most effective. Often people at academic or religious institutions can play a useful role in bringing together organizations; other times a referral from a trusted confidant of the business person will be most helpful. It is important to have specific proposals—business people usually prefer something concrete that they can respond to. Proposals can be framed in terms of what is known to motivate the organization, and used to illustrate some particular opportunities—while still being open to other ideas that may arise. This demonstrates understanding of, and willingness to consider, the business's motivations.

Stage II: Planning

■ Step 4: Developing Ideas and Relationships

These steps provide business with a process by which to rethink its activities as they relate to YE. For the advocates they offer an opportunity for understanding how YE issues relate to business. It often takes time to really get to know each other, and the original ideas are only an initial platform from which to do more thinking and relationship building. At the early stage of a project's development, personal relationships, understanding, and trust are particularly important. However, it is good to understand that relationships are often developed by doing things together—such as designing the project or co-hosting an event—rather than through simple information exchange.

■ Step 5: Deciding on a Strategic Plan

A plan will identify the core strategy and goals behind the collaboration, the roles of the organizations, and the actions that they will undertake to achieve the goals. One important component of a plan that is often overlooked is the need to define the goals of each collaborating organization as well as those for the collaboration as a whole. Every member of the collaboration must commit to helping each other to achieve their goals, and success should be measured not just in terms of the collective goal but also of the individual ones.

Stage III: Implementation

■ Step 6: Pilots

The entire project should be treated as a learning process, with key lessons regularly identified and discussed. Pilot projects are often part of this learning. They help reduce the risk of exposure and the difficulties in coordination that come with scale. They also increase the chances of success by beginning with the best opportunities. Pilots should

be undertaken with clear goals and an evaluation process. Analysis of variances to goals that evaluations reveal are usually the major source of improvements.

■ Step 7: Scaling Up

If successful, projects can be expanded either with the original participating business or with new ones. One caution is that businesses usually apply a "rolling out" strategy for developing their business, which means simply copying the success in other locations. This works for business with its highly controlled operating environ-

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Business and Other Networks Bring Scale

The cases demonstrate that networks are critical in terms of addressing the issue of scale, and that this includes the networks of a single business, formal business associations, and informal business ties. Cisco's success comes from a variety of factors, including its vision and the clarity of the business imperative. For YE, scale has been delivered through Cisco's global business network to support implementation in 84 countries. In the Global Alliance case, international business networks of companies like Nike, as well of those of the World Bank and IYF, facilitate getting to scale.

The Australian Body Shop example can also be seen as the product of a global business network. In this case the linkages are through franchisees and depend on the inspirational and business social enterprise strategy of The Body Shop rather than the more centralized control in the Cisco case. Adapting this strategy in Australia has produced Speak Out and is generating expansion in the Australian Body Shop network to include products beyond the original clothing products of Speak Out. Also, the Foundation for Young Australians' network is playing an important role in scaling up, as it supports the social enterprise strategy in other parts of the country and with other partners.

The Canadian and Indian examples both have national scale, and again businesses' national networks are critical assets in achieving this. In the Canadian example, the national scale of the Canadian Youth Foundation was equally important. In both these examples, the national networks facilitate connection to both business and non-business local organizations and opportunities.

In the Thai case it was an NGO that used its network to develop a program of national breadth. In this case scaling up was founded upon the NGO's ability to engage other organizations through a non-hierarchical process.

The U.S. case also represents national impact. From the first academy to today, the core concept has spread and been applied throughout the country. It began in a specific school in a specific school district, and this success spread through the education and government national and state networks.

ment. However, it is usually a poor scaling up strategy for YE initiatives. Activities that have a social focus (as opposed to being exclusively business-oriented) often involve a lot of adaptation. As well, YE activities involve non-business players and are therefore more complex than traditional business rolling out strategies. Therefore, more carefully designed scaling up activities that reflect local opportunities, values, and organizational capacities are necessary. Cisco has integrated a business and civil society approach by

creating a "template" that works and can be rolled out through its business network, but it must be adapted to a wide variety of types of organizations, to engage them successfully.

■ Step 8: Sharing and Inspiring

Even limited success and failures provide important lessons for an underdeveloped issue such as engaging business in YE. Strategies should be developed to identify key lessons and share them with others who can then build upon them in the future rather than repeat the same mistakes.

The Initiating Options

The development steps just described were based upon a situation in which a YE advocate outside of the business sector is taking the development initiative. However, the cases demonstrate four models for taking this initiative. These are presented as models in Figure 1 (page 24). Each of these is defined by a different initiation point.

■ **Outside Driver Model:**

This is represented by the Thailand example (Case 7), where an NGO has a program to create rural enterprises. Through this program it connects with businesses. Under the NGO's leadership, the program is carried out collaboratively with the government and the businesses.

