

# Social Value & Intangibles Review

**Internet-of-Value  
Blockchain Alliance for Good**

**Cost Rica:  
the President Against Poverty**

**UN: Human Right and Trafficking**

**IBM: From Corporate Philanthropy  
to Corporate Citizenship**

Modern slavery is a global problem needing a global solution. As President, I'll call on every country to join together in an alliance to end modern slavery.

*Hillary Clinton*

SVIR September 2016

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The Internet of Value is already taking form. Just as information is constantly exchanged across the web, efficiently and instantaneously, peer to peer and via networks; developments are underway to create the same capability for financial transactions to produce what is rapidly becoming phased as the Internet of Value. Technology advancements in blockchain applications similarly allows us to develop that theme one step further to allow the Internet of Value to also record, transact, and exchange intangible values and currencies. This will bring intangible value understanding to the mass market and will be a lever to revolutionise our societies.

**Ahead of the next SVIR, you can follow progress and get involved at [www.bisgit.org](http://www.bisgit.org). New Advisory Board Member nominations for the Alliance are being sought together with articles for the next SVIR and chapters of the book and academic journal.**

Blockchain technology is being cited as the biggest technology revolution since the internet. The most common application of blockchain is crypto-currencies. Added to this, many other areas of research are progressing including finance, insurance, supply chain management and government records.

A blockchain is a distributed database of blocks that contain data or programs. The blocks maintain a continuously-growing list of data records secured from tampering and revision, each block holding batches of information timestamped and linked to the previous block. Blockchain technology can be used on public or private ledgers. Research is continuing to develop new and mainstream applications of the technology.

Digital crypto - currencies use blockchain technology. They have been around now for a number of years, perhaps the most well-known is Bitcoin, released in 2009, it is also the most controversial because of its association as currency of

choice for those operating on the dark web. Newer entrants such as Ripple (2013), Ethereum (2015) and Steem (2016) have risen rapidly in popularity and the growth of crypto - currencies continues with more than 100 others available and trading.

The Blockchain revolution gives an opportunity to not only embed the measurement of non-financial value in a block or transaction, but also to exchange, transact and transfer intangible values.

The Blockchain Alliance for Good will promote Total Value exchange and hence the Internet of Value which will revolutionise the adoption of Blockchain and Crypto - currencies.

**Internet-of-Value: The Digital Conscience is also the theme of the next CCEG conference being held at the prestigious venue of Clare Hall at Cambridge on 11th November 2016.**

As the Internet of things transforms to the internet of value, then the ability to create and develop an online conscience becomes possible. Consider having your values stored (securely and confidentially) available to share, if you chose, to influence others, to seek out the causes and campaigns you support and exchange and transact value. The conference will explore this exciting theme and also bring together our board of advisors. If you are interested in attending, do register your interest at [www.bisgit.org](http://www.bisgit.org).

I urge you to have a look, follow progress and get involved and make a difference.

As a final note, I have a personal message of gratitude to you, as a reader and supporter. As one of SVIR's 50,000+ members, you are in good company. I encourage you to start or continue to contribute and share ideas with us to make our world a better place.



Blockchain Alliance for Good

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Initiative for Socially Good  
Integrated Transactions'

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Digitising Social Conscience  
University of Cambridge Conference**

11 November 2016 | RSVP: [info@cceg.org.uk](mailto:info@cceg.org.uk)  
Clare Hall, Herschel Rd, Cambridge, CB3 9AL

# Welcome



## Wayne Dunn

President & Founder, CSR Training Institute

Professor of Practice in Corporate Social Responsibility, McGill University / ISID

Wayne has worked on projects in over 40 countries and on every continent.

Currently his work is focused on Africa, the Arabian Peninsula and certain countries in Europe and the Americas.

He is based on Vancouver Island off Canada's West Coast.

The CCEG Social Value & Intangibles Review is doing a great job of carrying an important message to an increasingly broad and diverse global audience.

*Value and Intangibles.* It is critical for businesses, governments and others to move value thinking beyond the financial dimension. Business, community, society, family, life... none of these are uni-dimensional - and yet, too often we are pressured to think of them as being primarily defined by financial metrics.

Of course, the financial dimension of value is vital, but so are other dimensions. SVIR is helping us expand our thinking and explore value across multiple dimensions. The eclectic group of articles, authors and themes help us think beyond a narrow, financially defined concept of value.

In my work around the world helping businesses, governments and organizations to optimize value alignment between businesses, local communities and societies, a narrow definition of value can be a big stumbling block. We can all contribute more to discrete and collective value when we are able to see value from a broader perspective. The team at SVIR is making a pragmatic and valuable contribution. Keep up the great work.

## Emmanuel R. Goffi, PhD

Officer of the French Air Force

Research Fellow, Centre for Defence and Security Studies, University of Manitoba, Winnipeg, Canada

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Chercheur membre externe, Centre FrancoPaix en résolutions des conflits et missions de paix, Chaire Raoul-Dandurand en études stratégiques et diplomatiques, Université du Québec à Montréal, Canada



Value is a big part of our everyday life. It shapes our identity, leads us in our actions, provides us with guidelines that help us to make decisions. It is a behavioural compass that helps us to differentiate what is desirable and what is not. More than that, it offers us ideas transcending the cultural particularisms around which communities can gather. Nonetheless, value is all but a simple concept. However, behind the veil of obviousness hides a deep complexity. If value can be the object of compromise, it can also create dissent. It can be either idealized or deeply questioned in its universality, hierarchy, definition, relevance and so on. In short, value is a matter of debate.

Thus, thinking about social value, what it is, what it means, and what it aims at, is not only important but it is essential, too. In this context, CCEG's Social Value & Intangibles Review has been fully committed to bring new perspectives on the matter to the forefront. I have no doubt that this new issue will ignite some fresh and stimulating debates on the subject. I do invite you to have a thorough look at this issue and start building your own opinion, and eventually take part in the discussion.



# From Corporate Philanthropy to Corporate Citizenship

by **Stanley S. Litow**  
 IBM's Vice President for Corporate Citizenship &  
 Corporate Affairs and President of the IBM International Foundation



The history of private-sector involvement in philanthropy is a study of transformation. Beginning in the latter half of the 19th Century and stretching well into the 20th, the industrial growth and advances in productivity that altered America's economic landscape shifted centers of power, created new markets, and produced enormous wealth for some while excluding or disenfranchising others. But the story of this period is more complex than a simple tale of extremes. America's corporate industrial era also enabled scientific, medical and technological advances, providing a set of profound humanitarian benefits, significant job growth and economic progress, and inspired new ways of thinking about the structure of our society and our responsibilities to one another.

The economic growth that stretched from the late 19th Century through the 1920s, and after World War II, created a uniquely American middle class. With the notable exception of racial segregation and Jim Crow, the allure of *The American Dream* - and the economy's ability to make good on that dream - attracted, engaged and elevated working-class families from rural America and from nations beset with faltering economies, political strife and religious persecution. Bold, brash, expansive and increasingly powerful after each of the World Wars, the United States was not without its flaws and opportunists. But in the main, America was a progressive society in which government created such revolutionary paradigms as *Social Security* and the *G.I. Bill*, while businesses

instituted paid vacations, employee group health insurance and other benefits that cemented partnerships between employers and workers.

Among the developments that accompanied explosive economic growth were the practices of philanthropy first initiated by titans of industry, Rockefeller and Carnegie. But the personal philanthropy of these wealthy industrialists remained separate and distinct from their companies' overall business practices, which often neglected employee and community needs.

IBM broke this mould. Led by Thomas J. Watson, Sr. beginning in 1914, and by Thomas J. Watson, Jr. from 1956 to 1971, IBM went beyond personal philanthropy and pioneered operating principles that married philanthropy, social responsibility, business growth and shareholder returns. It built Watson Sr's



reputation for socially responsible leadership – combined with IBM’s ability to manage unprecedented challenges – that prompted President Franklin D. Roosevelt to approach Watson in 1935 with the “impossible” task of making Social Security operational.

**In what we now realize was a prototype for shared value, public-private partnerships, IBM helped enable the most important social services program in American history while enhancing the company’s strengths and capabilities beyond what anyone had thought possible.**

“I remember the day when Arthur Altmeyer, who was then First Assistant Secretary of Labor, walked into my office and said, ‘You know, I think we found it.’ He had been talking about...handwritten pieces of records and how they were

seven-hour discussion that created the academic discipline of *Computer Science*. In that discussion, Thomas J. Watson, Sr. and Columbia University professor Benjamin Wood initiated what for IBM would become a global legacy of corporate academic relationships that would go on to create entirely new fields of discovery and development in high technology. With IBM’s assistance, Columbia offered one of the first credit-bearing courses in computing in 1946. Two years earlier, with IBM’s input, Harvard University professor Howard Aiken had designed, built and installed the first programmable computer – a breakthrough that led to the establishment of the university’s *Computer Science Degree Program* in 1947. IBM’s creation of pipelines for scientific, technological, economic and social advancement would become essential elements its operations. So, too, would be the company’s commitment to social justice.



to be organized and stacked up. ‘These new IBM machines, I believe they can do it.’ And so out of that really inventive group, that worked in the IBM Research Group, we found a way by which this could be done .”

Former Secretary of Labor, and First Female Presidential Cabinet Member, Frances Perkins at the 25th Anniversary Celebration of the Signing of the Social Security Act, August 15, 1960

A shared value, public-private partnership enabled IBM’s next transformation, and sowed the seeds of America’s dominance in a transformative industry: information technology. In New York City, a planned one-hour meeting grew into a

In the 1950s, IBM’s new CEO Thomas J. Watson, Jr. planned to open a manufacturing facility in Lexington, Kentucky. But the State’s governor insisted that any new workplace conform to Kentucky’s racially segregated labor practices.

**In a bold move, Watson conveyed that he would locate the plant elsewhere if it could not be an integrated workplace.**

Kentucky’s governor acquiesced, and the new integrated IBM facility, which ultimately became Lexmark, not only brought economic prosperity to the region, it also drove the integration of Lexington’s public schools – nearly a decade before passage of the Civil Rights Act!

IBM continued to integrate social responsibility and multi-sector partnerships into its overall business strategy and responsibility to shareholders through projects that were as diverse as they were essential. For example, IBM was a critical partner in the Space Race, and in America's moon landing. Furthermore, under the leadership of successive CEOs, IBM has championed - and continues to champion - those core elements that protect and improve the quality of human life, and protect and preserve our environment. Today, this means constant innovation and transformation through a portfolio of programs and partnerships that strengthen economies by improving education and addressing the skills gap; enhance the quality of life in the cities where 75 percent of us live and work; partner with developing economies with the common goal of improving lives; focus our latest technologies on fighting disease and improving healthcare delivery; and serving as effective, long-term partners in the aftermaths of natural disasters and social upheaval. Addressing these critical challenges through deeply held public-private partnerships and state-of-the-art problem solving - versus simple "checkbook philanthropy" - is what differentiates IBM.



**the need for innovation in education, we now understand that no single entity - whether a wealthy benefactor, a government or a corporation - can single-handedly effect meaningful transformation.**

Educators and employers must work together to ensure that school curricula map to labor market demands. Technologists and health providers must collaborate to transform raw data into actionable information to help conquer disease and deliver health services to all. Companies, their clients and governments must form partnerships to bring developing economies to the table of prosperity. In our "flatter" and faster-moving world, collaboration is critical and transformation must proceed at the speed of enlightened thought. Each of us shares this responsibility.

**The story of corporate responsibility is one of integration, collaboration, transformation and hope. What began as "giving back" has evolved into sophisticated methodologies for creating innovative, scalable and sustainable solutions to society's most vexing problems.**



Under the leadership of CEO Louis V. Gerstner, Jr., it was IBM - not the U.S. government - that organized three National Education Summits at which the President of the United States, governors, corporate and education leaders, and other key stakeholders convened to examine major educational policy issues. Then, under the leadership of CEO Samuel J. Palmisano, IBM created the P-TECH program - an innovative reinvention of secondary education that connects high school to college and career. Today, IBM CEO Virginia M. Rometty has overseen P-TECH's expansion to more than 60 new schools across six U.S. states and Australia. In parallel, as Ms. Rometty leads IBM into the era of cognitive computing, the company is applying its innovative Watson technologies to improving student achievement by enhancing teachers' skills.

Through the practice of corporate citizenship, we seek to enable healthier, safer and more fulfilled lives; to provide for more equitably distributed prosperity; and to protect and preserve our planet. We hope that through our smartest thinking, our greatest innovations and our best efforts we will leave the world a better place.



**This exciting time in global history provides an opportunity for companies to think smarter about anticipating change. While current circumstances focus our attention on such issues as income inequality and**

# Trusteeship + CSR + Sustainability = Peace

by **Dr Ram Nath Prasad**

Empaneled Subject Specialist – Health & Family Welfare and Rural Development,  
Department of Planning, Government of Gujarat, India



## ***What is Peace?***

Peace is an ultimate quest of the human being. No one wants unrest as there is no pleasure involved in it. Whatever one does, one does to derive pleasure during the process or as an output of the action. The reason for unrest lies in the existence of inequity in society. When a creature is born on this earth, it is necessary that its basic needs must be satisfied. If basic needs are not satisfied, there will be conflict which in turn will result in struggle. While there is no dearth of resources, unfortunately they are unevenly distributed. As could be easily observed in our society, a few people are too wealthy whereas the majority strive for even basic resources. Such a situation has created 'divides' or 'Centers of Power' in society. The divides are in name caste, creed, religion, nationality etc., and ultimately they create a fragmented society.

## ***What is the cure then?***

The cure is *Adherence to the principle of Trusteeship* in personal, social and corporate life. Trusteeship is a concept originating from spirituality wherein one voluntarily relinquishes one's right on extra wealth earned by him/her and dedicates it to the welfare of those who are not so privileged like him/her.

Trusteeship was looked upon by **Mahatma Gandhi - Apostle of Peace, Non-Violence and Truth**, who needs no introduction, as a powerful tool for alleviating economic and social disparity and ultimately establishing lasting peace in society. Trusteeship is a strong tool for establishing an equitable society. However, in today's democratic set up, it is thought that power is a prerequisite for changing society. But, according to Mahatma Gandhi, 'capture' of power did not guarantee the end of injustice or exploitation. He did not believe in the 'capture' of power by a few, but in the 'accrual' of power by the many (ideally to all). If power is the influence



or control that an individual or group acquires, or exercises over other individuals or groups in society, capture of power is not the solution. The answer therefore lay in altering the very concept of power, in investing it with ethical content, in freeing it from obsession with domination and coercion. Power must be related to self-restraint, and the initiation, induction and mobilization of collective action in pursuit of social objectives.

**How is it to be achieved?**

Again, the answer is Trusteeship. However, a person’s desire to adopt Trusteeship is the beginning of spiritual journey which will result in self-realization. Without invasion of spiritual thoughts, one cannot understand and implement the principle of Trusteeship and hence, it is not easy to traverse this ‘not so frequently’ traveled path unless conscious efforts are put in this direction.

So, the adoption of a Trusteeship mind-set can be a solution to the problem of inequity or imbalance of power as it focuses on minimizing self needs and dedicating any surplus resources to less privileged sections of society, thereby reducing inequity and conflict in society.

**How to apply the principle of Trusteeship?**

Trusteeship may be practiced at individual level in the form of **Philanthropy**, however, the practice is not so rampant. Application of Trusteeship at an individual level is nothing but living an ethical life, where one is not self-centered but thinks of others, too. Anybody can follow this principle. One need not be rich to adhere to this principle.

**Can Trusteeship be extended to a group or corporate body?**

Yes, it can be. *At corporate level, the application of the Trusteeship Principle can be found in the form of **Corporate Social Responsibility (CSR) activities**. Yet, total application of the principle of trusteeship in the CSR domain is difficult to achieve, as the principle beckons for WELFARE of all, which means all plans and executions of CSR practices, would need to take care of the 3 Ps – People, Planet and Profit. People means ‘employees and society’. Planet means ‘Mother Earth and her Environment’. Profit means ‘Return to the Investors’.*



So, the CSR practices focusing on 3Ps will help in creating a society or economy working for harmonious relations among social (people), economic (profit) and environmental (planet) factors.

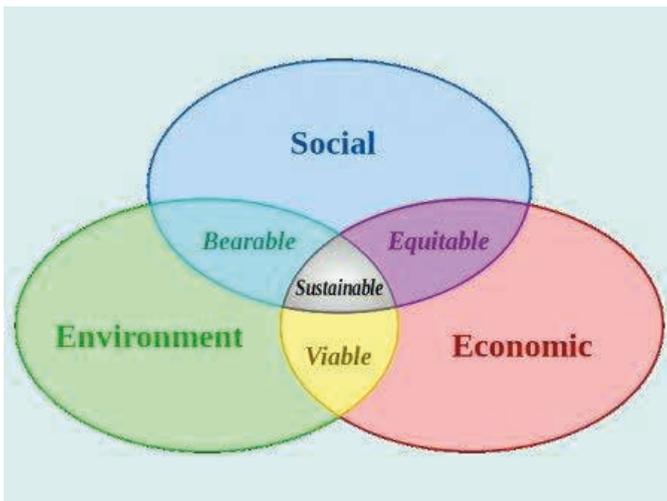
Maintaining balance among the 3Ps is a journey towards sustainability which is nothing but meeting the needs of the present without compromising the ability of future generations to meet their own needs. Here again, the spirit behind Trusteeship (which aims at welfare of all) is taken care of.

**Now, how to go for CSR with sustainability backed by Trusteeship?**

As discussed above, CSR infused with Trusteeship is a culture where the 3 Ps are inbuilt into the functioning of all activities of corporate life. For instance, it would not allow a company to make profit if it causes damage to other 2 Ps (People and Planet). In fact, such an approach is against the vision behind CSR (in the true sense of Trusteeship) which is considered as an ethical practice which calls for purified mind resulting in purified thoughts and hence purified actions. So, purity must be in the beginning, during the process and at the end with all CSR activities. CSR with focus on 3 Ps would require various functions such as design, planning, production, commercial, HRD, quality assurance to be performed by a company in a socially responsible manner, with no harm to nature and society. THIS IS TRUE CSR, where there is concern for all, and hence the true spirit of Trusteeship, too.

Also, it is to be borne in mind that only pure inputs would result in pure outputs. The money earned through pure inputs would bring true prosperity to the world. On the other hand, ill-gotten wealth would bring disaster to society. So, true CSR practices focus not only on outputs but on inputs as well as processes. In fact, if profit has been earned by causing damage to people, or by production of substandard goods, or by polluting the environment, it is against the spirit of CSR.

To move towards CSR culture backed by principle of Trusteeship, all employees of corporate bodies should be



trained and retrained on an on-going basis to enhance their spiritual quotient, apart from making them technically qualified for the jobs they need to do.

Voluntary adherence to *ISO 26000, 2010: Guidelines on Social Responsibility by corporate world* may help companies work towards 'CSR with sustainability'. Similarly, *SA8000:2014 - Social Accountability Standard*, too, could help in the matter. These Standards are guidelines only and there is no certification for them. In fact, *Voluntary Adherence* is more important than *Certification*. In absence of voluntarism, the Certification is similar to *Forced Adherence*, which fails ultimately. The world has witnessed it in the case of ISO 9000 certification where, commercial interests have dominated over the willingness to comply with the procedures laid down under the guidelines of ISO 9000.

These standards may help in framing a *nationally accepted CSR code*. All stakeholders such as managers of corporate bodies, employees, government regulatory authorities, consultancy organizations, and community members may be

involved in framing a CSR code. The process for development of a 'Code for CSR' may commence with initiatives to be taken by the reputed corporate houses with impressive CSR track records (e.g., Patagonia or Whole Foods). Since their employees are aware of various successful CSR practices, they would play very important roles in defining the code. Subsequently, workshops may be organized at regional levels by Chambers of Commerce. During workshops, the CSR practices followed by a few select companies (with good track records) may be discussed in detail. Finally, a national level seminar/workshop may be organized for discussing the findings of regional workshops and finalizing the code for good CSR practices.

Companies world over with impressive CSR records should get wide publicity so that they become examples for others. Their organizational culture, products and adherence to environmental norms should be made known to the public.

Last but not least, the guidelines, standards and codes, as mentioned above would help but one should not forget that they are to be implemented by the people only. Therefore, ultimately the onus lies on the ethics of the people who are responsible for implementing these guidelines, standards and codes. *So, the adoption of a Trusteeship mind-set at an individual level will be a great step forward.*

### Conclusion

Finally to conclude with, the application of the principle of Trusteeship by the corporate world in the form of CSR will help generate sustainable development which in turn will be a big step forward for equity, reducing class struggle, improving power balance and hence working towards lasting peace in the society.

In short, ***Trusteeship + CSR + Sustainability = Peace***



# Phronesis

## Internet-of-Value

Seratio, world leader in  
non-financial and intangible  
Digital Attribution

*Bitcoin technology is key and you can add to it or you could build a similar technology where there's enough attribution where people feel comfortable - Bill Gates*



Capturing total value in one **Seratio** currency block opens up new possibilities



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# The Tuna Industry is Failing Workers, Our Oceans, and Consumers

by **Jackie Dragon**  
Greenpeace Senior Oceans Campaigner



**H**uman rights and environmental destruction are inherently intertwined. Nowhere are the interconnections between

human rights abuse and environmental destruction more apparent than in today's out-of-control tuna fisheries industry. The same unbridled corporate greed that drives overfishing, destructive fishing practices, as well as illegal, unreported and unregulated fishing (IUU fishing) is also putting people at great risk.

Greenpeace operates three ships on a year-round basis, and we spend a lot of time at sea. In our efforts to tackle unsustainable fishing, we often came across ships that looked like they might sink at any minute, crewed by people who appear to be working in very poor conditions. Fishermen have shared stories with us about being denied sufficient food or water, having to pay to use the toilet, and being forced to work eighteen hour days, seven days a week. Many have been beaten, and a shocking proportion of fishermen know of workers who have been murdered for speaking out or simply becoming too sick or weak to keep up.

**We have come to recognize the ways that human rights abuse and IUU fishing often go hand-in-hand. Vessel operators who have little regard for labor laws often disregard environmental and**

**fisheries regulations too. Because fishing happens out of sight and under minimal enforcement, the resulting human misery and environmental destruction often remains hidden.**

Even the introduction of new laws often does not change behaviors at sea. A recent report on Taiwan's distant water tuna fisheries paints a picture of an industry in crisis, managed by a Fisheries Agency that appears either unwilling or incapable of monitoring the unrestrained tuna industry. Investigations exposed deep and systemic problems in Taiwan's tuna fisheries, revealing illegal shark finning, as well as labor and human rights abuses. Despite a 2012 law banning live shark finning in Taiwan, we encountered vessels hiding bags filled with illegal shark fins. The shark bodies were missing, evidence that the new laws are being flouted. Workers on many tuna boats now resort to shark

finning to make extra money because they are not paid a living wage. The fins are worth a lot of money, so they are treated a bit like tips for restaurant workers. Tuna companies pretend this is not happening, but it is a part of their business model.

