

## Is Social Business the Next Big Idea?

**N**obel laureate Muhammad Yunus is out to redesign the world. Again! First, with Grameen Bank, he proved that the poor, especially women, are bankable, have near 100% repayment record. He even turned 200,000 beggars in Bangladesh into canny salesmen and saleswomen.

Now, his ambition is of planetary proportion – Zero Poverty, Zero Unemployment, Zero Carbon Emission in the next two decades. This is not a dream or a plan on paper – he is avidly promoting social business as a revolutionary idea for redesigning society, business and economy.



Prof. Yunus addressing audience at IIM Bangalore recently

The social business movement started a decade ago or so but is catching up traction only now. Perhaps the world has run out of ideas and repurposing of old ideas is not working in what appears to be mega problems that seemingly have no lasting solution. Only a radically new approach is needed to address gaping problems such as inequality, poverty and climate change.

The big question is – where will the money to fund social businesses come from? As it is, venture funding, angel funding or impact funding is hard to come by unless the returns are a minimum of 3X.

Prof. Yunus was in Bangalore to launch a social business fund at the Indian Institute of Management early February 2017. One of his social business funds has been in operation in Mumbai for the last eight years. The Yunus Social Business Fund was launched in 2014 and since then 12,000 investors have joined.

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S R Pejavar

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**Purpose:** To excite Indian businesses, SMEs, executives and students about the immense business opportunity in not only adopting Sustainability as Strategy in their companies but also inspire them to the possibilities of a big market for innovative sustainability products and services.

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Here's Prof. Yunus' innovative ways of find funds for launching thousands of social businesses across the world. He has already shown that it works wonders in Haiti, Columbia and in Europe. It's a tested model already. It only requires to scale big time and that's what Prof. Yunus is busy with these days.

## Philanthropy

While philanthropy is great, the money given doesn't come back. It's a one way deal. Each year, Prof. Yunus estimates that \$ One trillion is given away as charity across the world. "Can we have some portion of it (even 10%) invested in social business? In social business, invested money is recovered and reinvested. One tenth of one trillion dollar can solve many major problems currently faced by poor countries and communities. His new line to donors is, 'Don't give it to charity give it to social business.' He is happy that currently 139 billion dollars are pledged for targeted philanthropy. He expects some of it to be diverted financing social business.

## Pension Fund

Despite pension funds' massive size and influence the problems faced by the retired population remains. Prof. Yunus suggests that even if 5% of the earnings from pension funds are given to social business funds, he believes, most of the problems faced by the older people can be taken care of.

## What is a social business?

Prof. Yunus is clear in his mind that promoters of social business cannot take any profit. They have to focus on getting the investment back which is then reinvested. However, promoters can take salaries. But he said, he is not averse to hybrid models that can solve social problems.

"When you take off your money-making glasses and wear the social business glasses, you can see much more and make anything happen with your creativity," he said during his talk on 'Building Bridges – Social and Capital'.

Typically, a social business funding proposal is not rejected. It works as a partnership between the promoter and the Fund. The Fund offers financial management support while the promoter takes care of the operations.

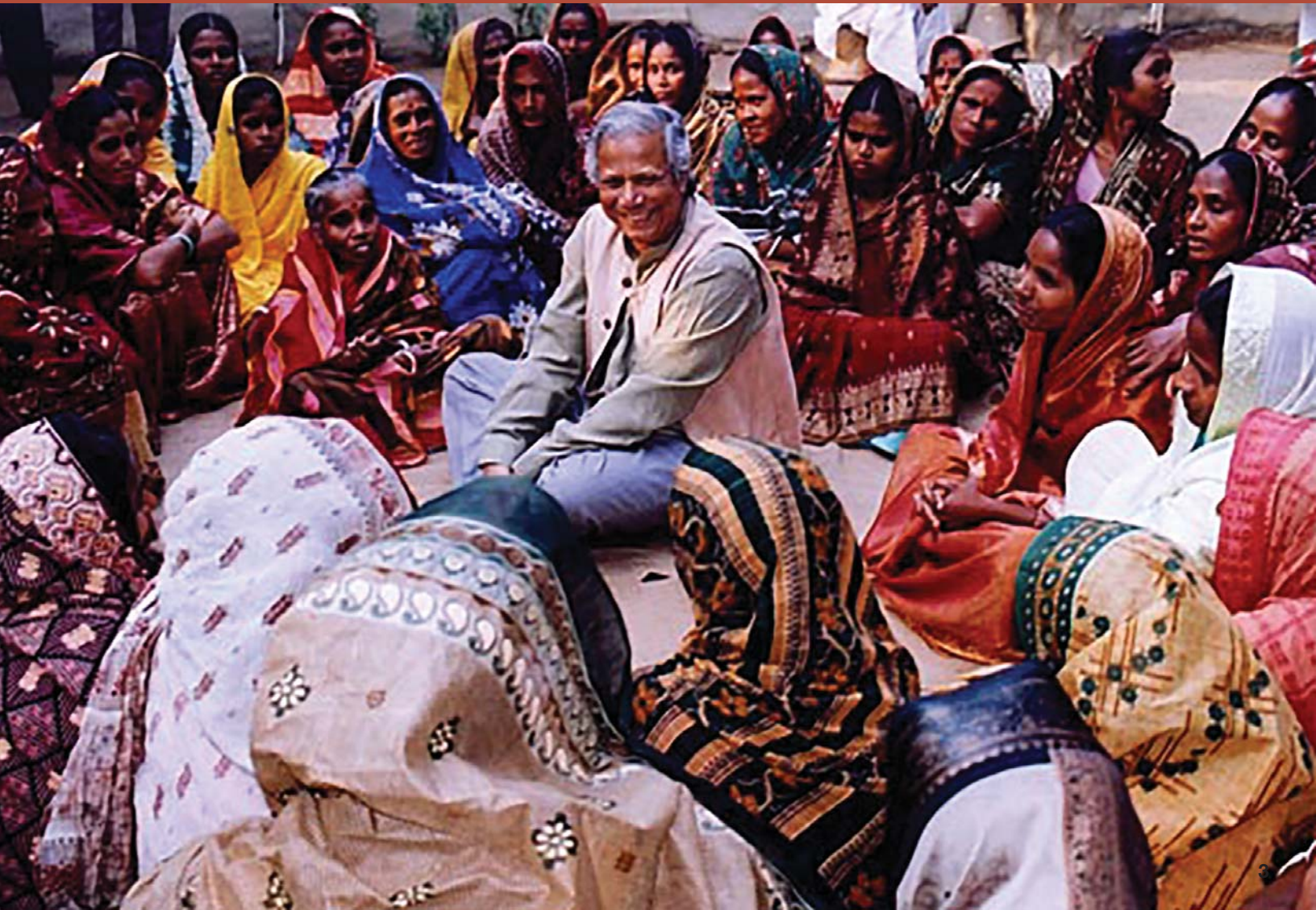
How a strict no-profit social business model picks up will be interesting to watch. The hybrids, loosely called social enterprises, are growing in strength.