■ **Co-Production Model:**

This is represented by the Global Alliance and Zambia cases, where representatives from the three sectors came together to create a program. This program is implemented by working with business members and others.

■ **Opportunity/Problem-Driven Model:**

This is represented by The Body Shop case, where business faces a traditional marketing problem, and this is combined with the desire to do something that better integrates social concerns. It is also represented by the Cisco case, where the business

Initiation Processes and YE Development

MODEL A: An Outside Driver Model

Program Proposed

NGO/Gvt. → Business → Resources → Program delivered jointly or by proposer → Improved YE
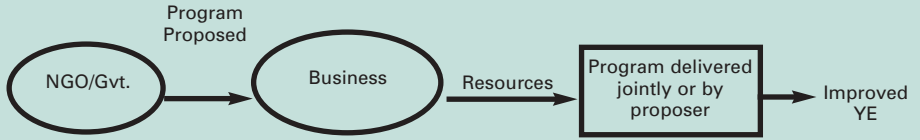
MODEL B: A Co-Production Model

Convener → Government "The State" / Business "The Market" / Community-based Organizations "Civil Society" → Dialogue Resources → Program jointly delivered → Improved YE
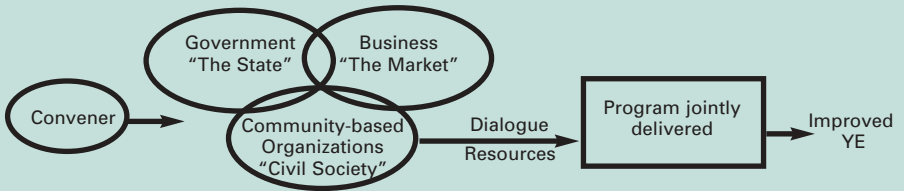
MODEL C: Opportunity/Problem Model

Problem/ Opportunity

Business → Dialogue → NGO/Gvt. → Resources → Program delivered (jointly or by one sector) → Improved YE
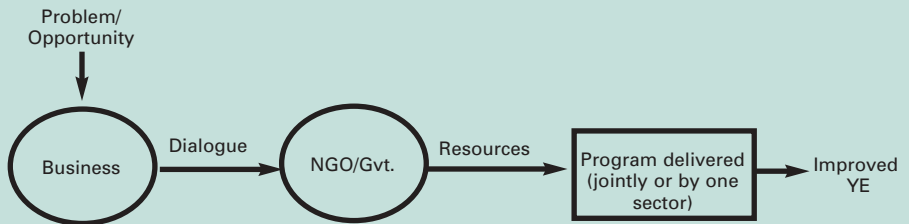
MODEL D: Vision-Driven Model

Leader/Visioning/ Needs Analysis

Corp. Fdn.

Business → Resources → Business Association → Resources → Program Delivered (by business associations/gvt.) → Improved YE

Gvt.
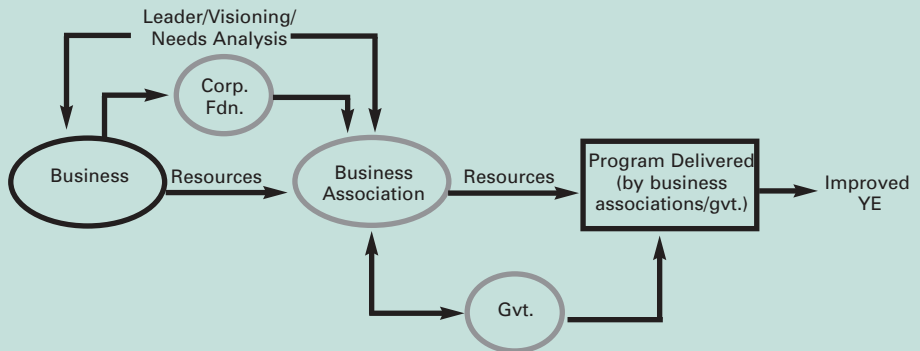
problem is to develop the human resources necessary for Cisco's growth. For the lead bank in the Canadian example, the YE initiative helped to address its image issues. And in the U.S. case, the school-to-work program started with the education problem of improving graduates' life skills and the business problem of needing good entry-level staff.

■ **Vision-Driven Model:**

The Indian example reflects this model. Business wanted to do something to improve opportunities for youth, and developed a business association and partnership to do this. This is also an element in other cases such as the Global Alliance and for some businesses in the U.S. school-to-work example.

Structures of Engagement

The models in Figure 1 (page 24) demonstrate the important roles of intermediaries and outside organizations in the business engagement initiation processes. They convene, propose, help define the problem, and create a home for businesses to develop a joint vision.