According to fishing industry statistics, 9 out of 23 tuna stocks for which they have sufficient data are overfished. Longlining, a practice used widely to catch tuna, is notorious for high bycatch levels of seabirds, turtles and sharks. Millions of sharks, hundreds of thousands of sea turtles and tons upon tons of other marine life are killed by tuna longliners every year. This massive waste of life is closely linked to the high number of longliners on the water. Fishing companies can afford to keep more boats out fishing when they don't pay fishermen a living wage or provide decent food and living conditions.





As the demand for cheap seafood has led to far too many boats plying the oceans in search of dwindling fish stocks, near-shore resources that once supported local fishing communities have been fished out. Unscrupulous operators fish under flags of convenience, or the countries with the least stringent or non-existent standards and regulations, in order to circumvent labor, fisheries and conservation laws.

The overcapacity of vessels, combined with labor shortages in tuna fishing nations like Thailand, creates ripe conditions for human trafficking and labor abuse. As overfishing has made it more difficult to turn a profit, unethical operators have increasingly cut corners by refusing to pay fishermen decent wages, or even turning to human trafficking and modern-day slavery to offset costs.

**This cycle of plunder and human exploitation is effectively sanctioned by states turning a blind eye or even at times profit sharing in the midst of human misery. This is a pervasive problem in the South Atlantic, much of the Pacific, the Indian Ocean, and the Middle East. There are more enslaved workers today than at any time in human history and a large number of them are at sea.**

In turn, the rise of human trafficking and poor conditions have put more pressure on fish populations by enabling shady operators to keep more boats on the water to chase down every last fish. Poor fisheries management has enabled IUU fishing that the U.S. Food and Agriculture Organization estimates costs \$20 billion a year. The lack of enforcement, monitoring and surveillance is akin to no one watching the candy store.

The practice of transshipment enables vessels to stay at sea for years at a time. Catches are offloaded to reefers (often refrigerated cargo vessels), emptying holds again and again for continued fishing without ever returning to land. Fuel, supplies and even human beings are transferred across ship decks away from regulatory oversight. Transshipment creates a situation where fishermen can be trapped on board for months or even years at a time. Their



documentation is often confiscated, thereby making the prospect of escape equally dangerous.

We need to phase out transshipment at sea and increase observer coverage to bring problem fisheries like tuna into check. Out at sea there is no one to witness the way crews are mistreated. No one will report the pirate fishing. By the time fish or shark fins reach the docks, the offending operators are long removed from the product headed for processing plants, stores, and restaurants. Through complex supply chains, seafood caught by one company can become tainted by the environmental or human rights breaches of another. Seafood lovers everywhere may be eating tuna tainted by human exploitation and environmental crime, but they would never know.

Addressing the widespread abuse of people and ocean resources prevalent throughout global tuna supply chains falls to states and corporate actors alike. Government leadership to stamp out human rights abuse and pirate fishing must increase, and enable stronger oversight and enforcement of laws.

While speaking during the release of the 2016 Global Trafficking in Persons

(TIP) Report, U.S. Secretary of State John Kerry linked IUU fishing to human trafficking and acknowledged seafood as an example of a global supply chain where lack of transparency fuels human trafficking. Unfortunately, political calculations can influence state decisions, as may be the case in the U.S. move to upgrade Thailand to the Tier 2 Watch List. While the Thai government has taken important steps to address human trafficking by enacting legislation, implementation has however been slow to materialize and inconsistently applied. The recent commitments Thailand has made to address human trafficking came only as a result of international pressure. The U.S. move to prematurely upgrade Thailand in this year's TIP report could undermine the progress needed to effectively protect thousands of migrant workers.

While U.S. policy makers work on strengthening regulations to avoid importing slave labor into our supermarkets, restaurants and cafeterias, seafood businesses must also act immediately to ensure they become part of the solution rather than a big part of the problem.

**Human rights abuses in the seafood supply will remain business as usual until Western companies take responsibility for their supply chains.**

The U.S. is the largest market in the world for canned tuna. Thailand, the



world's second largest seafood exporter, supplies much of the tuna and shrimp consumed in the U.S. and Europe. Businesses must ensure that the seafood they sell is equitable and sustainable. This is the change we are demanding, beginning with Thai Union and Walmart, which are two of the world's largest and most powerful businesses.

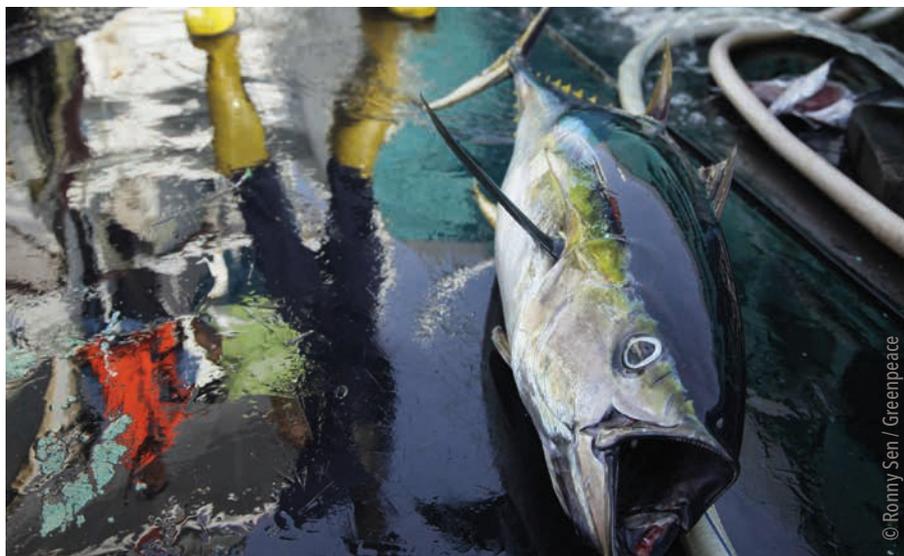
Thai Union is the world's largest tuna company, supplying brands and retailers around the globe. It is one of a handful of transnational corporations that dominate all segments of seafood production, and has a disproportionate ability to influence the dynamics of marine ecosystems worldwide. The megacorporation has been connected to labor and human rights abuses scandals and continues to use wasteful and

destructive fishing practices that are emptying our oceans. As the largest tuna company in the world, Thai Union has a responsibility to reject bad fishing practices and help change the tuna industry to ensure it is fair, sustainable and not threatening to the long-term health of our oceans. Until Thai Union takes serious steps to clean up its supply chain and ensure traceability from ship to plate, consumers cannot feel confident their tuna is caught in a just and sustainable manner.

Walmart, the largest company in the world, sells about one quarter of all U.S. purchased tuna. The retailer buys Chicken of the Sea (one of many Thai Union brands) and other tuna products from Thai Union. Walmart has a responsibility for taking care of its own workers, along with ensuring the fair and ethical treatment of workers who bring products to store shelves. Walmart should demand better canned tuna from suppliers like Thai Union.

**It is clear that the tuna industry must make major changes for both workers and ocean ecosystems.**

That must begin with ethical leadership by governments and major players like Thai Union and Walmart, who together can shift the entire industry by offering more sustainable and ethical products to consumers.





## Review of 'The Relational Lens: Understanding, Managing and Measuring Stakeholder Relationships'

by John Ashcroft, Roy Childs, Alison Myers and Michael Schluter



Vincent Neate is coming to the end of a twenty-year career as a partner with KPMG and will take up a new role as Chief Executive of Relationship Capital Strategies in the autumn of 2016. He is a Chartered Accountant and Master Practitioner of NLP with industry experience in the public and private equity spheres from banking to construction. Relationship Capital Strategies is the go to global company for managing and strengthening relationships in business driven by a passionate belief that every human relationship that is strengthened makes business more efficient, more resilient and more responsible.

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I remember reading one book in particular, a novel, that I really enjoyed but which more importantly opened my eyes to a whole genre of twenty-first century writing that could only rightly be described as post-Quantum. Novels which explored concepts of human existence which could not have been conceived without strange loops, quantum leaps and uncertainty of principle. This was not the first such novel I read but it was the one that opened my eyes to what the others represented. 'The Relational Lens: Understanding, managing and measuring stakeholder relationships' is not a novel, and it is not part of some post-Quantum genre, but reading it does have a similar effect.

This genre of writing might be called post-GCF, were it not for the fact that the authors have been discussing and

writing about relationship for almost forty years, and that some of the ideas they promote go back as far as the Buddha. Actually, what makes this an example of the post-GCF genre is how different it is from the previous works I have read by one or more of the quartet. The authors have done well to make the content less dry and more focused on practical application. It can still occasionally come across as slightly evangelical but the reader can easily forgive this as you get drawn in to accepting their central premise that "Relationships are the stuff of life".

**The theme of relationships relates to social value in a number of ways. Most obviously close, effective and productive relationships within and between organisations not only contribute to**

**beneficial financial outcomes, they also contribute to harmony in social relations. There is 'value' in social harmony as much as there is 'value' in saving money, or having it spent within the community.**

Positive social relations contribute to better health, better educational outcomes and less likelihood of young people coming into contact with the criminal justice system. All of the above contribute directly or indirectly to social wellbeing.

If relationships are so important to human flourishing and social value, we have to ask ourselves why they are not more central to public policy and organisational decision making. According to John Ashcroft and his

colleagues the answer lies in that fact that it has not been possible to measure them effectively. You cannot manage what you cannot measure, nor does it make sense to invest financially when you cannot be sure what you have gained by that investment.

**So the lack of measurement instruments has been a major constraint in putting relationships on the public agenda when we all know intuitively that they are of the greatest importance in achieving what we really want in society around us.**

The book is divided into three parts plus an epilogue and this is helpful because all three parts can be read independently depending on where your understanding starts. The first part overtly ties relationships into the reality of existence. I find this idea that there is no living without relationships easy to accept because of my own world view. I share their early disparagement of Descartes' immovable point and they articulate clearly the rather nice idea that 'organisations are, fundamentally, expressions of relationships'.

This part goes on to link relationships very neatly into a whole host of business concepts from competitive advantage to risk management before exposing how it is that whilst we all agree readily that relationships are important we nevertheless frequently try hard to



ignore them. They draw on historical research in psychology to explain our potential for short sightedness. Their conclusion, that we use a host of different lenses and categorisations to think about what we are experiencing in the world but rarely apply what they call a "relational interpretation", rings true to my experience. The person sitting in the meeting with their Blackberry checking messages is looking through the lens of their own importance, or customer service or some such, but ignoring their behavioural impact on their relationship with the other participants in the meeting. The salesperson who closes the deal and then moves straight to the next target, whose lens is growth rather than shifting their client from a transactional to a relational connection.

Part two sets out the vision of relationships as structural that has been at the core of the authors' work forever, and it contains perhaps the most important messages in the work. The rest

is essentially debatable. The Relational Proximity model matters. At least it does to the authors, and in reviewing the work I am conscious that I need to be able to alert you to the extent that this is justified. Does the model build on sound previous understanding from the fields of philosophy, psychology and social science? Is the model both a step forward and internally coherent? Does the model miss anything important? Is the model practical?

The authors provide their own narrative of heritage towards the end of the first part. They draw on Will Schutz's Fundamental Interpersonal Relations Orientation theory positioning it as the inside out equivalent of their own theory as outside in. In other words, the theory is legitimate because a respected psychological theory uses similar observations about our behaviour to position us as essentially relating beings. I think this is justified as in all of my work with relationships in organisations Eric Berne's adult-parent-child Transactional Analysis has proved very useful. I see Schutz as an evolution of Berne. I also see support for this 'person as relationship' perspective in my own adherence to an existential philosophy encompassing Sartre's 'Being for Other'.

**As to the practicality of the model, I have been working with it for almost five years now and have not yet identified a more powerful way of affecting beneficial change within and between organisations and teams.**



Part three moves to advice on how to live relationally in organisations. In the context of my work with organisational relationships I frequently talk to leaders about what I think is their greatest challenge in embracing this philosophy. That is that they must make themselves vulnerable to the change they are proposing to implement. On a personal level, if I want my bond to you to become stronger I need to know what behaviours I need to change to make

framework fit together with more ephemeral concepts such as trust, empathy, commitment and respect. They explain how their five structural components (power, purpose, history, knowledge and communication) are somehow more foundational than these things we hope for. They explain how the components fit together and influence each other. Together this does have the effect of making their explanations more practical.

but we all do it. We value our time more as we think of ourselves as more important and as more important than the other's time as we think of ourselves as more important than them.

'The Relational Lens: How to see, understand and manage organisations differently' ends with a call to action. The authors are openly advocating that whilst we might adopt their thinking for commercial benefit they do not believe



you come closer. On an organisational level when I lead my organisation into a relational change programme I need to accept that the cumulative behaviour changes by my people that bring your people closer to all of us may well put power over us in your hands, and that I will be the most vulnerable person to that.

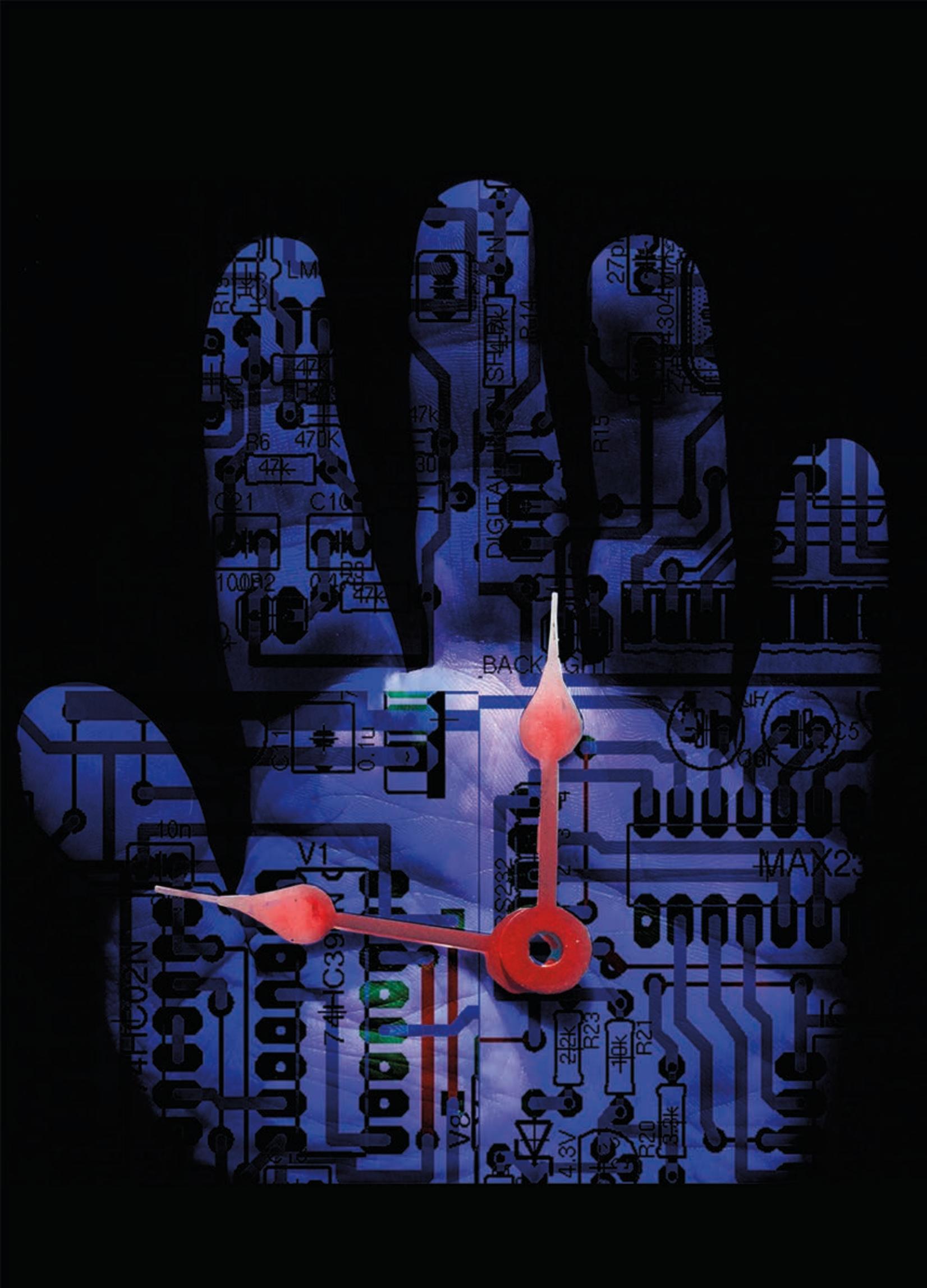
This really is Relationships 101: trying to make you change so that you like me better is probably futile.

What the authors do quite successfully in this volume, something they haven't done so successfully with their ideas in the past, is to explain how the components of their relational proximity

The last chapter of the main body of the text introduces The Relational Leader and for those who have read much of the authors' previous work is quite full of new ideas and articulations. I can't repeat it all here but the passages about the leader's relationship with time resonate well. I have known many individuals who have risen to positions of authority whose prioritisation of time has proved disastrous, both to their organisations and to them as leaders. I quote "The more highly paid you are, the more you value your time... It's easy to assume your time is worth more than other people's". When you read it blandly on the page like that it is obviously something that will isolate you and produce masses of discontent

we can do so without reappraising some of our the most deeply entrenched aspects of our businesses. To become relational is ultimately to become purposeful; and that means purposeful in a sense we would all recognise as more morally responsible, kinder and productive.

This book has been many years in the making but it arrives at just the right time. If we are to repair the relationships between business and society, and those between people and public service, people and politicians, and people and people then we truly need a relational lens to look at the world. The authors of 'The Relational Lens' have given us one.





# FILM4CLIMATE

## GLOBAL VIDEO COMPETITION 2016

WHAT'S YOUR CLIMATE MESSAGE TO THE WORLD?

# Film4Climate: A Competition for Climate Action

*The Film4Climate Global Video Competition inspires climate solutions and empowers youth creativity*

by **Lucia Grenna**  
Connect4Climate Program Manager, World Bank Group



While for many the climate debate may seem remote from daily life, the small decisions that we all can make – how much water we use, the products we buy, how we vote – are personal and possible. And they become easier the more we are aware of the consequences.

Already much of society is choosing to engage in a climate-friendly economy, to invest in renewables, conserve energy, and promote climate-smart agriculture and resource conservation. Cities and the private sector are shifting their behavior, too, building resilience to climate impacts and putting a price on carbon pollution.

But the poorest in the world do not even have the luxury of choice. For many of them, climate change poses an immediate, life-threatening danger. As the world is beginning to warm, we see glacial and polar ice caps melting, we notice sea levels rising to alarming levels, and the seasons are changing and producing more extreme climate events, longer droughts

and more intense floods. Striking images and personal stories help us understand the need for immediate concerted action – by all of us, at all levels.

Sheila Redzepi, Vice President of External and Corporate Relations, World Bank Group, says: ***“Climate change is a real and global threat affecting people’s well-being, livelihoods, the environment and economies. Communication is a powerful tool in furthering understanding of its impact and inspiring action to tackle it.”***

### ***Engaging the Creative Industries***

The World Bank Group’s Connect4Climate [connect4climate.org] program, with the direct support of Vulcan Productions, the Italian energy company Enel and The Global Brain, are offering filmmakers the chance to tell these stories and to create messaging that will impact us all and spur action. Partnering with the United Nations and the Government of the Kingdom of Morocco, the climate solutions and actions depicted in these films will be celebrated

at the United Nations COP22 Climate Summit in Marrakesh in November.

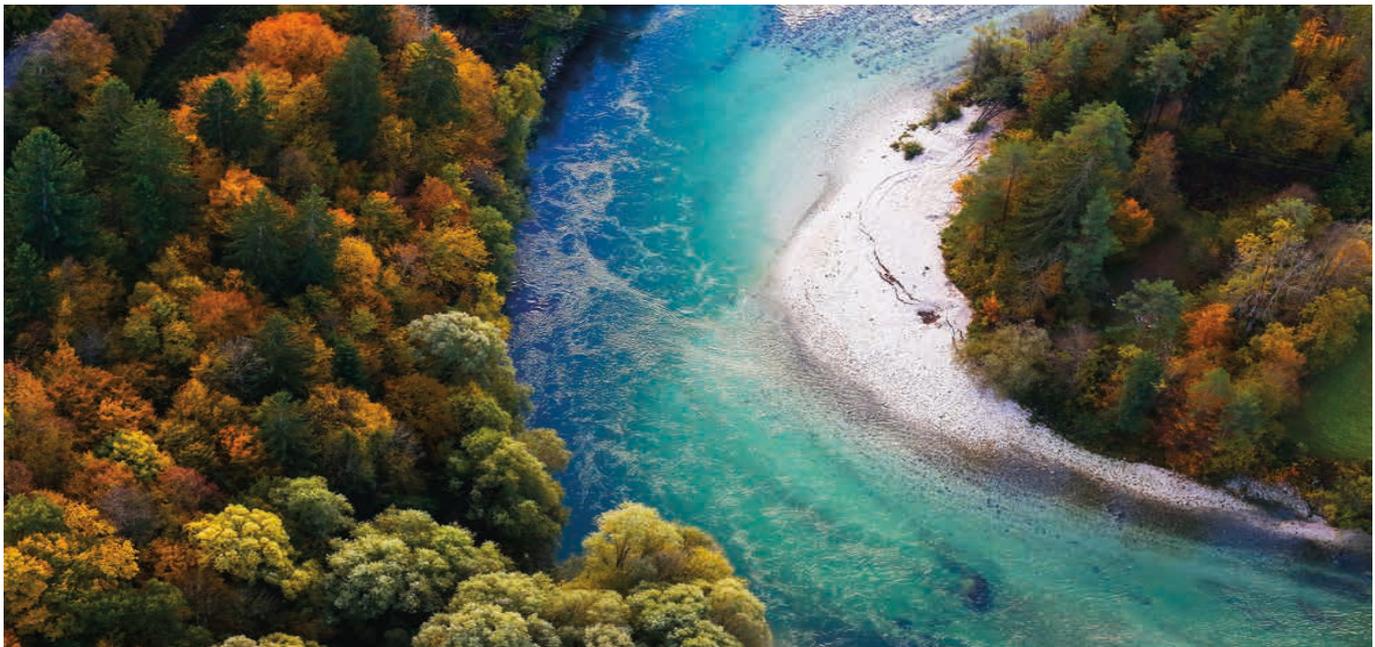
**The Film4Climate Global Video Competition** is open to all between the ages of 14 – 35, to submit short films up to 5 minutes in length, or Public Service Advertisements up to 60 seconds long, anytime between June 20 and September 15, 2016. Submissions are accepted through [film4climate.net](http://film4climate.net). See the competition trailer here: [vimeo.com/171117213](https://vimeo.com/171117213).

