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Governability and Social Responsibility
A shared task

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Summary

On countless occasions the authors have asked themselves how to achieve the high level of governability required to enable the societies in which they live, and indeed all societies, to develop sustainably and harmoniously. With the unique perspective of their government posts, the authors have returned time and time again to the variety and complexity of relationships that exist between the State, civil society and the business world, and especially to the instrumental role of corporate social responsibility in achieving governability. They have posed questions such as: What is good government and how does the private sector influence the life of a nation? What is the role of the “third sector” and how do all sectors relate. In response to these queries, the authors wrote this document and founded an organization that provides solutions to problems of governability based on the confluence of different sectors.

The authors start from the conviction that the foundation for building a stable society, one in which it is possible to live peacefully in a safe, clean environment, requires the establishment of trust among all parties involved—all branches of local, regional and national government, citizens and their associations, business leaders and their corporations – and the achievement of more certainty for all –through respect for the rules of the game and signed contracts, for commitments made and votes taken.

1. Governability

1. The Concept of governability: The concept of governability, also referred to as “good governance,” is not new. What is new, however, are the obstacles that countries and their peoples have had to overcome to achieve good democratic governance. Overcoming these barriers to governability has been a true challenge for all nations of the world. Indeed, as early as 1812 the Aurora de Chile was addressing the topic:

*“la verdadera riqueza de un Estado, su verdadera fuerza, consiste en la sabiduría de su constitución, en la equidad y prudencia del gobierno, y en el número, fidelidad y patriotismo de sus ciudadanos ... los gobiernos duran siglos baxo la influencia de la sabiduría y clamor a la patria. Los errores de la administración, la corrupción de las cortes, y de todas las clases, precedieron siempre a la ruina de los estados ... parece que la libertad, lo mismo que la moderación y la justicia, huye de los pueblos opulentos.”*¹ [a State’s true richness, its true strength, consists in the wisdom of its Constitution, in the equity and prudence of its government, and in the number, loyalty and patriotism of its citizens.... governments last for centuries when influenced by the wisdom and clamor of the nation. Errors in administration and corruption in the courts and other places have preceded the ruin of all States.... and it appears that liberty, as well as moderation and justice, flee from decadent societies.]

The United Nations Organization has been promoting and supporting initiatives aimed at achieving good governance as a necessary condition for obtaining the full implementation of the Millennium Development Goals (MDGs). Indeed, UN Secretary General Koffi Anan clearly established the relationship between the MDGs and Governability, saying that it is equally acknowledged that to achieve good governance it is necessary that the State, civil society and the private sector increase their collaboration, taking into account the interests of citizens and being accountable to them for their actions.²

It is worth recalling these development goals here, for they will help us to recognize the complex, multifaceted nature of governability/good governance and its effects on broad areas of peoples’ lives:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women

¹ Translated from: Aurora de Chile, September 17, 1812.

² United Nations’ Organization, Centro de Información para México, Cuba y República Dominicana, Boletín ONU Nro. 03/106, 3 de noviembre de 2003.

4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development³

In regard to the above, at the Millennium Summit participants expressed that transparent, responsible, accountable and participative management that is responsive to the needs and aspirations of the population, and especially of those belonging to the most vulnerable and marginalized groups, is the foundation of good governance and a condition sine qua non for the full exercise of human rights, including the right to development. They also affirmed that, if countries are to achieve good governance, then the State, civil society and the private sector must collaborate more in order to take into account the interests of the citizenry and to account for their acts.⁴

Other bilateral and multilateral agencies have also defined the concept of good governance and have proposed initiatives that aim to achieve governability and thereby foster countries' sustainable, equitable and just development.

For the United Nations' Development Program (UNDP), government is the politically legitimate instance that promotes and enables freedom of association and citizen participation; that establishes fair and trustworthy judicial systems; that is administratively and financially accountable; that allows freedom of information and of expression; that strives for an efficient and effective public administration; and that provides opportunities for cooperation between official institutions and civil society organizations.

The World Bank defines good governance as transparent, predictable and professional political administration in which the Executive is accountable and accompanied by a strong, active civil society and in which the rule of law is crucial.

³ "United Nations Development Goals, at: <http://www.un.org/millenniumgoals/>
United Nations Millennium Declaration, September 18, 2000.

⁴ Millennium Summit, 2000.

