
EDITORIAL INTRODUCTION

PUBLIC-PRIVATE PARTNERSHIP FOR POVERTY ERADICATION AND LOCAL DEVELOPMENT **Learning from the Chinese Experience**

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It is now five years since the World Summit for Social Development was held in Copenhagen, Denmark, and worldwide attention was attracted to the need for poverty eradication. With so much being written about poverty, and even more so in connection with the recently convened United Nations General Assembly Special Session (UNGASS) in Geneva, Switzerland for the five-year review of progress in the fight against poverty, one might well question the need for another publication on this topic. The justification for the contents of this issue of *Regional Development Dialogue (RDD)* is quite simple: An International Symposium on the Partnership between the Public and Private Sectors for Social Development was held in April 2000 in Beijing, the People's Republic of China (hereinafter, China) to discuss a unique Chinese programme involving the private sector and poverty eradication. Emphasis has commonly been placed on central government and nongovernmental organization (NGO) roles in poverty eradication, but there has been little review and discussion of the private sector role. Most people are probably not even aware of the existence of a large and growing private sector in China, let alone the role it plays in poverty eradication. Under the direction of the China Society for Promoting the Guangcai Programme (CSPGP), partnerships have been formed between the public and private sectors to help eradicate poverty in 592 counties designated by the central government as poverty stricken. In the United Nations Development Programme (UNDP) *Poverty Report 2000*, it was stated that anti-poverty plans need to be comprehensive — much more than a few projects “targeted” at the poor. In fact, as noted by Wang Huijiong in his comment on the Chinese articles contained in this issue, as of June 1999, 3,508 private entrepreneurs were participating in the Guangcai Programme, implementing 3,829 Guangcai projects which had helped lift 1,292,000 people out of poverty. While the absolute number of people lifted out of poverty through the Programme is indeed small, compared to the approximately 200 million over the past twenty years who have escaped poverty, this should not detract from the important contribution which the Guangcai Programme has made.

In the most general sense, poverty alleviation strategies are three-pronged, and aim to provide: (a) access to services; (b) livelihood opportunities; and (c) empowerment of the marginalized. One would hope that not only would the reader gain an understanding of how the private sector in China has helped alleviate poverty, but at the same time would grasp how concerns for the environment, improving the status of women, and improving human rights through bringing the government closer to the people are all incorporated into the Programme. While public-private partnerships tend to focus on the delivery of services,

the Guangcai Programme does much more through provision of employment and empowerment of the weaker segments of society. Note that the overall Programme is aimed at targeted areas and not just projects directed at the poor in all areas — it is in fact the poor in the designated provinces who are targeted. With respect to targeted areas, the Guangcai Programme has made the decision to mobilize the private sector in western China where poverty is at unacceptably high levels.

It is now fashionable to promote such partnerships; however, it is interesting to note that at the 1995 Social Summit, reference was made to coordination and not partnerships. The Guangcai Programme was actually established in 1994 before the importance of partnerships between the public and private sectors was accepted. The April 2000 symposium was a follow-up to the August 1999 Workshop on the Guangcai Programme: Public-Private Partnership for Poverty Alleviation which was organized by the United Nations Department of Economic and Social Affairs (UN/DESA), the United Nations Centre for Regional Development (UNCRD), and the CSPGP. During that meeting, it was recommended that a follow-up international meeting be convened to discuss the role of the Chinese experience with partnerships between government and the private sector in poverty eradication. It was agreed that the lessons learned from the Guangcai Programme would be useful in expanding the role of public-private partnerships in many parts of the world and that it was important to disseminate information about its success, due to both the decline in official development assistance (ODA) and the timeliness of considering an expanded role for partnerships between the public and private sectors. After all, poverty is not confined to developing countries — even developed countries have pockets of considerable poverty. It should be emphasized again that the Guangcai Programme is a unified programme, not simply a collection of individual projects.

A great deal has been written about the importance of good governance and the need to shift responsibility from central government to local governments which are in direct contact with their citizens. The Guangcai Programme is, in fact, a bottom-up structure with limited government involvement and with projects being selected jointly by local governments, entrepreneurs, and citizens.