An elite panel of film industry producers, directors, and writers, chaired by **Bernardo Bertolucci**, will choose the winning entries. Bertolucci is joined on the jury by Oscar-winning Directors and Producers as well as luminaries of cinema, communications and the environment, including **Mohamed Nasheed**, climate champion and former president of the Maldives, producer **Lawrence Bender** (*An Inconvenient Truth*, *Pulp Fiction*), director **Sharmeen Obaid-Chinoy** (*Saving Face*, *A Girl in the River*), director **Louie Psihoyos** (*The Cove*, *Racing Extinction*), director **Fernando Meirelles** (*City of God*, *The Constant Gardener*).

**Maria Wilhelm**, Executive Director of the Avatar Alliance Foundation, **Pat Mitchell**, President and CEO of the Paley Center for Media, **Rose Kuo**, CEO and Artistic Director of the Qingdao International Film Festival, and **Mark Lynas**, author and environmentalist (*The God Species*, *Six Degrees*).

With strong support from the creative industry, and inspiring momentum for a global solution to climate change, as presented through the historical signing of the Paris Climate Change Agreement at the United Nations in April, the world is on track to solve one of our generation's greatest challenges.

As Nick Nuttall, Head of Communications for the UNFCCC, emphasizes: *"In order to unleash the full potential of the Paris Climate Change Agreement towards a better, more climate-safe world, all sectors of society and all walks of life need to be on board, including the creative industries. We are therefore delighted to be working with Connect4Climate to raise awareness on how the film industry can fast forward its contribution, and to showcase these achievements in Morocco in November at the next UN climate change conference."*



Meirelles has supported Connect4Climate's engagement with the film industry and was on the previous competition's jury: *"Climate change is the biggest challenge humankind will face in the next century and what has to be done to mitigate the effects of climate change must start with us, from bottom to top."*

Other jury members include director **Robert Stone** (*Radio Bikini*, *Pandora's Promise*), director **Mika Kaurismaki** (*Zombie and the Ghost Train*), director **Pablo Trapero** (*Carancho*, *El Clan*), producer **Martin Katz** (*Hotel Rwanda*), **Ann Hornaday**, Chief Film Critic of *The Washington Post*, **Sheila Redzepi**, Vice President for External and Corporate Relations, World Bank Group, Moroccan director **Farida Benlyazid** (*Frontieras*, *Keïd Ensa*), **Carole Tomko**, General Manager and Creative Director of Microsoft co-founder Paul G. Allen's **Vulcan Productions**,

### Embracing youth solutions

Winning films will be distributed globally as examples of how society is embracing the climate challenge and taking actions to transition to a low-carbon resilient future.

Throughout history, when young people have finally had enough of excuses and failure from the preceding generations, they have gathered or voted to demand change. It is often said that this generation is the first to end poverty and the last to tackle climate change. The Film4Climate Global Video Competition [[film4climate.net](http://film4climate.net)] aims to show how that change will take place.

Comparing the role of young people in the movement to liberation in South Africa, World Bank Climate Change Senior Director John Roome emphasizes the importance of youth in

social mobilization and political involvement: ***"It was young people who moved the political debate forward, by coming out on the streets, by demonstrating, by making their voices known. Young people are bringing critical passion to the climate debate. After all, it's their future."***

The competition is a chance for young filmmakers to let their voices be heard in an impactful way. To vividly illustrate the type of actions that need to be taken immediately and to show us the sort of world they want to be living in and to leave for their children.

Connect4Climate youth leader and filmmaker Slater Jewell-Kemker: ***"So often youth are sidelined or silenced or made into photo-ops. It is important to remember that we are more than just the smiling, happy youth of tomorrow. We are the inheritors of this planet, and we need to be listened to."***

The limiting factor of the climate decision-making process is not necessarily the unwillingness of policy makers, rather the lack of political and social capital. Leaders need to feel supported and empowered by citizens and the younger generation in order to make skilful and, bold climate decisions. Youth have the ability to see beyond boundaries and into the heart of the matter, which is that we are all human, connected, and only together will we make the climate crisis into the greatest opportunity for this generation.

Films have the power to inspire. Young people have the energy. The Film4Climate competition aims to bring together



these two vital ingredients to build the socio-political capital for climate action and highlight climate solutions around the world.

The science of climate change is beyond debate. Politicians are moving in the direction of a solution. What we need now is the creative push that the passion and imagination of young people can provide. We need their images and words to tell a story that inspires individual responsibility and collective action on a global scale.

**The #Film4Climate competition is a chance for young people to tell a story that can change the world.**

Enter the competition here: [film4climate.net](http://film4climate.net)

Or, Share and encourage youth participation with the #Film4Climate hashtag. Find out more at [connect4climate.org](http://connect4climate.org)

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The School You 

# Tutela della Salute: un Impegno Globale

## Healthcare: A Global Commitment



by **Prof Dina Nerozzi MD**

Psychiatrist & Endocrinologist

Consultant for the Vatican's Pontifical Council for the Family

On April 7, 1948 the World Health Organization (WHO) entered into force with the commendable goal of directing health care at a global level.

One of the first measures adopted by the WHO was a new definition of health: "A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity."

The new definition, although rather utopic, gave WHO the chance of expanding its political influence in the apparently neutral field of health.

The politicization of WHO is clearly apparent when dealing with "sexual and reproductive health". Disease prevention, which ought to be the corner stone of the organization, is forgotten in favour of personal freedom, thus failing to perform its main task of informing the community on the hidden dangers in an uninhibited and irresponsible sexuality, be it hetero- or homosexual.

On the other hand, infertility is considered a disease to be cured through Medically Assisted Procreation (PMA) at the expense of community health involvement. Since economic resources are limited, the problem arises whether it is wise to divert funds to PMA while reducing efforts for curing cancer or treating other serious ailments.

In order to focus the problems of health and disease pragmatically we need to frame an action scheme

For every disease we need to consider three essential elements:

- 1. The individual biological constitution (the inborn or endogenous element);**
- 2. Environmental factors (including stressful events, or exogeny); and**
- 3. A filter represented by social support (mostly the role of the family).**

A person facing a predisposition to a disease, for example diabetes, has three paths to follow:

- 1. To help the inborn constitution by reducing the sugar intake;**
- 2. To reduce the negative effects of stress hormones which produce hyperglycemia (by building an adaptive personality in every possible way); or**
- 3. Let things go and trust in harm reduction through the use of drugs.**

The third opportunity is the one preferred by those dealing with drug companies. In this instance, any human frailty is considered an opportunity to increase revenues. This should not be the position of the WHO, however, which has disease prevention as its main purpose.

Nel 1948 nasceva l'Organizzazione Mondiale della Sanità (OMS), una realtà internazionale che aveva in animo il lodevole intento di tutelare la salute a livello globale. È interessante notare come una delle prime decisioni prese dall'OMS fu il cambiamento della definizione di salute.

"Assenza di malattia e disabilità" era la precedente pragmatica definizione, adottata dalla comunità internazionale. Nel 1948 la definizione di salute veniva trasformata in "Uno stato di completo benessere, fisico, mentale e sociale e non mera assenza di malattia e disabilità". Una visione utopica che però

La politicizzazione dell'OMS si percepisce in maniera ancora più decisa in tutto il settore relativo al tema della salute sessuale e riproduttiva che vede l'organizzazione prendere delle posizioni politicamente corrette poco in sintonia con una politica sanitaria che possa essere definita saggia.

Il tema della prevenzione delle malattie, che rappresenta la pietra d'angolo dell'agire di una organizzazione che deve tutelare la salute, viene abbandonata, nel caso specifico, in favore della libertà di espressione individuale, venendo così meno al suo compito di avvertire la comunità sui pericoli



consentiva di ampliare a dismisura il potere dell'organizzazione che estendeva la sua sfera di influenza su vaste aree della politica internazionale nel campo apparentemente neutrale della salute.

**La dimensione sociale che l'OMS aveva ritagliato per se stessa consentiva di agire in diversi settori come quello inerente alla riduzione della povertà e al mantenimento della pace nel mondo, che sicuramente avevano una certa attinenza con il tema della salute, si comprende infatti come sia la povertà estrema che la guerra giovino poco al benessere di chi ne è vittima.**

Accanto a questi temi, l'OMS ha puntato molto la sua attenzione ed azione sul tema della pianificazione familiare che appare invece una interferenza dirigista in un settore privato come quello della dimensione che ciascuno intende dare alla propria famiglia.

insiti in una sessualità vissuta in maniera disinibita e poco responsabile, sia etero che omosessuale.

Anche il tentativo di includere la sterilità tra le malattie, e la procreazione medicalmente assistita come una cura, apre la strada al riconoscimento del diritto al figlio al quale lo Stato deve rispondere a spese della collettività.

Poiché le risorse a disposizione per fronteggiare le diverse emergenze sanitarie non sono illimitate, si pone il problema se sia saggio dirottare i fondi su questo specifico capitolo di spesa quando sono insufficienti anche quelli per far fronte alle malattie più gravi, come il cancro e le diverse disabilità.

Per inquadrare il problema della salute e della malattia in maniera non ideologica ma pragmatica forse è bene individuare lo schema entro il quale si può agire.

Per ogni tipo di malattia vanno presi in considerazione tre elementi essenziali:

- 1. La costituzione biologica dell'individuo (la componente innata).**
- 2. I fattori ambientali, di cui fanno parte anche gli eventi stressanti che si presentano nel corso della vita.**
- 3. Il filtro che si frappone tra i fattori ambientali e la costituzione biologica dell'individuo.**

La componente biologica innata non è modificabile, almeno allo stato attuale delle conoscenze mediche, gli eventi stressanti della vita sono spesso al di fuori della portata dell'individuo, per cui la possibilità di intervento si concentra attorno all'area che fa da filtro e che è rappresentata dalle capacità individuali di reazione e dal supporto offerto dall'ambiente sociale, primo tra tutti la famiglia, e poi da quello messo in atto dalla medicina e dall'organizzazione sanitaria.

Se si prende ad esempio una malattia molto diffusa come il diabete, sappiamo che esiste una componente biologica innata che di per sé non è sufficiente a far scatenare la malattia che per estrinsecarsi ha bisogno anche del contatto con gli zuccheri (l'ambiente). Tanto maggiore è la componente ereditaria e tanto meno zuccheri saranno necessari per dare l'avvio alla malattia. La malattia diabetica viene attivata o esacerbata, anche in ridotta presenza di glucidi, se il soggetto si trova esposto a stress ambientali capaci di far aumentare la produzione di cortisolo surrenalico che ha lo stesso effetto sulla produzione dell'iperglicemia.

Tre sono dunque i fattori principali per l'estrinsecarsi della malattia: la costituzione biologica innata, l'apporto di glucidi (contatto con l'ambiente, volontario) e lo stress con l'attivazione dell'asse ipotalamo-ipofisi-surrene, che è ancora una risposta all'ambiente, ma involontaria.

La capacità di controllo da parte del soggetto diabetico, sia sull'apporto alimentare che nel gestire le situazioni ambientali, diventa un elemento fondamentale per la riduzione degli effetti secondari che la malattia ha sui diversi organi ed apparati.

La capacità di controllo personale è dunque una parte fondamentale, sia per la prevenzione che per il contenimento



degli effetti secondari, di una gran parte delle malattie cui va soggetto l'essere umano.

Sempre utilizzando come modello la malattia diabetica, la persona che presenta una predisposizione per la malattia ha tre strade da seguire:

- 1. Aiutare la costituzione biologica (nel caso specifico riducendo il contatto con i glucidi).**
- 2. Cercare di ridurre gli effetti negativi degli ormoni da stress (facendo una vita più tranquilla, oppure sviluppando una personalità adattativa in svariati modi).**
- 3. Lasciare andare le cose come vanno e fare affidamento sui farmaci che contengono i danni derivanti dalla malattia.**

La terza opportunità è quella preferita da tutti coloro che ruotano attorno all'industria farmaceutica che vede nelle debolezze umane una opportunità per far aumentare il proprio fatturato, ma non dovrebbe essere la posizione assunta da un'organizzazione come l'OMS che ha invece in costituzione la prevenzione delle malattie e solo in seconda battuta la loro possibilità di cura.

Se si prende in considerazione l'argomento delicatissimo delle malattie sessualmente trasmesse, si vede che l'atteggiamento assunto non solo dal mainstream ma anche dalle organizzazioni internazionali devia dal percorso universalmente riconosciuto secondo il quale prevenire è meglio che curare.

Nel settore specifico il controllo delle pulsioni, come linea guida in grado di prevenire effetti indesiderati fisiologici (gravidanze) o patologici (malattie sessualmente trasmesse), viene messo da parte per consentire la libera espressione delle passioni.

La domanda che sorge spontanea è perché. Perché venga abbandonato un principio riconosciuto come valido per far spazio a qualcosa che ricorda molto da vicino l'ideologia: l'uomo che diventa l'unico dio in terra e crede di poter superare impunemente le leggi di natura, dimenticando che l'anatomia, la fisiologia, la genetica dell'essere umano sono indipendenti dalla sua volontà e che virus e batteri continuano indisturbati nella loro azione indipendentemente dalle decisioni politiche prese dagli esseri umani.



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# What does Social Value mean to you ?

**Brian Dickinson**



Everest Climber,  
Blind Descent Author,  
Motivational Speaker  
(<http://briandickinson.net>),  
USA

The Internet and social media have significantly changed communication and the distribution of social values. They have also altered the awareness of people's appearances, relationships and accomplishments. However, values are values, no matter the audience or perceptions. Social values are unique to the individual, displaying the consistent qualities and behaviours that define who they are.

**Dr Ram Nath Prasad**



Subject Specialist (Health & Family Welfare and Rural Development) with Government of Gujarat (India), CSR and Policy Expert Gandhinagar, Gujarat, India  
(<https://in.linkedin.com/in/dr-ram-nath-prasad-880ba8116>)

Social Value has its roots in the concept of "trusteeship", wherein one voluntarily relinquishes one's right to extra wealth, instead becoming a trustee and dedicating it towards the welfare of the less privileged. Even CSR in the corporate sector is but an extension of the principle of trusteeship. However, in practice, the principle of trusteeship requires control over our unlimited greed, and a willingness to share our skills, experience and surplus resources with the less fortunate.

This, in turn, would require us to raise our Emotional or Spiritual Quotient (EQ or SQ) to improve our understanding of Social Value. People with high EQs find more joy in giving than in taking, and their conduct in turn defines what Social Value stands for. Therefore, Social Value mandates an enhancement of EQ in society. This world has an abundance of people with high IQs. However, we need people with high EQs to define, promote, demonstrate and work for the promotion of social value, thereby improving the overall Happiness Index of society.

**Xema Gil**



Socio Director RSE Holística,  
People Plus! Profit, Spain  
[xgil@peopleplusprofit.com](mailto:xgil@peopleplusprofit.com)

Social Value is a complex concept that includes not only the social capital acquired by an organization, but also certain subjective aspects of the way it operates. It includes how an organization affects the citizens' well being, and even their possibilities to participate in making decisions relevant to the facets of business that affect them.

**Komlan Gnamatsi**



Linguist,  
Trainer & Social Entrepreneur  
UK and Portugal

Social value, for me, is the ripple effect that our goodness creates around us. It takes only a pebble or a minuscule drop to make ripples that reach as far as they can. I have always been amazed at this image since my childhood. Obviously, we can be this pebble - and very little is required from our end to make a bigger impact. We are not just a drop in the ocean, but also agents of far reaching (social) change. Conversely, small daily actions will amount to that change.

For instance, a smile, a good morning, or a helping hand can take away sadness and despair, and restore hope and happiness. Along the same line of thought, social value transcends merely being good individuals and underpins how our goodness affects others. A good person is just; a just one is compassionate; a compassionate one is kind. A person exercising charity will love their neighbour and fellow being. This should be the ultimate resolve.

# What does Social Value mean to you ?

**Gianni Lattanzio**



Secretary General of the  
Institute for Cooperation with  
Foreign Countries,  
Italy

Social Value is a wide and polyhedral concept. It implies a dynamic and inclusive approach to contemporary challenges. It means developing business in harmony with nature, the environment and human beings. As businesses are expected to apply corporate social responsibility, so humanity is called as a whole to social responsibility with the aim to give value to human relationships. More generally, it seems a cultural feature of our industrialized, postmodern societies, which have lost any ideology and are in search of new values because profit and individualism are no more successful in private, public and international relations.

Thus, Social Value means a cooperative and peaceful approach to small and big problems of nations and peoples worldwide, and is good for towns, cities, nations and international organizations. A new dimension of respect for human dignity and human rights can be drawn from this concept. Social Value complements universally recognized social rights, and supports their effective and complete expression in the context of the relationships based on the person.

**Alex Fork**



Head of Future fintech,  
Blockchain Community  
member board,  
Moscow, Russia

The new economy is now rising, primarily based on the novel blockchain technologies and principles of a decentralized sharing economy. The development of an augmented economy can create additional social value. We support the development and acceleration of young but advanced projects in this sphere with a focus on blockchain technology. Our mission is to merge socially oriented businesses with excellent commercial opportunities. This technology offers exciting capabilities for creating greater social value. In our vision this is "BlockChain for Social Good".

**Dmitry Kaminskiy**



Senior Partner,  
Deep Knowledge Ventures,  
HK/UK

Social value brings benefit to people on a larger scale, and yet it is always a personal experience. We have chosen to achieve this through research and development for the benefit of human health. If people could live long, active and healthy for at least 100 years instead of fighting diseases and immobility, it would have an enormous social impact. The most socially valuable businesses will inevitably be businesses that are financially successful, and consequently ethically good. Such businesses will not discriminate between social and profit value. We believe in the best synergies of BlockChain, Artificial Intelligence and Preventive Precision Medicine for the longevity and health of society.

# Human Rights and Human Trafficking; A Legal and Ethical Framework

by **Youla Haddadin**

The UN Office of the High Commissioner's Advisor on Human Trafficking



While some progress has been achieved in preventing trafficking through addressing the demand and supply, the challenges are still considerable. The pool of potential victims in every part of the world is growing rapidly and is fuelled by demand generated by the current ongoing conflicts, in which individuals have been subjected to all forms of exploitation such as sexual enslavement, enforced military prostitution, forced prostitution, forced marriages, illegal adoption, the sale of women in slave markets, forced labour, forced criminality, forced begging, and organ removal.

Conflict and post-conflict economies are often built on criminal activities, including trafficking, and other forms of exploitation. The breakdown of law and order, and the destruction of institutions and communities contributes to fostering the conditions within which human trafficking and other forms of exploitation flourish. During large-scale migrations and displacements of people caused by conflicts there is often a lack of access to safe and regular migration options, which forces many persons fleeing to use irregular routes, often increasing their vulnerability to exploitation, including trafficking.

In addition, many situations around the world are increasing the demand for trafficked labour- the financial crisis, increased economic migration, widespread discrimination and inequalities, lack of employment opportunities, and the exploitive and inadequate labour standards enforcement.

***There is a growing recognition that the rights-based approach to addressing trafficking for all forms of exploitation can serve as a useful tool for combatting all forms of trafficking.***

The reader might wonder about the meaning of the Human Rights-Based Approach (HRBA) to addressing Trafficking in persons, and how does it work in practical terms?

The human-rights-based approach is a conceptual framework that is normatively based on international human rights standards, and operationally directed to promoting and protecting human rights. It seeks to identify and redress the

discriminatory practices and unjust distributions of power that underlie trafficking, maintain impunity for traffickers, and that deny justice to victims of trafficking.

Adopting a human-rights-based approach implies that national, regional, and international responses to trafficking be anchored in the rights and obligations of international human rights law. The key points of this approach are that policies and programs should aim to prevent, promote, and protect rights. In other words, victims of trafficking encounter several violations of their rights all through the trafficking cycle; they might be deprived of their liberty and safety; of their right to choose an occupation; their right to just and favourable working conditions; their right to social security, and their right to an adequate standard of living. Therefore, policies aimed at combating trafficking should address the violations of these rights. Identification of rights-holders (e.g., trafficked persons and potential victims) and their entitlements, duty-bearers (usually States but can also include non- state actors) and their obligations.

**This approach has been elaborated in the recommended *Principles and Guidelines on Human Rights and Human Trafficking*, developed by the United Nations Office of the High Commissioner for Human Rights.**

The Recommended Principles on Human Rights and Human Trafficking are built around four pillars:





The primacy of human rights. This overarching principle can translate into action through placing the human rights of the trafficked persons at the centre of all efforts to combat trafficking, and by realizing that States (and non-state actors in specific situations) have a responsibility under international law to act with due diligence to prevent trafficking, as well as put in place anti-trafficking measures that do not adversely affect the human rights and dignity of trafficked persons.

The second principle is aimed at preventing trafficking through strategies addressing the demand as a root cause of trafficking and the factors that increase vulnerability to trafficking, including inequality and all forms of discrimination as well as poverty.

The third principle is the protection and assistance extended to victims of trafficking by refraining from detaining and prosecuting victims of trafficking for their illegal entry or residence in countries of transit or destination, or for their engagement in unlawful acts as a consequence of being victims of trafficking. The provision of legal, physical and physiological assistance shall not be made conditional upon the willingness of victims to cooperate in the legal proceedings.

The principle of criminalization, punishment of perpetrators and redress for victims of trafficking, is the fourth fundamental principle. States have a responsibility to adopt all measures necessary to criminalize trafficking, and to investigate, prosecute and adjudicate cases of trafficking, in addition to ensuring the right to legal remedies for trafficked persons.

**These four principles are informed by a set of eleven *Guidelines* to assist in better understanding the practical steps to be taken to enable the implementation of the principles.**

The guidelines are elaborated to give clear examples of actions to be taken to inform the legal, institutional and policy frameworks to be put in place to ensure that a rights-based approach is applied in the fight against trafficking.