# The Yunus Mantra

- All human beings are essentially entrepreneurs, they are not born to work for someone
- Job is an obsolete idea
- Social businesses can remove poverty from the face of the earth
- Financial resources are plenty if one has a good heart
- Social business needs only creative thinking. There is enough money chasing it.
- Half the charity money, if given to social business, can solve all global problems
- 5% of Pension Fund earnings into social business can solve all the problems of old people
- Retirement is an obsolete idea. Human beings can work till their last breadth
- The old world is based on greed. The new one can be built by sharing and caring

Watch <https://www.youtube.com/watch?v=IE00JIDjuOU>





# Ugly Vegetables, Odd Potatoes



McCain Foods Limited, a Canadian MNC, is one of the world's largest manufacturer of frozen French fries and other potato specialties. It picks only potatoes of certain shape and size and discards others, which is more than 26% of the total produce, as waste. Recently, a senior executive of the company had a brainwave. He came up with a social business idea in which he collected the discarded potato and turned it into soup. He hired a well-known chef to give special touch to it. Today, the soup is being sold in supermarkets across Europe.

It's the same with vegetables in Europe. Supermarkets don't buy 30% of the vegetables which are of odd shapes and they usually go waste. The executive buys such vegetables, cuts them into pieces and sells them in the supermarket as ready-to-cook vegetables. The "Eat Ugly" movement has gathered momentum.

Jordan Figueredo is the founder of @UglyFruitandVeg, a fun Twitter account that collects and posts pictures of wonderfully imperfect fruits and vegetables as a reminder that these exist and should be part of our regular diet. It is part of a broader campaign called End Food Waste. Nearly 15% percent of all human-caused greenhouse gas emissions is said to come from the food we never eat.

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# 'Environment' Missing from Budget and Economic Survey



It's taken the sharp ears and eyes of senior staff at Centre for Science & Environment to notice that the word 'environment' was missing from this year's Economic Survey as well as the 2017 Budget. What does one make of it? Does it mean this government is callous towards the environment or is it that other related words like renewable energy, climate change, sanitation, and cleaning rivers have replaced the mother word?

See CSE's reaction to the 2017 Budget

<http://www.downtoearth.org.in/video/budget-2017-analysis-with-sunita-narain-56950>

"The economic survey and the budget do not reflect the enormity of the ecological dangers like air pollution, dust, water contamination etc. facing India," one of the senior CSE functionaries said.

However, the central point of the post budget analysis was more about shoddy implementation mechanism than policies. **CSE feels that implementation targets should become part of the budget, and that it doesn't end with just setting targets.** And to get to a better implantation regime, India needs better institution capacity building process.

For example, a panelist said, "We don't know who the poor are even today? No baseline survey has been done yet. Then how can we build a poverty-free panchayat, to begin with?"

A good beginning has been made with geo-tagging for MNEGEGA employment schemes but ground level reportage and analysis are crucial for better and lasting outcomes. "Linking of targeted goods and improving delivery is needed."

## Economic Cost of Pollution

Pollution levels in Indian cities and towns are rising alarmingly. It's high time India starts talking about the economic cost of pollution and penalizes the polluter.

The panelists pointed out the sorry state of the Clean Ganga project which was launched with fanfare two years ago. The revised estimate this year is lower than what was proposed – this is because they are not able to spend the allotted money. "This is a major governance issue," Sunita Narain, head of CSE said.

# Sebi Asks Top 500 Firms to Adopt Integrated Reporting

Early Feb 2017, the Securities and Exchange Board of India (SEBI) asked India's top 500 listed companies to voluntarily commit to publishing Integrated Reports rather than only Sustainability Reports from the 2017-2018 financial year. Integrated reports include producing both financial and sustainability reports as one report.

At present, it is compulsory for top 500 listed firms to submit their business responsibility report (BRR), which basically requires the company to disclose how its dealings affect areas such as environment, governance, and stakeholders' relationships and so on. Sebi said in a circular that investors seek both financial as well as non-financial information to take a well-informed investment decision. "An integrated report aims to provide a concise communication about how an organization's strategy, governance, performance and prospects create value over time," Sebi said.

The integrated report by a company should include insight into the organization's strategy and how it relates to the organization's ability to create value. Such information should also explain the possible impact on the company's capital due to its strategies, said Sebi. Also, an integrated report should provide insight into the nature and quality of the organization's relationships with its key stakeholders, including how and to what extent the organization understands, takes into account and responds to their legitimate needs and interests.

Globally, Global Reporting Initiative (GRI) is spearheading the integrating reporting agenda dialogue. It states, "GRI believes that integrated reporting which incorporates appropriate material sustainability information equally alongside financial information provides reporting organizations with a broad perspective on risk."

Integrated reporting (IR) has been developed and promoted by the International Integrated Reporting Council (IIRC), a global coalition of regulators, investors, companies, standard setters, the accounting profession and non-governmental organizations. IR has been introduced to the syllabuses of many of the professional level papers. IIRC states that, "An integrated report should answer the question: What challenges and uncertainties is the organization likely to encounter in pursuing its strategy, and what are the potential implications for its business model and future performance? (IIRC)."

A PwC note states, "Companies that have embarked on the integrated reporting journey view it as a change process that has enabled them to think differently about their businesses. Among the benefits they've realized are strengthened financial reporting across business activities, enhanced internal collaboration, and increased internal and external communications. Some have also used the process to develop key performance indicators to provide clarity regarding their business models."

