



Annual Reports

of the Foundation for the
Centre of Socio-Eco-Nomic Development
(CSEND)

2013–2019



26 years+ 
development action

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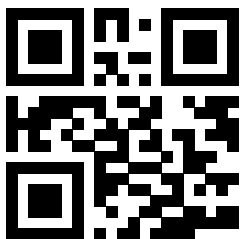
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Part I

About CSEND

Catalyst for Ideas and Actions



1 ORGANISATION PROFILE

The Centre for Socio-Eco-Nomic Development (CSEND) promotes equitable, sustainable and integrated development through dialogue and institutional learning amongst multi-stakeholder groups. CSEND has aligned its activities with the 2030 Agenda for Sustainable Development regarding policy research, advocacy and technical advisory work.

Applying a socio-economic approach to research on development, CSEND provides consulting services in the area of trade, human capital development, training and educational quality, aid effectiveness and international negotiations and aims to contribute to the United Nations' goals of "leaving no one behind" and "dignity for all".

1.1 CSEND Vision

To support human progress through an integrative balance of individual, group, societal and environmental needs. Concern for others, respect for other cultures and for the environment and personal self-realisation are seen as synergistic, rather than antagonistic factors of human life and societal development.

1.2 CSEND Mission and Objectives

CSEND's mission is to serve as a centre of knowledge and innovation in socio-economic research and development. Its objective is to facilitate the advancement and practical application of socio-economic theory to support sustainable development and social change.

CSEND seeks to enhance effective interfacing between different social, economic and political actors in a dynamic system and to strengthen better governance through multistakeholder dialogue and free exchange of information.



1.3 CSEND Delegations to the United Nations

CSEND is accredited by ECOSOC and holds a special consultative status since 2014.

On a volunteering basis, CSEND has over time developed a team of delegates for representation at the UN meetings and advocating specific policy solutions on selected policy domain and issues.

The list of delegates are presented below.

New York

Dr Robert Kolodny

Mme Sarah Kolodny, MS.

Prof Victoria Marsick

Prof Judith K. Parker

Mme Ellen Raider, MA

Prof Alan S. Rau

Prof Virginia Schein

Vienna

Dr Roland Bardy

Prof Peter Haiss

Geneva

Dr Susan Brown

Mrs Beris L. Gwynne

Mr Claude R. Heimo, MS

Dr Christian Kingombe

Ms. Katherine Kramer

Ms. Kala Madhav

Southeast Asia

Mr Christian Engweiler, MS

(Asia SDGs Platform)

CSEND Delegate to the OSCE

Mrs Ida Manton, MA (Macedonia), Diplomacy Dialogue

1.4 UN and IO Observer Status

CSEND has maintained the following accreditations:

- WTO (2005)
- United Nations Framework Convention for Climate Change (UNFCCC) (2006)
- UN ECOSO accreditation as consultative body (2014)
- World Intellectual Property Organisation (WIPO) (2017)
- UN Interagency Work Force on Solidarity and Social Economy (UNTFSSC) which organises bimonthly meeting, chaired by the ILO. (2017)



Part II

Summative Annual Report (2013–2019)





2013

1 IMPACTS ACHIEVED

Workshops, Seminars and Side Events

1. *Roundtable on "Sustain-Ability Day" as part of the ETHZ's annual "Digital Art Week" (DAW) programme in Singapore, 6-19 May 2013, Singapore.*

At the occasion of DAW Singapore, Prof. Raymond Saner developed a symposium programme focusing on the Sustainability issue of today's world on the 11th May, 2013 in Singapore.

A description of the event is accessible at <http://www.digitalartweeks.ethz.ch/web/DAW13/Sustain-Ability>

2. *Table Ronde on "Soutien Mutuel pour la Durabilité", organized together with the International Association for Sustainable Commerce and Development (COMDEV), 2nd July 2013.*

The Director General of the International Telecommunication Union, together with representatives from other international organisations (ILO and UNDP), university and company were gathered to discuss the issue of health, waste treatment, poverty, youth unemployment in the LDCs.

3. *Study Visit by the President of National Chengchi University, 18-20 September 2013.*

CSEND invited potential partners to meet with President Wu and the NCCU delegation to discuss joint teaching programmes in Geneva for the students of NCCU. Meetings were held at CSEND with Prof. Susan Schneider, Prof. Raphael Cohen and Mr. Michael Handley.

President Wu also visited the UNIL in Lausanne to discuss future exchange programme between the two universities.

4. *International Conference on Social Innovation and Social Entrepreneurship, 30 October, Taipei.*

CSEND was requested by the Taisan Innovation Centre, Bureau for Employment and Vocational Education and Training, Commission of Labour Affairs, Republic of Taiwan to put together a panel of international speakers from Europe to discuss the challenges and trends in social innovation and entrepreneurship.



Members of the panel consisted of Dr. Rainer Geiger, retired Director, Investment Division, Organisation for Economic and Development Cooperation (OECD); Mr. Art Clay, Artistic Director, DAW International, ETHZ; Prof. Dr. emeritus Raymond Saner, International Management & Organisation, Basle University and Lichia Yiu, President of CSEND.

A side event also took place during this visit to explore potential partners to be engaged in the planned DAW 2015.

5. *To celebrate its 20th anniversary, CSEND organised a three-day roundtable to reflect on major issues that CSEND has been working on.*

These issues were:

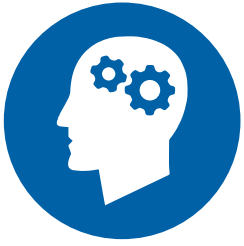
- Labour market, technological innovation, global supply and chains
- Democratisation of policy space
- Social contract and social fabric
- Trade economics and international relations
- Private-public good concept (PPP)
- Governance
- War & peace and humanitarian standards.
- War & peace and humanitarian standards.

Altogether, more than 50 colleagues from the USA, China, Dubai, European countries and Switzerland participated in these series of roundtable.

A CSEND anniversary document was prepared, "CSEND Footprint (1993–2013)" was prepared and shared with the participants. This Footprint is enclosed as Annex 1.

A summary of the event is accessible at

<http://www.csend.org/conferences-and-forum/csend-dialogue-forum/377-csend-is-celebrating-its-20th-year-anniversary?highlight=WyJhbm5pdmVyc2FyeSjd>



2013

2 KNOWLEDGE TRANSFER AND OUTREACH

2.1 Swiss Network for International Studies (SNIS)

CSEND initiated a research consortium with The Swiss Tropical and Public Health Institute (Basle), Graduate Institute (Geneva), Franklin College (Lugano) and Future UN Development System (FUNDS) Project (Geneva & New York) and together won a research grant from SNIS for a two year research project (2013–2014).

This research project, entitled “Trends and Influence of Private and Non-Traditional Finance on Global Health Initiatives and Development Goals in Resource-Constrained Countries” runs from 2012–2014. As part of the consortium, partner organisations are obligated to contribute in kind to budget for the fulfilment of the agreed research objectives.

Details concerning this Swiss National Science Fund financed research can be seen at <https://snis.ch/project/trends-and-influence-of-private-finance-on-global-health/>



2.2 Sciences Po Capstone Research Project

CSEND put forth a search project focusing on the monitoring and evaluation systems applied by the selected philanthropic organisations in the health sector. This search project was carried out by a team of five students from the MPA programme of the Sciences Po. Prof. Raymond Saner served as the advisor to the group.

Final report entitled, “Enhancing Learning in Monitoring and Evaluation: Six Cases from Philanthropic Organisations Working in the Health Sector”, is available at <http://www.csend.org/images/articles/files/20130623-Health%20M%20E%20Report%20v9%20FINAL.pdf>

2.3 Global Action Network Competencies

CSEND is member of a research group called Global Action Network Competencies which regroups social scientists and organizational scholars from North American and Europe. The goal of the ongoing research group is to define the competencies needed to successfully design and implement cross-sector alliances and networks, started in June 2012- on going.





2013

3 INTERNSHIP PROGRAMME

CSEND continued its internship programme by providing internship placement through Boston University and University of Venice. A total of five interns participated in this 2 month internship programme in 2019.

3.1 Policy Research Papers by CSEND interns

A total number of seven background papers were completed by interns as inputs into CSEND's research programme and simulation exercises. These research projects were part of the course requirements of their study programme in Geneva. The topics were chosen by CSEND and the research were mentored by CSEND team.

These background studies included:

- a. "Sustainable Development and the Post 2015 Implications: A Closer Look at the MDG and SDG Processes". Background research and initial draft by D. Andrew Boehmer.
- b. Overview regarding the negotiation process and positions of the key stakeholders since Rio+20.
- c. "Learning to Grow : A Human Capital-Focused Development Strategy with Lessons from Singapore." Background research and initial draft by James Sundquist.
- d. A desk research on available publications on the topic of human capital formation in Singapore and its correlation to the national development stages.
- e. "Human Rights in Free Trade Agreements" initial mapping by Laura Wojcik. An initial scanning of the existing FTAs and its human rights provisions.
- f. "Lesotho, A Tourism Destination: An Analysis of Lesotho's Current Tourism Products and the Potential for Growth", background research and draft by Marcus R. Lee.

- g. An analysis of existing tourism assets in Lesotho and potentials for developing higher value tourism products.
- h. "Private Financing in Global Health Partnerships: Influences and Choices", research and report prepared by Sarah Zeis.
- i. The Effectiveness of Aid Targeting Malaria, Tuberculosis and HIV/AIDS Prevention and Treatment in Ghana, Michael Davisson.
- j. An analysis to trace the influence of the inclusion of private finance in the global health development context through its involvement in current public private partnerships throughout the 21st century.





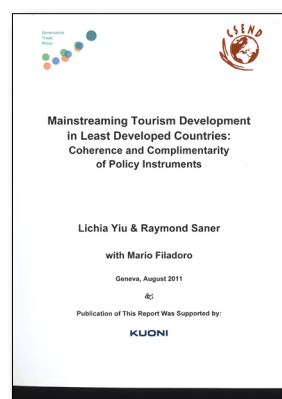
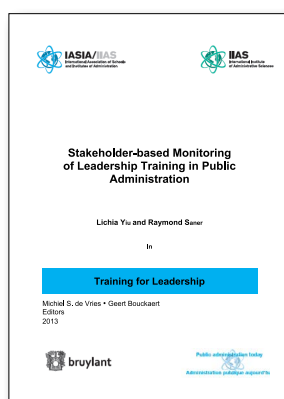
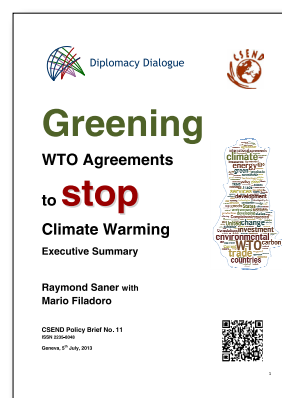
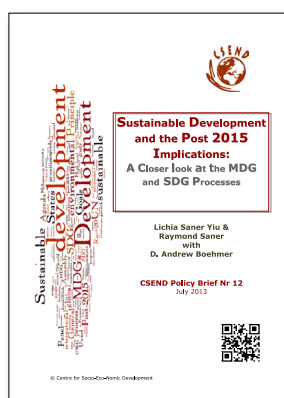
2013

4 PUBLICATIONS

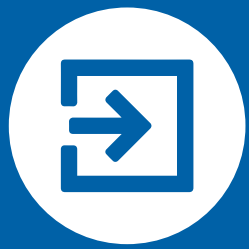
1. *Raymond Saner*, "Greening WTO Agreements to Stop Climate Warming" CSEND Policy Study Nr. 2, July 2013.
2. *Raymond Saner* with *Mario Filadoro*, "Greening WTO Agreements to Stop Climate Warming: Executive Summary", CSEND Policy Brief Nr. 11, July 2013.
3. *Lichia Yiu*, *Raymond Saner* with *D. Andrew Boehmer*, "Sustainable Development and the Post 2015 Implications: A Closer Look at the MDG and SDG Process", Policy Brief No. 12, July 2013.
4. *Lichia Yiu*, *Raymond Saner* & *Mario Filadoro*, "Mainstreaming Tourism Development in the Least Developed Countries: Coherence and Complementarity of Policy Instruments, Policy Brief No. 13, July 2013.