While the reader will certainly gain insight into the workings of the Guangcai Programme through the articles in this issue of *RDD*, one can also refer to the report of the August 1999 workshop.¹⁷ In addition, articles by Bijayanand Misra and Wang Huijiong in the Spring 1999 issue of *RDD* will also be of relevance to the reader of this issue.²¹ With respect to the Guangcai Programme, it should be noted that China's transformation from a centrally-planned to a market economy has resulted in the formation of an entrepreneur class and its participation in Guangcai Programme projects is largely due to the Chinese tradition whereby it is considered that those who have become wealthy have a natural responsibility to extend support to the needy with a view to bringing prosperity to the entire society.

The articles that are included in this issue of *RDD* should be viewed within the overall context of the symposium. On the basis of the theme of this issue, one might conclude that the participants focused their attention solely upon public-private partnerships in China. In fact, broad international representation at the meeting, including the addition of the United Nations Environment Programme (UNEP) as one of the co-organizers,²² encouraged a wide-ranging exchange of experiences and ideas to supplement the Chinese experience. The August 1999 workshop was concerned solely with the Guangcai Programme's

experience whereas the international symposium was conceived in a broader sense, not only to examine and disseminate information about the Chinese experience, but also to compare international sectoral strategies and experiences and learn from them. The primary difference between the Chinese examples and those of international experts lies in the fact that the Chinese examples are part of the Guangcai Programme, whereas the international examples are individual undertakings, not part of an overall coordinated programme of public-private partnerships. In effect, this is the strength of the projects undertaken under the auspices of the Guangcai Programme. In order to encourage exchange among participants during the symposium, three seminars were arranged focusing on specific but related themes bringing together both Chinese and international participants.

In the course of the symposium, twenty papers were delivered by international participants and forty-four by participants from China. A representative sample of these papers was selected for inclusion as articles in this issue of *RDD*, most with appropriate comments, in order to give the reader a broad perspective of the acceptance, existence, and need for public-private partnerships. In addition to the case studies of partnerships, several articles provide regional and country perspectives and also a view as to the possible role of technology in poverty alleviation. It is most important to reiterate that the partnerships cited by the international experts are largely the result of responses to individualized specific needs in contrast to those identified by the Chinese experts, which were undertaken under the guidance of the Guangcai Programme to foster public-private partnerships. Papers were selected as a concrete means of demonstrating that the public-private partnership is neither an abstract idea or theory, nor is it a textbook exercise, but a real operation with practical applications involving factors such as multisectoral effects, distribution of benefits, risk management, regulatory issues, and replicability. The papers were also chosen to demonstrate to the reader different modalities of partnerships which continue to evolve. As shown in these articles, public-private partnerships have come about in response to specific needs identified by various affected parties or in some cases neglected parties. For example, local governments may simply lack the capacity to provide services and turn to the private sector. Partnerships can be formed to provide benefits to different segments of society who are often forgotten, such as women, children, and people living in poverty. It is often said that there are no uniform solutions to the problem of poverty; solutions must be undertaken in a targeted way. In very simple terms, growth by itself does not necessarily filter down to those in need. Examples are presented showing how local governments often forge partnerships with many different actors and how at times nongovernmental organizations (NGOs) can serve as watchdogs for activities undertaken by the private sector in order to provide a social safety net to profit-making activities.

Ideally one would hope that readers will read all of the articles, but they might be more selective depending upon their fields of interest. Therefore, it is appropriate to highlight some of the main points of each article because each one represents a brief snapshot of the symposium.

Case studies on the provision of waste removal and water and sanitation services are given for municipalities in Kenya and South Africa, by Jane T. Otieno and Shem O. Wandiga, and Michael Schur, respectively. In both of these examples, local governments lacked the capacity to deliver services, and partnerships were formed with the private sector. Similarly,

in both cases, local governments had to resolve legal and regulatory responsibilities to encourage private sector participation. It is also interesting to compare how the lack of government capacity has led to alternative approaches towards partnerships for solid waste removal in Kenya and the Philippines. Otieno's and Wandigo's article concentrates on the solid waste problem in Nairobi and a partnership between the local government and the private sector is conceived as the only way to ensure that the removal of solid waste is provided for all areas of the city. The programme takes into account the need for public education and social awareness, whereby all citizens understand the necessity and benefits of recycling. In the Philippine case study described by Jamelah Emma D. Abanes, a partnership between a local government and an NGO was formed for recycling solid waste. In both the Kenyan and Philippine examples not only have the partnerships resulted in environmental benefits but, additionally, employment has been created for women, and in the latter it has also resulted in employment for out-of-school youth. In order to bring water and sanitation services to desired levels, Schur has shown how a South African municipality entered a partnership and signed a long-term water and sanitation concession contract with a private international water company and a consortium of five South African black empowerment partners. In an innovative arrangement, the private company was assured a fair return and profits were shared among all stakeholders. All citizens within the area were assured essential services at affordable rates; in fact, all consumers in disadvantaged areas pay considerably less than the municipality would have previously charged to offer the same level of service. The contract has a consumers' bill of rights. In effect, the partnership has taken into account the provision of necessary services, and economic and social benefits to society while providing environmental protection.