It adds, **"Integrated reporting is more than creating a comprehensive annual report. It can be used as an effective governance tool for performance-oriented management."**

The big question is – if it is so important, why make it voluntary, and only for top 500 companies? At a time when climate change risk on organizations, consumers and other stakeholders is so clearly evident, the faster it is made mandatory, the better it would be.





# Dust Killed One Million Indians in 2015

This news didn't come as a shock. India and China officially account for more than half of the world's premature deaths due to air pollution. Noting that India's lives lost to the tiny particulate matter (PM) is "approaching" China's numbers, the 'State of Global Air 2017' report said that among the 10 most populous countries and the European Union (EU), Bangladesh and India have the highest exposure to PM2.5, the "steepest" rise since 2010. In 2015, India and China lost 1.1 million people due to respiratory disorders because of air pollution.



Source: State of Global Air, 2017, Health Effect Institute and Health Metrics

How can India bring this down when its towns and cities are getting built only now? Better municipal planning and enforcement (governance) of laws is the answer. But then, that's the crux of the problem. The larger problem is the civil society's 'acceptance' of the prevailing condition and not demanding basic governance. Expecting the governments to take a leap (not merely take a few steps) to solve particulate (dust) pollution may be asking for too much.

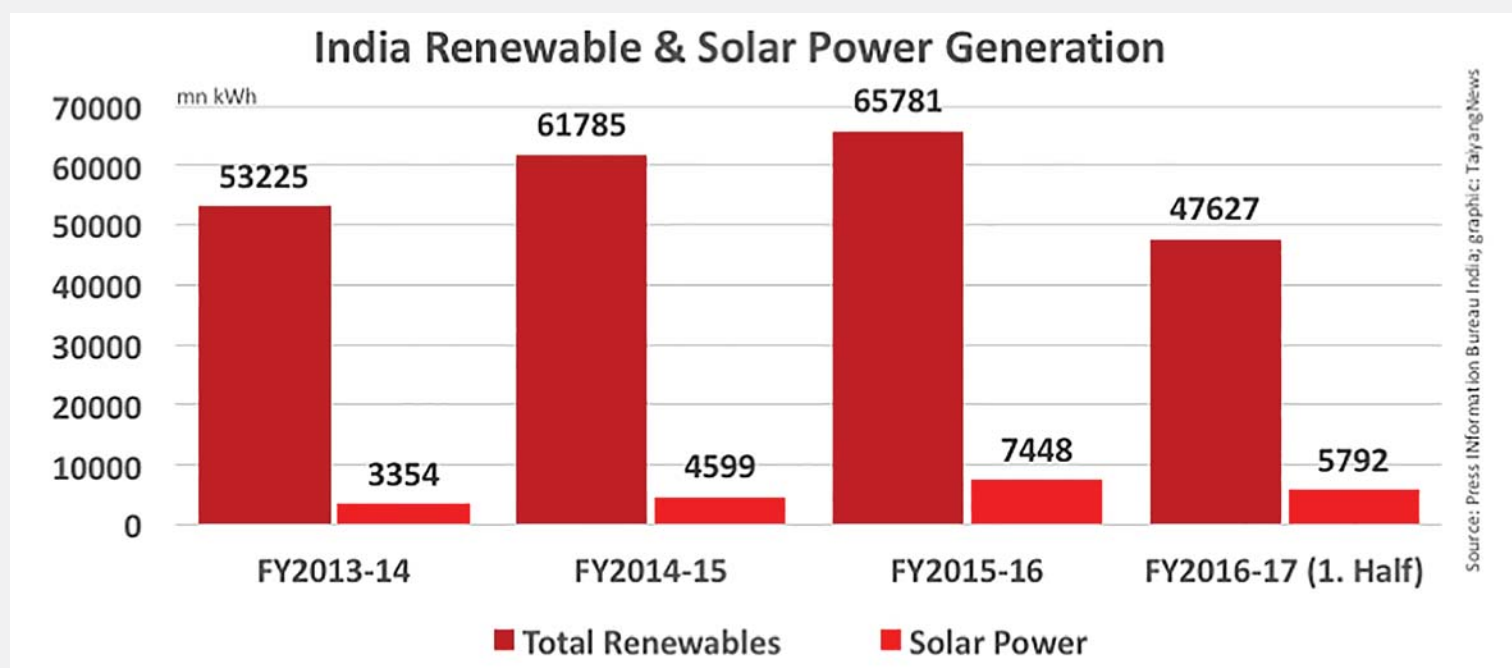
Some of the easier measures to reduce dust include – forcing the construction industry to follow guidelines; planting thousands of trees in and around towns, getting the civil society involved in keeping their surroundings dust free and offering incentives for disbanding older vehicles.

Smart cities, and perhaps smart towns, need to include air pollution control measures as part of planning and implementation. Incentives for recycling water and using it to grow grass around plants can help significantly in reducing dust. **At a time when most cities and towns in India don't even have a functioning waste disposal mechanism, it may be asking for too much. All these can happen only when citizens start demanding them as their right, not as seeking favor.**

The good news is, as part of commitment to December 2015 Paris Summit, India has promised to plant millions of trees to reduce its climate impact. If this is directed smartly in and around hundreds of towns in India, it may result in fewer deaths in the coming years.

Also, the government is working on easier access to gas for cooking for the poor could also bring down the incidence of deaths due to pollution.

# India 'Power Sufficient' Until 2026



Early February 2017, TERI unveiled the findings of its study in a report titled **"Transitions in the Indian Energy Sector - Macro Level Analysis of Demand and Supply Side Options"**. This report was released alongside ETC's report titled "ETC Electricity Decarbonisation Report" and INAE's report titled "Priorities for Enhancing Renewable Energy Development in India". The reports were released by Shri Piyush Goyal, Minister of State for Power, Coal, New and Renewable Energy and Mines, Government of India.