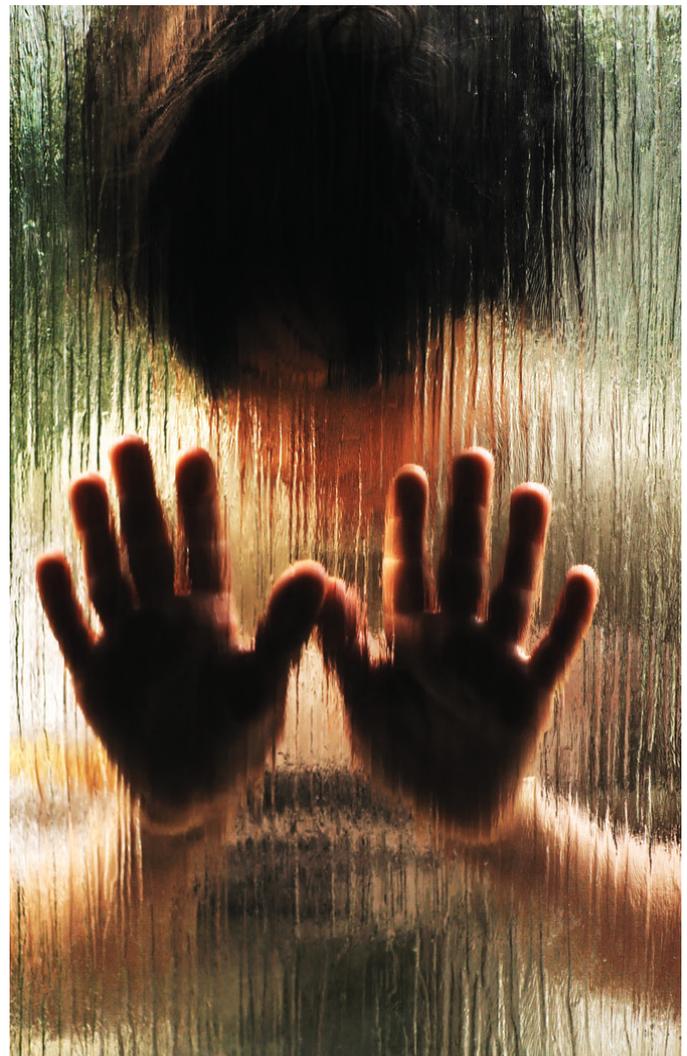
Concerning the second principle, of taking measures to stop future acts of trafficking, identification needs are critical. The creation or sustained demand for goods and services

produced by trafficked persons is one of the major causes that contribute to trafficking. This demand can be generated by different actors; consumers' demand for goods and services produced or provided by trafficked persons; demand generated by exploiters involved in the trafficking cycle, such as organized crime groups; recruiters and brokers who generate income through trafficking; in addition to the demand for cheap and exploitable labour generated by employers, which feeds into the global supply chain.

Currently we have been witnessing acts of armed groups who are heavily involved in trafficking for different purposes, as an income generating source.

It is equally important to understand the role of States in contributing to the demand generation. Some countries of origin rely on the remittances generated by their migrant workers, and are therefore reluctant to interfere with a system that brings economic benefits even if it is clear that exploitation is occurring. Of course, countries of destination derive benefits from cheap foreign labour.

Finally, we ought to look at the demand and supply with one lens, as supply might well generate its own demand for cheap exploitative labour.



It is crucially important to understand linkages between trafficking and discrimination, as demand in the context of trafficking is often shaped by discriminatory attitudes (including cultural attitudes) and beliefs. For example, women may be preferred for certain forms of exploitation because they are perceived as weak and less likely to assert themselves or to claim the rights to which they are entitled. Certain ethnic or racial groups may be targeted for trafficking-related exploitation on the basis of racist or culturally discriminatory assumptions relating to, for example, their sexuality, servility or work capacity.



**What can we do to address the increasing demand?**

The international community should adopt a human-rights multi-disciplinary approach to address human trafficking during conflict. At the outset, all actors are requested to mainstream human rights into their responses as well as mainstream anti-trafficking responses into their humanitarian responses to whatever crisis is at hand. Combatting trafficking should become an integral component of the humanitarian response. It is a matter of urgency that we all assist those fleeing conflicts through providing them with viable alternatives to being exploited.

This can be achieved through building their resilience by providing protection, facilitating access to regular job opportunities, providing legal status and expanding legal channels for refugee resettlement of people fleeing conflict zones. Host countries should be supported to enable them to fulfil their duties in providing

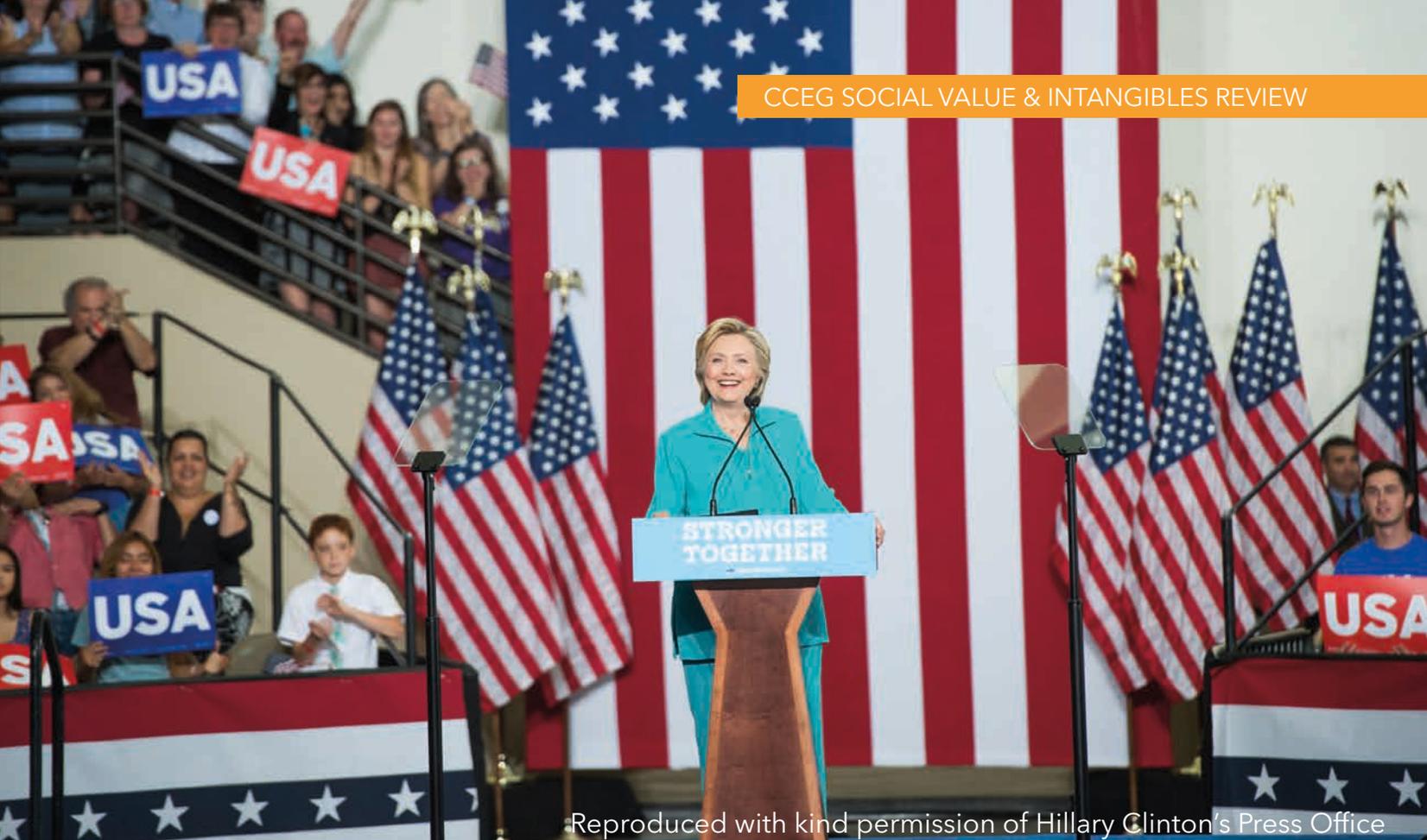


sources of livelihood to prevent trafficking and exploitation. Potential victims could be protected and assistance offered to those who are already victimized.

Demand for the labour or services of trafficked persons is absent or markedly lower where workers are organized and where labour standards for wages, working hours and conditions, and health and safety are monitored and enforced. Therefore actors are requested to make sure that supply chains are trafficking-free through paying specific attention to the recruitment processes including sub-contractor processes; providing employment contracts containing clear terms and conditions, without supplemental agreements; enabling decent working environment and conditions; paying wages regularly and directly to the worker; providing for credible grievance mechanisms to enable workers to voice their concerns about recruitment or employment conditions; adopting effective redress procedures to address cases of harassment, intimidation, threat, physical and sexual violence; adopting comprehensive supply chain assessments and due diligence to monitor recruitment and employment conditions in the supply chain; prohibiting withholding workers' identity documents including passports; guaranteeing the freedom of movement outside working hours; guaranteeing the right of all workers - irrespective of their nationality or residence status - to join unions and to be allowed to bargain collectively; guaranteeing that all workers are treated fairly and equally, with no discrimination based on sex, gender, nationality, ethnicity, trade union affiliation, political affiliation, beliefs, sexual orientation, disability and residence status.

**Combatting modern-day slavery including trafficking for different exploitative purposes is a legal and ethical responsibility laid upon us all.**

We need to accelerate our efforts to combat these heinous acts through employing the various legal frameworks, tools and mechanisms at hand.



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# Hillary Clinton: A Plan to End Modern Slavery



by **Haley Allison Beer**  
 Managing Editor  
 CCEG Social Value & Intangibles Review

**Adrian Pryce**

Creative Editor  
 CCEG Social Value & Intangibles Review



The issue of human trafficking was recently brought centre stage, not only through the UN's World Day Against Trafficking in Persons on July 30th but also when Hillary Clinton, officially nominated as the Democratic presidential candidate, positioned herself as the anti-modern slavery candidate. She joins the new UK Premier Theresa May and other world leaders in the fight against modern slavery in its many forms.

Hillary Clinton is a human rights activist, a previous First Lady of the United States, the 67<sup>th</sup> Secretary of State under the Obama administration, and now the Democratic nominee for the 2016 US Presidential Elections. Her many and concerted efforts towards better policies and opportunities for all humans has spanned, among others, the empowerment of women, the foster care system, immigration, and modern

slavery. As she announced at the inaugural ceremony for the Organization of Security and Cooperation in Europe's 'Combating Human Trafficking' pledge in 1999, she is dedicated to:

"...looking for ways that all of us – in government, NGOs, communities – can continue to stand against trafficking and stand for the fundamental human rights of every single citizen."

Modern slavery is thus a cause she has long addressed. As First Lady, she championed this issue. As Secretary of State, she oversaw nearly 170 anti-trafficking programs in 70 countries, and pressed foreign leaders to step up their efforts. She has strongly supported President Obama's initiatives ensuring that American tax dollars don't fuel demand for forced labor.

The UN estimates 21m people worldwide are victims of forced labor, many of who have been trafficked. The Global Slavery Index, however, assesses that 46m people are suffering modern slavery, more than double the UN's estimate.\* It is estimated that:

- **55% of slavery victims are female, 26% are under 18 years of age**
- **78% of slavery victims are in labor slavery, 22% in sex slavery**
- **The Asia-Pacific region accounts for the largest number with 56% of the global total**
- **The number of victims per 1,000 inhabitants is highest in the central and south-eastern Europe and Africa regions at 4.2 and 4.0 respectively. It is lowest in the Developed Economies and European Union at 1.5**
- **The US has 60,000 victims in slavery, the UK nearly 13,000**
- **Slavery generates US\$150bn for traffickers each year**



Clinton's approach is both moral and informed, and she takes a holistic view of the problem and its links to other social ills. Therefore, as part of her campaigning for President she has drafted a three-pronged strategy for combatting modern slavery:

### 1) *Put survivors at the center*

"It's just a fact: we won't end modern slavery without the leadership and participation of survivors. They deserve a seat and voice at the table, whether that's creating or improving programs and policies, enhancing law enforcement efforts, or making decisions about resources."

\* Sources: UN International Labor Organization; Global Slavery Index



### 2) *Strengthen government response and resources*

"I'll be relentless in making sure federal purchasing doesn't contribute to the problem. We have to be really careful that American tax dollars don't make it worse. And we must start enforcing import bans on goods made with forced labor and go after recruitment schemes that make workers vulnerable to exploitation."

### 3) *Global Alliance*

"Modern slavery is a global problem needing a global solution. As President, I'll call on every country to join together in an alliance to end modern slavery. That means committing to certain policies and programs. It also means governments coordinating with their countries' private sectors and civil societies. The banking sector can help track and stop illicit dollars. And we need leadership from industries that are rife with trafficking, like agriculture, manufacturing and construction. Technology can be leveraged to identify traffickers online, in the dark web."

As citizens we all need to do our part, too. Together, we can go a long way toward ending modern slavery. But, as Hillary Clinton says, it starts with leadership at the top of not only politics, but also international commerce and trade, and a will to address many issues, including the immense refugee crisis and immigration waves arising as a result of conflict in the Middle East. In his message on the UN's World Day Against Trafficking in Persons, the UN's Secretary-General Ban Ki-moon had this to say:

**"All over the world, tens of millions of people are desperately seeking refuge, many of them far from home and even farther from safety. Sadly, they are also vulnerable to human rights violations and exploitation by human traffickers, who prey on the most desperate and vulnerable."**

These issues will be central to the UN Summit for Refugees and Migrants, to be held in New York on 19 September 2016. This meeting aims for renewed commitment and intensified efforts to combat human trafficking and smuggling of migrants and refugees, ensure protection and assistance for the victims of trafficking and of abusive smuggling, as well as all those who suffer human rights violations.

Clinton is far from alone in making bold statements and calls for action, in his statement Secretary-General Ban Ki-moon called upon every nation - whether country of origin, transit or destination - to recognize a shared responsibility. He encouraged all States to adopt and implement the UN Convention against Transnational Organized Crime and its protocol on human trafficking, an important step towards ending what he rightly describes as the abhorrent practice of profiting from human despair and misery.

Many countries would do well to follow the UK's lead, where the government has already passed legislation requiring large organizations to monitor and report on modern slavery within their supply chains, to include suppliers and sub-contractors as well as wholly-owned subsidiaries. The Act was passed during David Cameron's premiership, but new Premier Theresa May has confirmed that Britain will lead the fight against modern slavery, vowing to make it her mission to help rid the world of the "barbaric evil". She called it "the great human rights issue of our time".

Over 17,000 businesses who trade in the UK are affected by the Act, by which all businesses supplying goods or services in the UK with a turnover greater than £36 million per annum must comply. It will be interesting to see how the private sector reacts. Innovative tools are being developed to help. CCEG's sister company Seratio Ltd for instance, offers anti-slavery software to help companies worldwide measure and monitor modern slavery in their supply chains so as to be able to assess business and reputational risk as well as comply with the UK's Act. Lessons from the implementation of this Act will surely guide other governments around the world as further legislation is passed.

Not least in the US if Hillary Clinton becomes President. She will be delighted to know she has the support of many world



leaders, including another powerful female leader, who like her brings a long-standing and steely determination to tackle this scourge of society - modern slavery.

The world awaits. With at least two influential Western leaders taking up the UN's challenge, and potentially the might of the US behind the cause, one can only hope that, for once, real progress is made. As Mrs. Clinton herself puts it

"Make no mistake - this is the moral thing to do, but it's also about our own self-interests. Human trafficking fuels other criminal activities. Its profits fund terrorism. We can't afford to close our eyes to this, or hope it goes away."





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## Mogherini and Napolitano, Dialogue on Europe: Together Even After Brexit

by **Radu Motoca PhD**

On the 9th of May 1950, the Schuman Declaration established the ECSC (European Coal and Steel Community), the predecessor of the European Union. After 66 years, what is the Union's state of health? It suffers from a "nervous breakdown", according to the Former President of the Republic Giorgio Napolitano, as a guest at the Auditorium Parco della Musica in Rome, together with the High Representative of the EU for Foreign Affairs Federica Mogherini at the meeting with the theme "Inviting dialogue on the future of Europe". Immigration, terrorism, common defence, economy, finance and continental federation are the hot topics dividing politicians into advocates of the European Union and their opponents, who, instead of integration, see a division between institutions and citizens.

*"I believe that there is actually an excess of tension and a lot of reasons for division and warning, but this syndrome must be overcome by reasoning on how the world has changed. They are not just empty words, there is a real necessity of a united Europe, for everybody";* Napolitano added, with inevitable reference to the risks deriving from "Brexit", the exit of Great Britain from the EU.

Notwithstanding the special relationship between the United Kingdom and the United States after the Second World War, president Barack Obama himself supported in vain the 'remain'

camp, as Napolitano did: *"we can contribute to the progress of world civilizations by staying united. Our combined cultural resources exist nowhere else in the world and only unity can turn differences into assets"*.

For the sake of staying as united as possible, three of the main European leaders, Angela Merkel, François Hollande and Matteo Renzi, met in Berlin to organize the response to Brexit. "Avoiding centrifugal forces and making serious proposals to each State on the topics that are now the usual ones- immigration, security, terrorism, relations with Turkey and economic growth"- is Merkel's motto. The French President Hollande agrees with her, maintaining that the first thing that must be avoided is the deadlock deriving from uncertainty. "Europe needs change, but it does not need to be reinvented. Yet, we must move on quickly. The Italian participation is essential too. We are among the three most highly populated countries among the founders of the European Union", remarked the French Head of State.

The Prime Minister Renzi agrees with them, *"It is a particular moment, as if citizens had suddenly realized the beauty of the European feeling. As if we had woken up and something was missing. We must dedicate ourselves with our hearts and minds to the European project for the next decades and Italy will play its role. It is the perfect time to write a new page of history and we want to do it together"*.



The three of them agreed on the time frame for the measures, that is by September. The new UK Prime Minister following David Cameron, Theresa May, will have to negotiate the conditions of the exit and the new methods of access to the single market, which will have a cost for the United Kingdom as it does for Norway, for instance.

*"We are leaving the EU but we will continue to take part in it, we are interested in working together for maximum collaboration and support in order to make this difficult path as effective as possible, because it is the first time that it happens"* replied May. May has said there will be no problems for the around six hundred thousand Italians and other European citizens residing in Great Britain, in the announcement that their rights will not be undermined, at least while the rights of the British are guaranteed in the EU member states. London, anyway, is asking for more time, "we need to reach an agreement on trade and services and develop a proper model for the new collaboration between the EU and UK, adjusting to the new situation", declared May.

The move is aimed at making us understand how Brexit will be painful, but the European leaders seem to be sure that the much feared domino effect will not take place, since Europe is strong enough to take the right action, they said as a single voice. In Mogherini's opinion, it will be a deterrent: *"Great Britain is the one that loses the most. The EU is trying to have as smooth of a transition as possible, but drifting apart is never the solution, it is the contrary instead. Leaving the European Union does not solve problems. The only thing that falls apart is the possibility for Europe to provide a response"*. The results would thus raise the spirit of cohesion of the remaining 27.

Cohesion has been achieved in different fields, especially in foreign politics, Mogherini guaranteed. Internal issues are a different matter, but Europeans are realizing that unity is

strength at a world scale. "We are trading partners, donors of humanitarian aid and foreign investors. No one else in the world has these resources". Another step forward, according to Napolitano, would be strengthening the common defence policy, defined as "indispensable". Many other targets have already been achieved, like single currency, monetary policies and Central Bank, although they have not been valued enough.

*"How many governments have failed to fill their citizens with pride for being Europeans?" the former President wondered.*

The economic crisis and the new demographic growth resulted in unprecedented migration and we cannot overlook it, "we cannot react as if it had not happened". Distinguishing between legal and illegal migration is certainly necessary to effectively fight against organizations who gain by exploiting people. Legal immigration channels are the way to challenge human traffickers.

*"Does it make sense to fight against illegal immigration if there are no ways to enter legally?" Napolitano remarked.*

Real solutions can only be found once the criteria for guaranteeing access to migrants are established. "Italy, and especially the North-East, would have never grown without migrations, which are necessary for economic development". This trend is experiencing a U-turn, and even countries that used to welcome migrants, like Sweden, are now raising restrictions.

*"We need an agreement between EU and the countries of origin to respect both our laws and their traditions at the same time"*.



It is thus “ridiculous” that Hungary believes to be able to manage flows, control borders and guarantee its development on its own. “It is mystification, illusion and mistake. Not even Germany, the wealthiest and most populated, can play an effective role alone. It is a further reason for wishing a higher level of integration”. Such words are especially significant in view of Brexit. The same assumption is valid for the United Kingdom, which has opted for independence. Will they be able to meet economic and social challenges without the network of protection provided by the European Union? Napolitano put it in short, without addressing anybody in particular: “The EU member states are divided into those that are small and those that do not realize they are small”.

*“Europe is needed” to face current challenges, namely security, immigration and the economy. “Either we do it together or nobody will succeed”, agreed the High Commissioner Mogherini, “citizens have understood it, but are institutions ready? I hope so, though I see that there is a temptation to think in the short term”.*

Those who are in charge of finding solutions for national problems are not brave enough, so awareness must be

free travels and university exchange programmes, as it has happened in the last few decades, “thanks to the vision of previous generations”, Mogherini added. Today the nature of being European risks being questioned, undermining those achievements, by thinking that what is ruled at European level is something that stays apart from us. “There is no different level between Bruxelles and national states”.

The last goal of integration should be the European federation, “I hear someone saying that we have stopped dreaming”, Napolitano remarked. Over the last 60 years we have built a lot, brick after brick. “It is not enough, but it is a lot”. Establishing peace after the Second World War looked extremely difficult, but it was done thanks to a great effort for reconciliation between the two powers of France and Germany. “Today it looks like peace was established in Europe on its own, as there is not enough value given to what has been built by the politicians”.

*As for Europe’s state of health, “it is physically healthy, but its nerves are not”, Mogherini replied. However, the conditions can be balanced. “And dialogue can help us to do it”.*



paired with courage, also for “recovering sovereignty through effective choices”. Otherwise “we will never be able to bridge the distance between necessity and the illusion of doing things on one’s own. We have the collective resources to succeed”.