A collection of other policy briefs can be accessed at:

<http://www.csend.org/csend-policy-briefs/item/310-csend-policy-briefs>







2014

1 IMPACTS ACHIEVED

CSEND initiated a response to the call for tenders for the new MOPAN evaluation framework. The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 19 donor countries¹ with a common interest in assessing the organisational effectiveness of the major multilateral organisations they fund. MOPAN members agree to carry out joint assessments, share information and draw on each other's experience in monitoring and evaluation.

The assessment is intended to generate relevant and credible information about multilateral organisations to assist MOPAN members in meeting domestic accountability requirements. It also aims to promote dialogue between MOPAN members, multilateral organisations and their direct partners. MOPAN assessments focus on whether organisations have in place four dimensions of organisational effectiveness: strategic, operational, relationship and knowledge management. Since 2012 MOPAN also assessed the results achieved by multilateral organisations

CSEND formed a consortium consisting of Whiteshield Partner (London), OrgVitality (New York), Conseils sans frontières (Paris), Azimut (Poland), Clingendael Institute of International Relations (The Hague) and FUNDS (London, New York). The competition was fierce, over 300 tenders' were submitted. CSEND's consortium unfortunately did not win the tender but the preparations of the tender generated substantial insights into the working of International Organisations which will be useful for future research.

¹ MOPAN Members in 2014: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, The Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

2 KNOWLEDGE TRANSFER AND OUTREACH



2014

1. Roundtable on “Society Day” as part of the annual “Digital Art Week” (DAW) programme in Seol, South Korea, Singapore, 15th November. CSEND designed the Society Day, invited speakers from Switzerland and Korea

A description of the event is accessible at

<http://www.digitalartweeks.ethz.ch/web/DAW13/Sustain-Ability>

2. Interministerial trade policy coordination and consultation, Dhaka, Bangladesh

CSEND Director Raymond Saner designed and implemented a workshop for Bangladeshi senior civil servants from ministries linked to trade policy. The trainees were familiarized with the basic concepts of interministerial coordination and public private consultation in international trade and trade policy and related instruments. In this context, reviews were made to showcase country examples from both developed and developing countries in terms of specific approach to enhance trade performance through strengthening trade policy coherence, ownership, transparency and stakeholder engagement.

3. Trade Facilitation and Transport Systems

The static and dynamic effects of regional economic integration, fragmentation of global trading system and intensified global value chain integration could act as both promoting and constraining factors. Effective and broad based trade policy formulation will foster national competitiveness and improve on the trading capacities of the country. The IMC and PPC training served the objectives of enabling the participants to translate the theoretical background and global experiences to Bangladesh’s trade policy formulation process. Moreover, this training also provided an opportunity to raise collective awareness the centrality of interministerial coordination (IMC) and public private consultation (PPC) in trade policy making, implementation and monitoring process and necessitate the institutional discussion in better respond to the trade governance demands posted by changing global, regional and national context.

More information available at:

<http://www.csend.org/images/articles/files/2013%2008%2006%20Concept%20paper%209.pdf>



2014

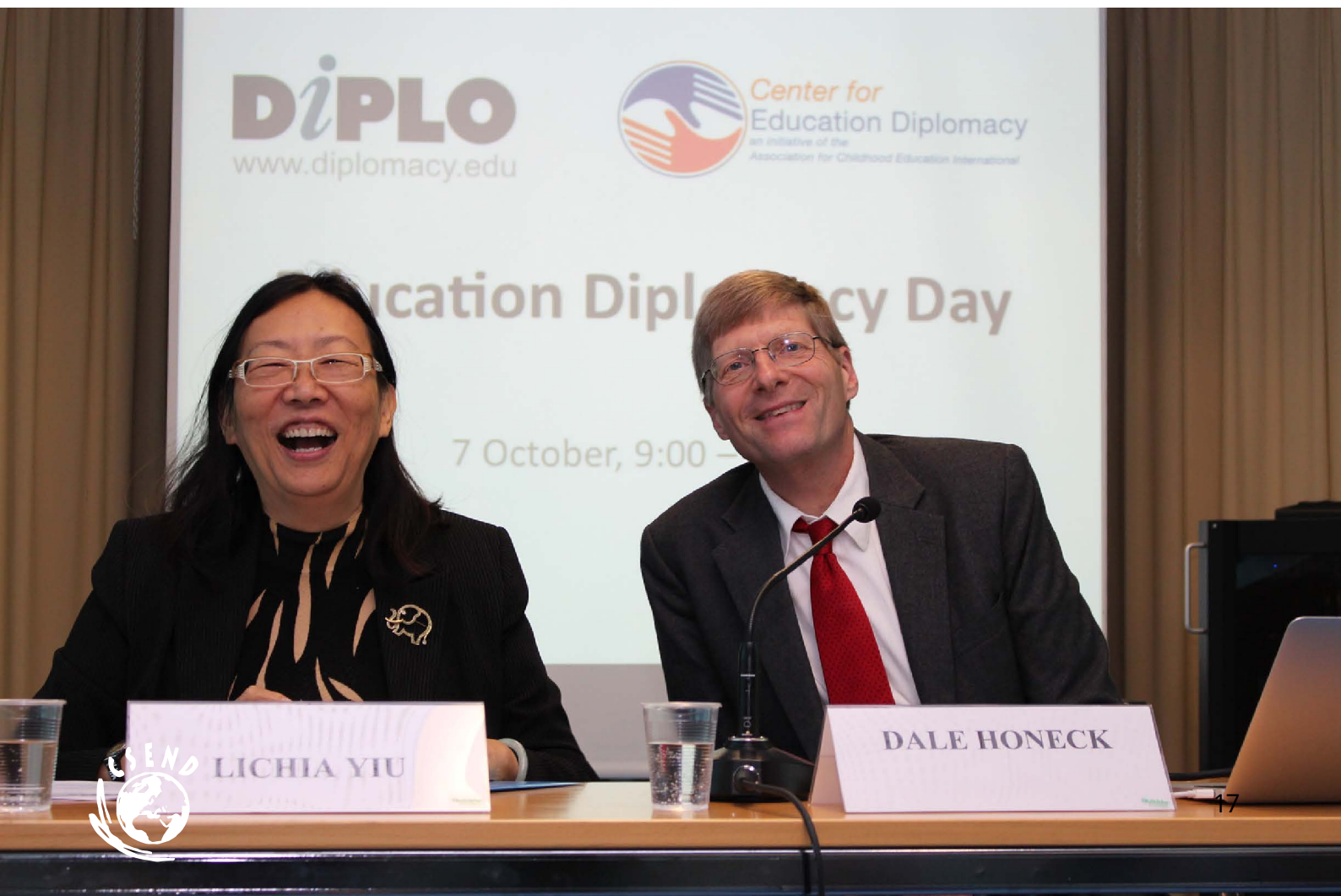
3 INTERNSHIP PROGRAMME

3.1 Policy Research Papers by CSEND Interns

Internship placements were offered to students from USA and Taiwan, Republic of China as part of their course requirement in the field of international relationship. Five of the interns were students from Boston University and the other two from George Washington University in Washington D.C.

Lyka Cissé, « Integration of Senegalese Returnee migrants in Senegal”

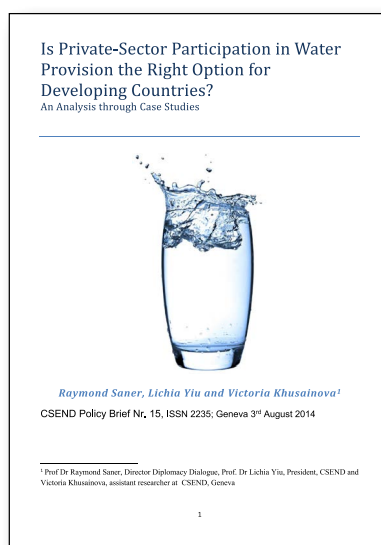
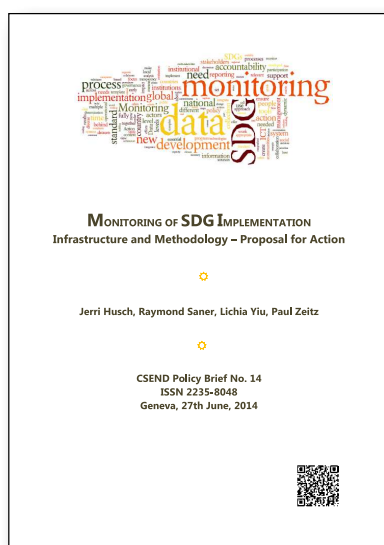
Uchegbu, Amaka, “Private Military and Security Companies: legal and political ambiguities impacting Global Governance of Warfare+”



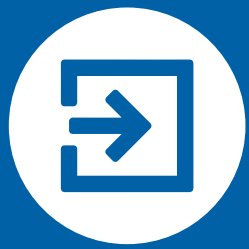
4 PUBLICATIONS

1. *Jerri Husch, Raymond Saner, Lichia Yiu and Paul Seitz*, "Monitoring of SDG implementation: Infrastructure and Methodology – Proposal for Action".
2. *Raymond Saner, Lichia Yiu and Victoria Khusainova*, "Is Private Sector Participation in Water Provision the Right Option for Developing Countries? An Analysis through Case Studies".
3. *R. Saner, L. Yiu*, "Strengthening Cooperation in Cross-border Regions in the European Countries", *Bendradarbiavimo plėtra Europos šalių pasienio regionuose*, Lithuanian Journal of Public Administration, Vilnius, Lithuania, 2014, 1(41)
4. *Yiu, L; Saner, R*; "Talent Attrition and Retention: Strategic Challenges for Indian Industries in the next decade", April 2012; *Elite Research Journal of Accounting and Business Management* Vol. 2(1) pp. 1– 9, January, 2014. Available online <http://www.eliteresearchjournals.org/erjabm/index.htm>

A collection of other policy briefs can be accessed at <http://www.csend.org/csend-policy-briefs/item/310-csend-policy-briefs>



2014



2015

1 IMPACTS ACHIEVED

The negotiations on the Post-2015 development agenda centred on the scope of the post-2015 development agenda and the means of financing these development goals, also known as Sustainable Development Goals (SDGs). The related deliberation and negotiation were launched in 2014 and continued into 2015 in earnest. Two separate UN processes took place to determine the SDG framework namely the HLPF (High Level Political Forum) and the OWG (Open Working Group). In addition, various stakeholder groups (NGOs, Business, Women, Academic Institutions, farmers, municipalities, youth and Child, handicapped) represented by the major groups within the ECOSOC and International Organisations were all engaged with their own consultations and discussions, and provided substantive inputs on what issues and priorities should become the core features of the SDGs or 2030 Development Agenda.