Vladimir I. Ivanov's article provides insight into the problems in Northeast Asia. Attention is focused on the effects of the Asian financial crisis and the reader is cautioned that the problems of poverty and social disunity have their own specifics; the region has great diversity. The eradication of poverty depends upon such basic parameters as population trends, rural versus urban population, country-specific regional differences, educational disparities, and the diversity between countries in terms of the health care and social security systems. Despite all the differences among the countries in the region, and their considerable investment in human resource development (HRD), the point is made that long-term opportunities for eradicating poverty by promoting environmentally sustainable development via subregional economic integration in the region must be evaluated. The role of China will be central to such cooperation and large-scale cross-border infrastructure projects are already under discussion, which will require close public-private sector cooperation with a focus on social development and environmental protection at the local level.

In contrast to the article on Northeast Asia, the article on Lao PDR by Somdy Douangdy is centred on regional differences within the country and the need to decentralize its planning system down to provincial and district levels through increased "bottom-up" participation. At the same time, Lao PDR has made efforts to strengthen its regional planning system whereby several provinces form new planning entities. Douangdy shows how in-country regional differences make it difficult to generalize conditions. Each region within the country has its own problems which affect the agricultural land-use areas, business and industrial development, infrastructure development, and social services. The

government has adopted eight priority development programmes which are aimed at promoting an economic structure, province by province and by locality, conducive to growth. An underlying premise is to ensure simultaneous growth in every region. In effect, the reader gains an understanding of the mechanism of investment and beneficiary participation. It is important to note that at no point in the article is any reference made to a private sector, and therefore there is no mention of partnerships.

Also at the national level, Chen Lihua, in her examination of the Indonesian case, provides details on that country's considerable progress in poverty alleviation prior to the 1997 financial crisis. She outlines the strategies pursued since then, to combat the severe economic difficulties resulting from it. Government efforts to assist the worst-affected segments of the population are described, with reference to the Social Safety Net (SSN) Programme, now in its third year.

The partnerships between local governments and private enterprises can often yield multiple benefits. Bulgaria has been confronted with high unemployment, particularly among ethnic minorities and women. At the same time, it was widely acknowledged that measures had to be taken to preserve the country's architectural and historical heritage. Vesselin Marimov Tsvetkov's article describes a project funded in part by the United Nations Development Programme (UNDP), and appropriately called Beautiful Bulgaria, in which unemployed workers, particularly women and those from minorities, were trained in construction and restoration techniques to help restore and preserve the historic buildings of Sofia. These newly employed and skilled workers constituted nearly 7 per cent of the city's unemployed. The original project has been deemed such a success that two further projects have been undertaken covering eleven additional Bulgarian cities.

The title of Nathanon Thavisin's article, "A Conceptual Framework for Public-Private Partnership and Its Applicability to Local Programmes for Social Progress in the Asian Context," does not convey the fact that the article ties together the conceptual framework with the reality of implementing a programme of poverty alleviation. Brief descriptions are given of some of the best practices in selected Asian countries; however, the most detailed description is given for Thailand. The reader is first introduced to poverty alleviation policies and projects at the national level and is then provided with details of the immense task and responsibilities of the Bangkok Metropolitan Administration (BMA) in attacking poverty at the local level. Not only is the formation of different public-private partnerships a key element, but there is a diversity of needs that have to be satisfied to eradicate poverty.

The success of public-private partnerships depends upon the efficiency of the integral parts. As noted by Ramy Rabenja in his article on Madagascar, the private sector in that country was clearly in need of strengthening and in 1996 a private nonprofit association was established to support capacity-building with Madagascar's small- and medium-sized firms. This NGO is comprised of twenty-four trade unions or professional private associations representing all aspects of the private sector in Madagascar. While addressing private sector capacity-building, the author proposes that this experience could be extended to social, educational, and environmental issues.