Integration must start early on, with projects like Erasmus. The audience of around five hundred students was an occasion to remark it. “European funds provide evidence that, all together, we can count on shared resources” Napolitano remarked. “We need to provide more means to carry out projects. The most significant is Erasmus, a natural way to become European, by discovering countries and meeting people. It is the great strength that must be contagious to younger generations”. It was natural to achieve passport

During the celebrations on May 9th, thirteen European figures, among whom the journalist and writer Roberto Saviano and the member of the European Parliament Mercedes Bresso, launched a call on the [www.m9m.eu](http://www.m9m.eu) platform to foster the continental identity with a new “European Renaissance”. There is hope in drifting apart from populism, - and avoiding disastrous consequences - through six strategic points: strengthening direct democracy, increasing exchange in defence and internal security, welcoming asylum seekers, boosting growth, relying on a banking union and opening the Erasmus exchange programme to high school students.

While these guidelines of the Schuman Declaration are more than 60 years’ old they arguably remain modern and valid.

# EU Social Impact: Entrepreneurship Online of FIWARE Companies

by **Maryam Taghiyeva MA**

Development Analyst, Centre for Citizenship, Enterprise and Governance



**F**IWARE is a platform supported by the European Union and to boost innovation, contribute into general development and deployment of web applications for Future Internet. Some of the initiatives supported by FIWARE are Smart Cities and Horizon 2020. In 2014 with the introduction of FIWARE Accelerator programme, the EU envisioned supporting SMEs (Small and Medium enterprises), start-ups and web entrepreneurs through the deployment of FIWARE technologies. They allocated €100m for the purpose and the aim was to reach 1000 companies. Critical here, is development of social innovation and services for the community, thus the focus is on active engagement of not just application developers but also the intended users.

Today, the programme has already successfully helped a few batches of SMEs mainly in Europe but also beyond. Accelerators through which the programme operates are all different to each other. Some of them are field-specific, like Smart AgriFood which target is to support apps development and utilisation for agriculture, or platform-specific, like Impact who invests in promising mobile internet start-ups. Accelerators are usually assigned with a team of coordinators with one leading coordinator at the head.

**The Centre for Citizenship Enterprise and Governance's (CCEG) task was to capture, measure and articulate social impact created by the financed start-ups, also to identify the most promising in terms of social value.**

## *Research Strategy & Design*

The Social Earnings Ratio ([www.socialearningsratio.com](http://www.socialearningsratio.com)) was deployed to articulate social value of the companies financed via FIWARE Accelerator Programme. For that, we needed:

- **financial history of the company**
- **claimed non-financial outcomes**
- **service user feedback**

At our disposal are 6 analysis techniques which are processing time dependent.

- **Fast Data**
- **Near Real-Time**
- **7 Day**
- **1 Month**
- **3 Months**
- **Manual**

Due to time constraints of both for the report and the companies who were measured who were predominantly resource light, we opted for the 'Near Real-Time' option. The

important thing to understand is that just because the “Litmus Test” is fast, doesn’t imply it’s any less meaningful; this is the era of Fast Data, not Big Data.

**The metric was built into a dedicated portal - [www.socialvalue.eu](http://www.socialvalue.eu), which also contains information about other EU-based CCEG projects.**

Taking into account the amount of time given for the research, we did not have an opportunity to collect independent feedback and therefore at this stage the results could be considered only as indicative but not exact. Except for the portal, further correspondence with the companies was maintained mainly through the accelerator coordinators. The only exception is Engage.ge project by Humanity Online which was used as the case study. With their representatives we collaborated directly.

We also worked on the introduction of a new prodigy metric specifically for web entrepreneurship, start-ups and small companies; FI represents social return of a company against the funding it received from the corresponding accelerator:

$$FI = \frac{\text{Social Impact (€*)}}{\text{Accelerator Funding (€)}}$$

**Outcomes**

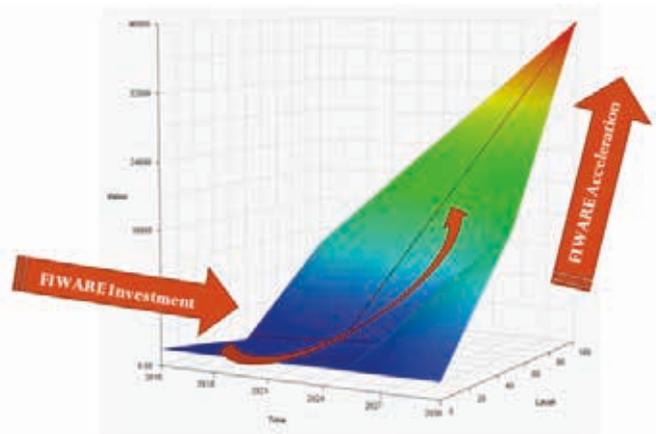
We were pleased and surprised that 308 SMEs across all 16 accelerators responded to the FIWARE litmus test - in the space of 7 days. We have seen in-depth techniques take even a year to get such a response so Fast Data is certainly a very efficient data capture methodology. Naturally, some of the entries raised issues of data integrity and therefore we had to discard information provided by 18 companies for this initial run.

In the EU there is a generally accepted target of 20% social impact on all programmes. The EU Social Investment Fund, for example, demands that performance criteria. In the UK Social Value Act 2012 public sector bidders are also generally asked to target 20% on contracts. In general FIWARE companies showed a good tendency of meeting this 20% social impact KPI. Approximately 62% of all the start-ups showed their S/E Ratiop scores to be more than 1.2 ie. 20% added social value. Correspondingly, 38% of the SMEs did not meet the target, although scores of almost all of the latter were around the threshold. This is commensurate with the fact that many companies are still in the process of launching, operate in pilot mode and may not yet have entered the market.

**Given that FIWARE sponsors mainly (but not exclusively) were in Western Europe, it is not surprising that the countries with both highest average S/E scores and most added social value (ASV) are from the area - Hungary and Spain respectively.**

Countries outside the EU such as Turkey and Israel, did not have dissimilar figures. This supports the global directive of

the programme. FI scores showed that approximately 84% of the companies delivered less than € 1 m and sometimes also less than received from FIWARE. Some 16% respectively delivered more than € 1 m, which in fact - as further research showed - balanced the overall picture quite well. Analysis of Engage.ge - our case study repeated the overall positive trend that we observed among FIWARE companies. Extrapolation leads us to conclude that FIWARE will only continue to add social impact over time but a longitudinal study will be required.



If the ‘optimistic’ forecasts of the companies were to be believed, the 290 analysed companies delivered in total € 435 m of social value or an average of € 1.5 m per company. Nevertheless, these are indicative numbers only and can only be authenticated by our usual independent feedback loop that is demanded by EU GECES best practice. What we can say is that from the € 3 trillion of benchmarking data we hold in the CCEG database, service user forecasts were approximately three times higher than our normal expectations. This would suggest a discount of c. 70% has to be applied to arrive at a more realistic figure. Even with this reduced figures, however, FIWARE has to be considered a success as social impact was a secondary consideration and not the primary aim of the programme.





**3rd International CSR Conference**  
**Wealth of Nation**  
CSR Social Impact Analysis  
Measurement of Impact of CSR

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# Report on 3rd International CSR Conference: Wealth of Nations

by **Professor (Dr) Ashish Gadekar**

Dean and Professor Amity Institute of Higher Education, Mauritius



Over the years the definition of sustainable growth has changed from economic perspectives to holistic approaches, redefining the importance of a balance between technology and economy in relation to social harmony. Tools to measure economic and financial aspects of any country or company have existed for centuries now. Over the years they are challenged, researched, updated and restructured to match the changing demands of time and place. As a result, the financial methods, approaches and calculations are able to deliver precise and accurate outputs needed to make competitive, sustainable and feasible decisions.

In light of changes occurring globally in terms of climate change, political uncertainties, economic up-downs, cultural differences and shrinking boundaries, the world is aspiring for a single united solution. 2015 was the warmest year on record, and people, governments and even businesses are paying the price. And it's a big price that could eventually halt and downturn all economies.

Mauritian businesses in their large majority believe that their role in society extends beyond wealth generation, and that "pursuing economic interests needs to be balanced with social and environmental responsibility". The Mauritian Enterprise's voluntary social engagement in both internal CSR,

undertaken for the benefits of employees, and external CSR initiatives, developing or supporting social and community related activities, has earned country recognition in the World CSR community.

**The concept and application of CSR may be complex and difficult for the world to grasp, but it has never been so for Mauritius. The areas of intervention for Mauritian CSR are mainly: 1) Socio-economic development (including Gender and Human Rights); 2) Health; 3) Education and Training; 4) Leisure and Sports; 5) Environment; 6) Catastrophic Interventions and Support. Companies go beyond compliance with the legal framework in order to actively pursue positive impacts on local communities and to establish desirable environmental footprints.**

The Government of Mauritius has established a policy with the overall objective of mandating registered companies to pay 2% of their book profits towards programs that contribute to the social and environmental development of the country. However, CSR was made mandatory in the face of growing expectations for businesses to show even greater social responsibility and complement Government's effort in alleviating poverty. Thus, since July 2009 all profitable companies have the legal obligation to contribute two percent of their profit after tax towards CSR activities defined according to Government social priorities.



## **Marshall Plan (Mauritius): Alleviation of Poverty through CSR**

The Marshall Plan is a major innovative approach in dealing with the problem of poverty through CSR initiatives. It motivates companies to 'Parrainage' - institutions that are contributing to CSR are motivated to take under their wings those unsustainable pockets of poverty in the country in order to establish a comprehensive and meaningful way to raise the quality of life.

'Parrainage' will include the following:

- **Improving living conditions generally**
- **Raising the level of employment**
- **Curbing social ills**
- **Ensuring that all children attend school and develop fully their talents**
- **Creating sports and leisure facilities**
- **And improving quality of life generally.**

In order to further simplify CSR, government allowed companies to allocate the 2% of CSR according to their own set of priorities. All companies will, however, have to submit their annual return to the Mauritius Revenue Authority (MRA).

**CSR is necessary in order to win the trust and confidence of stakeholders. Well-crafted and implemented CSR can lead to satisfied employees, satisfied customers, positive public relations, cost reductions, more business opportunities and long-term future for organizations.**

To help move the agenda on in Mauritius, the Global Rainbow Foundation (GRF) and the Centre for Citizenship, Enterprise and Governance (CCG), together with global metrics solutions partner SERATIO and Amity Global Business School, organized the 3rd International CSR Conference on the Wealth of Nations.

What history has taught us is that taxing corporates, without ensuring their impact on society, is not very efficient and is easily avoided by the private sector. CSR is about acclaimed outputs from the companies, however Social Impact is the actual benefits received by communities. The two are not the same. If you do not measure the impact part of the equation, and hold companies accountable, then frankly it's just marketing spin with glossy CSR brochures. We can all claim things if we know that no-one can check. Of course we understand why Mauritius implemented only one side of the financial-social equation - the capacity to impose and monitor a 2% tax has existed for some time, yet in 1995 it was simply not possible to track the social impact. But, things have changed now with the development of big and fast data, social media and sentiment analysis. In short, Mauritius can now extend its leadership in

CSR by implementing the measurement of demonstrable social impact to help transform the country.

Hence, with more than 70 professionals from the corporate world, academia, government and NGOs attending the one-day conference on 2nd June 2016, the conference tried to answer the following pertinent questions to help the Mauritius CSR community:

- **What benefits and impact does CSR bring to the economy and society?**
- **How to measure and evaluate social impact of CSR?**
- **How does CSR affect public policies and corporate strategy (i.e. The Marshall Plan)?**

The conference was addressed by Professor Armoogum Parsuramen, the Founding President of the Global Rainbow Foundation, Professor Olinga Ta'eed, Chairman, Centre for Citizenship Enterprise & Governance, the Northampton International Think Tank; Dr Ian Brooks, Executive Dean, Northampton Business School, University of Northampton, UK; Mr Raj Makoond, CEO Business Mauritius; Mrs Danielle Wong Ng, C.S.K., Chairperson, National CSR Committee; Mr Geerish Bucktowonsingh, Chairperson, MACOSS.



In the afternoon session Mr Indeeren Vencatachellum, Senior Lecturer (HRM/HRD/eHR/KM), University of Mauritius, deliberated on Human Resource Management. This session's biggest attraction was the workshop conducted by Prof Olinga Ta'eed and Ms Barbara Mellish, CEO Seratio Limited, myself and a team of students from Amity Mauritius (Rishwan Bussoopun, Khooshbu Jeetah, Niladree Balambha, Poullo Peniyel) on how to calculate social impact and intangibles in a completely transparent and data-driven way. This conference successfully delivered the tool 'S/E Ratio'. A comprehensive S/E Ratio research report on a sample of five companies from Mauritius was also presented. The tool earned appreciation for its efficiency, effectiveness, low price and speed. After the two-hour CSR workshop, Prof Parsuramen made concluding remarks based on feedback from participants and declared the conference a success.

The conference was sponsored by Ducere Business School, Business Mauritius, National CSR Committee and Mauritius Council of Social Service (MACOSS) and The University of Northampton, UK. We believe we can transform Mauritius into the world's first social impact by CSR country.





Interview

## Mercedes Peñas Domingo First Lady of Costa Rica

*“Social value is an intangible value. It means developing personally, to be able not only to have opportunities but also to be happy citizens and to live in harmony, and being capable of managing conflicts. Social development means creating basic or individual conditions in people to let them grow and develop.”*

# Improving Social Value in Costa Rica: An Interview with the First Lady Mercedes Peñas Domingo

by **Raisa Ambros**, Editor  
CCEG Social Value & Intangibles Review



**Q.** *It has been 2 years since you became First Lady. You once declared that you would not be a traditional Primera Dama. What did you mean, and how would you now define yourself as a First Lady?*

**A.** I said that I would not be a traditional First Lady because I believe that I belong to a different time, in a now different Costa Rica; a time when the majority of women are professional workers, and, in my case, this has been very important for me to be able to perform my role of First Lady. After two years of work accompanying the President, I have been able to keep developing my professional and personal skills.

I carried on the work that I had been doing for more than 15 years in Costa Rica, focusing on the development of the local communities through local decentralised administrative authorities that are still weak in the State of Costa Rica. I am pleased to support them as First Lady, and to keep working on what I understand and where I can contribute. I believe that I can give more to the country in the areas where I have already much familiarity, over many years, and I was referring to this when I said that I would not be *traditional*.

**Q.** *Your program's goal is the integration between the private and public sectors for economic and social development actions, especially in rural areas. Would you please tell me more about this program and its achievements?*

**A.** I coordinate the *Development Weaving Program*, composed of five Institutions aiming at working for the territory.

**We have two fundamental goals: coordinating and managing the whole public administration of the Central Government, while coordinating investment of resources between the Central and Local Governments; and promoting the participation of citizens and the private sector to set up projects for local economic development.**

This is very common in Italy, and there have been great examples of economic development, such as in Turin. We would like to have this kind of organization for setting priorities and allowing for integration between the public and private sectors in order to let people take part in their own development. We are transforming the governance of Costa Rica, which will have benefits in the long run, and at the same time we are building up institutions, democracy, participation and transparency with citizens.

**Q.** *What is the key for an effective integration of the public and private sectors in the country's social development?*

**A.** For us, it is essential that they form the basis for an analysis of the Country's potential and its weaknesses, which shall be translated by the State into new opportunities. For us, the integration must be accompanied by a Civil Society setting new priorities, meeting basic needs and shifting from investments that only favour lobby groups to a development process which is built up by the entire population, generating real economic growth and well-being.

**Q.** *Your professional work has always focused on developing local administration authorities in Central America. What is the role of these authorities, and how do they benefit the development of the whole country?*

**A.** In Costa Rica, the role of local administration authorities is very weak on account of the centralization of Government, and because the Central Government provides high-quality services. Since the Central Government has traditionally provided education, health, and water, local authorities did not have much say. With the 1980s there came a shift in politics: the State started to reduce its own power, and there were less investments. Yet the local administration is still very weak, and only in the 1990s was its role questioned in a larger setting. There is an ongoing effort to foster and assist the local administration in promoting development: the State could be represented effectively here.

**Q.** *How much attention do Costa Rican companies pay to Corporate Social Responsibility? How involved are employers in employees' welfare?*

**A.** In Costa Rica, the private sector does not have Trade Unions, but it has the *Movimiento Solidarista*, a kind of social organization to which both employers and employees report. It is a unique model that has been found to provide greater social stability.

Private organizations and companies have recently been speaking of corporate social responsibility and of public-private alliances.

**The Ministry of Economy has elaborated a corporate social responsibility strategy with Costa Rican and foreign companies. We have the example of a U.S. corporation that, before building its hotel project, invested four million dollars in a rural aqueduct to avoid the discontent of the local community, which had problems with water supplies, and to assist in the development of that area.**



The Deputy Minister of the Economy is working hard on strategies and public policies to strengthen public-private alliances. There are very interesting public-private organizations applying the principles of social responsibility, such as Recope, which manages the issue of oil, and public companies like ICE that provide electricity and telephone services. Small and medium-sized enterprises take part in the activities that we promote; however, we need to go with them and talk to large companies to convince them to join us.

**Q.** *In the UK there is the Social Value Act 2012, setting guidelines for corporate social responsibility. In India, as in Indonesia, as well as Mauritius, 2% of a company's annual income is legislated to go to a corporate social responsibility fund. In Arab countries they have Zakat, and in Italy, 5xmille. What is Costa Rica's policy in this respect?*

**A.** We are now setting it up: the Ministry of Economy is designing it together with companies in a very inclusive formulation. We do not have a defined policy with a specific percentage yet, however, the goal is to have this policy and strategy ready by next year.

**Q.** *Through the program Development Weaving, an interdisciplinary model of local service networks, you have worked close to Consejo Interinstitucional de Atención a la Madre Adolescente (CIAMA) and the Mesoamerican Program for prevention and care of pregnant women who are minors. The special feature of the project was youth leadership. Would you say a youth speaking to another youth provides a greater social impact than an adult speaking to the young?*

**A.** **In Costa Rica 14,000 adolescents become pregnant, in many cases with adults, and it is a cultural phenomenon that we would like to reduce, so that women decide to become mothers when they have developed themselves more, both personally and professionally.**

The *Mesoamerican Program* is an interesting experience because adults, who consider sexuality as a taboo subject, often do not speak clearly to the young and they do not listen. The *Mesoamerican Program* educates young men and women on sexuality and the prevention of pregnancy.

There is double work, of young people speaking to young women for them to take care, and of the *National Women's Institute* to protect their rights and study the cases that may constitute a crime, due to their minor age. The situation is common to both rural and metropolitan areas where there are groups of migrants. We are working hard especially with people from Nicaragua to understand the cultural models and try to educate them to change this cultural practice.

**Q.** *With the development of the Internet, young people read books less and less. You have also promoted reading projects for the young. How much importance should new generations give to reading, and the reading of classics?*

**A.** We are now working with the *Ministry of Education and Culture*, and the *National Theatre* to promote reading, not only among the youth but also among children. Together with

of *Education* we are stressing the importance of establishing sound reading habits, and to mitigate the trend of leaving school early, and working with the *Ministry of Employment* for decent employment opportunities. There is also the scenario of advanced studies and to create and promote the possibilities for accessing a first job, which is essential.

**Q.** *You have also supported the Unidad Cardíaca of the National Children's Hospital, implementing the sharing of knowledge among national and international experts, improvement of infrastructure, and promoting the access of International Missions. This way, you saved the lives of many children affected by heart diseases. What else can be done at a social level for Costa Rican children?*

**A.** A year ago, The *National Institute for Childhood* set up a policy for the promotion of children's health and



the *National Theatre*, we have developed techniques through theatre or puppets plays to bring them closer to the classics and to let them develop the habit of reading. In a few months we will have the *International Book Fair* and a part of it will be dedicated to children and youths.

We know that when young people do not read -- and do not understand what they read -- they often drop out of high school. Dropping out of school reduces their opportunities to find decent employment, and this prevents them from being lifted out of poverty. Consequently, with the *Ministry*

education, extending also to matters such as amusement and entertainment, that are essential for their overall development. We believe that while the family carries the main responsibility, there is also a social responsibility to look after the needs of this vulnerable group, in order for them to develop in the best possible way.

**Q.** *How would it be possible to overcome world poverty?*

**A.** Our government is working on two strategies: one is identifying those who live in conditions of poverty, extreme



poverty or vulnerability to meet their immediate needs. However, there is also an investment in training to lift them out of poverty.

We also have a paid scholarship program for children because we believe that work lifts people out of poverty. We keep school canteens opened throughout the year to guarantee children's nutrition. We know that this is the way to let them

come to school, study and grow up. It is also important because without studying, they would not have a minimum education level and it would be difficult for them to find a job. We also have the *My First Job Program*, especially focusing on youths, women and the disabled, to pave their way for work. Welfare policies are necessary, but it is also necessary to create development and to let the economy grow in order to create jobs in a virtuous circle.



# ¿Qué es Tejiendo Desarrollo? Weaving Development Program

**T**ejiendo Desarrollo es el Programa de la Administración Solís Rivera que organiza y articula el accionar del Gobierno Central junto a los gobiernos locales, la sociedad civil y el sector productivo privado, en beneficio de las comunidades con mayores niveles de desigualdad, propiciando la participación ciudadana y la reducción de brechas entre los territorios para impulsar el desarrollo social, económico y ambiental.

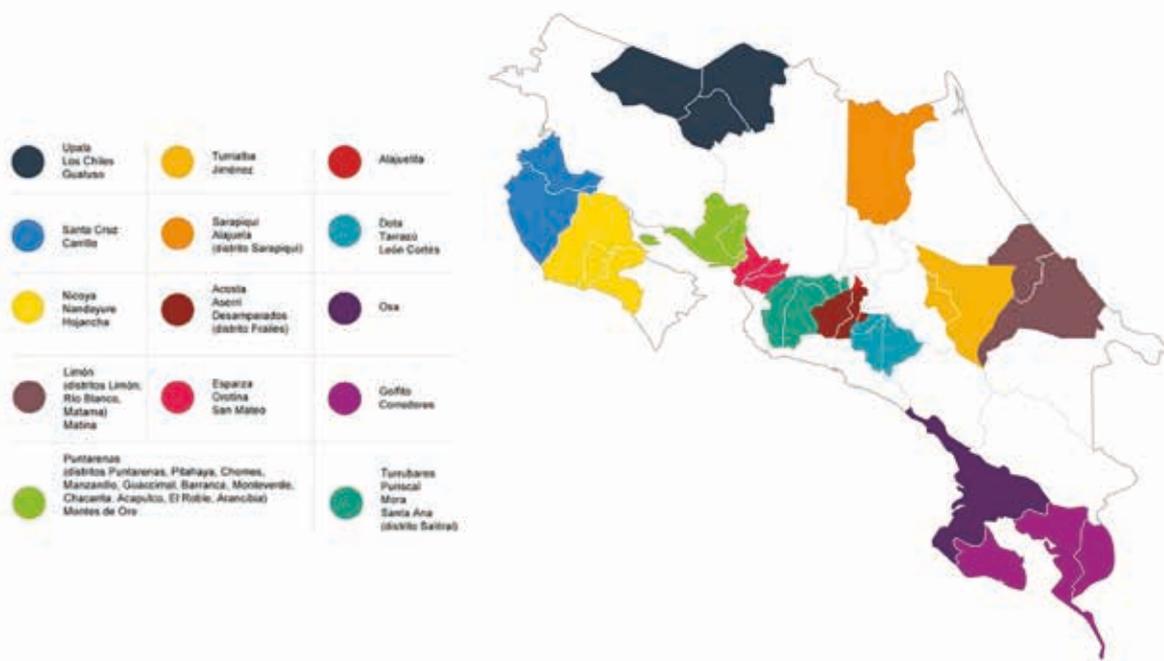
El Programa abarca 14 territorios iniciales, 33 cantones y sus distritos; comprende en su totalidad el 44% del territorio nacional.