CSEND team conducted a seminar on “Review and Monitoring of SDGs after 2015: Models, Methods, Governance” on 29th June 2015 at the UN Headquarters during the SD-Learning 2015 organized by UN DESA and its SD Learning section. This one week learning event ran along side of the High Level Political Forum in New York. Training material has been uploaded on the website of CSEND and that of UN ECOSOC.

For detailed information see: <http://www.csend.org/publications/agenda-2030/451-the-first-sd-learning-course-has-been-launched-by-the-high-level-political-forum-hlpf>

Prof Saner and Prof Yiu together with the CSEND representatives Ellen Raider MA, Dr Roland Bardy, Robert and Sarah Kolodny and Prof Judy Parker participated in the seminar. Prof Saner, Prof Yiu and Dr Bardy gave 8 power point presentations on SDG Review and Monitoring see: http://www.csend.org/images/articles/files/SD_Learning_R_M_Course_Programme_HLPF_final.pdf

Prof Saner discussed the 2016 Global Sustainable Development Review (GSDR) with colleagues from UN-DESA. The 2016 GSDR will focus on SDGs and poverty reduction (“leave no one behind”). Prof Saner was invited to contribute to the new theme as drafting member and as potentially a co-author of chapters of the new GSDR.

Regional Consultation Meeting on Financing for Development (20 March): Prof Lichia Yiu contributed to the drafting report of this meeting. The key points



made were on the role of private sector in the financing of development through Private Public Partnerships, need for transparency, better data through systematic monitoring, and need for institutional learning and innovation.

On 25 June, 2016 CSEND moderated a Library Talk event organized by the UN 1% Development Fund. A presentation on How Private Development Assistance can contribute to end extreme poverty by 2030 (SDG Goal 1) on 25th June 2016 at the Library Events Room, Palais des Nations.





2015

2 KNOWLEDGE TRANSFER AND OUTREACH

CSEND contributed to the concept development for an International Conference on “The Internet as a Global Public Resource”, held in Malta on 29–30 April, 2015. Prof. Lichia Yiu participated as a panel speaker and gave speech on the need to develop sustainable development data as public good to support citizen participation and institutional innovation for achieving the 2030 Development Agenda. This conference was organised and hosted by the Diplo Foundation.

CSEND representatives in New York have networked with the Women’s Major Groups on issues related to equal rights and anti-discrimination at the work place. A common position was established on the needs to disaggregate data collected for SDG implementation by stakeholder groups and by location.

CSEND organized a Working Session on “BioTrade for Inclusive Growth: What works and what challenges persist” during the WTO Public Forum 2015 in Geneva on 2nd October. Objective of this Working Session was to highlight the need to achieve fair benefits sharing in one of the less visible aspect of the bio-diversity based trade of natural ingredients for the pharmaceutical and wellbeing sectors. Fair benefits sharing as stipulated by the Nagoya Protocol of the Convention on Bio Diversity, once implemented, will support both environmental and social objectives by providing sustainable livelihood through protection of bio diversity and good harvesting practices. This session was co-organised with the United Nations Conference on Trade and Development (UNCTAD).

3 INTERNSHIP PROGRAMME



2015

3.1 Policy Research Papers by CSEND Interns

Arnel, Chris; "An examination of Rwandan, Ugandan and Tanzanian Coffee Wash Stations"

Saner, R., Viciglione, G., Yiu, L., "Violation of OECD guidelines by Multinational Enterprise by country"

*Saner, R., Keith, A., Yiu, L., "Labour Rights as Human Rights: Evaluating the Policy Coherence of USA, EU and Australia through Trade Agreements and Their Participation in the Universal Periodic Review". *Trade, Law and Development*, Winter 2015, Vol. 7 (2), p. 195-299.*

- Thought leadership
 - New diplomacies and Business Diplomacy
 - Monitoring and Governance mechanism

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2015

4 PUBLICATIONS

1. *Saner, R.*, "Riding the Tiger of Growing Trade in Higher Education Services: Smart Regulation Needed Instead of Laissez-Faire Hyperopia or Prohibition Policy Myopia." in Sacha Varin and Jean-Louis Chancerel (eds), 2015, "Néolibéralisme et éducation", Academia-L'Harmattan SA, Louvain-la-Neuve, Belgium.
2. *Saner, R.; Yiu, L.*; "Participation of Civil Society Organisations in the United Nations and in the Aid Effectiveness Discourse and Related Standard-Setting Negotiations", in Göymen, K; Lewis, R (eds), "Public Policymaking in a Globalized World"; Istanbul Policy Center, Istanbul; (2015); pp 149–185.
3. *Saner, R., Yiu, L. Filadoro, M.*, "Tourism Development in Least Developed Countries: Challenges and Opportunities". In Angelo A. Camillo (ed.), Handbook of Research on Global Hospitality and Tourism Management. 2015. A volume in the Advances in Hospitality, Tourism, and the Services Industry (AHTSI) Book Series. IGI Global, Chapter 13, p. 229–255.
4. *Yiu, L., Saner, R., Lee, M. R.*, "Lesotho, a Tourism Destination: An Analysis of Lesotho's Current Tourism Products and Potential for Growth", in Angelo A. Camillo (ed.), Handbook of Research on Global Hospitality and Tourism Management. 2015. A volume in the Advances in Hospitality, Tourism, and the Services Industry (AHTSI) Book Series. IGI Global, Chapter 17, p. 319–339.
5. *Saner, R., Yiu, L., Filadoro, M., Khusainova, V.*, "Access to Water in Developing Countries: Four Options for Provision and Regulation in the Water Sector", Asia Pacific Journal of Public Administration, Routledge, 2015, Vol. 37 (3), p.193–206.
6. *Saner, R.*, "Private Military and Security Companies: Industry-Led Self Regulatory Initiatives versus State-Led Containment Strategies", 2015, CCDP Working Paper 11, The Centre on Conflict, Development and Peacebuilding, Graduate Institute of International and Development Studies, Geneva.
7. *Saner, R., Winanti, P.S.*, "Policy Coordination and Consultation in Indonesia", Indonesia 360, April–June 2015, vol.5 (2), p. 40–49.
8. *Saner, R.*, "Hierarchies of Failure and Hierarchies of Solutions", interviews published in Arthur Clay, Monika Rut, Timothy J. Senior (eds.) "On Science on Art on Society: Interviews with Innovators", 2015. Publisher Tone Text iBooks Apple, Cupertino, CA. USA.



2016 IIAS-IASIA Joint Congress

国际行政科学学会暨国际行政院校联合会2016年联合大会

中国·成都·2016年9月20-23日
September 20-23, 2016 Chengdu, China





2016

1 IMPACTS ACHIEVED

Raymond Saner served as a member of a **team of evaluators** in Brussels. The team was given the responsibility to assess the quality of proposals for development projects in OCTs (Overseas Countries and Territories). In total, 20 country projects were evaluated.

Raymond Saner developed a SDG compatible grid to assess the compliance of PPP case studies (good practices) with the SDG criteria. 20 case examples of PPPs were analysed. Prof Saner served as Commentator for the session.

10th Session of the Committee on Innovation, Competitiveness and Public-Private Partnerships held a High-level Substantive Segment Meeting on Public-Private Partnerships and Innovation in Support of Sustainable Development. Prof Raymond Saner was invited to be one of the panellists of the Session 1: Draft guiding principles for good governance in People-first Public-Private and Civil Society Partnerships for the Sustainable Development Goals of the first day.

CSEND co-organised with the International Association of Applied Psychology a UN Library Talk entitled “What kind of sustainable education for our common future?” to launch a new publication on “NÉOLIBÉRALISME ET ÉDUCATION” by Jean Luis Chancerel and Sacha Varin (2015) in collaboration with NORRAG (Network for International Policies and Cooperation in Education and Training).

Together with the Global Health Centre at the Graduate Institute and other partners of the SNIS project 2015, CSEND organised a public event with a theme “Influence of private financing on global health initiatives”. Both Prof Raymond Saner and Prof Lichia Saner-Yiu were speakers at this event.

CSEND members contributed to the Public Forum at the WTO acting as speakers in different panel session, e.g. Inclusive Digital Trade and Sustainable Development (Diplo Foundation), Informal Trade, CSEND also organised a session focusing on “Inter-Ministerial Coordination and Consultation as Keys to Successful & Inclusive Trade-Policy Making in LDCs”. A total number of 10 speakers made inputs to this session.

CSEND President and Director served as discussants for the Round Table on SDG 4, Ensuring full and equal opportunity to a quality education and lifelong learning for all. This Round Table took place within the 7th Conference



on Education Diplomacy & SDGs organised by Olga Kutuzova. Prof Raymond Saner and Prof Lichia Saner-Yiu made a presentation on “Triple bottom line of the SDGs: (economic, social, and environmental sustainability) – the need for life-long learning, learning partnerships, critical thinking and ethical sense of citizenship”.

Prof Raymond Saner was invited to speak at the “Safe a Life Initiative” (SALI) conference on the theme “Public-NGO Partnerships in Fragile and Conflict-Affected Contexts” in Doha, Qatar.

Prof Lichia Saner-Yiu was invited to speak at the Symposium on Organizational Learning and Urban Innovation – Mega City Governance and Beijing-Tianjin-Hebei Collaborative Development. This symposium was organised by the Beijing Municipality Research Centre on Organisational Learning and Urban Governance and Innovation at Tsinghua University, Beijing. Her topic was “Learning Organisation 4.0 and Governance Structure for Urban Innovation”.

OECD organised a One-day conference to commemorate the Forty Years of the OECD Guidelines for Multinational Enterprises in Paris. Prof Raymond Saner was invited to speak at the Roundtable on the Next 40 Years. The round table’s theme was *Increasing the relevance and global reach of the Guidelines: adherence by non-OECD Members, development of sectoral guidance, and improving the efficiency of the NCPs”.





2016

2 KNOWLEDGE TRANSFER AND OUTREACH

The United Nations Research Institute for Social Development (UNRISD) organised a seminar on “Putting the Evidence into Evidence-based Development Policy: What We can Learn from Systematic Reviews about International Development” CSEND delegates were present at this seminar and contributed to the discussion and make comments on the relevance of this approach to nudging the progress of SDGs.