Intermediary and outside organizations also have important roles in the actual implementation activities (represented in Figure 1 by "Program delivered" squares), as shown in Appendix B. The diagrams in that Appendix provide greater detail about each of the cases' organizational arrangements. One obvious lesson from looking at these diagrams is that the structures to engage business are complex, with many actors. Furthermore, while recognizing that the cases were selected with a bias in favor of variety, they are still remarkably diverse. These points are further reinforced by Table 3. Even the two cases similar in origin—Canada and India, both inspired by The Prince's Trust—have quite different development histories and structures.

In Table 3, "Initiating Organization" refers to the organization that got the ball rolling for a specific activity. For example, the Global Alliance is a trisectoral organization that worked with a business member to develop the approach. The two that were

Case	Initiating Org.	Lead Org.	Activity Goal (business perspective)	Supporters
Global Alliance	Trisectoral - business	Trisectoral	Improve livelihood of supplier employees	Suppliers, local NGOs, researchers
Australia	Single social enterprise business	NGO-Social Enterprise and youth training	Marketing, goods production	Foundation, government
Canada	Business & NGO	NGO-business*	Entrepreneur development	Business, NGOs
Cisco	Single business	Business	Training product servicing employees	Government, education institutions, some NGOs
India	Group of businesses	NGO-business*	Entrepreneur development	Business, some NGOs
Zambia	NGO-business* and university	NGO-business*	Production chain development	Government, business, NGOs
Thailand	NGO	NGO	Locating business in rural settings	Business, communities, government
U.S.	Government	Schools	Training potential employees	Business, institutions of higher education

Table 3: Key Case Attributes

*NGO-business refers to an NGO whose membership is businesses.

started by a single business—Australia and Cisco—have a similar approach in that the YE activity was designed to solve core business issues. This is also true in the Zambian case, but the key business beneficiary (Shoprite) was content with its traditional approach to the procurement of goods and only agreed to experiment with the other approach at the behest of others.

Engagement Challenges

There are classic problems that arise when engaging business in YE and similar issues. Some of these are so prevalent, such as identifying business motivation, that they have been described in a section on their own. However, there are other persistent issues that are less critical but important enough to deserve mention here.

Scaling Up: The YE challenge is enormous. And yet even the case that has the highest impact in terms of numbers—Cisco with 130,000 program participants—is but a drop in the ocean in terms of the number of youth facing serious livelihood issues. It is imperative to find more and better ways to tackle this issue. Business networks are proving to be significant in terms of addressing the scale issue (see page 11). There are also useful lessons from NGOs' scaling up experiences.[10] We need to better understand all these approaches and develop better scaling up strategies to respond to the need.

Uncovering and Addressing Assumptions: The development process of these cases involves some cultural clashes, as very different social classes and types of organizations interact. Part of the success depends upon people's willingness to let go of stereotypes about categories such as poor and rich, and business, civil society and government. It requires patience for people to learn about one another, and patience to persist through differences. In the U.S. case, for example, people had to learn how to creatively overcome the assumption that bringing business closer to the education process would interfere with schooling that was designed to create good citizens and knowledge about literature. Zambia is addressing the assumption that local village

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[10] Svendsen, A. (1998) *The Stakeholder Strategy* (San Francisco: Berrett-Koeler).

farmers cannot meet the quality, quantity, and delivery date standards required by a large supermarket chain. There is an experiential reality behind these assumptions, but looking at the issues more closely can often develop ways to overcome them.

The Funding Challenge: Almost all of the cases depended upon significant financial sponsorship in the early days of their development. They found a variety of strategies to satisfy this. In particular an entity had to be committed, and have the resources, to develop the idea. The entity might be an individual organization such as with Thai NGO and The Body Shop in Australia, or a collaboration with some combination of money from government, business, and foundations such as the Global Alliance. However, funding is an ongoing challenge that requires a solid plan, visionary skills to inspire others to be supportive, knowledge about the mechanics of gathering money from various sources through various social networks, and the ability to speak to the diverse goals of the three organizational sectors.

Understanding the Connections: It might seem odd that some of these cases have been included because their impact on YE is indirect. For example, the Global Alliance focuses upon an entire workforce, the Zambian and Thai cases create shifts in employment patterns, and the Cisco and The Body Shop examples might be thought of as simply a way for corporations to do better. However, all the cases build youths' capacity to take advantage and develop important opportunities that were not previously available to them. And all the cases demonstrate the way numerous organizations must be coordinated to create the right social weave to make this possible.

...funding is an ongoing challenge that requires a solid plan, visionary skills to inspire others to be supportive, knowledge about the mechanics of gathering money from various sources through various social networks, and the ability to speak to the diverse goals of the three organizational sectors.