**The TERI report indicates that current installed capacity and the capacity under construction would be able to meet demand till about 2026, keeping India power sufficient. The report estimates that no new investments are likely to be made in coal-based power generation in the years prior to that. It also estimates that beyond 2023-24, new power generation capacity could be all renewables.**

The event was graced by the presence of Mr Pradeep Kumar Sinha, Cabinet Secretary, Government of India; Mr Susheel Kumar, Secretary, Ministry of Coal; Mr Rajeev Kapoor, Secretary, Ministry of New & Renewable Energy; Mr A N Jha, Secretary, Ministry of Environment, Forests & Climate Change; Mr. Ashok Lavasa, Finance Secretary and Secretary (Expenditure), Ministry of Finance; Ms Shalini Prasad, Additional Secretary Ministry of Power; Fellows from the INAE; representatives from the corporate sector, including the Tata Group; and research organizations, including the Council on Energy, Environment and Water (CEEW), Centre for Policy Research, Centre for Study of Science, Technology and Policy (CSTEP).

The INAE report captures the Engineering Interventions Necessary for Achieving 175 GW of Renewable Power by 2022. **Mr. BN Suresh, President, INAE**, said "Indigenous manufacturing of renewable energy components such as solar PV cells and modules will benefit through job creation, reduce reliance on imported technology, and strengthen India's position as a manufacturing hub in line with 'Make in India' initiative."





# Is it the End of PVC?

**15 big brands including Coca-Cola, Danone, L’Oreal, Marks & Spencer, Mars, PepsiCo, Procter & Gamble, and Unilever endorse Ellen MacArthur Foundation’s new report, “**The New Plastics Economy—Catalyzing Action,**” released at the recent World Economic Forum in Davos**

**T**he report was also endorsed by 40 global leaders. It recommended replacing polystyrene (PS), expanded polystyrene (EPS), and polyvinyl chloride as packaging materials globally. The report singled out these three materials as “uncommon” plastic packaging materials whose replacement would make a “huge impact.” Replacing PVC, EPS, and PS would enhance the economics of recycling and reduce the potential negative impact of these materials as “substances of concern.” It noted that EPS is often used for takeout food packaging but is rarely recycled and often contaminated with waste food, making it harder to recycle.

The report was endorsed by leaders of 15 big brands including Coca-Cola Co, Danone, L’Oreal, Marks & Spencer, Mars, PepsiCo, Procter & Gamble, and Unilever. Another prominent signatory was Dow Chemical Co., a manufacturer of styrene, polystyrene and the vinyl chloride monomer used to make PVC. Dow’s CEO Andrew Liveris praised the report as “a key step in delivering science-based solutions by providing options that help us close resource loops for plastics...” EPS has estimated annual global sales of \$13.2 billion.

**More than 500 NGOs globally launched a campaign called Break Free From Plastic last September, which appears to be gearing up to press for phase out of wasteful single use plastic applications, which have become commonplace in our convenience-centered society.**

<https://blog.asyousow.org/is-this-the-beginning-of-the-end-for-polystyrene-and-pvc-a6157444a57d#.ggnam5p59>

# Resilience Is Becoming Sustainability Strategy



GreenBiz's State of Green Business 2017 reviews trends in sustainability performance over the last five years for the largest 500 companies in the United States, as well as the largest 1,200 companies globally. The report titled 'Two Steps Forward - The State of Green Business, 2017' identifies the top 10 sustainable business trends this year, which include the following:

1. **The Blockchain supports sustainability**
2. **Advanced materials adapt to a circular world**
3. **SDGs become a business strategy**
4. **Unlimited water becomes a goal**
5. **Corporate clean energy grows**
6. **Environmental performance becomes a fiduciary responsibility**
7. **Companies put their money where their suppliers are**
8. **Mobility drives a new transportation paradigm**
9. **Sustainable storytelling adopts new means and memes**
10. **Resilience becomes a sustainability strategy**

## Top insights

"Companies and markets dislike uncertainty, of course, so the coming year or two may see head-snapping policy shifts as the public and private sector grapple with two seemingly unstoppable forces: the political momentum of an increasingly nationalist and protectionist world, and the wrath of a changing climate on a civilization ill-prepared to cope. Which force will dominate is anyone's guess."

"Leading edge companies are embracing "net-positive" strategies, where buildings, factories and supply chains create more beneficial impacts than negative ones."

"Corporate clean power continues to ramp, with prices ever dropping and efficiency steadily growing. Cities and regions are accelerating their quest to become greener and more resilient, luring corporations to relocate there amid transit hubs and culture centers. All of which provide a powerful bulwark against those seeking to slow or reverse progress in sustainability."

<https://www.greenbiz.com/article/state-green-business-2017>

# There's More Demand Than Supply for Green Bonds

**D**uring a GreenBiz 17 program mid February 2017, Dmitri Sedov, vice president of innovation and digital strategy at S&P Global, said the acquisition of Trucost would help solve a gap between the demand for sustainable investing and the supply of these investments.

A report in GreenBiz.com quoted Sedov as saying, "There is a verified interest on behalf of asset owners to put their money in something greener. How do we meet that demand with supply of available investments?"

**Sedov said one of the first steps to help solve this imbalance is to create a unified system that looks at environmental risks similar to the way S&P Global Ratings look at credit risk.**

"It's not even a thought how you assess default risk. Well, you look at a credit rating," said Sedov. "We need a system similar to that in sustainability."

S&P has analyzed sustainability risks in the equity markets for a while with the S&P Dow Jones Sustainability Indices, which launched in 1999 as the first global sustainability benchmark.

The S&P Dow Jones Sustainability Indices selects companies based on long-term economic, environmental and social criteria as well as industry-specific sustainability trends.

Investment research companies and financial information providers are increasingly adding new ways to measure and gauge sustainability risks.

**A recent report by Moody's Investors Service projects that green bond issuances will increase to over \$200 billion in 2017 from \$93.4 billion in 2016 if green bonds grow at their 2016 rate.**

S&P Global launched an initiative to evaluate bonds that might not necessarily be considered green bonds. Sedov gives the example of company initiatives in energy efficiency, which may not qualify the bond as a green bond, but is still something investors would want to know.