Responding to the Call for Contributors for the Annual Un-Conference on Research in Management Learning and Education (RMLE), at Fontainebleau-INSEAD, Paris, Prof Raymond Saner and Prof Lichia Saner-Yiu contributed a paper entitled, “How could management education support implementation of the Sustainable Development Goals and contribute to the global vision, “The World That We Want”?”. They both participated in the Conference following the acceptance of their contribution.

A CSEND delegation attended the 31st International Congress of Psychology (ICP) in Yokohama, Japan. Prof Raymond Saner and Prof Lichia Saner-Yiu joined other IAAP President and UN Representative and made a presentation on the 2030 Agenda and the rationale why psychologists need to be engaged.

CSEND delegation attended the annual conference of the Academy of Management in Anaheim, California. Besides participating in different sessions and workshops, Prof Raymond Saner and Prof Lichia Saner-Yiu both presented papers at the Professional Development Workshops on the theme of Refugee Crisis and Reconsidering Capitalism 2.0. Both also actively networked with colleagues from business schools all over the world

Prof Raymond Saner made a presentation on behalf of other co-authors at the International Conference organised by the Association of Cooperative Research Institutes (AGI) in Lucerne. The theme of the conference was on “Cooperative Identity and Growth”. Prof Saner’s presentation was titled “Evolution of Ownership Structure of Housing Cooperatives: Examples from USA, Kenya and Germany.”

Prof Raymond Saner and Prof Lichia Saner-Yiu were invited to give a guest lecture at the business school of the Southwestern Jiaotong University in Chengdu while attending the 2016 IIAS-IASIA Joint Congress. The title of this lecture was “Business Diplomacy and Business Sustainability”.



CSEND President and Director were invited as guest professors at the Witten/Herdecke University, in Witten Germany and provided inputs to doctoral studies of the department of management and organisational science.

Prof Raymond Saner was invited to be a member of the Scientific Sponsoring Committee of the 6th International Biennial of Negotiations organised by the Novancia Business School in Paris. Prof Raymond Saner was engaged in the following sessions:

- Moderator and speaker for Round Table on “Negotiations of ODD-SDGS and Public-Private Partnership (PPP)” – Prof Licha Saner-Yiu was also part of the Round Table.
- President of the Jury for the Young Researcher Prize.





2016

3 INTERNSHIP PROGRAMME

3.1 Policy Research Papers by CSEND Interns

A total number of 25 students from Asia attended the 2016 GLP. A total number of 17 faculty members were involved in the Summer Course. Students also visited different international organisations, which consisted of UN agencies, international NGOs, and WTO.

Alvarez, Alexandra, "Urban Migration to Megacities: Alternative Education Solutions for Youth and Adolescent Girls"

Di Maggio, Laura. "Discussion on Cooperatives and FPRW in Latin America"

Golub, Noah, "Implementing the SDGs by subnational governments: need to strengthen administrative capacities"



4 PUBLICATIONS



2016

Books

Saner, R. "Greening the WTO", Review of Environment, Energy and Economics; Fondazione Eni Enrico Mattei (FEEM), Milano, 2016, <http://feempres.feem.it/userfiles/attach/20163231141134FinalPublished.pdf>

Book Chapters

Yiu, L; Saner, R; "Humanitarian work psychology: unique contributions and theoretical development in the context of the global development agenda", in McWha-Hermann, I; Maynard D; and O'Neill Berry, M. "Humanitarian Work Psychology and the Global Development Agenda", Routledge, London, 2016, pp 192–200.

Academic Journals

Warren, A., Zhang, S., Browne, S., Cordon, R., Saner-Yiu, L., Told, M., de Savigny, D., Kickbusch, I., Tanner, M. (final draft submitted), "Stakeholder Perceptions in Sub-Sahara Africa of Private Financing Assistance for Health and Principles of Aid Effectiveness". (in press, 2016).

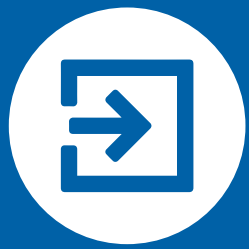
Saner, R., "Private Military and Security Companies: Industry-Led Self-Regulatory Initiatives versus State-Led Containment Strategies", 2015, CCDP Working Paper 11, The Centre on Conflict, Development and Peacebuilding, Graduate Institute of International and Development Studies, Geneva.

Non-refereed Publications

Saner, R., Yiu, L., "Looking on the Bright Side". EFMD Global Focus, 2016, Vol. 10 (2), p. 52–57

Saner, R., "Effective Business Diplomacy", 2016, in Extraordinary and Plenipotentiary Diplomatist, 20th Annual Edition, p. 16–18.





2017

1 IMPACTS ACHIEVED

Prof. Saner was invited to speak at the International Symposium on “Implementing the 2030 Agenda for Sustainable Development and the SAMOA Pathway in Small Island Developing States – SIDS: Equipping Public Institutions and Mobilizing Partnerships” in Nassau, Bahamas.

Prof Saner was invited key note speaker at regional meeting organized by The United Nations (UN) which focused on the theme: “Caribbean Development – The 2030 Agenda in Perspective”. The focus of his keynote speech was “how to finance the SDGs”.

CSEND Representative Prof Raymond Saner & Lichia Yiu were invited to participate in the International PPP Forum: “Implementing the United Nations 2030 Agenda for Sustainable Development through effective, people-first Public-Private Partnerships”, at the City University of Hong Kong. Prof Saner contributed to the Plenary Session I on SDGs 16 and 17 – The importance of building effective, accountable and inclusive institutions (SDG 16) in order to strengthen the means of implementation and revitalise the global partnership for sustainable development (SDG 17).

Prof Saner was also one of the speakers at the plenary session II, representing the CSO community. The theme of this plenary was “UNECE PPP Standards: the role of PPP standards in the context of the UN SDGs”. Later, he followed this discussion by reviewing some of the selected case studies that exemplified the People-First PPPs concept.

Prof Lichia Yiu was invited to participate in the Parallel Working Streams on “Women’s Empowerment”. She emphasised the importance to put the concerns and needs of women first who are at the bottom of the pyramid which are diametrically different from well educated women of the developed society. Therefore empowerment was stated is not about the question of “Lean In” as Sheryl Sandberg, the COO of Facebook or work and live balance suggested; rather it is about inclusive economic opportunities which includes accessing to basic education.

Prof Yiu organised an informal side event of the World Health Assembly which focused on “Ageing with Dignity” at the UN Library in Geneva. Partners of this event included Kyoto University (Japan), National Interdisciplinary Institute of Ageing (China), and Tsinghua University (China), Geneva NGO Committee on Ageing to the UN (Geneva) and the Ageing and Life Course Department



of WHO. A summative report of this event has been widely distributed and is available at <http://www.csend.org/active-aging-aging-with-dignity-and-the-sdgs/466-un-library-talk-roundtable-on-how-to-ensure-ageing-with-dignity-a-contribution-to-the-implementation-of-sdg3-of-the-2030-sustainable-development-goals>

During the 2017 EADI Annual Conference on “Globalisation at the crossroads: Inequalities and Boundaries” in Bergen, Norway. CSEND put together a panel for a policy oriented round table on “The need for better policy coherence and policy coordination for SDG implementation amongst international organisations”. The panel consisted of 7 speakers representing different perspectives from trade to development aid, from OECD to LDCs.

Prof Lichia Saner-Yiu was invited to give a keynote speech at the 2017 International Seminar on “E-Governance Based on Shared Development” hosted by the E-Government Research Centre under EROPA in Wuhan, China. The title of Prof Saner-Yiu’ speech was “Growth Potential of E-Government in the Context of Shared Development of Smart Cities: Demand for Non-Traditional Human Resource Development”.

Representatives from CSEND were invited to give a speech at the First China (Sichuan) Summit on Ageing and Senior Care Service Development within the First China (Sichuan) International Expo on Senior Welfare and Wellbeing Service Industry in Chengdu, China. This Summit was co-organised by the China Ageing Development Foundation and National Interdisciplinary Institute on Ageing (NIIA).

CSEND team contributed three presentations during the 2017 AGPA Annual Conference in Xiaman, China. The topics covered by the CSEND team ranged from Ageing, Migrants to SDGs. Additionally Prof Saner-Yiu also acted as rapporteur for the Panel on Ageing. It was during this meeting that a proposal for a special panel on Ageing during the 2018 IIAS annual conference in Tunisia was put together in partnership with NIIA (China) and Chuo University (Japan). In addition, a proposal to organise a South-South Dialogue during the 2018 IIAS annual conference on the One Belt and One Road Initiative was coordinated with IIAS, AGPA and other interested parties.

Prof Raymond Saner was invited to present CSEND at the MESD’17 International Conference on Sustainable Development Goals: What Can MNEs Do? In Atlanta, USA. His talk was entitled, “Implementing the SDGs through Partnerships: Policy Options and Responsibilities for MNEs”



2017

2 KNOWLEDGE TRANSFER AND OUTREACH

Prof. Saner and Prof Yiu were invited to participate in the Round Table Meeting at Massey University, New Zealand. The purpose was the elaboration of a Master's Degree Programme on Sustainable Development Psychology

Ellen Raider and Joelle Schantz had meetings related to the UN at the CUNY Graduate Center at 34th Street and 5th Avenue and during the Psychology Day at the UN Planning Committee.

CSEND representatives participated in the Annual Conference organised by the International Institute of Administrative Sciences (IIAS) in close collaboration with The Institute de Management Public et Gouvernance Territoriale (IMPGT) – Aix Marseille University which took place in Aix-en-Provence, France. The main theme of the conference was “Managing Migrations, Integration and Poverty: A Global Challenge to Public Administration”. Prof Raymond Saner and Lichia Saner-Yiu organised a special panel on Returnee Migrants. All together 6 papers were received and presented. Prof Saner spoke during the Plenary Session on “Multi-level Governance and Migrations” while Prof Saner-Yiu made a presentation at the Study Group Meeting on Institutional Learning

Represented by Prof Raymond Saner and Lichia Yiu, CSEND participated in the Sinergie-Sima XXIX Annual Conference in Napoli, Italy. The theme of the conference was “Value co-creation: management challenges for business and society”. A joint paper was presented entitled “Cooperatives create business and social value but are under-represented in the international development discourse”.

During the 2017 Academy of Management Annual Conference in Atlanta, USA, CSEND and its global network put together a PDW on public goods, advocating true accounting so that corporations will be more mindful of their use of public goods for which they do not pay anything. These public goods include social and physical infrastructure, water, security and public institutions for

example. This PDW was well attended. Other sessions that CSEND contributed as speakers/presenters included a PDW on “Refugees, social enterprises, and one on private sector innovation: Beginning a conversation” and a symposium on “Globalisation at the interface: Brexit, Trump, Le Pen, TPP, TTIP and the Environment”. CSEND representatives actively networked with colleagues from business schools all over the world and advocated for more responsible business conduct in contributing to the fulfilment of 2030 Agenda.