In developing countries, small-scale mining has been a significant source of employment and income. Ronnie C. Ponciano's and Cherie M. Espino's article focuses upon the Philippines, where 200,000 to 500,000 individuals are employed in the small-scale mining sector. Upon reading this article, we learn that employment and income generation are not

cost free and a community-based NGO plays a most important role, particularly in attempting to halt the exploitation of child labour. While not exactly a partnership in the strictest sense, the NGO serves as a watchdog over the private sector.

Nguyen Van Thanh's article provides an overall perspective of the hunger and poverty in Viet Nam and the measures taken to eradicate and reduce them. It is interesting to note that in 1998, 60 per cent of funds for poverty alleviation were mobilized from domestic resources. Bearing in mind that the Guangcai Programme is concentrated on clearly defined poverty areas, Viet Nam's National Target Programme is focused upon those communes (1,715) which have extreme difficulties. The National Target Programme functions within the Hunger Eradication and Poverty Reduction Programme, a loosely coordinated policy framework which tries to mobilize investments through special allocations and financial monitoring. It also functions as a community-based infrastructure programme, while encouraging related intersectoral investments in the target area.

The article by Fong-Lieh Ou and Wendy Wan Yan Stan focuses upon the possible use of high technology as a tool for reducing poverty and regional disparities. The reader's attention is drawn to the relationship between high technology and increased land and crop productivity as well as environmental protection. The authors make a case for reducing what they call "knowledge poverty" through provision of the Internet.

The final article in the international section of this *RDD* issue is by Lai Shian-Lung and outlines a new development strategy for underdeveloped areas which proposes ways to address weaknesses inherent in past poverty alleviation programmes. As part of an approach which embodies three interrelated aspects, the author advocates a poverty alleviation strategy which effectively links local government, NGOs, and the private sector in promoting private markets for public goods.

The articles by the Chinese authors are clearly distinctly different from those of the international experts. While they also largely concern the important role of the private sector in poverty eradication, they are of a more personal nature in presentation. There is a common thread running through these articles of the Chinese virtue that those who have rapidly become wealthy help those who have not yet achieved wealth to realize common prosperity. The articles represent a sampling of contributions from the Guangcai Programme, either from various organs of the CSPGP or from entrepreneurs themselves who are involved in the Programme. In all cases, one is immediately struck by the depth of enthusiasm and dedication to the fight against poverty. Wang Zhaoguo's article provides an excellent introduction to the Guangcai Programme. The reader will gain an understanding of the Programme's role in poverty eradication, its employment and training of those now living in poverty as well as those that were employed prior to the economic reform process, its social benefits, and its future path.

A common partnership developed by the Guangcai Programme is that of the "company + farmer model," and cases are presented to illustrate this concept in action. The article from the Hunan branch of the CSPGP includes other examples of the company + farmer model and describes how the Guangcai Programme encourages entrepreneurs to provide support to their hometowns.

Guo Zhaoxin provides an in-depth example of the work done by the Guangcai Programme in Liaocheng, in which 2,288 private enterprises have created employment for approximately 200,000 people. The point is made that Liaocheng welcomes investment from

private entrepreneurs both at home and from abroad and would provide preferential conditions and services to assure increased repayment from such investment. This is another indication of the need for greater dissemination of information on the role of the private sector in China as its market economy expands and the country achieves increasing importance.

Chen Yifeng begins with the statement, "There is a Chinese proverb which says that an individual who becomes rich while others remain poor is not really rich." It is important to bear in mind that in the transition from a planned to a market economy, the entrepreneurs have retained their socialist values. The point is emphasized that it is not enough to simply provide relief to the poor, but it is development on a continuing basis that is essential to eradicate poverty. As an example, it is not enough to supply water to people in crisis; it is essential to provide wells from which farmers can draw water.

Readers will gain further insight into the company + farmer model, which is a key element of the Guangcai Programme, from the article by Liu Yuejin with respect to pig raising and growing wheat to make flour. Liu emphasizes that participation in the Guangcai Programme is an effective way for private enterprises to repay society as well as benefit the country, the people, and themselves.