29

Some Lessons

There are seven particularly important lessons that arise from this analysis:

■ **There are many ways to engage business:** Business engagement in youth employment has numerous motivations: philanthropic, social responsibility, corporate citizenship, and mutual gain. As well, business has a variety of resources to provide the basis for engagement. These give rise to a wide range of ways that business can become involved in youth employment, as the cases demonstrate. Models that the cases present are useful, and certainly the influence of The Prince's Trust upon the Canadian and Indian cases is good evidence of the power of models. However, there is still much experimentation that is being done, and more is needed to address YE.

■ **Collaboration is a key part of business engagement:** This lesson reflects the diversity of the relationships in the cases. There is no one-sector initiative within these cases; almost all of them depend upon civil society and government for their success, and sometimes even for their initiation. Collaboration demands distinct skills, processes and structures that must be developed. It also demands intermediary structures that can incorporate both business goals and the goals of other stakeholders.

■ **Spend time learning:** Given the novelty and complexity of the engagement of business in YE issues and the diversity of settings where YE is an issue, it is critical that a learning approach be taken to business engagement. This means analyzing problems and even failures to do better, regular reassessment of the engagement strategy and its effectiveness for improvement, and the need to build a collective understanding beyond specific initiatives about how to do better.

■ **Business motivations are diverse—and adaptable:** The good news is that different businesses have different motivations, and this allows the creation of partnerships in diverse settings. The challenge is to understand the motivations and the business strategy to be able to effectively influence the way it can connect to YE.

■ **Use a development process:** Different stages and steps in the development of an initiative to address YE require different skills and strategies. Understanding an initiative in terms of its development steps and ensuring that activity is appropriate for the development stage is important for all participants.

■ **Business networks bring scale:** The existence of networks is critical in terms of addressing the issue of scale. Business networks provide a very valuable addition to spreading YE programs, as well as those of civil society and government. This includes the global and regional networks within a specific business, those in business associations, and those informal relationships among business organizations and people.

■ **Intermediaries are critical:** As mentioned earlier, intermediaries are essential. Indeed, in all the cases presented here business itself does not address the YE issue but rather does so through intermediary organizations. In the Cisco and U.S. cases joint business–educational institution committees or programs act as intermediaries; in Thailand an NGO plays an intermediary role; in Australia it is the non-profit formed by The Body Shop called Speak Out; in Canada there is an NGO with NGO and business members; in India and Zambia there are business-member NGOs. The Global Alliance itself is a trisectoral intermediary.

Sustainable strategies that engage business in youth employment and livelihood issues arise from the energy of particular leaders in business, and are institutionalized as a change in the way businesses work. Different businesses will have very different motivations for becoming engaged in YE issues, as the four business and society frameworks demonstrate. Institutionalization must take account of the core resources and competencies of the business, government, and civil society sectors, and avoid the expectation that business will do something that another sector can do better. Intersectoral strategies should dominate, although very often business will have a leading and initiating role when it is most effectively engaged. Intermediaries have a key role in building and sustaining the YE strategies.

There are many models, and many more will undoubtedly be developed. This stimulates optimism about the possibilities of both expanding business engagement and greatly increasing the scale of its engagement. There are some strategies that are already well into expansion, replication, and adaptation on a global level, with business networks playing a substantial role. Cisco and The Prince's Trust model described here in the Canadian and Indian cases are the best example of this. Australia presents an example that is at an early stage of replication and adaptation. Some, like the Global Alliance, are developing their model with a broad global intersectoral strategy. The Thai and U.S. examples have matured nationally and are now at a point where broader application is possible. And it is probable that there are many other local initiatives at the early stage of their development where new approaches that have potential for broad application are being developed, as shown here with the Zambian case.

If the scale of opportunity and the YE need are to be effectively addressed, these models need to be developed, expanded, replicated, and adapted much more quickly. Speedier development and larger scale activity would be aided by applying a collaborative and more rigorous development approach, educating people about options, providing modest additional development financial support, and connecting those who develop models to those that would like to adapt their models or scale them up.

Case 1

North–South: The Global Alliance for Workers and Communities and Nike

Core Concept: To connect global businesses to employees (mostly youth) of subcontractors, and to build workers' life skills.

Description

The Global Alliance works with Nike, its subcontractors and the subcontractors' employees (mostly youth), to develop programs and strategies to improve their lives. This includes building "life skills" in the broadest sense that support, among other things, employees' development and ability to operate independently so that they might establish their own enterprises or move on to work for others.

Organizational Structure and Processes

The Global Alliance is a young organization with a trisectoral structure and implementation strategy. On the Global Alliance's board, the International Youth Foundation (IYF) represents a civil society viewpoint, Nike and other corporations a business viewpoint, and the World Bank a government viewpoint. Business and civil society organizations closely work together at the factory level.

What Business and Others Bring

The Global Alliance's trisectoral governing structure means that the initiative has legitimacy within each sector and the sectors bring their networks, staff, knowledge, and funding sources (business donations from profits, World Bank donations from government taxes, and civil society donations from foundations).