A paper on “Philanthropic Organizations’ financing education in developing countries: need for multiple layers of monitoring” was presented during the Inaugural Symposium I in Geneva on Philanthropy in Education: Setting the Stage for Analysing Global Trends, Regional Difference and Diverse Perspectives”, co-organised by NORRAG, the Sheikh Saud bin Saqr Al Qasimi Foundation and the Open Society Foundations.





2017

3 INTERNSHIP PROGRAMME

3.1 Policy Research Papers by CSEND Interns

Supervision of doctoral student, Mr. Haruna Musa, Nigerian Diplomat; "Formation of the Tripartite Free Trade Area in Africa and Attracting Foreign Direct Investment: A Challenge on Nigeria Diplomacy and Business Environment", Strategic Studies (CEDs) Paris, Dakar Campus, Senegal. The study examined the challenge of The Tripartite Free Trade Area on attractiveness of Foreign Direct Investment to Nigerian.

Gardina, Davide, "Is A Living Wage Bad for The Economy?" A contribution to the implementation of SDG 8 of the 2030 Agenda for Sustainable Development."

Hung, Peiyong, "How Do Swiss business organisations move towards to a Circular Economy model under the SDG 2030 Agenda"

Rush, Lauren, "Monitoring SDG Goal Attainment: The Case of Human Trafficking"

4 PUBLICATIONS



2017

Business & Development

“Business Diplomacy in Implementing the Global 2030 Development Agenda: Core Competencies Needed at the Corporate and Managerial Level”; *Yiu, L. and Saner, R., in Ruël, H. (ed.) International Business Diplomacy: How Can Multinational Corporations Deal with Global Challenges? Vol. 18, p. 31–56.*

Sustainable Development

“Implementing the SDGs by Subnational Governments: Urgent Need to Strengthen Administrative Capacities”. *Saner, R., Saner-Yiu, L., Golub, N. & Sidibe, D. (2017). Public Administration and Policy, 20(2), Fall, p. 23–40.*

“Financing the SDGs in SIDS through PPPs Requires a Good Dose of Relevant Knowledge and Wisdom”.

Saner, R. (2017), COE Guest Blogger, CSEND, Geneva on Public-Private Partnerships (PPPs) in SIDS

<http://www.sustainablesids.org/wp-content/uploads/2017/07/Prof.-Raymond-Saner-on-PPPs.pdf>, and <https://www.youtube.com/watch?v=o9rHLpdLWdl>

“The 2030 Sustainable Development Agenda Requires Policy Coherence amongst International Organisations and Major Economies to Help LDCs Get Out of the Poverty Trap”, *Saner, R., & Yiu, L. (2017) G20 Germany 2017/*

“No Policy Coherence? No Poverty Reduction”, *Saner, R. & Yiu, L. (2017), Strategic Review: The Indonesian Journal of Leadership, Policy and World Affairs, Vol. 7(2), July–September, p. 12–16.*

Negotiations

“Negotiation and Health Diplomacy: The Case of Tobacco” *Saner, R. & Yiu, L. (2017), in Matlin S. & Kickbusch, I. (eds.) Pathways to Global Health: Case Studies in Global Health Diplomacy (Volume 2), Global Health Diplomacy, vol. 5, p.171–210.*

Cooperatives and Share Economy

"A Literature Analysis of Organisational Growth Challenges of Cooperatives and Their Potential Contribution to Developing Countries' Development: An Assessment and Suggestions for Future Research".

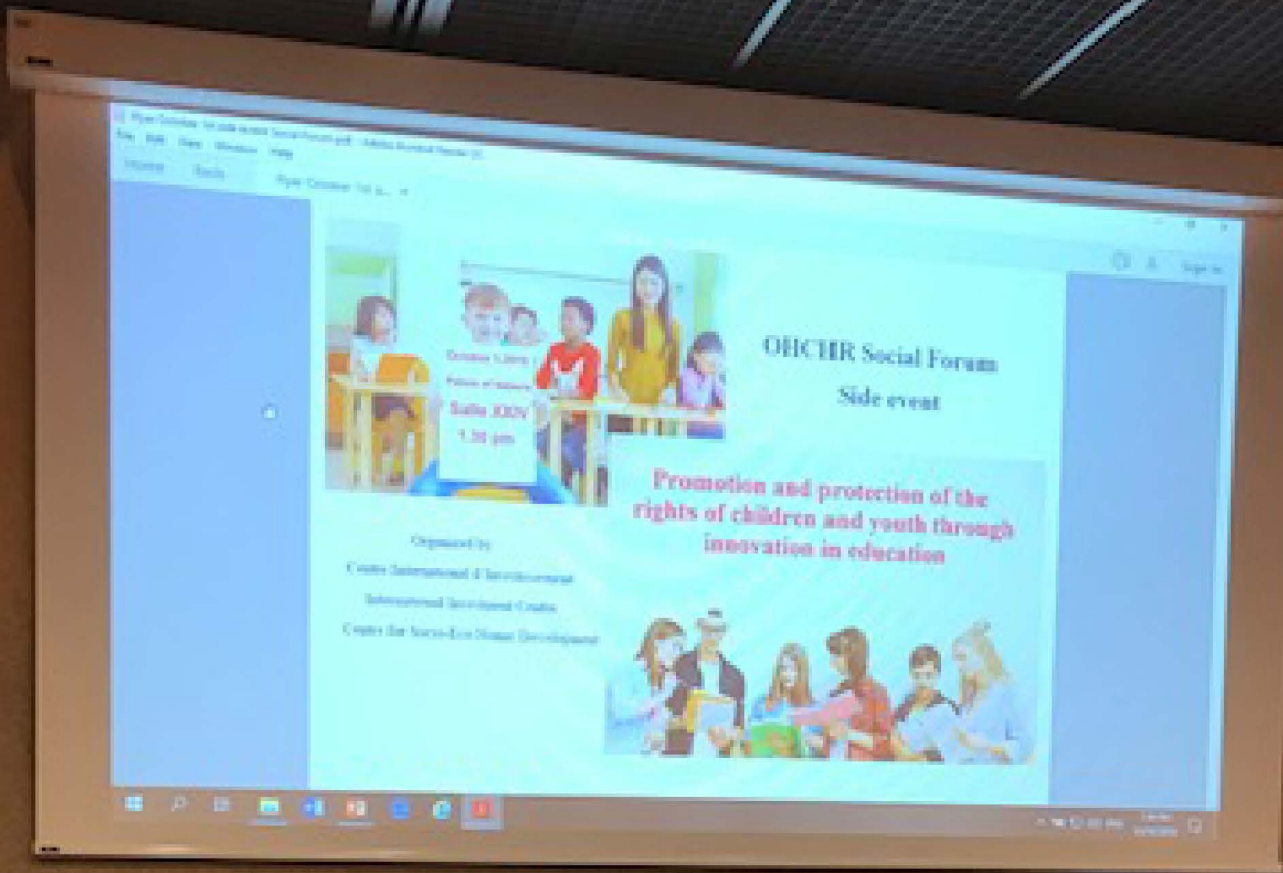
Saner, R. & Yiu, L. (2017). Convegno Sinergie – Sima, Value Co-Creation: Le Sfide di management per le imprese e per la società, 15–16 giugno 2017– Università degli Studi di Napoli Federico II

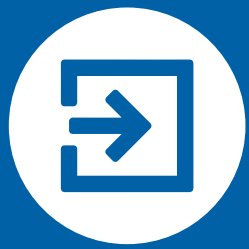
Poverty

"2030 – Eradication of Poverty without Living Wages?"

Carr, S., Hodgetts, D., Saner, R. & Yiu, L., Project Glow (2017). G20 Germany 2017/ Think Tank 20 Blog







2018

1 IMPACTS ACHIEVED

Contributed to the Open-Ended Working Group on Ageing during the 9th Session – Submitted a formal statement both verbally and in writing form promoting a life course approach for the attainment of economic, social and cultural rights of the older persons. This policy advocacy also posited the need to create lifelong learning and gainful participation in the labour market and in enterprise development during different stages of the life course.

Nominated to the Technical Committee (TC) 314, International Organisation of Standardisation (ISO) on Ageing Society. – Representing the SNV (Swiss Norm Organisation) to participate in the drafting of quality management standards in dealing ageing workforce in the organisation (Working Group 1) and dementia (Working Group 2).

Contributed to the international discussion on **data based monitoring and institutional learning** to achieve PPP related SDG Target 17.17, “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”. Activities for this advocacy involved active participation in the working session of the UNECE International PPP Forum and PPP Business Advisory Board. Additionally, liaised with the UNCTAD and the members of the United Nations Statistic Commission concerning the existing indicator for SDG 17.17 in order to improve the classification of 17.17.1 from Tier 3 status to better defined methodology and data collection.

Promoting the Social and Economic Rights of Older Persons. In 2017, CSEND organised a United Nations Library talk on “Ageing with dignity” as a response to the request of a partner organisation, Kyoto University. Through this international exchange, the full implication of rapid ageing in many countries, developed and developing, became visible to the audience. Therefore CSEND joined the NGO Committee on Ageing in Geneva which led to participation in the working session of the Open Ended Working Group on Ageing in New York in 2018.

As an ECOSOC accredited organisation with consultative status, CSEND has the right to submit statements to the OEWGA (Open ended working group on ageing) and therefore presented a verbal statement from the floor in addition to the submission of a written text addressing the need to ensure the rights of the older persons’ continued gainful participation in the labour market and in enterprise development during different stages of the life course.



A second statement was distributed on the floor calling for space making and intergenerational cooperative housing for sustainable ageing, inclusive communities and autonomy and independence of the older persons.

In addition to becoming part of the NGO Committee on Ageing, CSEND also partnered with the National Interdisciplinary Institute on Ageing of the Southwest Jiaotong University in Chengdu to promote the approach of active and health ageing as recommended by the WHO and joined the UNECE Standing Working Group on Ageing as a NGO observer.

(Archive of this event can be found at <http://www.csend.org/conferences-and-forum/aging-futures/477-un-library-talk-roundtable-on-how-to-ensure-ageing-with-dignity-a-contribution-to-the-implementation-of-sdg3-of-the-2030-sustainable-development-goals?highlight=WyjhZ2VpbmciXQ==>)

Monitoring and GroundTruth. CSEND organised a special seminar during the WSIS/ITU Conference on the 23rd March, entitled “Organising Monitoring of SDGs Based on the Three Principles (Transparency, Inclusiveness, Participation) and following Wikipedia’s method of Using Ground Truth ICT Techniques”.



Monitoring has been a thematic area that CSEND has worked on since 2014 with its initial position paper advocating a process based monitoring methodology that generates data from the field and supports institutional learning and innovation. This position paper was cited in the Prototype Global Sustainable Development Report (UN DESA, 2015).

CSEND facilitated the participation of Prof John Briggs, Eric Lewis and Cathy Lewis in a retreat at the Domaine de la Garde, Bourg-en-Bresse, France. Prof. Briggs also gave a lecture on “Earth Mind” based on the philosophy of the indigenous populations of the North America during the retreat.