As the Chairman of the Jilin Zhengye Group, a privately-owned company, Han Zhenfa supports the position that economic goals and the social role of an enterprise are not at odds with each other, but are in fact complementary; the example of an enterprise involved in poverty alleviation while at the same time making profits constitutes a perfect combination which fulfills its social responsibilities. Case details are provided that show not only how specific companies introduced advanced technology to pig farming, but at the same time, in one case, enabled 10,000 farmers to escape from poverty.

He Jianzhong illustrates the role of the company + farmer model in providing technology to increase the diameter of bamboo which can be used for floorboards. Bamboo's growth period is considerably shorter than that of a tree, requiring only two to three years until it can be harvested and used as building material. Previously, farmers considered bamboo to be worthless as building material, and useful only as firewood; now it has become a sustainable source of income. The remains of bamboo left after processing are used for fuel. This is an excellent example of sustainable development and deserves to be widely disseminated.

As previously noted, there are vast regional differences between the eastern and western parts of China. Liu Jinhu has stressed his belief that resolving the imbalance in development levels is not only an important task for the central government but also a duty of all nongovernmental enterprises in China. Interesting examples are provided of the construction of a highway which was essential for regional development, establishment of a market to reemploy laid-off workers, and even the construction of a new village (a Guangcai village) where previously people had lived under minimum living conditions with no water or electricity. Within the context of the Yellow River Water Pumping project, the Ningxia Branch of the CSPGP set up the Guangcai village for poverty-stricken ethnic Hui people, which was funded by local enterprises. Again emphasis is placed upon the underlying principle that those who get rich quickly should demonstrate social responsibility and contribute for the betterment of society as a whole.

The introduction of scientific practices to pig farming has also been undertaken in Liangshan Autonomous Prefecture in western China's Sichuan Province. Details provided

by Liu Yonghao about the project initiated to produce natural pigment and grow marigolds, show that advanced technology can be introduced by private companies to help alleviate poverty while yielding profits to entrepreneurs.

Tibetan medicine dates back nearly 2,000 years and Lei Jufang provides details of the Tibet Cheezheng Tibetan Medicine Factory which, from an initial 10 million *yuan* investment, has achieved a total sales volume of 150 million *yuan*. Not only has the factory been an economic success story, raising handicapped people out of poverty, but it has also brought together Han and Tibetans while seeking to preserve the unique Tibetan culture.^{4f}

Private enterprises often carry out their activities far from their home base and Hou Yongsheng in the concluding Chinese article emphasizes the importance of coordinating relationships with all stakeholders. His firm is engaged in manufacturing cable to be used at the internationally famous Three Gorges Dam site and has provided employment for many workers brought in from distant places to work on the dam's construction. Wang Huijiong in an overview comment highlights important points from each article.

An international symposium is more than simply a presentation of a collection of papers; this international symposium, from which the above articles were distilled, was no different. It consisted of an introductory plenary discussion as well as a concluding plenary session during which summary reports were presented of the discussions which had taken place in each individual seminar at which the presentations were made. It thus afforded all participants the opportunity to reach a consensus on major issues and also on future possible initiatives to be undertaken. It is beyond the scope of this editorial introduction to give an in-depth review of the symposium. For more systematic and detailed information, readers are referred to the *Executive Summary* of the symposium.^{4f} The articles assembled in this issue of *RDD* provide an idea of the scope of presentations, but more needs to be said. With respect to the Guangcai Programme, it was certainly evident that there was substantial agreement upon its uniqueness. However, there is the need, not only in China but internationally, to make people aware of its accomplishments and the potential not only of individual projects but, in a wider sense, of large-scale programmes of public-private partnerships in poverty alleviation. There is much to be said for greater exchange of experiences, particularly bearing in mind that this is a long-term process, with no easy solutions. As is true with most partnerships, the Guangcai Programme needs to be strengthened through capacity-building at the local level. The improvement of the capabilities of local officials to administer programmes and implement projects is necessary if bottlenecks to growth and development are to be removed. From an operational viewpoint, the development of projects to further strengthen partnerships, especially with respect to capacity-building, is a role that should be undertaken by UN/DESA.