What Motivates Business

Nike sees this as an issue of corporate social responsibility, and the initiative internally is led by a department with that title. It also has mutual gain aspects: it responds to critics of Nike who believe that it exploits its subcontractors' workers, and it provides an innovative method of building a more coherent and collective human resources approach for Nike and its subcontractors. As well, there is an important corporate citizenship aspect, since this involves basic rethinking about how responsibilities and roles are allocated in the emerging global system.

Development Steps and Strategies

For some time Nike has been building increasingly strong and integrated relationships with subcontractors. It was an early participant in the Alliance, and has been a leader in developing the Alliance's approach. Nike has contributed an unconditional $7.5 million to the Alliance for a five-year term to support worker development programs.

Case 2

Australia: The Body Shop and Speak Out

Core Concept: To develop youth through social enterprise.

Description

This is a social enterprise model where "an economic entity (business)… trades in a market in order to fulfill social aims: in other words, they do more than trade to make profits, in that they have some kind of clearly defined social aim."* The Australian franchisee of The Body Shop International (an international health and beauty products business) has taken leadership to create an NGO called Speak Out that acts as employer for disadvantaged youth. Speak Out, in many ways, is not much different from a for-profit business, but its purpose is to build the life skills of disadvantaged youths.

Organizational Structure and Processes

The Body Shop International operates through its franchisee network, and franchisees are responsible for determining how they express the social enterprise strategy of the company. The project is organized and maintained by the Australian franchisee, which also appoints the board of Speak Out.

What Business and Others Bring

The Body Shop brings a retail network that provides a customer for Speak Out's products, managerial resources, and expertise to organize Speak Out. Although Speak Out aims to be self-financing, it has received financial support from The Body Shop, the government, and the Foundation for Young Australians. This broad support has also built the legitimacy and credibility of the initiative.

What Motivates Business

Social enterprise is a mutual gain strategy that is a core element of The Body Shop, which does no traditional retail advertising. This strategy creates word of mouth and substantial non-advertising media attention; it also inspires both staff and clients alike.

Development Steps and Strategies

The Body Shop's Australian franchisee identified the Speak Out concept at an early stage and enlisted the support of the Foundation for Young Australians and the government. Everyone was interested in the specific project, but also in learning more about the potential for a social enterprise approach. The approach is now being replicated in other parts of Australia and with other businesses.

* Social Enterprise London (2000) What is Social enterprise? www.sel.org.uk/socent.html, Social Enterprise London.

Case 3

Canada: The Canadian Youth Foundation (CYF),

The Canadian Imperial Bank of Commerce (CIBC) and Others

Core Concept: To combine seed capital with mentoring by business people in order to establish youth entrepreneurs.

Description

The Prince's Trust* model of youth and new enterprise development inspired this initiative for small (but not micro) enterprise development that combines both mentoring by business people and financing the project for three to five years. This has become a national program in Canada.

Organizational Structure and Processes

The CYF and mainly national businesses have a partnership in the Canadian Youth Business Foundation (CYBF). The CYBF has regional offices and works closely with business members' local operations and local NGOs.

What Business and Others Bring

CIBC's management provided major support for developing the business plan for CYBF, and its substantial legitimacy in the business community has helped bring other business involvement. Businesses have contributed significant investment and provide mentoring. The bank members facilitate bridging to the formal finance sector for the entrepreneurs. Government has had no active role.

What Motivates Business

The CIBC's role grew out of a review of its external relationships that concluded that its image would improve if the CIBC invested in youth, education, and entrepreneurship. Support came from its philanthropic and other budgets. Therefore there is a combination of philanthropic and mutual gain strategies, mixed with social responsibility. Other businesses have a similar motivational mix.

Development Steps and Strategies

CIBC and CYF joined forces because, coincidentally, they were both thinking about youth and entrepreneurship when they met. The CIBC took leadership for developing the business plan, and CYF focused upon other development aspects.

* http://www.princes-trust.org.uk

Global: Cisco Systems and Numerous Partners

Core Concept: To build the youth market by developing skills in partnership with others in education.

Description

Cisco is one of the world's biggest and fastest growing companies. It is called "the plumber of the internet" since it provides the systems needed for computer linkages.

Organizational Structure and Processes

Cisco, through its Global Academy Network, works with local educational institutions and NGOs to collaboratively deliver the training required for internet development. Cisco has developed a global system of academy training centers to train the trainers, and country-specific offices and structures to build and maintain the collaborations. In collaboration with the International Youth Foundation, the program engages IYF partner NGOs in specific countries.