Mrs Ida Menton actively participated in the OSCE Network of Academic Institutions and Think Tanks (<https://osce-network.net/>) and maintained good standing of CSEND in this community on behalf of Diplomacy Dialogue (<https://osce-network.net/member-institutions/diplomacy-dialogue/>). Based in Macedonia, Mrs Menton monitored the geopolitics and risk in the OSCE regions.



2 KNOWLEDGE TRANSFER AND OUTREACH



2018

American Convention Centre, New York, USA. CSEND representative, Prof Virginia Schein, was invited to join a special panel sponsored by the Society for Industrial and Organisational Psychology alongside of the 62nd Commission on the Status of Women. Her speech was entitled, “When Women Lead: Competency, Connectivity. Courage”.

Varna, Bulgaria. Prof Lichia Yiu was invited to be one of the keynote speakers during the Ninth International Conference of the Bulgarian Association for Management Development and Entrepreneurship in partnership with the European Council for Small Business and Entrepreneurship, the Institute of Entrepreneurship, University of National and World Economy, Sofia. The theme of the conference was “Youth and Women Entrepreneurship in Challenging International (Global) Business Environment”. Prof Yiu gave a lecture entitled, “Women Entrepreneurship: A personal journey and reflection from the East to the West” on the 12th June during the Plenary Sessions of Keynote Speeches.

Tunis, Tunisia

- Requested by the President of Prof WU Jiang of the Asian Group for Public Administration (AGPA), CSEND accepted the mandate of organising an AGPA-Africa Forum during the 1018 IIAS Annual Congress in Tunis. As a host country member of the IIAS, the National School of Administration (ENA) Tunis was invited as co-organiser of this forum.

This Forum was scheduled as an IIAS Pre-Congress Workshop on the 24th June and entitled, “African-Asia Seminar on PPP Collaboration for Infrastructure Building in Africa: Research, Knowledge Management and Institutional Learning”.

Speakers from Nigeria, Kenya, Tunisia, China, African Development Bank and UNECE were invited to participate and speak at the Workshop. A Memorandum of Understanding was signed between the Ministry of Higher Education and Scientific Research, Tunisia and the Southwest Jiaotong University of China for future educational exchange and research collaboration on the 26th June 2018 as one of the direct output of this facilitation workshop.

- CSEND also initiated a special seminar in partnership with IIAS SG VIII on Organisational Learning and National Innovation System on the 25th June. This special seminar was titled, “Joint Seminar on Research, Knowledge Management and Institutional Learning in Implementing the BRI Initiative in Africa: An Organisational Innovation and Performance Enhancement Perspective”.

Chicago, USA. As members of the contributors to the 26th Volume of the prestigious journal on Research in Organisational Change and Development, Prof Raymond Saner and Prof Lichia Yiu were invited to join the panel to launch this newly published volume on the 14th August during the Annual Conference of the Academy of Management. The hosting division of the event was the Organisation Development and Change Division. The chapter that CSEND contributed was entitled “System Change at National Government Level” which was based on one of its public administrative reform projects in Slovenia designed and conducted by CSEND in 1993–1996.

(<https://www.emerald.com/insight/content/doi/10.1108/S0897-301620180000026009/full/html>)



Dijon, France. A workshop on Entrepreneurship in the Cultural and Creative Industries was organised as part of the International Conference on Arts and cultural Management in Dijon. Together with colleague from the Haute Ecole des Arts et Design du Rhin (HEAR) in Strasbourg, Prof Raymond Saner presented a paper entitled “Creative Placemaking for Inclusive Urban Landscapes”.

During the Roundtable, “Infrastructures and Urban Sustainability: Challenges and Opportunities from the Ground”, Prof Raymond Saner, was invited to be one of the two panellist to discuss the gaps in regulating PPPs for urban infrastructure development.

CSEND organised a UN Library Talk based on its research in the domain of private military and security companies, which was entitled “The Evolution of Warfare: The Respect of International Humanitarian Law by Private Military and Security Companies”. Swiss Ambassador Valentin Zellweger was instrumental during the negotiation of the Montreux Document was one of the panellists who spoke at the UN Library event.

[https://www.unog.ch/unog/website/library.nsf/\(httpLibraryTalksByYear_en\)/9A3F9CCDBFC48CC3C1258343003674FC?OpenDocument&year=2018](https://www.unog.ch/unog/website/library.nsf/(httpLibraryTalksByYear_en)/9A3F9CCDBFC48CC3C1258343003674FC?OpenDocument&year=2018)





2018

3 INTERNSHIP PROGRAMME

3.1 Policy Research Papers by CSEND Interns

CSEND agreed to provide support to the Centre for Diplomatic and Strategic Studies (CEDSS) Paris, Dakar Campus, Senegal in research supervision of its doctoral student, Mrs Mariam Aidara Monhamdy, a senior Mauritanian civil servant. The title of her dissertation was “The Islamic Republic of Mauritania and the Achievement of the 4th Sustainable Development Goal by 2030”. Prof Lichia Yiu was the coach mentor to Mrs Monhamdy.

CSEND continued its internship programme by providing internship placement through Smith College and Boston University. A total of five interns participated in this 2 month internship programme in 2018.

Dillon, Diandra, Is Development of Women Entrepreneurship in Jamaica sustainable or bound to remain ineffective?

Julia Lazzaroni, Inclusive and Sustainable Urbanization: Strengthening the 2030 Agenda and Sustainable Development Goal 11

Nguyen, Melanie, Platform Cooperatives: The Social and Solidarity Economy and the future of Work. A Comparative Case Study of Platform Capitalism and Platform Cooperativism and their Effects on Workers’ Satisfaction

Watson, Hellen, OECD RBC Guidelines and Labor Rights Part II

Zambolin, Alessandro, Comparison of OECD MNE RBC Guidelines and ILO MNE Declaration.

4 PUBLICATIONS



2018

System Change and Transformation

“System Change at National Government Level”, Saner, R. Yiu, L. (2018), in Debra A. Noumair , Abraham B. (Rami) Shani (ed.) Research in Organizational Change and Development (Research in Organizational Change and Development, Volume 26) Emerald Publishing Limited, pp.341 – 388.

Human Trafficking

“The Measuring and Monitoring of Human Trafficking”; Saner, R., Yiu, L. and Rush, L. (2018) in Public Administration and Policy, Vol. 32 (2), p. 94–106.

Sustainable Development

“China’s Mandate and Readiness for Social Development”, Yiu, L. and Saner, R. (2018), in Bonvillian, G. “The Savvy Investor’s Guide for Doing Business in China”, Phoenix: Marquette Books LLC. p:129–160.

Poverty

“Intersectoral Coordination of Decent Work in the Context of Poverty Reduction Strategy Papers (PRSP): Lessons Learnt for the LDCs”, Saner, R., Yiu, L., (2018), CSEND Working Paper Nr. 16.

Business Diplomacy

“Business Diplomacy in Implementing the Global 2030 Development Agenda: Core Competencies Needed at the Corporate and Managerial Level” Yiu, L., Saner, R., (2018), in Advanced Series in Management, International Business Diplomacy: How Can Multinational Corporations Deal with Global Challenges? Volume 18, 33—58.

Labour Market

“Lack of Semi-Skilled Workers in Switzerland: Opportunities for Refugees and Migrants?”, Saner, R., Yiu, L. (2018), Afrique durable 2030 du Think Tank Africa 21, No.5, Questions migratoires et Agenda 2030, January, p.48–68.

Responsible Business Conducts and Human Rights

"Increasing the Relevance and Global Reach of the OECD Guidelines for Multinational Enterprises", Saner, R. (2018) in N. Bonucci and C. Kessedjian (eds.), 40 Years of the OECD Guidelines for Multinational Enterprises. Paris: Editions A. Pedone, p. 157-165.

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www.unog.ch/library



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Library Events Room (B.135)
Palais des Nations, B Building, 1st Floor



The Evolution of Warfare

The Respect of International Humanitarian Law by Private Military and Security Companies

Armed conflicts, terrorist attacks, and wars are on the rise and international tensions are growing in many parts of the world. Increasingly, governments are using private military and security companies (PMSCs) to fight wars. Meanwhile, some international organizations and transnational companies employ them to secure their ships from pirates, rebels and terrorist groups. The PMSC industry has 6500 companies worldwide, is estimated to be worth USD 400 billion and has millions of employees. Violations of human rights by PMSC staff were reported during the war in Iraq, Afghanistan, Syria, Congo and other conflicts. To whom are PMSCs accountable? Join us for a panel discussion with experts to discuss this trending industry vis-à-vis international humanitarian law.

Introductory Remarks

Raymond Saner Director, Diplomacy Dialogue, Geneva

A discussion with

Valentin Zellweger Ambassador & Permanent Representative of Switzerland, to the United Nations and other International Organization in Geneva

Kelisiana Thynne Legal Advisor, Advisory Services on International Humanitarian Law International Committee of the Red Cross (ICRC), Geneva

Jamie A. Williamson Executive Director, International Code of Conduct for Private Security Service Providers' Association (ICoCA), Geneva

Moderated by

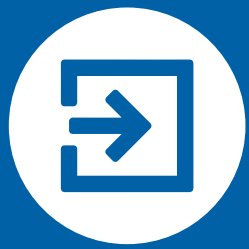
Lichia Yiu President, Center for Socio-Eco-Nomic Development (CSEND), Geneva

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2019

1 IMPACTS ACHIEVED

1.1 Policy Propositions.

- a. **Representatives of CSEND** joined by the Greycells President made a verbal motion supported by a written statement during the Twelfth Meeting of the Working Group on Ageing, Economic Commission for Europe (18–20 November). Key message of this statement focused on the need to set up an Expert Group on Ensuring Digital Inclusion and Digital Literacy of Ageing Population.

CSEND/Greycells initiative has been listed with other civil society group initiatives. They were:

- EURAG – Conclusions and recommendations of an international Forum on “Lifelong Learning – The Right of Access to Education for Older Persons”
 - HelpAge – Global Refugee Forum Pledging Guidance
 - Red Cross Serbia – Taking Action on Social Inclusion of Older People
- b. **A statement** was submitted as civil society organisation to the 2019 Conference of the UNECE Team of Specialists on Innovation and Competitiveness Policies on a “Smart and Sustainable Cities: The Role of Governance and Innovation Policy” (5–6 December). CSEND statement was based on its research finding through the review of 2019 Voluntary Local Reviews (VLRs) presented during the UN HLPF September session in New York and posited it in the stated definition of smart and sustainable cities by the UNECE (<https://www.unece.org/index.php?id=52275>) and the Voluntary Local Review Declaration during the 2019 UN Assembly.

(<https://www1.nyc.gov/site/international/programs/voluntary-local-review-declaration.page>).

Both points to the need to effectively measure sustainability of cities. CSEND statement points to the lack of common application of the SDGs terminology and indicators making it complicated for global city sustainable development review. Actions are urged for the UNECE region to remedy.

CSEND statement is recorded in the meeting records at <https://www.unece.org/index.php?id=52275>.