Inicialmente el Programa se dio a la tarea de definir agendas a partir de seis ejes temáticos: social; empleo y desarrollo productivo; ambiental; identidad territorial, cultura y deporte; e infraestructura.

Producto de esa priorización, en la actualidad Tejiendo Desarrollo impulsa proyectos definidos por los actores locales, públicos y privados en favor del desarrollo económico territorial.

En esta tarea un aliado estratégico de Tejiendo Desarrollo es la Dirección de Economía Social Solidaria (DESS) del Ministerio de Trabajo y Seguridad Social, que trabaja en la conformación de agendas productivas territoriales conjuntamente con los actores de cooperativas, asadas, asociaciones, asociaciones de productores y asociaciones de desarrollo comunal.

En espacios participativos y de intercambio estos actores definieron los principales retos y acciones a seguir, para la activación económica de los territorios y la generación de trabajo digno.



La DESS también apoya la dinamización de cadenas productivas en los proyectos detonadores y prioritarios del Programa.

Existe en Costa Rica varios espacios de participación, planificación y coordinación con asidero legal en el ámbito: comunal, cantonal, territorial y regional, que permiten la coordinación, decisión y ejecución de planes integrales de desarrollo:

### En el Ámbito Regional

- **CONSEJOS REGIONALES DE DESARROLLO (COREDES) Y COMITÉSB INTERSECTORIALES:** son los encargados de la promoción, coordinación e identificación de las demandas regionales para promover el desarrollo.

Las actuaciones del CCCI también serán coordinadas con los Concejos Municipales e integra los espacios cantonales sectoriales existentes como lo son los Consejos Locales de Corredores Biológicos, los Comités Cantonales de la Persona Joven, el Comité Cantonal de Deporte y Recreación, entre otros.

### En el Ámbito Comunal

- **DIÁLOGOS COMUNALES:** esta herramienta surge para articular las voluntades de los diferentes actores sociales en los territorios a través del Programa Tejiendo Desarrollo.

Si requiere mayor información puede llamar al 2207-9318, 2207-9217.

### ¿Quiénes participan en el Programa?



### ¿Cómo puede participar y aportar al desarrollo de su comunidad?

### En el Ámbito Territorial

- **CONSEJOS TERRITORIALES DE DESARROLLO RURAL (CTDR):** son espacios cuyo objetivo principal es la formulación de planes de desarrollo rural. Todos los proyectos son gestionados por el Comité Directivo que se elige en la Asamblea Constitutiva del CTDR. Este Comité está conformado por el 60% de participación de la sociedad civil y el 40% de actores representantes de las instituciones públicas y gobiernos locales.

### En el Ámbito Local:

- **CONSEJOS CANTONALES DE COORDINACIÓN INTERINSTITUCIONAL (CCCI):** Los CCCI son instancias de coordinación entre los entes públicos con representación cantonal y la sociedad civil, están presididos por los alcaldes/as del municipio y promueven el diseño, ejecución y fiscalización de las políticas de desarrollo local.

Escribir al correo: [tejiendo.desarrollo@presidencia.go.cr](mailto:tejiendo.desarrollo@presidencia.go.cr) o síganos en Facebook

y en la Web: <http://www.tejiendodesarrollo.go.cr/>





# Costa Rican President Solís Rivera's Visit with Mattarella and Pope Francis

*Strengthening cooperation in development, trade, environment, fighting terrorism and migration*

Costa Rica shows great hope in terms of competitiveness and growth, which is thanks to the developmental measures being undertaken in the economy. On the occasion of his first official visit to Italy, the President of the Central American Republic Mr. Luis Guillermo Solís Rivera pointed out to Italian entrepreneurs the investment opportunities offered by his country. The meeting was organized by Easy Diplomacy, which is the agency that is specialized in Protocol and Organization Services for Diplomatic Institutions in Italy. The venue was the Union Camere premises, and a subsequent meeting took place in the Quirinale Palace, in the presence of the Head of State Mr. Sergio Mattarella.

**Solís Rivera was elected President for a four-year term (2014-2018) after a long political career as Minister of Foreign Affairs and Ambassador of his country. He has stressed the importance of the historical relationship between Costa Rica and Italy, which is marked by friendship, respect, exchange and cooperation that are essential for business development.**

Thanks to "stable electric power rates and zero inflation during the last year", in addition to a "solid democracy", investing in social peace, education, health and employment are conditions that have helped foster reliability of the economy in the international market. The country has grown by 3.7% in 2015, and it is expected to grow by 4.2% in 2016.

The presidential delegation comprised of Manuel A. Gonzalez Sanz (Minister of Foreign Affairs) and Alexandre Mora (Foreign Trade Minister and Head of the Board of Directors of Procomer). Procomer is an institution that promotes foreign trade. Minister Manuel A. Gonzalez Sanz and Minister Alexandre Mora both confirmed their commitment to stick to their road map to hundreds of representatives of Italian businesses ranging from aeronautics to food, and from services to infrastructure.

At the moment, Italy is the fourth EU country in terms of Costa Rican export. In 2015, the value of goods, especially in agricultural products such as bananas, pineapples, green coffee and melons

reached 169 million dollars. However, some less traditional sectors like electronics, textiles and biomedical are rising, which involves 156 companies. Europe as a whole is still very important in attracting investments. 11% of companies have their headquarters in the EU, and the best examples of such companies are Gualapack (packaging) based in Italy, Bekaert (steel wires) based in Belgium, and Vitec (photographic company) based in England. Tourism has also picked up, which involved visits from more than 2.5 million visitors in 2015 (+5.5%), and more than four hundred thousand visitors came from Europe. After the signing of the association agreement between the EU and Central America in June 2012, trade between the two regions accounted for 12 billion euros in just one year. Procomer's General Director Pedro Beirute Prada stated that "however, our objective is to increase exports and to send out products with an increasing added value".

Trade was not the only reason for the visit. Other reasons for the visit were bilateral agreements, which were signed in March

2016 and include: the treaty of mutual assistance in criminal matters between the two governments; the Memorandum of Understanding on the vulnerability to climate change, risk management, adaptation and mitigation; scientific and technological cultural cooperation (in the framework of obligations established by the UNESCO conventions); and mutual assistance in information exchange on taxation and the fight against tax evasion.

Geographical location, highly skilled labour force, innovation and legal certainty make it the best choice for relations with Latin America, and therefore, the delegation had the opportunity to explain to the investors the reasons why Costa Rica is a reliable partner.

**The meeting between the two presidents, Solís Rivera and Mattarella, confirmed their common interests such as: the fight against terrorism and poverty (more than 54,000 families live in conditions of extreme poverty); management of large migration flows from not only Costa Rica and Central America, but also from the Caribbean, Africa and Asia; environmental protection, which involves the plan to reduce emission levels to zero by 2020 (97% of electric power is already produced with alternative sources).**

Italy confirmed its support for the admission of Costa Rica into the OECD, that is, the Organization for Economic Cooperation and Development.



Then a visit to the Vatican occurred, which involved a private talk with Pope Francis with the participation of his wife Mrs. Mercedes Peñas Domingo, their 9-year-old daughter Inés, and Rebecca, President Rivera's daughter from his previous marriage. The Costa Rican delegation brought gifts for the Holy Father that included indigenously crafted woodcuts and an ornament in the shape of an armadillo made from "jiracas", which is a fruit similar to a coconut. Just as a matter of curiosity, it is worth mentioning here that one of the gifts was missing, and that is a picture painted by Ines, who was embarrassed to have forgotten it at home. Pope Francis, who always pays attention to environmental matters, appreciated the gift objects he was

given. In exchange, Pope Francis gave gifts such as: a bronze medallion with a carved image of an olive tree joining two rocks, which is a clear symbol of peace; a copy of the *Evangelii Gaudium* (his first apostolic exhortation dating back to November 2013 - editor's note); and one of the *Laudato Si* (his second encyclical, written a year ago).

The short visit was concluded with the hope of a reciprocal visit by Pope Francis to Central America, which might also be a great opportunity to recover the painting gift.

Costa Rica has grown quite a lot in the last few years. However, even more improvements need to be made, and it appears that the reforms are already being planned and are underway. According to the UN Security Council, such reforms will be pivotal, provided that they comply with international rule of law, human rights protection, and pay special attention to the most vulnerable parts of the population (such as minors, the disabled, women, and migrants).

**Last year, the Legatum Institute declared Costa Rica as the third country in Latin America for prosperity, with positive expectations for growth and stability, while it ranked 34th at world level. That is why the alliances will be as strategic for growth just as the exportation of goods and services.**





# NOAH'S SPEEDBOAT - Part 2

## What's the Value in Fantasy?

by **Tigris Ta'eed**  
Chief Disruption Officer, Seratio

Part 1 was published in SVIR November 2015



**H**istorically, the public have always overcome their fears, sorrow and apathy of being controlled, because we are as humans amazingly gifted at self medicating ourselves through whimsical fictional characters born from our wildest collective imaginations. We may live winner lives through them, by proxy, embodying their best traits in a magical association that succeeds in delighting our hearts, and firing our libidos!

And so Superman was born, with Superwoman lovingly at his side.

So came to be were DC Comic's Justice League Of America, debuting in 1960, a team assemblage of superheroes, including Aquaman, Batman, The Flash, Green Lantern, The Martian Manhunter, Superman, Wonderwoman and later Green Arrow, The Arrow and Hawkman. Also, Marvel Comics's Avengers assemble debuting in 1983, consisting of Hank Pym, Hulk, Iron Man, Thor, Wasp and later Captain America, featuring "humans, mutants, robots, aliens, supernatural beings and even former villains". Famously, DC and Marvel comics have always been historically at war, giving us heroes to believe in, who fought for good and who appeared to us our greatest role models, when in real life all political parties seemed to the public manipulative, corrupt, indistinguishable, greedy and evil.

**Satirical stories of the real, passed on to every new generation by word of mouth in myths, legends, fables, fairylore and folklore, were vital for communicating the current eco-socio-political 'zeitgeist' of human society.**

Emerging later as the magical genres of Fantasy, Science Fiction, Cosmic Horror, Comic Books and Cartoons, depicting epic battles between good and evil sentient forces, caricaturing good and evil individuals in our everyday lives. For example, your wicked stepmother became an evil whoring witch of an orphanage coven, a creature of psychotic malevolence, vicious with bombastic intent; your abusive uncle became an hideously ugly orc, surprisingly intelligent with a tragically Machiavellian brain, writhing within serpentine muscle veined with sinister blood of divine origin, under the veneer of a dumb ogre; your loving mother or kindly gentlemen

neighbour became an elegantly faced elf or hobbit, bubbling with grace, compassion and empathy; a faerie became your beautiful child.

As early as the 18th century, after careful study by mystics and occultists, so predictable were these caricatures, that they bled into Tarot and Zodiac, becoming a fascinating array of human archetypes, each with their own idiosyncratic looks, personalities and behaviours - e.g. the magician, the high priestess, the empress, the emperor, the hierophant, the lovers, the hermit, the hanged man, the devil and the fool / Pisces, Libra, Scorpio, Aquarius - creating a sexual, emotional, mental, physical and spiritual, literary and artistic framework for describing the past, present and future journey - destiny or fate - in the life of an individual, poetically expressed in psychedelic wheels of hallucinogenic judgements, captivating love itself and a curiosity so sublime.

Are New Age practises the culmination of centuries of practical observation and experience? Or are the revelations of zodiac astrologists, magicians, clairvoyants, shamans, crystal ball, tea leaf and palm readers cunningly faked and staged, being essentially very experienced psychologists, convincing their





audience of healthy delusions which progress them positively in life? Or, in fact, are they instead coming from a deeper, sensual, sacred place of eons old magical lore, where magic itself can be perceived simply as a more sophisticated form of science, the next evolutionarily stage of human technology, after Earth's steam punk age of clockwork?

**Can my Dad's 'God Metric' measure the exact social impact of individuals of different Zodiac signs after identifying them on their birth date alone? Can The God Metric measure the social impact of Spirituality? The Supernatural? Occultism? Religion? Mysticism? Shamanism? Art? Poetry? Drama? Theatre? Literature? Dance? Can our future Resistance against the robots be possible, if the God Metric measures our every move, enabling them to predict it, and then counter us? How can we ensure that subversive communication between humans in society is possible, without suffocating imposed controls? Surely, this is the role of artists? How can we protect artists, and how can we identify and define them?**

Perhaps the only way we can protect artists, is by not defining them at all? Perhaps there is a certain kind of beauty to magic which dances in mystery?

And yet even mystery can be symbolized, and poetically expressed. For example, 1920's Surrealism, an artistic and literary cultural movement centred in Paris, was born of the Dada activities of World War One, and explored the mysteries of the mind, the subconscious. The slipping of reality into dreams - with particular emphasis on absurd,

ironic humour, and exploration of metaphoric, psycho-sexual visual vocabulary, such as Salvador Dali's 'The Persistence Of Memory' (1931), which depicted soft, melting watches being devoured by ants. And his Rose Meditative (1958), a little red rose, floating above a desertscape, below a little wet cloud, reflecting a heightened era of increased sexual desire, both normal and perverse, as society moved towards sex as a way of relieving stress from wartime anxiety. Salvador Dali's paintings along with other surrealist art forms of the century such as swing jazz, were banned by the Nazi's who labelled it "degenerate", and the works then moved into illegal touring circus', a fascination of certain voyeurs of the public to masturbate over. Interestingly, when we party, or go out clubbing on a Saturday night, the crazy conversations that ensue get Dali surreal, which begs the reoccurring and excitable question, can the God Metric measure the social impact of sentiment swathed in metaphor, when quite often we keep our dreams to ourselves? Should the God Metric be developed then to read human thoughts?

Dada itself, an artistic and literary European avant-garde movement born of the Cabaret Voltaire club in Zurich, Switzerland, and whose New York peak was in 1915, embraced chaos and irrationality, as a protest against the capitalist "bourgeois nationalist and colonialist interests" of the country. They believed 'conformity' to rigid reason and logic had led people into the war. Surrealist writer William S. Burroughs popularized the Dada literary "Cut Up" technique, in 1950-60s where text was cut up and rearranged to create a new text, inspired by experimentation with psychedelic drugs and sexual liberation. Other anti-war reactionary movements included the Beat Generation and later, Cubism, such as Pablo Picasso's Guernica (1937) depicting the "suffering of people, animals and building wrenched by violence and chaos" bringing worldwide attention to the Spanish Civil War.

**Can my father Olinga's God Metric measure the impact of chaos?**



# Call and Answer by a Father / part 2

by Olinga Ta'eed



The early days of the Internet, and now repeated with Blockchain, was marked by utopian claims of the power of technology to make your life perfect; use it and your children go to Oxbridge, your sex life becomes awesome, and you become white. And so it is with S/E, which you mischievously label as the 'God Metric', - as I look at the extraordinary burgeoning application set at [socialearningsratio.com](http://socialearningsratio.com) I wonder where this is all taking us. That, of course, is your job.

I remember the day when you announced "congratulations Dad, you've f\*cked up the world". I was startled, intrigued, defiant (and secretly proud that I could ever come up with such an energy laden idea even if negative)! Your criticism was relentless - if you can measure it, you can control it. If you can control it, you can control other humans through joysticks, and attribute digitised values to Artificial Intelligence (AI). Soon people will game it, kill each other to gain more value, use it to devalue others, and AI armed with feelings would rule the world. To think ... I made all that possible - what a proud moment J. At the time, your Minority Report forecast seemed a bit farfetched. But less than two months later, I gave a speech at a United Nations conference where Mohammed Yunus, the Nobel prize winner, delivered keynote address and three PhD students approached me repeating your "Minority Report" mantra. I have to confess - it made me hesitate.

As we prepare to launch our Internet-of-Value (IoV) proposition around blockchain technology, we are designing a mobile app that transfers soft non-financial intangible value and hard financial tangible value interchangeably. So soon we'll be able to discover value down our high street, using it to determine where to shop, organisations can profile services to our values; we can exchange credits from our volunteering work, be rewarded for our social media activity, and make decisions on the provenance of products representing the value profile we have created. It will be our *Digital Conscience*.

This is where it gets exciting ..... and scary. Our recent video ([youtube.com/watch?v=pHe0ApyeoN4](https://www.youtube.com/watch?v=pHe0ApyeoN4)) shows us seeking friends with the same/different values, match ourselves to the values of our employer, guide us in all aspects of our lives. We'll go hunting for value, like Pokemon Go! Augmented reality, pointing our mobile at shops, people and products to capture value. Our *Digital Conscience* represents us, despite being separate to us. It can be safely data-banked after our death giving us a digital legacy (we can even interrogate our thoughts long after we're gone) recode ourselves to safeguard or intervene with our mental health, and as per your insightful prediction - fulfil our aspirations by mirroring the values of a fantasy superhero, and/or have Bots represent us.

All good? ... maybe. But if we lose control over our *Digital Conscience* - and if it can happen, it will - then of course others can reprogram our values, they can be ascribed to an AI to clone us, our values can be transacted with or without our knowledge, and the world you paint will become a reality. Naturally, we can mitigate risks by using secure and anonymized, decentralised distributed transaction infrastructures inherent in the IoV blockchain revolution. Codifying qualitative information about us attached to each financial transaction is good for anti-money laundering and distinguishing between good and bad money, but we have to ensure we don't inadvertently share our values alongside our wallets just by buying coffee.

Fantasy has value - the stuff of Sci-Fi - represents our best dreams and worst nightmares. My job was to create the idea, your job is to fantasize its use both good and bad, and others to derisk the opportunity for us all. As always, you're on target.

# Sector Wide Approach to Strengthen Health - SWASTH

## Best Practices & Accomplishments

by **Dr Vishva Jeotsna**

Social Development Expert (Former), CARE India



**S**WASTH is a Department for International Development (DFID) UK supported sector wide programme with an overarching goal to improve the health and nutrition status of people in Bihar, and thereby accelerate the state's progress towards the Sustainable Development

Goals. Its purpose is "increased use of quality, essential health, nutrition, water and sanitation services, especially by the poorest people and excluded groups". It is a unique and innovative approach with an inbuilt concept of convergence between health, nutrition, water and sanitation and all facets of Women's empowerment from concept to policy and its delivery. The goal is accomplished through the realization of five cross cutting and mutually beneficial outputs<sup>1</sup>.

SWASTH was implemented through three departments, namely: The Department of Health, the Social Welfare Department and the Public Health Engineering Department (PHED). Additionally, the Women's Development Corporation (WDC) was the nodal agency for promotion of Self-Help Groups tackling gender issues. The programme is closely aligned to the Government of India's programme and policies via the National Rural Health Mission (NRHM), Integrated Child Health Services, National Health Policy, the Accelerated Rural Water Supply Programme (ARWSP) and the Total Sanitation Campaign (TSC), with technical assistance is provided by BTAST Bihar Technical Assistance Support Team.

### BEST PRACTICES

SWASTH best practices and interventions are the concept of convergence among the concerned department of Health, ICDS (Integrated Child Development Services), Social Welfare, PHED for WASH (Water, Sanitation & Hygiene) issues; strengthening of Women Help Lines to deal effectively with the issue of domestic violence which is directly impacting the health and nutrition outcomes of mothers and children,

strengthening VHSND (Village Health, Sanitation Nutrition Day) and the crux of all the interventions is Gram Varta as a tool for greater impact on health and nutrition outcomes, women empowerment and additional momentum for the processes of Social Change.

Emphasis on the convergence of WASH issues, and nutrition with health, awakened people to the mass behavioral change and preventive side of health care. Optimal resourcing played a transforming role at the village level and panchayat, linking demand to the supply side, especially to the government departments.

Another practice of SWASTH that has impacted the well being of the women population in Bihar is strengthening the Women's Help Lines through training and capacity building initiatives of health functionaries, police, judiciary on gender and violence against women, forms of domestic violence, and PWDVA (Protection of Women from Domestic Violence). As Bihar has the highest spousal violence rate 59% in the country and (NFHS-3 2005-06) has brought significant correlation between domestic violence against mothers and malnutrition and poor uptake of primary health care



#### Notes

BTAST is Bihar Technical Assistance Support Team managed by CARE INTERNATIONAL UK, OPTIONS UK & IPE GLOBAL

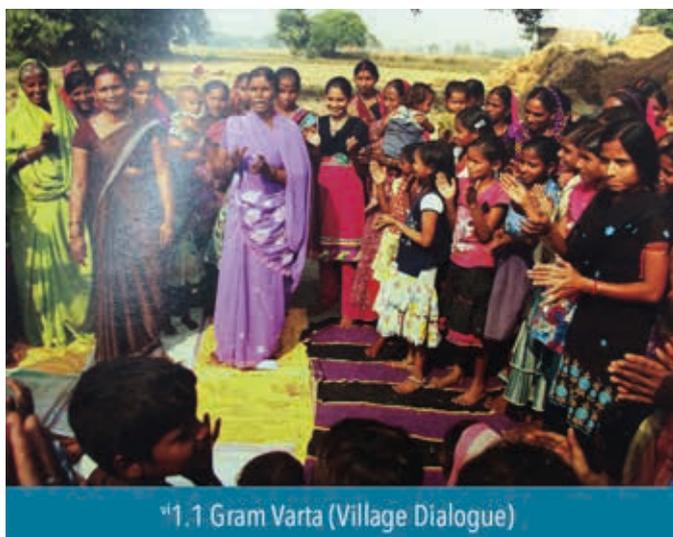
<sup>1</sup>These outputs are : (i) Increased scale and functionality of nutrition, health and water and sanitation services, particularly in underserved areas, (ii) Community level initiatives undertaken to manage, demand and monitor nutrition, health and water and sanitation services (iii) Systems strengthened for improving efficiency and effectiveness, (iv) Capacity to work with non government actors enhanced to deliver essential nutrition, health and water and sanitation services, (v) Quality and use of health, nutrition and water and sanitation monitoring and evaluation systems improved.

services for self and children. There is a 3 digit toll free number 181 that has 24x7 availability & accessibility by victims/survivors. There are special cells for women in 23 blocks within police stations of Patna district. The state has initiated a scale up of 118 sub divisional police stations based on successful learning<sup>ii</sup>.