Bilateral cooperation agencies agree in general that good governance is based above all on legitimacy, accountability, authority and respect for legally recognized human rights.

2. Governability and good governance: The pursuit of good governance has always been a complex task. The central elements of good democratic governance are its **honesty and transparency**, which recover society's trust; the **quality of a government** that is capable of providing services that meet the expectations of its citizens; its **professionalism**, which attracts, motivates, develops and retains the best men and women in the public service; the **information** offered by the government, which should be accessible to citizens in a timely and easy manner; the **ease** with which citizens can carry out **procedures** securely and quickly; its role as **facilitator** in resolving disputes; and its **effectiveness**, which allows it to **limit expenditures** that do not add value. A government with these characteristics offers nothing but benefits to its citizens.

From the above it can be deduced that good democratic governance:

- is based on a variety of actions that resolve concrete problems in all areas of society (citizens, their culture, customs and organizations; all branches and levels of local and regional government; and the market): includes accountability; fosters legality; controls corruption; provides high quality services and products; facilitates easy and effective citizen participation; engages in the external evaluation of its policies; and ensures transparency in the information it makes available to the public
- seeks the common good in articulating different interests to resolve potential disputes.

2. The private-corporate sector

All of the above refers essentially to the State, but has its corollary in the private sector, where nowadays people refer to corporate global citizenship. Many corporations are now basing their business upon the same lines as those described above, both in regard to the internal life of the company, as well as its external relations. In regard to the former, to be good corporate global

citizens, those operating businesses should pay special attention to the following:

1. Transparency and the duty to inform: Corporations should transmit all information that is relevant to *stakeholders* in an accurate, truthful, symmetrical, equitable and timely manner.
2. Effective corporate structure: Corporations should operate in the market with transparency and efficiency, respecting the laws and regulations and adopting government guidelines so as to contribute to good governance.
3. Recognition of the rights of *stakeholders* in corporate governability: the company structure should protect and facilitate the exercise of the rights of *stakeholders* in general, especially their right to collaborate with the company in generating wealth, employment, sustainability and financial success.
4. Equitable treatment of shareholders: All shareholders, regardless of category, should have the right to fair treatment and real compensation where their rights are violated.
5. Responsibility for directing the company: A company should be directed with a strategic vision and its performance effectively monitored in order to ensure accountability to the company and its shareholders.

To these aspects of the internal life of corporations we must add the responsibility of companies in external settings. Whether because they are convinced of their value or because they need to increase profits, or simply because they wish to do their part in achieving a peaceful and stable social milieu, companies and those who manage them must make a concrete commitment to aspects such as economic growth and development, social prosperity, development of fair markets, democratic control of the economy and respect for cultural diversity. In sum:

1. In the economic sphere: They must respect suppliers, workers, consumers and competitors; pursue high levels of productivity and excellent quality; achieve the maximum short and long terms benefits.
2. In the social sphere: They must respect established norms in the local and national communities in which they do business; preserve and promote education and health; respect the cultural heritage and

consumption customs of communities; and make a commitment to the development of the communities that they co-habit, who are their consumers and suppliers.

3. In the environmental sphere: They must make a corporate commitment to sustainable development, reducing the consumption of natural resources and restricting or eliminating polluting emissions and harmful waste products by using environmentally friendly technologies.
4. In the legal sphere: They must respect human rights and workers rights within their immediate (the company itself) and extended (suppliers) circles of influence; and make a commitment to eradicating all corrupt practices within their sphere of action.

If all companies, large and small, respect the norms and customs mentioned in the preceding paragraphs, they will become good corporate global citizens and will make a positive contribution to achieving governability in all countries in which they do business.

3. The “third sector”

The themes of governability and good democratic governance are also the focus of concern and reflection of many foundations, associations and non-governmental organizations.

Civil society⁵ is a complex formed both of associations with common economic interests and volunteer-based non-profit foundations, which are considered an essential component of democracies today. The fundamental aim of these associations is to improve people’s quality of life and social coexistence. They are generators of ideas and constructive criticism; they debate, question, and make pronouncements upon the actions of the State, the private sector and upon civil society itself.

However, while some recognize that these organizations play an important role in the construction of democracies, others question their legitimacy and legality. More and more, they are being required to clearly define their

⁵ The authors are aware that the concept of “society” is much broader, richer and more complex than implied here. However, for the purposes of this work we have chosen to use the more limited concept of “civil society.”

missions and objectives, as well as the methods and paths they will use to achieve them.