- c. **CSEND liaised with the UNECE Real Estate Market Advisory Group (REM)** to insert SSE into its Policy Framework for Sustainable Real Estate Markets (2019) as a key element to the Right of Ownership and presented in the footnote 30. Contribution by Prof Raymond Saner was acknowledged in this publication (p.5).

1.2 Standard Setting.

Contributed to the drafting of **ISO 23617: CD, "Ageing Societies – Guidelines for an Age Inclusive Workforce (CD Stage)"** for the Technical Committee (TC) 314 and attended the monthly working sessions and provided technical and editorial comments on record. Prof Lichia Yiu joined the face-to-face working session in Berlin in June. The final WG meeting in Sidney gave the standard a final shape and a Committee Draft was duly submitted for the approval of TC 314 members by voting in December.

<https://www.iso.org/news/ref2261.html>

Developed a **service quality assessment** standard (SQAF) on institutionalized ageing care, which focused on non-medical care for the older persons. Consultation took place with different expert groups for the drafting of SQAF. This standard has been piloted in China by the National Interdisciplinary Institute on Ageing (NIIA) in Chengdu. Action plan for dissemination of SQAF in China was agreed.





2019

2 KNOWLEDGE TRANSFER AND OUTREACH

A half day **CSEND team seminar** was held at the Teachers College, Columbia University. All members of CSEND Team in New York attended this meeting. Prof Carol Huang of State University of New York was invited to participate as a special guest. The discussion focused on how to influence the global policy making more effectively and where to concentrate the collective energy. It was also highlighted that inequality has become one of the major drivers for malcontent and social conflict around the world. Inclusive economic opportunities and fair distribution of benefits are two sub-themes to the social equity narratives.

Similar to the issue of discrimination against women, exclusion of the other, some times in the form of ageism, requires not only public awareness campaign and structural adjustment. The group agreed that transformative education could be one of the tools to deploy. Of which Prof Victoria Marsick and Prof Judy Paker are the experts in this regard.

CSEND representative, Prof Raymond Saner, was invited to preside over the 4th Workshop on Human Capital. The workshop was organized by the Euro-African Institute of Economic Law (INEADEC).

CSEND representatives led by Prof Virginia Schein participated in the NGO Committee on the Status of Women, entitled "Navigating Commission on Status of Women" in New York.

CSEND was invited by the Ambassador of Republic of Benin in Switzerland to attend a High Level Dialogue on the Environmental Laws: Challenges and prospects" during the 40th Session of Human Rights Council.

Prof Virginia Schein accompanied by Tiffany Chan represented CSEND and participated in the 63rd Commission meeting organised by the Commission on the Status of Women. Specifically, the following sessions were attended:

- Modern Slavery and Human Trafficking: Effective Responses for Women and Girls (11 March)
- Tracking The Walk: Measuring Progress On Women's Economic Empowerment (11 March)
- Closing the Gender Pay Gap (11 March)



- Townhall Meeting with the United Nations Secretary-General António Guterres and Civil Society on the Margins of CSW (12 March), hosted by Executive Office of the United Nations Secretary-General and UN Women
- The Gender Effect of Leave and Care Policies – stronger with Dads involved! (12 March) hosted by the Prime Minister of Iceland and the Nordic Council of Ministers
- The Future of Women at Work: A Road Map for Gender Equality and Decent Work (12 March), organized by the ILO, Uruguay and Belgium

International Policy Conference on “Making a Difference: Measuring and Understanding the Impact of Innovation Policies and PPP Projects on Achieving the Sustainable Development Goals” was held by the UNECE Committee on Innovation, Competitiveness and Public-Private Partnerships. Prof Raymond Saner was invited to be part of the panel discussion on “Why we need to measure the sustainable development impact of innovation policies and PPP projects”. This question was raised due to the assumption that not all PPPs were fit for purpose for the SDGs. This premise itself needed to be critically reviewed.

Concurrently, the WSIS Forum 2019 took place at the International Telecommunication Union. During the 2019 Forum, CSEND not only hosted a special Session but also the visit of Prof ZHOU Xiao Hong. From the Tongyi University, Shanghai. The theme of WSIS Forum 10 (2019) was “Information and Communication Technologies for Achieving the Sustainable Development Goals”. This session was moderated by Ms. Roxan Widmer-Illiescu, Senior Programme Officer, Digital Inclusion

A policy debate session was organised to celebrate the ILO Centenary Anniversary by reviewing the work and policy recommendations by the ILO Global Commission on the Future of Work published on how to shape a future with social justice. In an era of immense change in all areas of human life, particularly with regards to the way work is done. New technological opportunities have emerged with the potential to create but also automate jobs. Innovation, particularly in industrialised economies, has allowed for more flexible working arrangements. It was observed that the pace of change and the policy responses have yet to be more sufficiently effective and address the impact on vulnerable groups, such as older persons.

Prof Virginia Schein, representative of CSEND, gave a talk on “Women at the Top: From Gender Bias to Gender Balance” during the 12th Annual Psychology Day at the United Nations, entitled “The Time is now: Psychological Contributions to Global Gender Equality. This event was organised by the Psychology Coalition of NGOs Accredited at the United Nations and sponsored by the Permanent Mission of Palau to the United Nations and the Permanent Mission of the Dominican Republic to the United Nations. Ambassador Katalin Bogyay, Permanent Representative of the Permanent Mission of Hungary made the Opening Remark.

CSEND Representative Prof Raymond Saner was invited to give a presentation during the Forth International PPP Forum: “The Last Mile: Promoting People-first Public-Private Partnerships for the UN 2030 Agenda for Sustainable Development”, at the Palais des Nations. Prof Saner gave his talk during the Session 3 on “UNECE Standards, Recommendations, Guiding Principles and Declaration: Setting the Bar Higher – Improving Implementation and Spread of People First Models” on 7th May.

The global platform for Disaster Risk Reduction in Geneva. CSEND representatives attended the Global Forum that focused on the adoption and implementation of the Sendai Framework for Disaster Risk Reduction (2015–2030) so that countries could raise their resilience in the face of climate change and correlated catastrophes and man-made disasters. (https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf)

The First session of the Open-Ended Intergovernmental Working Group to elaborate on the Content of an International Regulatory Framework, without Prejudging the Nature thereof, Relating to the Activities of Private Military and Security Companies on its First Session. Beris Gwynne and Katherine Kramer represented CSEND attended selected sessions in order to assess the existing political will in moving the negotiations of an international regulatory framework.



United Nations Research Institute for Social Development (UNRISD), a member of the UN Taskforce on Social and Solidarity Economy (UNTFSE), organised an International Conference on “Measuring and Reporting Sustainability Performance: Are Corporations and SSE Organisations Meeting the SDG Challenge?”. It was noted that the effectiveness of sustainability measurement and reporting has improved significantly in recent decades due to several factors namely: many new standard-setting initiatives and reforms of existing tools and models, e.g., risk assessment, life-cycle assessment, cost-benefit analysis, ecosystem-service valuation, triple bottom line report, environmental, social and governance (ESG) reporting, integrated assessment models, the multicapital approach and present and future scenario tools. Despite these methodological innovations, the question remains whether current measurement and report models are adequately fit-for-purpose to address the evolving context of 21st century reality. In view of the centrality of monitoring (SDG 17.19) in the work of CSEND and its attempt to promote institutional learning and innovation through effective monitoring, representatives attended this conference with avid interest.

Ahead of the High Level Political Forum on Sustainable Development (HLPF) which was held on 9–18 July, “Together 2030” launched its position paper with key messages to governments and stakeholders engaged in the follow up and review of the 2030 Agenda and urged for greater ambition. Dr Roland Bardy,



CSEND representative in Vienna, attended the session. The SDG Goals that were reviewed during the July HLPF session were:

- Goal 4, Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 8, Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 10, Reduce inequality within and among countries
- Goal 13, Take urgent action to combat climate change and its impacts
- Goal 16, Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, and
- Goal 17, Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The CSEND delegation participated in the 2018 High Level Political Forum in New York. Besides participating in various Voluntary National Review sessions, CSEND delegates also attended some of the side events with specific thematic foci, e.g., City, Business, Consumption, Tourism, PPPs and the launching of the Global Sustainable Development Report. Prof Schein attend the session on “Review of SDG Implementation and Interrelations among Goals: Discussion on SDG 8 – Decent Work and Economic Growth”.

A CSEND delegation workshop was also organised on the 21st July to exchange experiences and to discuss various thematic issues that the team is advocating. It was hosted by Prof Judith Parker at the Manhattan Club in New York.

Ninth Working Session of the Open-Ended Working Group on Ageing was scheduled to take place on these dates. A preparatory workshop by the NGO Committee on Ageing took place on the 22nd July. During the Working Session, CSEND presented a verbal statement from the floor in addition to the submission of a written text addressing the need to ensure the rights of the older persons’ continued gainful participation in the labour market and in enterprise development during different stages of the life course.

A second statement was distributed on the floor calling for space making and intergenerational cooperative housing for sustainable ageing, inclusive communities and autonomy and independence of older persons.

The 2019 Academy of Management Annual Conference took place in Boston, USA, with the theme, “Understanding the Inclusive Organisations”. CSEND representatives attended different sessions during the AOM annual conference. More than 11000 participants attended the conference.

- CSEND co-organised a Professional Development Workshop (PDW) on the 10th August focusing on “Creating Inclusive Organisations through Shared

Ownership, Participation and Profits.” Prof Frank Shipper of Salisbury University and Prof Raymond Saner of CSEND co-chaired this PDW. A total of eight presentations were made.

- Prof Raymond Saner and Prof Lichia Yiu made a presentation on “Impact of ICT Technology on Community Participation in Refugee Camps”. The key points of the presentation were to explore how ICT could be deployed to ensure the personal security, autonomy and dignity of the refugees in a camp setting.
- On the 11th August, CSEND representatives participated in a one-day conference on “State Capitalism and the Firm”, organized by the Northeastern University. During the conference, researchers from different countries discussed the advantages of state capitalism, such as China, in the global market and implications for economic competitions.

CSEND Representative, Kala Madhav, attended NGO Committee on Status of Women (NGO CSW), Geneva meeting. (<https://ngocsw-geneva.ch/>)

Ms. Kala Madhav represented CSEND and attended the Context Gaps and the Human Rights Imperative for Older Persons – in & beyond humanitarian emergencies during the conference of the UN Human Rights Council. An update was made to the status report (2013) on “The Protection of Human Rights in Humanitarian Crises, A Joint Background Paper by OHCHR and UNHCR.

CSEND joined the NIIA delegation (Chengdu) to participate in the 2nd International Seminar on the Active Ageing Index in Bilbao, Spain. This seminar was jointly organised by the UNECE Population Ageing section, The Biscayan Regional Government, Universidad del Pais Vasco and the European Union.

At the WTO Public Forum 2019, CSEND together with the Geneva office of FAO organised session 24 which was titled “ Services: a key enabler for agriculture trade”. The session underlined the critical link between agricultural production, services and international trade performance. The disparity of the share of added value along the value chains are biased against the producers and favouring the intermediates and the lead firms. The session was moderated by Prof Saner and the panellists were Dr Christian Häberli, Senior Fellow, World Trade Institute, Dr Christian Kingombe, CEO, 4IP Group LLC (SARL), Geneva and Mr. Ahmad Mukhtar, Economist, FAO Liaison office Geneva. The session was well attended and responses from the floor were very positive.