One of the important interventions is the strengthening of VHSNDs by augmenting capacity of ANMs, and the use of health and ICDS supervisors to strengthen the participation of public health engineering departments and village health, sanitation, nutrition committees (VHSNC). Village Health Sanitation and Nutrition Days (VHSNDs) are also improving the reach to the most disadvantaged communities. The result of demand side interventions could be seen in the fact that a higher number of the VHSNDs are happening in the state. SWASTH is now engaged in the task of improving the quality of sessions in VHSNDs across the state<sup>iii</sup>.

**The need for Community Mobilization was emphasized in the WHO Health<sup>iv</sup> for all by 2000 that was adopted by over 150 countries including India in 1978.**

Evidence shows that community mobilization through women's groups can reduce neonatal mortality and improve maternal health. A randomized control trial done in Jharkhand has shown 34% reduction in neonatal deaths (Tripathy Petal, 2010)<sup>v</sup> and a study done amongst poor rural population in Makwanpur Nepal noted 30% lower neo natal mortality rates in the intervention area than in the control area. Gram Varta is the largest convergence model in the world planned to reach 10% of Bihar's population.



**\*1.1 Gram Varta (Village Dialogue)**

Appreciable demand side interventions are generated by the programme in Gram Varta (Village Dialogue), which is a process wherein Self-Help Groups (SHGs) of women raise their understanding and awareness on issues of nutrition,

health and WASH. Currently, the programme is working with 80,000 women SHGs in the state. A participatory learning and action based intervention, Gram Varta was initiated as a 20 meeting cycle delivered to self help groups over a period of several months, focusing on Health, Nutrition and Water, Sanitation and Hygiene (WASH).



The Government of India's current emphasis on RMNCH+A (Reproductive Maternal Newborn Child and Adolescent Health), builds upon the continuum of care and strategic life cycle approach of Gram Varta.

Gram Varta is basically the building of human capacity without neither any infrastructure being involved, nor have any costs to be paid out. What is incurred are training and technical expertise. The existing platform of village women's self-help groups (SHGs) is leveraged through this intervention to guide women through the 20 meeting Participatory Learning and Action cycle (PLA Cycle) that raises awareness and mobilizes women to develop strategies and act for improved health and nutrition outcomes.

In the process (ASHAs) and Angawadi Workers (AWW) foster closer relationships between service providers and users. The process grounded in the 20 meeting cycle signifies a seamless flow of knowledge and confidence building. The four phases are crucial to behavior change and empowering women: Phase 1- Identifying, discussing and prioritizing the problems; Phase 2- Identification and prioritization of strategies; Phase 3- Implementation of strategies; Phase 4 - Evaluation process<sup>viii</sup>.

**Notes**

BTAST is Bihar Technical Assistance Support Team managed by CARE INTERNATIONAL UK, OPTIONS UK & IPE GLOBAL  
<sup>ii</sup> Functional Assessment of Women Help Lines In Bihar  
<sup>iii</sup> Improving the coverage and quality of village Health Sanitation and Nutrition Days-Technical Brief  
<sup>iv</sup> Health for All by the year 2000 " framework 1978 by WHO and UNICEF  
<sup>v</sup> Mandhar DS, Osrin D, Sreshtha BP, et al. "Effect of a participatory intervention with women's groups on birth outcomes in Nepal cluster randomized control trial" Lancet 2004; 364: 970-79  
<sup>vi</sup> Gram Varta Unfolded  
<sup>vii</sup> Gram Varta Unfolded developed by WDC , JEEVIKA & BTAST  
<sup>viii</sup> Gram Varta booklet developed by WDC , JEEVIKA & BTAST

The actions and behavior changes emerging through the PLA cycle requires greater response and accountability on the part of the government system - the health services, ICDS, local governance and existing local, state and national program implementers. As advocacy is the crux of the change, the supply side equally needs to be strengthened.

**Undoubtedly endeavors done through Gram Varta have led to tangible outcomes, in terms of improved indicators in nutrition, health as well as access to health, Nutrition and WASH Services amongst the rural communities.**

On the other hand, it created demand and continuous pressure on local authorities, district administration and on programme

and policy makers. These changes need to be viewed in the larger prism of women's empowerment and social inclusion of marginalized groups who remain excluded from the core development processes for a variety of reasons. Gram Varta primarily disseminates key messages and practices to village women for improved health outcomes, the empowering and transformative power of the intervention indicates that it has far reaching implications for social transformations. Thus, it can be concluded that the drastic changes visible in the indicators mentioned in NFHS-4 in comparison to that of NFHS-3 may be due to the joint strategic endeavor on the part of government, policy makers, and concerned officials of various departments and successful advocacy.

### <sup>ix</sup>Scenario of Health, Nutrition Indicators

Indicators	NFHS-3 (2005-06)	NFHS-4 (2015-16)
IMR	61	48
U5MR	84	58
Mothers who had at least antenatal check in 1 <sup>st</sup> trimester	18.7%	34.6%
Institutional births	19.9%	63.8%
Children 12-23 months fully immunized	32.8%	61.7%
Children under 3 breast fed with an hour of birth	4.00%	34.9%
Children 0-6 months exclusively breast fed	28.0%	53.5%
Children under 5 years stunted	55.6%	48.3%
Children under 5 years wasted	27.7%	20.8%
Children under 5 years under-weight	55.9%	43.9%
Anemia in non pregnant women age 15 -49 years	68.2%	60.4%
Anemia in pregnant women age 15 -49 years	60.2%	58.3%
Ever-married women who have ever experienced spousal violence (%)	59.0%	43.2%
Currently married women who usually participate in house hold decisions	69.2%	75.2%

#### Notes

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<sup>ix</sup> Bihar Fact Sheet NFHS-3(2005-06) , Bihar Fact Sheet NFHS-4 (2015-16)



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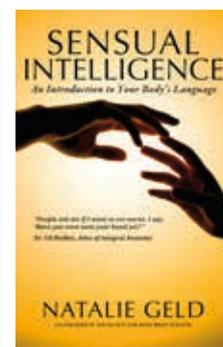
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# Using Your Sensual Intelligence to Unlock Vitality and Power



Producer of **The Feeling Brain Series**, co-founder of the Society for Mind Brain Sciences, author **Natalie Geld** takes readers on an exquisite hands-on tour of their body from head to toe in her unique gem of a book *Sensual Intelligence: An Introduction to Your Body's Language*. You'll experience yourself differently, even with mundane activities, like sitting. A must read for anyone with a body!



***"We are gods with anuses."***

Ernest Becker

## ***Surfacing for air***

Have you ever noticed how you tense your abdomen, grip your sphincter, or brace yourself somehow against the world as you walk around? Many of us feel compelled to keep our bellies from spilling over our waistbands. Or, we unconsciously tuck our tails under to maintain some sense of protection during this awkward stage between birth and death.

Perhaps you don't even realize your body is tensing up, armoring against what's going on in your world, and, more likely - your inner life. It's important to notice, because repeatedly constricting these muscles restricts your breathing, blood flow, and your digestion. It limits the amount of oxygen, hormones, and neurochemicals that your entire body needs to function and flourish. As an example, please wrap your fingers around your own throat and press in; until you're uncomfortable and have trouble breathing, it's like that.

## ***Move Your Molecules***

Are you familiar with your sphincter? Contract it now while you read. Inhale as you slowly pull your sphincter muscle up into your body. Contract a bit higher... rise further still. Inhale deeply, and release. You'll feel a tingling cascade of energy, perhaps your eyes even brightened a little.

This conscious rise and release stimulates and massages our muscles, fascia, fat, nerves, erectile tissue, veins, and arteries in our pleasure rich pelvic region. In turn, awakens our whole body; stirs vital energy, relaxes muscles and tissues, and it feels really good.

Beyond our own behind, we have over 50 different sphincter muscles throughout our body, some voluntary, like the one you contracted a moment ago, others on autopilot.

There's even a pupillary sphincter, which encircles the pupil of the iris - in your eye. You may have laid eyes on the sphincters in whales and dolphins that power their blowholes as they surface for air, releasing carbon dioxide, clearing and filling their lungs before diving down again - a deeply resonant experience of awe and wonder.

When you surface for air roughly 21,000 times a day, revel in the magnificence of your own breath. Breath is a celebration of life. Inhale fully to fill your lungs with wonder. Exhale audibly with a resonating... awe.

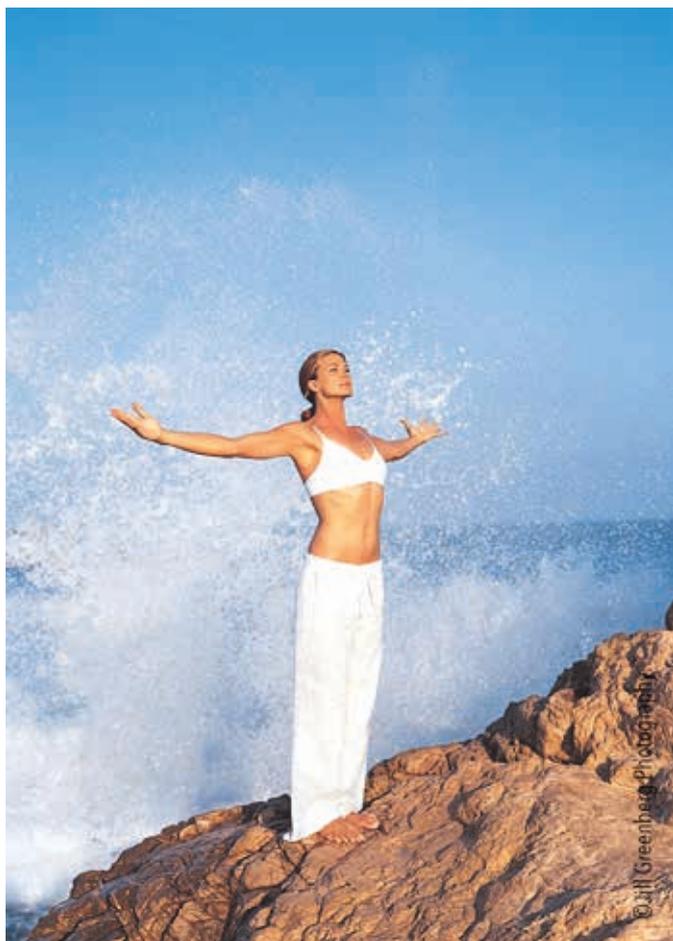
## ***Aligning with the Power of Emotion***

The emotional stories of our lives are imprinted in our body. Whether traumatic and painful, or joyful and ecstatic, conscious and unconscious emotions shape our experience. If you wonder why you keep making the same mistakes, why you feel numb and fatigued, experience pain, or are triggered when touched, ask your body. It's honest.

Your flesh and blood is your diary.

Apparently, Nobelist Dr. Eric Kandel agrees,

*"Memories are stored not only in the brain, but in a psychosomatic network extending into the body, particularly in the ubiquitous receptors between nerves and bundles of*



*cell bodies called ganglia, which are distributed not just in and near the spinal cord, but all the way out along pathways to internal organs and the very surface of our skin."*

We are the authors of our experience. What our brain produces and provides is determined by the quality of the language we allow our body to express. Sensual intelligence is an inherent organizing power.

When we touch a part of our body, we touch our life experience. When we touch someone, we are touched. Everything is connected.

Next time you use your video camera notice the limited area it's recording. Then look around you 360 degrees, as far as you can smell, hear, see, sense, envision, touch, and feel. Your own body trumps that high definition camera in your hand. Your cells are touched by absolutely everything, even stuff you aren't aware of, from the sublime to the extreme.

You gotta clear the database.

Memories and emotions drive our behavior, choices, relationships, especially our health and communication. Although we may feel victim to our body's impulses, our body is a learning system - it responds in direct correlation to its input.

So, what happens to our bodies when we suppress our desire, dissatisfaction and resentment? A lot. Avoiding our needs and emotions increases anger and anxiety and fuels our stress engine - and we constrict.

*"Stress and emotions continually lodged at the level of the receptor of our body-wide system block nerve pathways (think gridlock) and interrupt the smooth flow of information chemicals, a physiological condition of being stuck - in sadness, fear, frustration, anger,"* asserted Candice Pert, PhD, author of *Molecules of Emotion: The Science Behind Mind-Body Medicine*.

Think of it this way: Emotion = movement. The word 'emotion' is derived from the French word *émouvoir*, based on the Latin *emovere*, where *e* means 'out' and *movere* means 'move.'

Our holding patterns trap our emotions deep in the basement of our awareness, and stop a natural biological flow of information and learning. We fuse our musculature into armor, intensely compressing our nerves, tissues, fluids, and blood flow, causing inflammation, pain, and recycling tired patterns. Tissues adhere - actually stick together - where there should be fluid movement.



Hold your hands palm side up, then lay one inside the other and gently glide around in all directions. This is the natural sliding relationship for many of the layers inside our body. Now grab the other hand tightly while it tries to glide. How does that feel?

### ***What is your Holding Pattern?***

Perhaps you haven't noticed before. Which is yours?

- **Squeezing diaphragm and solar plexus, compressing your rib cage and everything inside.**
- **Tucking in lower abs and buttocks, tail between your legs to avoid conflict.**
- **Locking down jaw, neck and shoulders, suppressing your voice, primed for battle.**
- **Collapsing at the center, curving shoulders in and around your heart, blurring the lines between breast and belly.**

Stir awareness so that each time you reflexively curl inward, lock down, and contract, choose instead to crack a smile, breathe in, and release this habit, unfurling upon each exhale. It may feel sore at first to change this conditioned pattern, but the discipline is worth the effort!

You won't break if you let go.

The most challenging, and most rewarding relationship of all is with yourself. Get to know you. Use your power to thaw your body that's been frozen and neglected all these years. You get to double down when you nurture yourself, because your love and kindness are never wasted, they are reinvested. They anoint the one who receives them (you), and anoint the giver (you).

### ***Beyond fitness: movement is meditation***

Unlocking vitality begins within. Remember Einstein's theory of relativity? The position of an observer influences the phenomenon being observed, and always affects the outcome of every observation. Your unified system called your body is the most inspired phenomenon of all time.

Look at your fingertips. Sensory receptors called 'Merkel cells' discern the texture and structure of what they touch, and are highly sensitive. First-order neurons in your fingertips extend into your skin, process touch, and can perform complex neural computations thought to be the brain's territory.

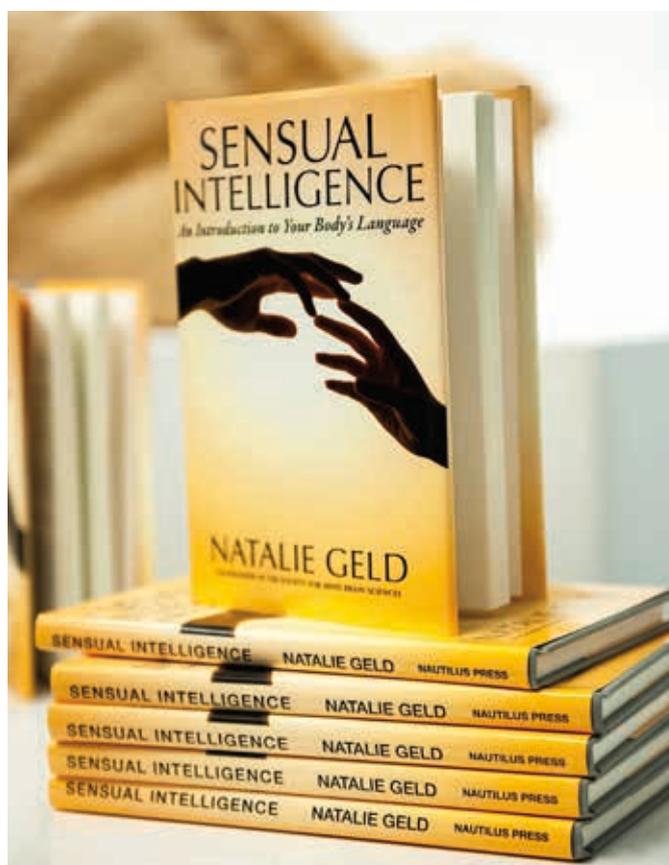
We live in our heads, so let's touch them. Reach for your scalp and rake your fingernails from the nape of your neck upwards to the crown of your skull, then swirl them along the top. Feel that swell of energy? Start again. Expand your fingers across your temples. You are touching feathery fans

of muscles - a sculptor's delight, thin and delicate, as they are strong.

Now, rest your fingers and thumbs along your brow. Slowly glide them into your hairline - this is the frontal belly of epicranium muscle, or your frontalis muscle. Slide down behind your ears to the back of your head, this is your temporalis muscle. Explore with varying pressure, tempo, direction, and patterns around your skull, behind your ears, gently tugging your earlobes, ears, and tufts of your hair.

Open your mouth and relax your jaw to feel the fully energizing effect. Drink it in. Just as we began, slowly pull your sphincter muscle in and up, deep into your center. Melt into the flow... long slow breaths with each lift and release.

Sensual human touch releases a number of "feel good" hormones, including serotonin, prolactin, and oxytocin.



*"You can decrease your own levels of the primary stress hormone cortisol, which blocks oxytocin's action in the female brain abruptly shutting off desire for physical touch,"* says Dr. Louann Brizendine, author of *The Female Brain* and *The Male Brain*.

Another plus? Cortisol regulates your appetite and carbohydrate cravings too, so your waistline will be pleased.

Awareness and engagement, rather than fixation and attachment to our body, is power, deeply felt.



“We are the ones who speak up,  
who do not fear political repercussions”

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by **Raisa Ambros**, Editor  
CCEG Social Value & Intangibles Review

Interview with **Loris De Filippi**  
President  
Médecins Sans Frontières Italy  
1999 Nobel Peace Prize



**Q.** *Médecins Sans Frontières was awarded the Nobel Peace Prize in 1999 in recognition of the founding principles of the organization since its creation in 1971: the commitment to be neutral, independent and impartial. What are the other activities and qualities recognized by the prize?*

**A.** The Nobel Peace Prize has been a surprise, our humanitarian organization does not have the principle of pacifism: from 1971 to 1999 there have been disparate and desperate situations. As the years have passed, we have fought for logistic and humanitarian support to have the chance to speak up and denounce unacceptable situations in conflict zones.

It is no coincidence that, when we received the prize in Oslo, MSF International's president Dr. James Orbinski said: "We are not sure that words can always save lives, but we know that silence can certainly kill."

After being awarded the Nobel Peace Prize, MSF opened a supranational office in November 1999, the Campaign for Access to Essential Medicines, specifically aiming at knocking down the international barriers that limit access to treatment for the poorest and most vulnerable populations. Such barriers include international trade policies, patent protection, lack of research, and development and

*Doctors Without Borders (MSF, Médecins Sans Frontières) is a humanitarian organization comprised of 23 independent national sections united under a single statute. Each section recruits its own humanitarian operators, promotes the organization through awareness raising and press campaigns, and fundraises for missions. The operation centres coordinating field work are located in Brussels, Paris, Amsterdam, Barcelona and Geneva.*

*MSF started operating in Italy in 1992, and it was later incorporated as a not-for-profit organization in 1998. There continues to be an operating unit based in Italy which is directed by the Brussels operating centre, and it manages MSF activities in the following countries: Italy, Bulgaria, Greece, Mauritania, Libya and Egypt.*



investments for diseases that are not profitable enough for the pharmaceutical industry.

**Q. What is the Social Value of MSF?**

**A.** The Social Value of Doctors Without Borders goes certainly beyond field operations, since it draws attention to some issues and promotes education, to overcome indifference. Especially in a difficult time like the one we are living through, we foster the importance of neutrality: taking actions in a neutral way and trying to stimulate international political life.

**Q. How long have you been the president of MSF Italy and why have you chosen to dedicate yourself to this activity?**

**A.** I have been president for four years, elected in 2012. I have taken all the steps through the organization to be where I am. I have been working with Doctors Without Borders for a long time, because since I was a boy I had the desire to leave, and to do something midway between philanthropy and curiosity. Especially in the former Yugoslavia conflict, I understood that passion and expertise are essential for this job.

**Q. What activities have left the deepest marks on you?**

**A.** Wars that are thousands of kilometres away from each other are very similar and can cause the death and suffering of millions of people. War is barbarity. I have lived through wars for almost five years: people are terrified.

Our achievable goal is ensuring access to essential medicines. I remember, almost 20 years ago, when we started the first projects on AIDS, everybody told us to give up because the cost of antiviral drugs was extremely high, the equivalent of 10 to 15 thousand euros per person. We were able to bring antiviral drugs where needed, and in many countries thousands of people are still saved from this virus every day. This taught me that there are no challenges that cannot be faced.

I was moved by tragic scenes like exterminated families, or by children arriving at our camps close to death and then going out with a big smile on their faces. I will never forget

the sight of many refugees in the Dadaab camp in Kenya, hundreds of thousands of Somali refugees that are still there trying to survive.

Working in war zones is difficult: you can only work there during ceasefire, but these zones are actually under siege. While we are talking, hundreds of thousands of people are being bombed.

**Q. Is it true that you must negotiate with ISIS to take action in some areas?**

**A.** In all contexts where we work there are negotiators and several coalitions. We do not want our aid to be used for purposes other than humanitarian action. For instance, it is true that in Afghanistan we deal with the Afghan government and its coalition, but at the same time we negotiate with the Taliban to open the routes to certain zones where we can bring aid.

We do the same with ISIS and other similar organizations, but it does not mean that we follow their ideology. The important thing is to find a way to do our work, as we also did in Iraq. We are interested in saving thousands of children and women.

**Q. Have you ever been hindered from taking action in any areas?**

**A.** Yes, we have. Some countries prevent us from entering, whereas others let us work. The reason for that is that some countries do not want to host international organizations that have high visibility, that are serious and speak up.