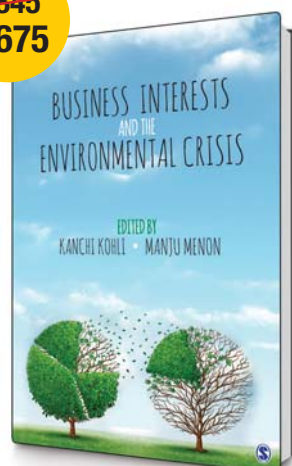
"We don't really need to think of a bond being 100 percent green," said Sedov.





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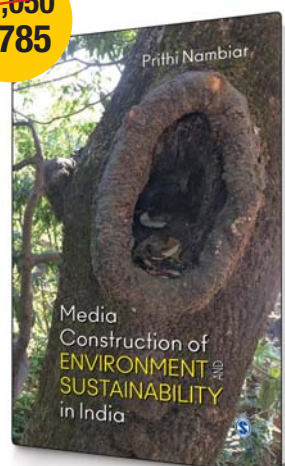
₹845  
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This book highlights the manner in which key aspects in policy discourse—commodity, pricing, ownership, and regulation—have borrowed economic and trade principles to address the environmental crisis and to what effect. It addresses a fundamental issue in environment: if nature is no longer available as a limitless resource, how has the policy discourse on the environmental crisis come to view it, value it, and live with it?

2016 • 284 pages  
HB 978-93-515-0860-1

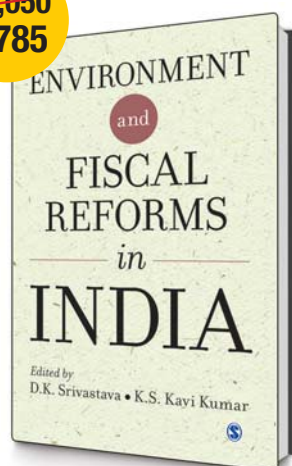
₹1,050  
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The book presents a theoretical framework against which the role of media and communication in enabling this meaning negotiation is explored and illustrated through textual analysis and examination of interview data. The uniquely theoretical and practical perspective on the discursive construction of these concepts will be of immense value for policy makers, development and media practitioners, scholars, and students of media and communication.

2014 • 312 pages  
HB 978-81-321-1741-4

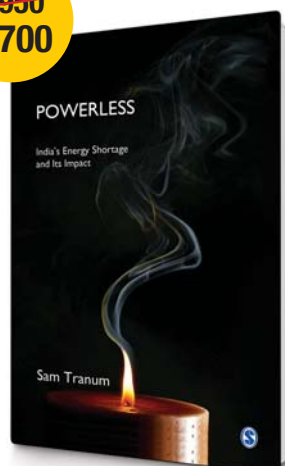
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The current structure of taxation in India, the book underlines, is characterized by inadequacies such as cascading, multiple tax rates and inter-state sales tax, fragmenting the all-India market. The book argues in favour of integrating environmental considerations in the GST regime. It emphasizes the importance of eco-taxes on polluting inputs and outputs.

2014 • 364 pages  
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Explains India's energy shortage, how much coal, oil, gas, uranium, and power the country uses, and for what purposes. It discusses how the shortages and resulting imports affect the country's economy, businesses, and residents. It also looks at the environmental and health effects of India's growing energy use and how efforts to mitigate these are likely to affect demand for coal, oil, gas, and uranium.

2013 • 312 pages  
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# Rural BPOs' Growth Slows Down Due to Apathy

**R**apid growth of rural business process outsourcing (RBPOs) or ISSPs (Impact Sourcing Service Provider), a new term coined by Nasscom, is hit, like most entrepreneurs in India, as supporting environment on the ground is falling way short of promise.



S R Pejavar

Yet, for **S R Pejavar, co-founder of Simply Grameen Business Solutions**, growth prospects of this sector is highly promising. It can grow much faster than the project 20% a year. "Even bigger BPO players are planning to enter this segment. Clients' trust on rural BPOs is getting better since the last two years."

Simply Grameen runs four rural BPO centers employing 600 people (nearly half women) in Krishnagiri (Tamil Nadu) and three in Karnataka – Maddur, Kundapur and Bellary. It has plans to expand to ten centers in the next three years.

"Simply Grameen is at an inflection point. It is in the process of raising funds to finance its expansion," he told **SustainabilityNext**. It runs a 100-seater centre for Tata DoComo. The company is self-funded so far has been growing at 100% year in the last five years.

RBPOs grew rapidly in the early years of this decade with first movers like Rural Chores and Next Wealth. It held big promise of limiting frenetic migration to urban centers. But its rapid growth seems to be constrained as infrastructure and finance support are lagging way behind demand. Says Pejavar, "Due to widespread lack of reliable power, risk-averse banking system (which is not offering overdraft facilities even to firms with clean balance sheets), we are not able to grow to our potential."

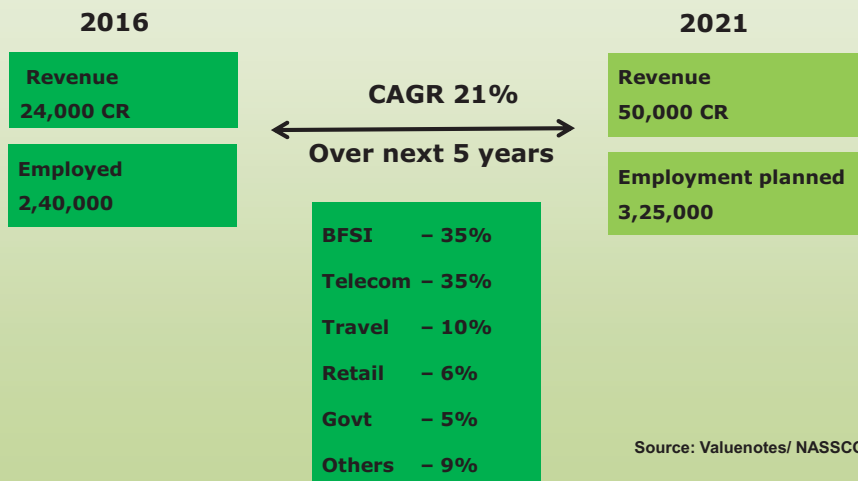
On what RBPOs need, Mr. Pejavar says, "We need active government support. We need better data

and voice network connectivity in smaller towns. Second, very important factor is reliable power supply – we cannot run our centers on generators which pushes up our cost and is bad for the environment. Also, public transportation capability needs to be enhanced so that the companies don't have to bear transportation cost."

