



## **A Multi-dimensional Approach**

"A multi-dimensional approach...is required to address [development] problems...the private sector is the most important engine of development, but it's also clear that the private sector can't do it on its own. There are critical things that have to be done by the public sector and that's the principal area where the World Bank interacts...governments and donors need to include the business community in policymaking decisions and use [their] expertise and experience in making the right policy choices for a good business environment".

—World Bank President Paul Wolfowitz,  
Remarks at the Corporate Council on Africa  
Dinner, Baltimore, MD, June 23, 2005

## Requirements for Success

For partnerships to succeed, the three sectors of business, government, and NGOs need to ensure that:

- There is sufficient time allocated for the partners to take stock of where things are, as this will create a common understanding of the challenges and the starting point
- Identify opportunities to get systemic change
- Engage in dialogue for deeper understanding of each other and discovery of new ways of doing things
- Apply a common vision in their respective workplaces as they develop their understanding, to be better able to test hypotheses and shift practices
- Admit mistakes and learn from failure and trials, to develop a culture of learning and experimenting
- Engage other strategic stakeholders, such as the worker as stakeholder, or the poor as stakeholders, or future generations as stakeholders
- Build capacities to demonstrate dynamism for change and competence, and track record of results

## Four Key Development Cornerstones

Development challenges require that four key things be properly addressed:

- **Vision:** a new story that holds people together and keeps them going in a common direction
- **Strategy:** a community of people with a common understanding of the issues, what we have termed in this paper as “partnership”
- **Process:** a change in the debate on the issues in order to innovate, improve, and shape new ways of doing things
- **Outcome:** a new form of organization that builds on public sector breadth and capacity, voluntary sector values, and business sector efficiency.