The following issues related to public-private partnerships were raised by participants, which can usefully be added to this editorial introduction:

- (1) There is a need to distinguish between public sector partnerships with the for-profit sector and those with the not-for-profit private sector; in general, it might be considered that the for-profit sector will not join partnerships when it perceives that there are no profits to be made. Readers should refer to Schur's article in this *RDD* in which a private for-profit enterprise shared its profits with all stakeholders;
- (2) There is also a need to determine how partnerships can be evaluated, taking into account the problem of measurement and evaluation of the results of partnerships and

- insufficient identification of beneficiaries necessary for effective targeting as well;
- (3) How can projects be replicated on a large scale, and can the lessons learned from implementation of the Guangcai Programme be put to use in other countries, taking into account the Programme's strong ethical component?
 - (4) How can the appropriate regulatory and policy mechanisms be effectively put in place? This question was posed with reference to poverty and freshwater resources, but in reality such mechanisms are necessary for all types of partnerships;
 - (5) How can it be assured that partnerships will utilize environmentally sound and appropriate technologies?
 - (6) How can it be assured that the beneficiaries targeted by the partnerships have a direct role in the decision-making process, thereby assuring responsiveness, accountability, and sustainability? and
 - (7) What steps should be taken to identify appropriate projects to be undertaken by public-private partnerships? In addition, how can one minimize and distribute risks among respective partners?

These issues indicate a fertile arena for further investigation and research. In this respect, it would seem appropriate that UNCRD undertake a proactive role in furthering public-private partnerships. UNCRD has already been actively involved in disseminating and exchanging information about partnerships and perhaps it could bring together experts to delve into some of the issues that have been identified. This work could first be carried out by a small group of experts, followed up by a regional meeting. With so much to be done and so much at stake to advance the role of public-private partnerships in poverty alleviation, the problem for UNCRD, assuming resources are available, will most probably be deciding which issue to tackle first.

This issue of *RDD* is similar to any journal consisting of selected papers from an international meeting in that there are certain expectations from its publication. In this particular case, it would seem that the primary goal is to bring to the attention of a broad readership a unique form of public-private partnership, the Guangcai Programme, which has proven to be highly successful in China's fight against poverty. The formation of similar partnerships, not confined solely to those undertaken by the Guangcai Programme, can and should be looked at for a potentially far greater role in the broad attack upon poverty. It should therefore be hoped that the articles in this volume will help focus attention on the role of public-private partnerships. Hopefully, as more and more people become aware of the potential fruits of such partnerships, impetus will be given to its expanding role. This is not to say that the formation of these partnerships is not fraught with difficulties, dangers, and pitfalls, but much more has to be done to resolve the outstanding issues identified at this symposium and listed in this editorial introduction. I am convinced that there is a far greater role for public-private partnerships in alleviating poverty, and I hope that readers of this issue of *RDD* will come to the same conclusion and similarly become proponents. In short, it is hoped that this issue of *RDD* will stimulate both interest and direct involvement in furthering the role of public-private partnerships in poverty alleviation.

NOTES

- 1/ See China Society for Promoting the Guangcai Programme (CSPGP), United Nations Department of Economic and Social Affairs (UN/DESA), and United Nations Centre for Regional Development (UNCRD), *Report of the Workshop on the Guangcai Programme: Public-Private Partnership for Poverty Alleviation, 12-14 August 1999, Beijing, China* (Nagoya: UNCRD, 2000).
- 2/ See Bijayanand Misra, "Are We Overestimating the Public Role of the Private Sector in Rural Poverty Alleviation? An Analysis of the Indian Situation and Experience"; and Wang Huijiong, "Urban Poverty Alleviation and Development: The Chinese Experience" in *RDD 20* (Spring 1999):55-72 and 100-18, respectively.
- 3/ The International Symposium was organized by UN/DESA in collaboration with the United Nations Environment Programme, Division of Technology, Industry and Economics; International Environmental Technology Centre (UNEP-DTIE-IETC), the CSPGP, and UNCRD.
- 4/ On a personal note, I must add that in August 2000, as a member of a UN/DESA mission to Tibet, I was able to visit the factory. Simply put, Lei's article does not do justice to a truly remarkable contribution that is being made to improve the living standards of poverty-stricken Tibetans and the plant has to be seen to be believed.
- 5/ UNCRD, UN/DESA, CSPGP, and UNEP-DTIE-IETC, *Executive Summary* (of the International Symposium on the Partnership between the Public and Private Sectors for Social Development, Beijing, China, 20-23 April 2000) (Nagoya: UNCRD, 2000).