Nasscom estimates show that RBPO can reduce BPO costs by around 40% compared to typical urban BPOs can bring down attrition from 40-60% to 8-12%. RBPOs have been able to leverage local talent in tier two and

## BPM Industry – Great Opportunity

BPM Industry is the fastest growing industry which will promise nearly 20% increase in job growth for 3<sup>rd</sup> party out sourcing parties





tier three towns across the country. They have a multiplier impact on the local economy as support facilities mushroom around RBPOs.

**Simply Grameen co-found Pejavar Sarvotham represents India's new generation of entrepreneurs – who quit lucrative jobs to start a business. A better ease-of-doing business could help many to take the leap.**

Pejavar has more than 24 years of global experience in Technology, Operations and Customer

**“Although the policies are there, implementation on the field is not there.”**

Management in leading Financial Service Organizations. He worked with Wipro, ANZ, Deutsche Bank, DBS Group in early part of his career before joining Standard Chartered Singapore in 1995 as Programme Manager for Custodial Technology Services for AIA region. He is working in coordination with Karnataka Government on drafting more friendly RBPO policy.

## Specific demands of RBPOs

- The government should push the corporates to go to tier 2 and tier 3 towns with attractive incentives.
- More than subsidy, you need to focus on sustainability of firms. We want the government to provide the environment. We need support during the first few months of our operations in terms of statutory obligations.
- Scams happen because of subsidies driven approach. Even the banking system is not attuned to supporting entrepreneurs with overdraft facilities even for a profitable firm without collateral. If the government can offer concession on interest rates, it would be very useful.

## Future Plans

- **Become BPO of Choice in the emerging T2/T3 towns by creating at least 20 RBPO centers across India** with uninterrupted state of the art infrastructure
- Scale-up to a minimum 250-300 staff strength in each of the existing centers
- Implement **hub-spoke** operational model
- Move up the value chain with the current clients
- Leveraging experience of the leadership and management team of industry and domain experience
- Building an environment of great place to work



# Is There a Vision for a Healthy India?

**T**his is the story of India in almost all fields – pockets of excellence but rank callousness in everything else. Perhaps primary health is one of the worst, followed by education, sanitation, pollution. The list is long.

**Dr. K Sujatha Rao's book 'Do We Care – India's Health System', published by Oxford University Press in January 2017, is a stinging attack on the lack of vision for a healthy Indian state even after 70 years of Independence. India's HDI (human development index) global ranking hovers around 130 to 140. If India is to be ashamed of anything, it is this ranking.**

The author wrote this book after she retired as a top bureaucrat in the ministry of health and family welfare, so the facts and context is highly current. After she retired, she says she was able to have a 'citizen's perspective' to healthcare owes. It's a pleasant surprise to see an activist tone throughout the book. Hope it rubs off on her bureaucrat friends and colleagues, who might influence their bosses into coming up with a robust health policy.

"India's health policy is often described as good on paper but weak in implementation with wide gaps between what the policy documents state and the actual achievement on the ground.... Why are hospitals dirty? Why do children continue to die of diarrhea or respiratory infections or are let unimmunized even when the required funds have been provided? These are legitimate questions but have no simple answers."

The author doesn't mince words in blaming the leadership of all governments without taking any sides. It's clear that the ills of governance, insufficient investment stem, poor infrastructure, poor quality of health education all stem from the absence of a vision-driven policy. Even if there were successes on addressing a few diseases like HIV and polio, they have been ad hoc.

Inconsistencies in policy is a greater sin, she alludes. "Policy inconsistencies reflect a lack of will to govern, with the political executive failing to carry out their responsibilities, names institute laws, reform and revamp the institutional architecture to suit the changing scenario, build systems to guarantee transparency and accountability and ensure implementation of policies with professional oversight."

Fortunately, the book goes beyond cribs and lays out an exhaustive systems driven action plan. That's where the book becomes valuable for policy makers and policy implementers.

## Research & Data

Dr. Sujatha says, "There is still a lot of latitude available for instituting evidence-based and data-driven

# DO WE CARE?



## India's Health System

K. Sujatha Rao



Dr. K Sujatha Rao

process and ensure outcomes with better supervision, close monitoring, and good management practices.”

The data in the new regime should reflect wide difference in almost everything even between two adjoining districts in India. While qualitative targets should reflect national vision, she says, quantitative targets should be based on an assessment of state and district data. That’s when differential planning makes sense – instead of one plan-fits-all approach.

Her big insight is for the Centre to let go of its control on health and give enough powers and funds to the states and the states in turn make districts responsible. This will also impact better delivery system through better access.

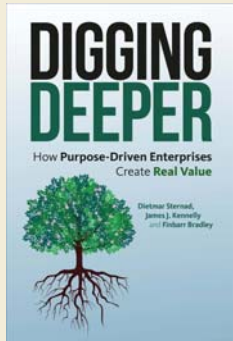
Since 70% of outpatient and 60% of inpatient treatment and 80% of specialists, partnering with the private sector seems inevitable – this calls for new expertise and capacities that are currently non-existent in the public system. The other challenge facing the government, which it has to resolve quickly, is how to constructively engage with the non-commercial – NGOs or for profit social enterprises for public welfare.

She hits the nail on the head when she says that “waiting for our elected leaders to provide leadership to the health sector appears to be futile. Ultimately, it is the people who will have to assume responsibility....They have the power to make the system more accountable and flag health as an election issue. Only then will the government act and respond to address this crisis.”

Do we have a manifesto for the 2019 elections, then?



# BOOKSHELF



## **Digging Deeper : How Purpose-Driven Enterprises Create Real Value**

by Dietmar Sternad, James J. Kennelly and Finbarr Bradley, January 2017, Greenleaf Publishing

In this book readers meet many 'practical idealists' who have been guided by their ideals to create enterprises that make a positive difference in the world. Readers will be inspired by their stories to become part of the change that they would like to see in the business world.