In other cases we are forced to evacuate our staff from the hospitals that we support, as it has recently happened after the air raid on the Abs hospital in Southern Yemen, killing 19 people and injuring 24. It is the fourth attack against an MSF unit in Yemen in less than 12 months.

We have adopted a resolution at the United Nations demanding a stop of the attacks against health units, but, in spite of high level declarations to respect the International Humanitarian Law, it seems that nothing is being done to





make the Yemenite parties involved in the conflict respect the healthcare personnel and patients. It is unacceptable that a sanctuary like our hospital is targeted.

**Q. When you witness acts of extreme violence towards people or groups, you publicly denounce it. On what occasions did it happen?**

**A.** We are the ones who speak up, who do not fear political repercussions. However, there are cases in which we never denounce, basing ourselves on the following evaluation: what are the basis for my denunciation, am I doing something good for the population or will my action turn against them, leading to more of them being killed?

During a genocide like the one in Srebrenica in 1995, there was a massacre similar to those of World War II, many people were killed in front of us, and we denounced it. There are some areas, for example in Syria, where medical access is hampered. These are things on which we should reflect.

In Italy, from 2000 to 2004, we had the opportunity to enter temporary detention centres, and in 2004 we wrote a



report denouncing the conditions in the centres: psychiatric drugs abuse, abuse by police forces, and unacceptable life conditions.

In many cases the situation will stay the same for years, carrying on with extreme poverty and violence. We obviously send doctors and nurses, but a humanitarian organization never has the capacity for conflict resolution. We are there for a certain period, but then politics are in charge of finding solutions.

**Q. You have lately been rescuing migrants from the sea. How is the situation?**

**A.** In 2015 we have provided assistance for more than 23,000 people in difficulty, through direct rescue (20,129) and transfers from or to other ships. We have taken part in 120 different rescue operations and more than 80 landings in Italy.

We are now working for the second year in a row with search, rescue and health assistance operations in the central Mediterranean sea. Although last year there were 2,892 deaths among men, women and children, the fatal stretch of sea between Libya and Italy is the only way for thousands of people trying to reach the European coasts, and it is still the most popular migration route in 2016.

Our teams have the skills and equipment for first aid activities and medical assistance, and to treat the frequent cases of dehydration, hypothermia, skin infections and fuel burns. We have three ships - Dignity I, Bourbon Argos, and Aquarius (in partnership with SOS Mediterranee). Apart from basic needs, we provide psychological first aid on board, while the MSF team in Sicily ensures continuity of healthcare assistance thanks to a number of projects to give medical and psychological support after landing.



**Q. Why is it important for MSF to be at sea?**

**A.** I believe that saving human lives is extremely important, even though operations are expensive. We are not at sea to attract media attention. You cannot imagine the sacrifices of these people: during our operations we find these human beings packed on rubber dinghies without a single centimeter of space between one another. There is widespread work to be done with the different harbour master's offices to prevent people from dying.

**Q. What should Europe do to prevent the loss of human lives?**

**A.** The first thing that Europe should do is to create secure ways to let people move without crossing the sea. Europe is absolutely not willing to help for relocation. Migrants pay plenty of money to move and this turns into usury.

Europe is getting old and is in need of a vibrant workforce; yet, the EU does not pay attention to this phenomenon, demographically speaking we need to change our mind-set. There is the fear of strangers, who arrive here to steal jobs. There is the fear that there could be terrorists among Syrian refugees, which cannot be excluded, though until now the terrorist attacks have been perpetrated by third or second generation descendants who live here. They have been raised here and have studied here, and we cannot blame those who escape from war for terrorist attacks.

Short-term solutions are relocation and family reunification, which are rarely used, and then humanitarian protection. In

the long run, work must be done on integration policies, there are millions of people who escape from wars every year.

**Q. According to a recent study, MSF has raised € 52,344,331 from 311,798 benefactors. Who are they?**

**A.** We receive resources only from people. We have an ethical code defining rules on whether to accept a donation or not. For example, we do not accept donations from people who are clearly linked to politics. We are highly transparent.

**Q. What principle leads the medical personnel to risk their lives to save others?**

**A.** The joy of helping a person and saving a life is always great - this is the wish of all Europeans and of all Italians.

The second most joyful thing is the great privilege of taking part in historic moments, like being present in Syria, and actively participating instead of passively watching them on TV.



# You know your numbers:

- Anchorage points
- Weight per metre
- Cutting length



...but what portion of your workforce is vulnerable to:

- Social dumping?
- Modern slavery?
- Wage theft?

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# Inside the Feeling Brain: Exploring the Neural Basis of Emotion to Improve Mental Health Care



## Bob Sweeney, DA, MS

is CEO and partner of Challenger Corporation, a leading national CME provider, holds a doctorate from Carnegie-Mellon University, and has served on the research staff at MIT and Dartmouth.



## David Edelman, PhD

is an Associate Fellow in Experimental Neurobiology at The Neurosciences Institute in San Diego, California, visiting professor, CUNY Brooklyn College, and adjunct faculty at University of San Diego.



## Natalie Geld

is co-author of an upcoming book with neuroscientist Dr. Bernard Baars for Oxford University Press about the human brain's interconnectivity, and producer of **The Feeling Brain Series**.

Nearly 450 million people suffer with anxiety, depression, bipolar disorder, schizophrenia, post-traumatic stress disorder (PTSD), and other mental illnesses. This staggering figure represents a global healthcare crisis of epidemic proportions which spans race, culture, socioeconomics, gender, and generations alike. Enormous stigma shrouds the afflicted and their loved ones, but it is misplaced.

Dr. Gro Harlem Brundtland, Director-General of the World Health Organization states that *"mental illness is not a personal failure. In fact, if there is failure, it is to be found in the way we have responded to people with mental and brain disorders."*

Western medicine continues to treat mind, emotion, and body as if they're somehow modular and discrete systems, despite ample evidence to the contrary. Dr. Jay N. Giedd, former Chief, of the Brain Imaging Section in the Child

Psychiatry Branch of the National Institute for Mental Health confirms this evidence.

*"One of the most fundamental misconceptions is that part of the brain is emotional and needs to be overcome by the rational, civilized parts of our brain, when in fact thought and emotion are inseparable."*

### Why is this relevant?

Emotion is a critical component of every level of higher brain function that you can imagine.

The human brain is the most complex and interactive structure in the known universe, currently the object of study for one of the most involved and systematic research endeavors in the history of science. It is important to recognize that emotion is a prime mover of our behavior, and in turn colors our experience and affects how we learn, remember, and even forge social relationships. The idea that thought and emotion

are separate processes is scandalously obsolete and doesn't comport in the least with how our mind and brain actually work. There is a huge gap in medical education regarding the neural basis of emotion that we must address.

Depression, anxiety, bipolar disorder, post-traumatic stress disorder (PTSD), schizophrenia, and other psychiatric conditions are no less physiological than chronic diseases that afflict other organ systems in the body. They are disorders of the brain, and each one has an organic basis.

Untreated mental illness or brain disorders cause serious complications for chronic disease patients. People who have suffered a stroke or who have heart disease, cancer, or diabetes are at far greater risk for depression than the general population. Annual estimates of the prevalence of depression in these groups range from 10-65%.

Notably, depression interferes with the ability of patients to follow medication and dietary regimens, and markedly lowers a patient's survival rate after a heart attack. Doctors must address this emotional component of mental health in their diagnosis and treatment; if they disregard it, they risk omitting a component whose effects, influence, and modulation may be **absolutely critical** to effectively treating their patient.

The World Health Organization (WHO) has taken the position that governments should move away from large mental institutions and instead direct their efforts toward community health care, while incorporating mental health care into primary health care systems.

It is important to recognize that:

- **While more than 68% of patients first seek treatment from their primary-care physicians, most practitioners lack effective training in mental health.**
- **Over the course of 11 to 16 years' duration of medical school and residency, most medical professionals receive just one month of mental health education, much of which is outdated.**
- **Worldwide, 2% of all physicians receive just two days of mental health training during their entire careers.**

Could you do your job effectively after only two days of sub-standard, outdated training? It is difficult to imagine that physicians might work knowledgeably and effectively if so poorly trained. For their patients, it amounts to an unconscionable systemic failure whose burden—unaddressed cognitive, emotional, and psychological pain—they may be forced to bear.

Lara Pickle, D.O. and a Primary Care Physician at Arrowhead Regional Medical Hospital in San Bernadino, California affirms these findings, and says,

*"It can be very frightening for primary care physicians when patients come in with mental illnesses every day, multiple times a day. All too often, medical treatments are not chosen based on what's right for the patient, but rather what is comfortable or convenient for the healthcare provider. Education is lacking. We need more resources. We need better training."*



### **Filling the Void in Mental Health Care**

How do we help 450 million people struggling with anxiety, depression and other mental illnesses? We begin by advancing continuing medical education (CME) dramatically. We're sitting on decades of substantive research in the emotion sciences, along with available established and experimental therapies for improving patient care and outcomes.

Currently, there is no available medical education focused on this critical interdependency of higher brain functioning, emotions, behavior, and health.

Providing physicians and other medical and mental health professionals with unprecedented access to the latest research on the neural basis of emotion is a vital proactive step in improving mental health care.

Our pioneering education strategy **The Feeling Brain: Exploring the Neural Basis of Emotion** demonstrates new therapeutic paradigms and cutting-edge biomedical technologies.

Led by neuroscientists renowned for cutting-edge research and an award-winning team of experts in evidenced-based medicine, education, and media, our collaborative efforts are already on track to receive AMA Category 1 approval to form part of Continuing Medical Education courses and be added to university curricula. Aligning with the Affordable Care Act's goal toward more patient centered health care, The Feeling Brain Series will be broadcast internationally to general and patient populations for maximum impact. This is the future of medical education.

## *This strategy addresses two central issues in healthcare*

One is the shortage of personnel. The other is the shortage of educational content.

If you were to observe a typical emergency department at an American hospital, you would see that there is no adequate mechanism for referring the majority of people with mental illness to the right course of treatment, much less a facility to provide that treatment. Outside of the major cities, there are just seven practicing psychiatrists per 100,000 people. As a result, nurse practitioners and PAs end up delivering what passes for mental health care.\* A recent WHO report illustrates that in 2014, 45% of the world's population lived in a country where there was less than one psychiatrist to serve 100,000 people. Globally, there were 7.7 nurses working in mental health per 100,000 people.\*\*

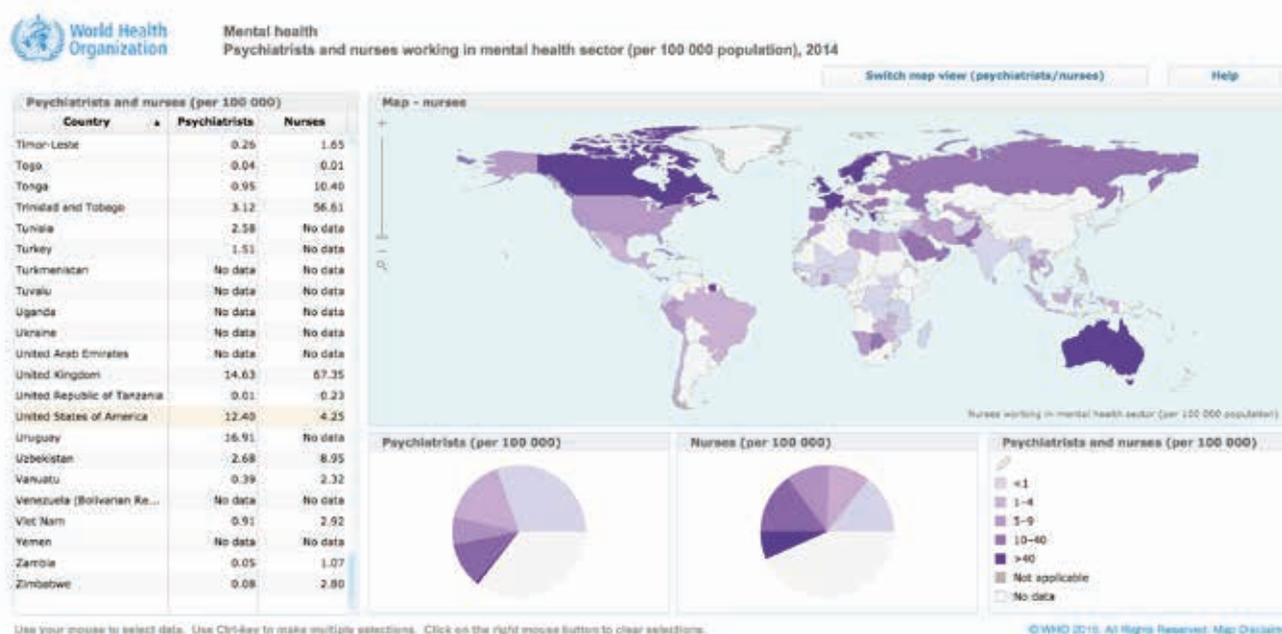
a patient, diagnose them, write a prescription, and see them out of the office before another patient arrives.

If medical professionals have access to a learning process that begins to build a recognition of the effects of brain structure on behavior, it's going to save time with patients who otherwise might return to the hospital ER or medical practice for retreatment of the same issues.

## *How is this curriculum going to be different?*

If you look at the CME world, you'll find abundant materials that deal with the direct physiology of the brain – neurology, structures and processes. There's literature and courses on patient care; but nothing on the interdependency of higher brain functioning, emotions, health, and behavior.

This area, which is new in neuroscience is just becoming known in the medical practice environment. MedNeuro



**The Feeling Brain Series** addresses the gap created by these two issues.

An important aspect in understanding clinical practice is the value of time. A learning modality and a curriculum that not only is going to save time in terms of completion of learning, but saves time in the medical practice, is quite valuable.

If you think about barriers, time being one of them, recognize that in 2016 approximately 60-70% of physicians in the U.S. belong to a group practice that is owned or controlled by a hospital, or healthcare system. By the year 2020, the percentage is expected to be 95%. So the solo practitioner is going out of style. When you're in a solo practice, you may decide to spend more time with a patient, whereas when you're part of a large group, you're on a time schedule: you've got somewhere between 10 and 15 minutes to see

Media is a new organization producing state-of-the-art learning materials for this environment. We add a visual tool to a repertoire of diagnostic skills a physician has to help make their treatment more effective and their outcomes more stable.

Dr. Giedd, currently Director of the Clinical Psychiatry Department at the University of California, San Diego, adds,

*"It's all about helping people, helping families. We don't have any more excuses. It's time we made an impact on people's lives. Neuroscientists need to talk with clinicians, educators, and medical professionals. We need to translate and share therapeutic innovations across wide audiences using the power of the digital revolution. What we're doing right now with **The Feeling Brain** is key to making progress in science and medicine."*

\*[http://www.who.int/mental\\_health/evidence/atlas/profiles/usa\\_mh\\_profile.pdf?ua=1](http://www.who.int/mental_health/evidence/atlas/profiles/usa_mh_profile.pdf?ua=1)

\*\*[http://www.who.int/gho/mental\\_health/human\\_resources/psychiatrists\\_nurses/en/](http://www.who.int/gho/mental_health/human_resources/psychiatrists_nurses/en/)

# What does Ethical Leadership mean to you?



**Lene Hjorth**

*CSR-Director  
Jyske Bank Group, Denmark*

Big corporations, small businesses and NGOs alike must accept that they are not alone on this planet. Once this acceptance is arrived at, we shall all realize that maximizing profit is not the only reason we exist - that we are in it together. To use the words of Immanuel Kant, "Always recognize that human individuals are ends, and do not use them as means to your end." We try to do just that in Jyske Bank Group, where we work hard with good partners to maximize the benefits we bring to our local community, our partners and our stakeholders in relevant CSR projects. Being good to our local environment enhances our license to operate, and enables us to strive to do even better tomorrow than we did today.



**Nick A. Shepherd FCPA, FCGA, FCMC, FCCA**

*President EduVision Inc., Canada*

Ethical leadership for me is the ability to be connected to the expectations - with regards behaviour - of the society within which you operate. This is what makes ethical leadership so hard...not only do societies differ in terms of what is considered "normal behaviour", but so do individuals who are unique in every way. Leaders need to be connected in such a way that they become aware of the sensitivity connected with how one acts, speaks and behaves. Trust and integrity are critical outcomes of developing successful leadership skills. This trust comes from someone who others perceive as being connected with them and having an awareness of their issues and challenges, at the very least. This is, of course, complemented by the ability to share with and inspire others by a positive vision for the future.



**Jesus Aisa**

*Sustainability Expert, United Kingdom*

Within business management, ethical leadership is a bet for a better future. It is a bet for innovations that help to improve the wellbeing of the population throughout the stages of its lifecycle.

Therefore, it is not signing a code of ethics or having a more or less proper risk management, but being the first in understanding the problems of society, adapting these as one's own and offering a solution in the form of products and services that are economically profitable and capable of modifying the context.

# What does Ethical Leadership mean to you?



**Martin Wayman**

*Corporate Responsibility Manager, ISS UK*

For me ethical leadership within business is about looking to the future and spotting those environmental or social trends that will impact the success of your business. It is finding the right balance between doing the right thing and having commercial awareness. Just as important is the need to understand your business, consult widely and build trusting relationships across the organisation.



**Daniele Bellasio**

*Managing Editor IISole24Ore.com, Italy*

Ethical leadership is planning in order to maximize the number of positive outcomes and the people who benefit from them. Ethical leadership is telling the truth, bringing people together, and never giving up. Ethical leadership is putting everyone in a position conducive to making them part of the solution. Ethical leadership is when you trust your colleagues, and your colleagues trust you in return. The most ethical leadership is a community leadership, and not a personal leadership.



**Kanika Mishra**

*Master of Business Administration, UK*

Ethical leadership means envisioning and conveying certain ethical standards of operation to every element of an organization's value chain. Ethical leadership may begin at the leader, but is largely ineffective if it doesn't percolate through the hierarchy to the lowest echelons. Ethical leadership is leading by morals in a manner that is efficient, transparent, and calls for the ownership of every individual's actions within an organization, thereby leading to an organization-wide culture of fairness and morality.



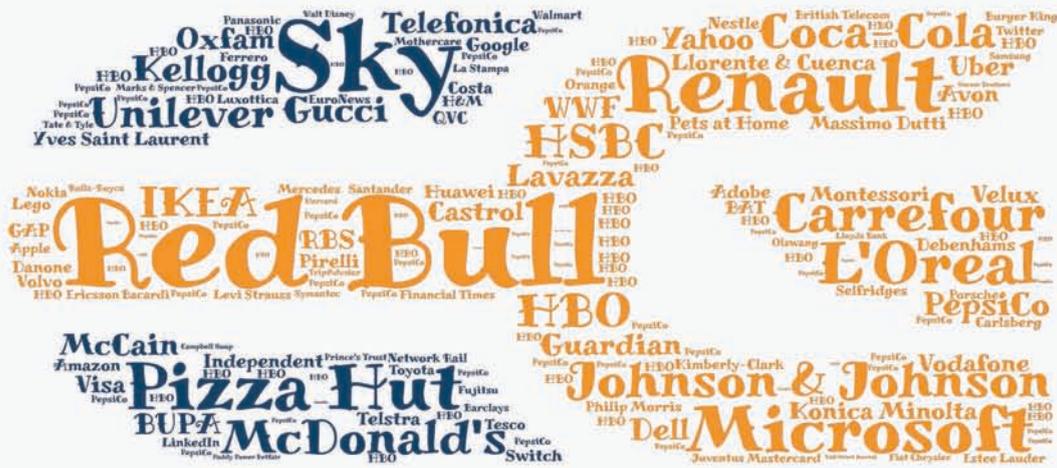
**Janell MacDonald, CPA, CA**

*Consultant, Dynamic Outcomes, Canada*

Ethical leadership is leading by example in a way that positively impacts your community, country and the world. It is doing what is right, and taking action to improve the lives of those around you. Ultimately, it is putting people before power and money. I believe ethical leadership leads to more wholesome success, satisfaction and positive personal development.



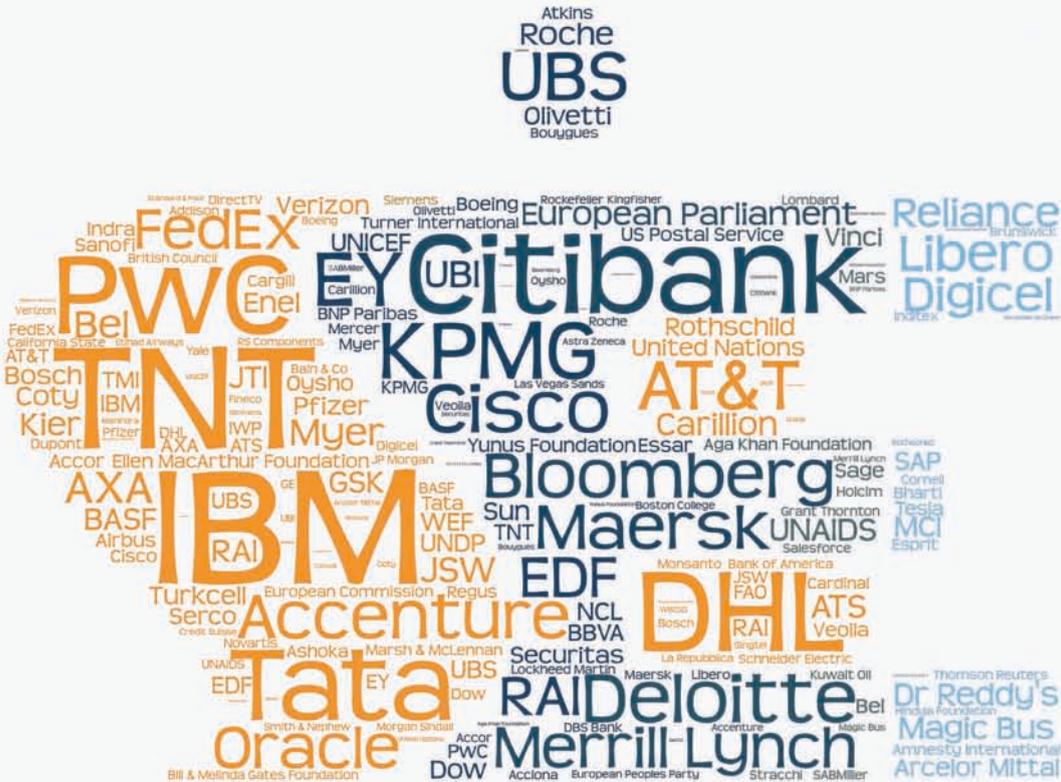
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