What Business and Others Bring

Free training and resources, including a menu of internet-delivered training programs mean that even remote and unsophisticated organizations can participate in this program. Cisco's credibility and standards mean that graduates are accepted by a wide range of employers. Very occasionally, Cisco makes equipment donations to partners. Cisco has also brought enormous managerial talent to create a system in just five years with over 5,000 institutions in 84 countries and over 129,000 students. The collaborating educational institutions and NGOs bring their own networks and processes to identify students and house the programs. Traditional government funding and other financial support associated with the institutions and NGOs support the work; by participating, these organizations also lend their own credibility.

What Motivates Business

Cisco faces growth limitations because of the lack of trained technicians to service the global network Cisco is building. Therefore, this is a mutual gain strategy associated with business development. However, since Cisco often focuses in particular upon poor and marginalized communities, there is also an element of social responsibility.

Development Steps and Strategies

The program has been developed by Cisco over five years with the enormous rapidity associated with business. It usually begins by establishing dialogue with governments and then identifying local collaborators.

Case 5

India: The Bharatiya Yuva Shakti Trust (BYST) and Numerous Businesses

Core Concept: To combine seed capital with mentoring by business people to get youth entrepreneurs into the formal economy.

Description

The Prince's Trust* model of youth and new enterprise development inspired this initiative for small (but not micro) enterprise development that combines both mentoring by business people and financing. BYST prioritizes entrepreneurs who have the potential to create 10 jobs through their business activity. The Confederation of Indian Industries (CII) has a sponsor role.

Organizational Structure and Processes

BYST is a business-member NGO that is closely associated with CII and housed in its offices. Five regional BYST affiliates operate like franchises.

What Business and Others Bring

CII provides entrepreneur development support through a network of regional offices and member businesses' operations. NGOs help identify potential entrepreneurs and both businesses and business service organizations like Rotary provide mentors. Business provides the financing.

What Motivates Business

Although there is naturally a broad range of motivations given the number of businesses involved, social responsibility and a sense of duty "to give back" are particularly strong.

Development Steps and Strategies

Initial support for BYST was found in some international companies that had experience with the Prince's Trust in the United Kingdom. Its development was assisted by the stature and connections of a lead BYST person who is from a prominent family. Regional offices are opened if there is substantial commitment by one or more local businesses—this is facilitated by the fact that CII members have operations throughout India.

* http://www.princes-trust.org.uk

Case 6

Zambia: Shoprite

Core Concept: To make the supply chain local.

Description

A new supply chain is being created by bringing together a store in the Shoprite supermarket chain as a buyer of fresh produce and a local farming community capable of growing the produce. Shoprite has traditionally imported produce and displaced local growers when the store opened.

Organizational Structure and Processes

Leadership is provided by The Forum for Business Leaders and Social Partners (The Forum), inspired by The Prince of Wales Business Leaders Forum.* It is a national business-member NGO with this activity structured as one of its programs. The program has helped organize the local village and local and national NGOs, and provided a bridge to Shoprite to create a dialogue. There is a simple contractual agreement to buy goods with specified delivery dates, quality, and quantity specifications.

What Business and Others Bring

Business brings its negotiation and management expertise through The Forum, and Shoprite brings its purchasing power and retail system. People from the University of Zambia brought developmental and research expertise. Several NGOs and the government are building the community's capacity, and the government is improving local roads as part of the transportation needs of the project. Tata-Zambia is experimenting with the manufacture of special bicycles to take goods to market.

What motivates Business

The Forum and its members have no particular benefit to derive from the program, and are largely spurred by social responsibility and corporate citizenship concerns. The program will strengthen the market sector, and address issues of poverty. For Shoprite there are mutual gain opportunities: to build support for it in the local community (some dangerously hard feelings by area farmers are well known), to reduce costs (removing transportation), and to improve quality (local should be better).

Development Steps and Strategies

The Forum grew out of the dynamic energy of individuals at the university working with business. This project developed from the research work of one of these individuals, with a local community; the individual is also a founder of The Forum. A university colleague developed this as a Forum project, and the two of them brought in the other organizations.

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* Now called The International Business Leaders Forum: www.iblf.org

Case 7

Thailand: Population and Community Development Association (PDA) and Many Businesses

Core concept: To take the businesses to the potential workers.

Description

This initiative generates rural jobs by working with companies to relocate old facilities or locate expansion in rural areas. This greatly reduces regional inequalities, and the social and personal costs of the traditional alternative of youth traveling to Bangkok for employment.

Organizational Structure and Processes

This is a program of an NGO called Population and Community Development Association (PDA), that is called the Thai Business Initiative in Rural Development (TBIRD). The program builds upon a network of communities and PDA Integrated Development Centers. The businesses are engaged through "cold calls" or interpersonal connections, and are then partnered with appropriate communities. The new business sites are developed in coordination with the Department of Industrial Promotion.