It is full of inspiring stories that illustrate that there is an alternative to a myopic and narrow capitalism that trades in inequalities, exploitation, collective burnout and negative consequences for our shared natural environment. Remarkable examples from all over the world vividly demonstrate how enterprises can create real value through focusing on what the authors call the 6 Ls: long-term orientation, lasting relationships, local roots, limits recognition, developing a learning community and taking leadership responsibility seriously in its very best sense.

**DIETMAR STERNAD** is Professor of International Management at Carinthia University of Applied Sciences, Villach, Austria. **JAMES J. KENNELLY** is Professor of International Business & Management, Skidmore College, Saratoga Springs, New York, USA. **FINBARR BRADLEY** is a former professor who teaches at the Smurfit Graduate Business School, University College Dublin, Ireland.



## **Innovating for the Greater Good**

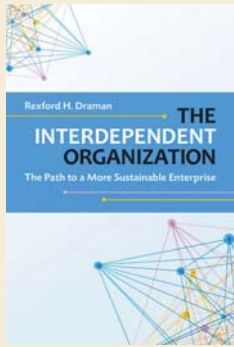
by Michele Hunt, January 2017, Greenleaf Publishing

It profiles stories of businesses, cross-sector initiatives and movements and whole communities that are collaborating to create a flourishing world. They all share attitudes and beliefs that transcend: who they are, where they live, or their individual circumstances.

The book provides a new definition of success, shares the stories of a number of businesses and communities and examines how the people that lead these successful organizations have made a significant difference. Stories come from people based in very different types of industries and sectors, such as Waka Waka, a company that is helping to address 'energy poverty' for millions of families across the globe, Menlo Innovations, a socially innovative technology company which embeds 'Joy' as a business proposition, and the hugely successful cross-sector global movement, B Corporation.

**MICHELE HUNT** is a Transformation Catalyst and Strategic Advisor on leadership and organizational development and strategic communications.





## The Interdependent Organization: The Path to a More Sustainable Enterprise

by Rexford H. Draman, January 2017, Greenleaf Publishing

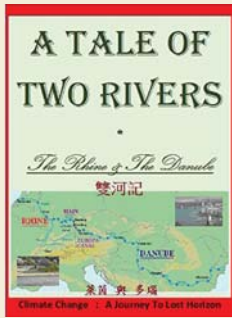
The book provides its readers with a template for the development of an individualized transition plan to guide their journey toward becoming more organizationally sustainable. We as humans tend to rely on our current set of assumptions when we evaluate our actions and their potential impact on the future. With today's ever-increasing rate of change in technology, our access to information, and cultural interactions (interdependence) around the world, the reliance on old ways of thinking (linear) will not allow us to effectively transition into the systems-based world of tomorrow.

- Introduces a practical systems-based transitional path to organisational sustainability that can be followed by managers
- An easy-to-read explanation of the evolution of today's business practices for students and managers alike
- Draws on real-world stories

These proven tools provide increased productivity with a proven bottom-line improvement that exceeds 30%. This introduction to systems-based tools and thinking provides the organization with the time to become more familiar with this new way of thinking and making business decisions before they expand their exposure to broader, more complex systems-based and sustainable practices. The second stage of this journey is focused on introducing new tools and practices to insure a consistent set of measures are used across the organization. The third and final stage focuses on aligning the organization's people-management practices.

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**REXFORD H. DRAMAN** is Visiting Assistant Professor of Management & Marketing at the University of Wisconsin, River Falls.

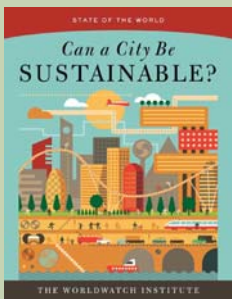


## **A TALE OF TWO RIVERS - The Rhine & The Danube - Journey To Lost Horizon (Energy & Environment Book 2017)**

Kindle Edition, HwaMeiYuan PRESS

**A** bilingual environmental conservation study report for educational and general reading (English & Traditional Chinese; some German involved).

Climate Change Global Warming impacts on The Alps, The Rhine and The Danube; the solutions and the adaptations under UNFCCC The Paris Agreement and Ramsar Convention.



## **Can a City Be Sustainable?**

State of the World (2016), a WorldWatch Institute Publication

**C**ities are the world's future. Today, more than half of the global population—3.9 billion people—are urban dwellers and that number is expected to double by 2050. There is no question cities are growing; the only debate is over how they will grow. Will we invest in the physical and social infrastructure necessary for livable, equitable, and sustainable cities?

In the latest edition of *State of the World*, the flagship publication of the Worldwatch Institute, experts from around the globe examine the core principles of sustainable urbanism and profile cities that are putting them into practice.

*Can a City Be Sustainable?* first puts our current moment in context, tracing cities in the arc of human history. It also examines the basic structural elements of every city: materials and fuels; people and economics; and biodiversity. In the book's City Views, professionals working on some of the world's most inventive urban sustainability projects share their first-hand experience. Success stories come from places as diverse as Ahmedabad, India; Freiburg, Germany; and Shanghai, China. In many cases, local people are acting to improve their cities, even when national efforts are stalled.

The book also examines cross-cutting issues that affect the success of all cities. Topics range from the nitty-gritty of handling waste and developing public transportation to civic participation and navigating dysfunctional government.

## Courses - Degree/Diploma

### **M.A. in Ecology, Environment & Sustainable Development**

Tata Institute of Social Sciences

<http://campus.tiss.edu/guwahati/programs/master-degree-programmes/ma-ecology-environment-and-sustainable-development>

### **M.A. in Labour Studies and Social Protection**

Tata Institute of Social Sciences

<http://campus.tiss.edu/guwahati/programs/master-degree-programmes/ma-labour-studies-and-social-security>

### **M.A. in Social Work**

Tata Institute of Social Sciences

<http://campus.tiss.edu/guwahati/programs/master-degree-programmes/ma-social-work>

### **MA Peace and Conflict Studies**

Tata Institute of Social Sciences

<http://campus.tiss.edu/guwahati/programs/master-degree-programmes/ma-peace-conflict-studies>