(https://www.flickr.com/photos/world_trade_organization/48870388227/in/photolist-8U5Wnd-aBpV5N-aBneZT-EUjHfd-aBneut-aBnfm-aBpV9-aBpU5d-aBndR2-osDTgs-aBneoD-aBneNk-aBpUou-aBpUid-aBneAT-FVV7HQ-FQ35Kj-F3LfAq-FVV3R1-FVV2KU-wLgCZ5-FYcQHg-Vx9sBn-oweZHD-2hsvvNt-aBpUGE-aBnezg)

(https://www.wto.org/english/news_e/archive_e/pf19_arc_e.htm)

Representative of CSEND, Kala Madhov joined the WHO Mental Health Forum to examine the ways and means to “Enhancing Country Action on Mental Health”. It was of particular interest to note that WHO recently released a battery of products with the brand name of the “mhGAP Community Toolkit”. During the Forum, country experiences in using the WHO tools were reflected.

CSEND representative participated in the 2019 World Trade Forum at the University of Bern which focused on the “Multilateralism at Risk”. This forum was hosted by the World Trade Institute in collaboration with other partner organisations. A debate with the representative of Confederation of German Employers’ Associations, Ms. Renate Hornung-Draus ensued regarding fair wage for the labour force. It was suggested by the CSEND representative that complementary to the proposed an “adequate minimum wage” in the ILC Centenary Declaration for the Future of Work, ILO needs to incorporate an “adequate maximum profit” policy. This debate took place during the Plenary Session V, “The ILO at 100, the Fourth Industrial Revolution, Trade and Employment”.

CSEND representatives participated in the Twelfth Meeting of the Working Group on Ageing, Economic Commission for Europe. Three main points made during the meeting were: 1) International initiatives in the area of ageing; 2) Roadmap and guidelines for mainstreaming ageing; 3) Monitoring the implementation of Madrid International Plan of Action on ageing (2018). It was also discussed at the meeting of potential staff cuts in 2020.



Representatives of CSEND put forward a verbal motion supported by a written statement together with the Greycell Association on the need to set up an Expert Group on Ensuring Digital Inclusion and Digital Literacy of Ageing Population.

Ms. Kala Madhav represented CSEND and attended the Policy Seminar on Ageing, entitled “Informal Care for Persons with Dementia” (20 November). Dementia as the major health challenge for the ageing population would gain increasing significance for public policy. A concept note is available at https://www.unecce.org/fileadmin/DAM/pau/age/PS2019/Policy_seminar_2019_concept_note_and_programme.pdf.

As a NGO observer of UNTFSSSE, CSEND represented by Prof Lichia Yiu participated in the conference, entitled “The Social and Solidarity Economy Momentum: Finance for Inclusion and the Future of Work”. Two large scale projects implemented by the ILO set the background of this Momentum conference; 1) Financial Mechanisms for Innovative Social and Solidarity Economy Ecosystems, and 2) Contribution of the Social and Solidarity Economy and of Social Finance to the Future of Work.

Cooperative movements have played a very important role in promoting economic growth, sustainable jobs and regional development for the



past 50 years. This momentum contributed to the poverty alleviation of the region and transformed it from an emigration location to a region of prosperity. EURICSE, a local government funded research organisation is actively promoting knowledge development and innovation for the field of cooperatives, social enterprises and other non-profit organisations engaged in the production of goods and services (<https://www.euricse.eu/mission/>).

The World Association of PPP Units and Professionals (WAPPP) organised an “Agenda 2 December 2019 Workshop for Permanent Missions”. Prof Raymond Saner agreed to host the World Café II during the Workshop. The theme of this World Café was “Experiences of Mega Infrastructure PPPs”.

(Taipei, China). Expert Roundtable on the Human Resource Requirements and Labor Demand in Support of Taiwan’s Transition to Circular Economy through the Collection of Material Resources. This Roundtable was sponsored by the ILOSH of the Ministry of Labour. Presentations were made by experts from the China Economic Research Institute.

The Third Session of the Working Party on Public-Private Partnerships under the auspice of UNECE Committee on Innovation, Competitiveness and Public-Private Partnerships took place at the Palais des Nations. Discussions centred on how to implement People-first PPP Projects in Support of the SDGs. The lack of project management capacity within the government has hampered the development of fundable PPP projects. Similarly, missing proper funding model also slowed down the implementation.

(Taipei, China). ILOSH of Ministry of Labour invited Prof Lichia Yiu to participate in a Roundtable on Human Capital Formation and Enterprise Training. This Roundtable introduced the new standard ISO 30414: 2018, Human Resource Management – Guidelines for Internal and External Human Capital Reporting. The linkage with another training governance instrument, Taiwan Training Quality Standard (TTQS), which Prof Lichia Yiu was instrumental in its development, was also discussed.

Prof Virginia Schein attended the conference organised by UNOP on Sustainable Investment and the session on “Trends in Sustainable, Impact and ESG (Environmental, Social and Governance) Investing: Passive ESG Investing. It is doubtful that ESG portfolio would become the main investment vehicle and drive the necessary transition.

CSEND represented by Ms Kala Madhav joined the WHO Information Session for Non-State Actors. This session is important for the CSEND and its work on ageing since WHO does not recognise UN ECOSOC accreditation. Therefore, participation of non-state actors of the like CSEND is impossible, if not through some other WHO accredited peak NGOs.

3 INTERNSHIP PROGRAMME



2019

3.1 Policy Research Papers by CSEND Interns

CSEND continued its internship programme by providing internship placement through Boston University and University of Venice. A total of five interns participated in this 2 month internship programme in 2019.

Accardo, Piero, How can SEZs support the introduction of Circular Economy in Naples? CSEND Working Paper 2019-12-1.

Chiarato, Luca, Achieving SDG 17.11 in African LDCs: Agricultural Commodities of Ethiopia, Madagascar and Tanzania. CSEND Working Paper 2019-12-2.

Ajit, Ankita, Synthesis Report on 2019 Voluntary Local Reviews. CSEND Working Paper 2019-12-3.





2019

4 PUBLICATIONS

2019 had been another productive year in knowledge creation and knowledge exchange with the larger stakeholder community, ranging from policy making, global governance, business corporations, to engagement with the civil societies. The issues covered in CSEND's research work ranges from monitoring SDGs, human ageing and refugees, migration to social development in China, transformation and public administrative reform and OECD Guidelines.

Sustainable Development

"The 2030 Agenda Compared with Six Related International Agreements: Valuable Resources for SDG Implementation", *Saner, R., Yiu, L. & Kingombe, C.* (2019) *Sustainable Science*, 14(6), 1685–1716. <https://doi.org/10.1007/s11625-019-00655-2>.

Financing Education in Developing Countries: Philanthropic Organisations Need to Monitor Their Investment for Impact. *Saner, R., Yiu, L.* (2019). **CEPS Working Paper Series**, No. 15, Basel: CEPS.

"Monitoring the SDGs: Digital and Social Technologies to Ensure Citizen Participation, Inclusiveness and Transparency", *Saner, R., Yiu, L. & Nguyen, M.* (2019). *Development Policy Review*, DPR12433, Feb. DOI: 10.1111/dpr.12433.

Women Entrepreneurship Development

"Jamaica's development of women entrepreneurship: challenges and opportunities", *Saner, R. & Yiu, L.* (2019) *Public Administration and Policy*, Emerald Publishing Limited, Vol. 22 No. 2, 2019, pp. 152–172.

Ageing and Refugees

"Population ageing and a lack of semi-skilled workers in Switzerland: Opportunities for refugees?", *Saner, R., Yiu, L. & Rush, L.,* (2019). accepted by Career Development International.

Digital Economy

"Platform Cooperatives: The Social and Solidarity Economy and the Future of Work. A Preliminary Assessment of Platform Capitalism and Platform

Cooperativism and their Effects on Workers' Satisfaction", *Saner, R., Yiu, L. & Nguyen, M.* (2019). UN Interagency Task Force on Social and Solidarity Economy, <http://unsse.org/knowledge-hub/platform-cooperatives-the-social-and-solidarity-economy-and-the-future-of-work/>

Living Wage

"Labour is Not a Commodity". Saner, R. (2019), D+C – Development + Cooperation

Psychologists in the UN

"The International Association of Applied Psychology at the United Nations in Geneva", *Saner, R. & Yiu, L.* (2019). **Applied Psychology around the World**, APAW, IAAP Bulletin, Vol 1, Issue 3, September 2019, ISSN 2639–6521, pp. 95–101.

Private Military and Security Companies

"Private military and security companies: legal and political ambiguities impacting the global governance of warfare in public arenas", *Saner, R., Uchegbu, A. & Yiu, L.* (2019) **Asia Pacific Journal of Public Administration**, June, 41(2), 63–71.



FOUNDERS



Lichia Yiu – President

Born in Taipei in 1949 and a Swiss citizen, she holds a doctorate in Educational Psychology from Indiana University. A former associate professor at Chinese Culture University, Taipei, she worked as a post-doctoral fellow at Columbia University in organisational psychology and later served as visiting professor in different universities in Asia and Switzerland. She is fluent in English and Mandarin.

An organizational psychologist, she has designed and developed institution development platforms to support public sector reforms in Slovenia, Bolivia, Vietnam, Russia, China and English-speaking African countries for the different UN agencies and bilateral donors. In recent years, she has been working on the governance issue of capacity development at both micro and macro level by adopting a system alignment approach and analytics. She has concentrated her research and consulting on the issues of sustainable development, stakeholder engagement in public policies, education reform, human capital formation and aid monitoring for institutional learning and aid performance.

Prof Yiu has taught at different universities in Taiwan, USA and Switzerland. She has published books and research papers on aid effectiveness, human resource management, sustainable development, international negotiations, new diplomacies, development impact regarding poverty reduction, institutional learning, and methodology for process based monitoring and reporting.



Raymond Saner – Director

A Swiss citizen, he is fluent in German, English and French. He holds a doctorate in Social Psychology from the Union Graduate School, Cincinnati, Ohio, Master in Education, Lesley U. Cambridge and a BA in Economics, U. of Basle.

An economist and psychologist by education, Prof Saner has been active in the field of international negotiations since 1985. He has conducted training for government officials, diplomats, business executives and MBA students and published books focusing on the state and non-state actors in the international governance system.

His research concentrates on negotiations in the field of trade, employment and poverty reduction, and Human and Social Capital Development in the educational sector. His current research focuses on the Impact of private finance on the achievement of global development initiatives and goals in resources constraint countries, with special reference to the health sector. He has pioneered the field of business diplomacy and contributes to the study of multi-stakeholder diplomacy, cross-sector partnerships (TNCs-NGOs-SCOs-IOs-Government's) and art & society interfaces.

He is a Professor emeritus at the Economic Sciences Centre, Basle University, Switzerland and professor for the Master in Public Affairs Programme, Sciences Po, Paris, France.



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