What Business and Others Bring

Business brings its employment capacity. PDA takes leadership in the process, with financial and program support from the government and, at times, donor agencies. PDA's development expertise, community connections, and trust base are critical.

What Motivates Business

Businesses generally claim the PDA option has a neutral impact upon operating costs: costs for transport of goods increases but labor costs decrease because of lower cost-of-living in the countryside. (However, PDA's process and connections help overcome many traditional obstacles and coordinate resources and community consultation.) Often business speaks of support for PDA's social objectives, implying social responsibility is an important motivator.

Development Steps and Strategies

This grew out of more than a decade of PDA work with local communities on health, population, and development issues. PDA developed the program with government and donor assistance, and it has evolved through experimentation with business.

Case 8

United States: High Schools and Many Businesses

Core concept: To organize high school academies around industries in partnership with industry.

Description

This is a school-to-work initiative that brings together high schools, government, and business to integrate workplace experience with school-based education.

Organizational Structure and Processes

Academies are created as "schools within a school," and these are organized along industry lines such as health, high-tech, and finance. They come in many forms, but the California examples are led by Steering Committees that constitute collaborations between the school, businesses, and higher education institutions.

What Business and Others Bring

Business brings its operating sites, which provide on-the-job training. It also brings knowledge about what employees need to know, in order to collaboratively develop appropriate curricula with teachers. Furthermore, it brings some financial and in-kind contributions, and significant managerial expertise to help make the program work.

What Motivates Business

The major mutual gain motivation is the desire for business to have well-trained entry level staff. Without the program, business would incur greater expense as a result of having to train these staff. By working with academies in communities that are closer to their operations, business also builds support for itself with an important stakeholder group. However, given that a high percentage of graduates go on to further education, the program also has a social responsibility aspect.

Development Steps and Strategies

Academies were first started at the local and state level, rather than with national government. The national government has provided financial development support through a seven-year program. With proven success they have become a formal part of the education system. An academy usually first begins with a school making contact with nearby and relatively large businesses, including hospitals, and finance, pharmaceutical, and transportation companies.

Following are diagrams of the organizational structure of the cases, some with particular sites.

Legend

▭	Indicates NGOs
▭ (dashed)	Indicates government
◯	Indicates businesses or business associations
⬭	Indicates parts of organizations that they are next to
───	Indicates individuals or groups, rather than organizations
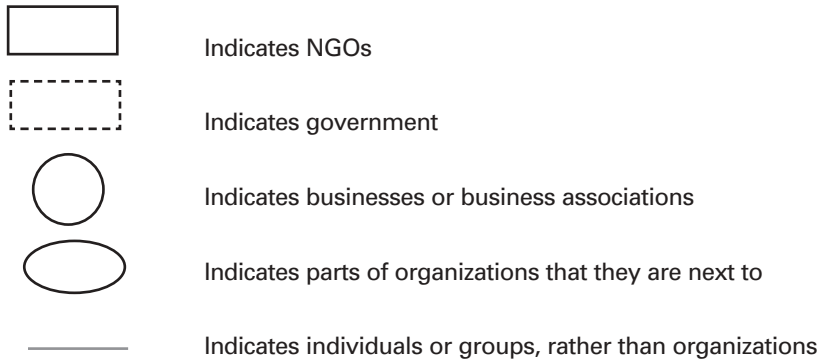
CASE 1 (Global Alliance–Thailand) Structure

CASE 2 (Australia) Structure

```
        ┌ ─ ─ ─ ─ ─ ─ ─ ─ ┐                Retailers
        │   Government    │                  ◯◯◯◯
        └ ─ ─ ─ ─│─ ─ ─ ─ ┘
                 ↓
  ⬤              ⬤          ┌──────────┐        ◯◯◯◯
Body Shop ←→ Body Shop ←→  │ Speak Out│ ←────→
 Int'l       Australia     │          │
             Franchise     └────┬─────┘ ←────→  ◯◯◯◯
                                ↑              Body Shop
                       ┌──────────────┐        Australia
                       │ Foundation for│       Franchises
                       │    Young      │
                       │  Australians  │
                       └──────────────┘
```

CASE 3 (Canada) Structure

```
  Corporate      ◯◯◯◯      ┌──────────┐
  Members    ──────────→   │   CYBF   │
                           └────┬─────┘
         ┌──────────────────────┼──────────────────────┐
  ┌──────────────┐     ┌──────────────┐     ┌──────────────┐
  │Regional Office│     │Regional Office│     │Regional Office│
  └──────┬───────┘     └──────┬───────┘     └──────┬───────┘
         ↓                    ↓                    ↓
      ▢▢▢                  ▢▢▢                  ▢▢▢
       NGO                  NGO                  NGO
     (Loan               (Loan                (Loan
   Committee)           Committee)           Committee)
```

Each NGO has its own loan committee that approves application.