### **Post Graduate Diploma in Environmental Pollution Control Technology**

Indian Institute of Environment Management

<http://www.siesiem.edu.in/courses/pgdp.html>

### **Post Graduate Diploma in Sustainable Environment Management (PGDSEM)**

Indian Institute of Environment Management

<http://www.siesiem.edu.in/courses/pgdp.html#post2>

### **LLM (LLM programme with specialisation in Environment and Natural Resources Law and Infrastructure and Business Law)**

teri university

<http://www.teriuniversity.ac.in/llm-programme>

### **M.A. (Public Policy and Sustainable Development)**

teri university

<http://www.teriuniversity.ac.in/masters-in-public-policy-and-sustainable-development>

### **M.A. (Sustainable Development Practice)**

teri university

<http://www.teriuniversity.ac.in/masters-in-sustainable-development-practice>

### **M.B.A. (Infrastructure)**

teri university

<http://www.teriuniversity.ac.in/mba-infrastructure>

### **M.B.A. (Business Sustainability)**

teri university

<http://www.teriuniversity.ac.in/mba-business-sustainability>

### **M.Sc. (Economics)**

teri university

<http://www.teriuniversity.ac.in/msc-economics>

### **M.Sc. (Geoinformatics)**

teri university

<http://www.teriuniversity.ac.in/msc-geoinformatics>

### **M.Sc. (Plant Biotechnology)**

teri university

<http://www.teriuniversity.ac.in/msc-plant-biotechnology>

### **M.Sc. (Climate Science and Policy)**

teri university

<http://www.teriuniversity.ac.in/msc-climate-science-and-policy>

### **M.Sc. (Environmental Studies and Resource Management)**

teri university

<http://www.teriuniversity.ac.in/msc-environmental-studies-and-resource-management>

### **M.Sc. (Water Science and Governance)**

teri university

[http://www.teriuniversity.ac.in/index.php?option=com\\_program&task=program&sno=34](http://www.teriuniversity.ac.in/index.php?option=com_program&task=program&sno=34)

### **M.Tech (Renewable Energy Engineering and Management)**

teri university

<http://www.teriuniversity.ac.in/mtech-renewable-energy-engineering-and-management>

### **M.Tech (Urban Development and Management)**

teri university

<http://www.teriuniversity.ac.in/mtech-urban-development-and-management>

### **M.Tech (Water Science and Governance)**

teri university

[http://www.teriuniversity.ac.in/index.php?option=com\\_program&task=program&sno=33](http://www.teriuniversity.ac.in/index.php?option=com_program&task=program&sno=33)

### **Advanced PG Diploma (Renewable Energy)**

teri university

<http://www.teriuniversity.ac.in/apgdre>

**Send Names & Details About Courses Related With Sustainability to  
ganesh.keerthi@gmail.com**



## Events

### **Get Traction: The Virtual Growth Event**

March 01, 2017, Bengaluru

<https://www.eventbrite.com/e/get-traction-the-virtual-growth-event-bengaluru-tickets-21001082804?aff=es2>

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### **Technical Trend Trading Course in Bengaluru**

March 04, 2017, Bengaluru

<https://www.eventbrite.sg/e/technical-trend-trading-course-in-bengaluru-india-registration-31048820859?aff=es2>

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### **Seminar- Day in the Life of Product Manager- Bangalore Series**

March 04, 2017, Bengaluru

<https://www.eventbrite.com/e/seminar-day-in-the-life-of-product-manager-bangalore-series-tickets-32029167101?aff=es2>

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### **Lean Six Sigma Black Belt Training & Certification**

March 05, 2017, Bengaluru

<https://www.eventbrite.com/e/lean-six-sigma-black-belt-training-certification-in-bangalore-tickets-29845773512?aff=es2>

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### **Green Events & Innovations 2017**

March 07, 2017, London, UK

<http://www.eventbrite.co.uk/>

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### **Berlin meets Bangalores Startup Spirit**

March 08, 2017, Bengaluru

<https://www.eventbrite.com/e/berlin-meets-bangalores-startup-spirit-tickets-31960549865?aff=es2>

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### **Build A Backend In A Day With Hasura : Midnight Workshop**

March 10, 2017, Bengaluru

<https://www.eventbrite.com/e/build-a-backend-in-a-day-with-hasura-midnight-workshop-tickets-31878012995?aff=es2>

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### **PRINCE2 classroom training**

March 11, 2017, Bengaluru

<https://www.eventbrite.com/e/prince2-classroom-training-in-bangalore-tickets-26167432495?aff=es2>

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### **Certified Scrum Master Training**

March 11, 2017, Bengaluru

<https://www.eventbrite.com/e/certified-scrum-master-training-in-bangalore-tickets-30551744089?aff=es2>

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### **AS102 - Administration & Operations & AS101 - Developers: Aerospike Training**

March 14, 2017, Bengaluru

<https://www.eventbrite.com/e/as102-administration-operations-as101-developers-bangalore-india-tickets-29297457484?aff=es2>

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### **Design Thinking Workshop**

March 18, 2017, Bengaluru

[www.prodinno.co](http://www.prodinno.co)

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### **Customer Centricity - Tenets and Facets in the New Age World**

March 23, 2017, Bengaluru

<https://www.eventbrite.com/e/customer-centricity-tenets-and-facets-in-the-new-age-world-tickets-32096108324?aff=es2>

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### **Implementing SAFe® 4.0 with SPC4 Certification**

Mar 25-28, 2017, Bengaluru

[safeek@stiatemenos.com](mailto:safeek@stiatemenos.com)

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### **CIID: Service Design through Experience Prototyping**

24 Apr 2017, Bengaluru

[education@ciid.dk](mailto:education@ciid.dk)

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### **Call for Papers: Immiserizing Growth – A Conference**

May 26-27, 2017, Toronto, Canada

<https://hd-ca.org/events/call-for-papers-immiserizing-growth-a-conference>

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### **Sustainability 4.0 Awards 2017**

May 26, 2017, Mumbai

<http://ww2.frost.com/event/calendar/sustainability-40-awards-2017>

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### **QS World MBA Tour**

28 May 2017, Bangalore, India

<http://bit.ly/2ImrCT8>

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### **Challenging Inequalities: Human Development and Social Change**

6-8 September, 2017, Cape Town, South Africa

<https://hd-ca.org/>

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**Send Your Events Plan to - [ganesh.keerthi@gmail.com](mailto:ganesh.keerthi@gmail.com)**