CASE 4 (Cisco-South Africa) Structure

The structure in South Africa is similar to others Cisco has developed.

Cisco Systems

Cisco* Learning Institute

CNAP: Cisco Network Academy Program

CNAP-South Africa

Cisco Academy Training

Currently there are 4 Regional Academies in South Africa

University of Peoria

Regional Academies

Local Academies — Houwteq

Local Academies — Local Education Institution

Local Academies — Local Education Institution

Local Academies — Local Education Institution

Dept. of Communications

Dept. of Education

Houwteq is an institute of the Federal Government's Department of Communications

Currently there are 13 other local academies that are responsible to the Department of Education; this should grow to a ratio of 9 local academies to each regional.

*Note: The Institute is a recent creation and has not been involved in the South African activity.

CASE 5 (India) Structure

Businesses providing volunteers and funding

NGOs, educational institutions and others sending entrepreneurs

Confederation of Indian industry

BYST International

BYST Regional Affiliates

Businesses providing volunteers and funding

BYST Regional Affiliates

BYST Regional Affiliates

BYST Regional Affiliates

Mentor Panel

Resource Panel

Evaluation Panel

Regional affiliates have three panels for delivering the programs

CASE 6 (Zambia) Structure

University of Zambia

Min. of AG. Food
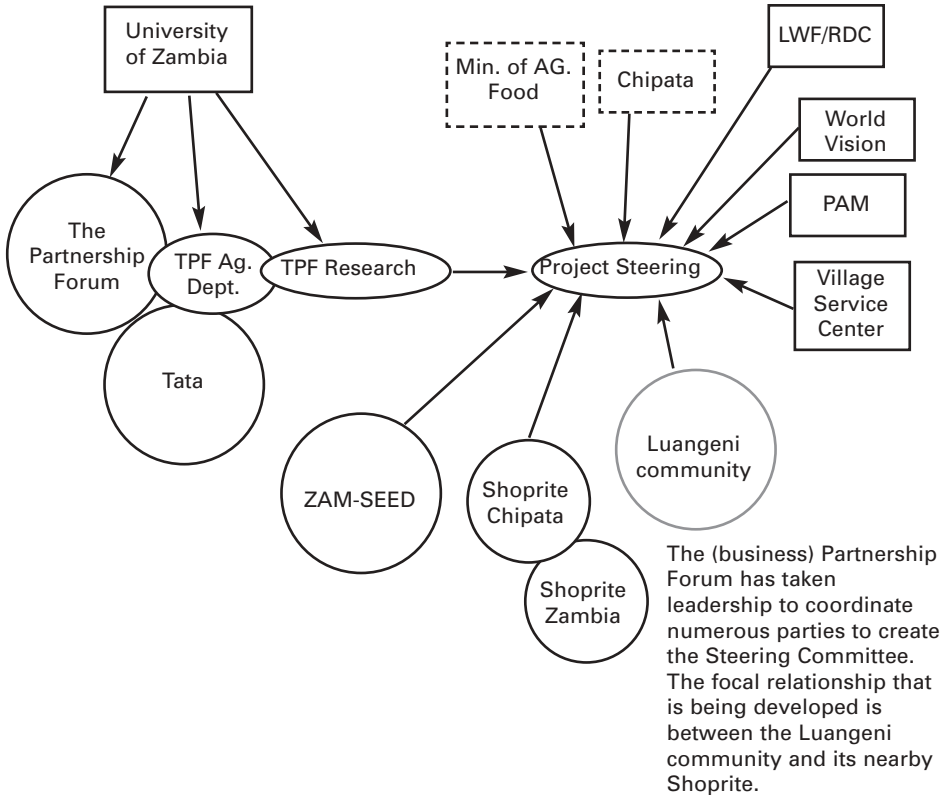
Chipata

LWF/RDC

World Vision

PAM

Village Service Center

The Partnership Forum

TPF Ag. Dept.

TPF Research

Project Steering

Tata

ZAM-SEED

Shoprite Chipata

Luangeni community

Shoprite Zambia

The (business) Partnership Forum has taken leadership to coordinate numerous parties to create the Steering Committee. The focal relationship that is being developed is between the Luangeni community and its nearby Shoprite.

CASE 7 (Thailand-PDA) Structure

Ministry of Industry

Dept. of Industrial Promotion

Donor Agency

Business

T B I R D

Community

PDA

Internal Development Centers

CASE 8 (US-California) Structure

Federal (7-year program)

The Academies are within high schools but are supported by a group of businesses, colleges, and universities. Their development was supported by school district, State and Federal money, but the Federal government plays no on-going support role.

State Gvt.

School District

NAPE

Organizations like the National Association of Partners in Education provide partner development

High School

Academy

Academy Steering Cttee.

Business

Business

Colleges & Universities

International Youth Foundation®

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