In addition, these associations and foundations are responsible to their employees, members, donors, cooperation agencies, and the general public; to their local and national governments; and to the beneficiaries of their programs and assistance. Certainly they must also be accountable and assume their social responsibility.

It is crucial for the purposes of this work to describe why civil society is considered an essential player in the construction of governability within countries: If one accepts that representative democracy is the most desirable – albeit imperfect – form of government, then it is necessary to establish suitable relationships between the representatives and those they represent. Moreover, the simple act of voting—that special relationship between representatives and their potential representatives—is not sufficient for the exercise of political rights and the fullest exercise of democracy. Citizen participation should not be a spontaneous or circumstantial exercise, but should be ongoing and organized, generating institutional commitments for public deliberation, communication and social interaction—in short, for the true adoption of pluralism, which fosters governability, peaceful coexistence and democratic living.

On the contrary, if mechanisms for participation in and decision-making on democratic life are absent, governability will be affected in a wide variety of ways: electoral abstinance will accelerate; successive crises of public trust in institutions and parties will occur; the ability of governments to make important economic decisions on issues such as free trade agreements will weaken, as will their ability to address citizens' demands on issues such as the environment, human rights and workers rights, among others; ethnic minorities will face greater barriers in their relations with the rest of society; and governments will be impeded from effectively resolving problems related to gender equity and citizen security, among other effects.

According to a UNDP report on democracy,⁶ almost half of the population of Latin America is discouraged by the fact that problems have persisted despite the establishment of democracy, so much so that they are willing to accept the price of a certain level of corruption in order to get things to work. One third

⁶ Translated from: United Nations Development Program, Ideas y aportes. La democracia en América Latina. Hacia una democracia de ciudadanas y ciudadanos, 2004.

of the Latin American and Caribbean population can identify cases of cronyism, while two thirds believe that business leaders and the financial sector are more powerful than their governments (op. cit., p. 79). For these and other reasons related to governability, citizens have mixed feelings about democracy (op. cit., p. 80).

On the other hand, the advantages to be reaped from the fullest expression of citizen participation and social inclusion are found in the fact that these grant more legitimacy to governments, institutions and corporations, they contribute to the construction of the necessary democratic culture and the feeling of belonging, and they increase the effectiveness of public decision making and public administration. In other words, greater participation and social inclusion do not create governance, but they do engender legitimacy and trust, which are essential elements of governability and of the fullest expression of democracy. In the same way they neutralize sterile political disputes that lead nowhere and limit advancement.

4. The current model of governability

Although they exhibit different styles and levels of consolidation, democratic governments in the Latin American and Caribbean region are striving to offer and to build governability that is inclusive and meets the needs of the majority. In general, there is a de facto agreement on the adoption of market economies as the dominant form of economic coexistence, and a certain degree of consensus in regard to the treatment of social problems and cultural advancement. However, an historical “debt” in regard to equitable income distribution remains. Indeed, in some countries high rates of inequality and poverty make it virtually impossible to achieve acceptable levels of practical and structural governability.

At any rate, it is clear that many governments have attempted—with more or less success—to establish mechanisms, consensus building strategies and relations that foster governability by effectively addressing diversity and conflicting or diverging interests.

At the same time, there has been a trend towards identifying the individual interests that makeup the collective interest, and using these as the basis for public policies. In any case, there will always be some sectors that do not feel their needs have been understood; but under the present circumstances and the

state of the dominant model of governability, it is hard to see an alternative, above all when the majority demonstrates a level of unquestioning acceptance. At present there is a general lack of awareness about how to question the model of governability currently under construction, and above all on how to use the answers to such questions to influence the development of existing public policies.

5. Coping with Challenges

The challenges that both developed and developing societies currently face in the area of governability are centered on avoiding the disengagement of society, governments and the private sector. Open conflict must be seen as a last resort in resolving differences observed among stakeholders from these sectors. As is well known, solutions reached through conflict leave in their wake injured parties, mistrust, and a variety of other costs, all of which are difficult to mend or overcome in the future. Therefore, situations that are difficult to manage, or situations in which the public is likely to lose trust in their elected officials, should be avoided. Instead, energy, expertise and creativity must be invested in creating practical, achievable scenarios for dispute resolution. It is in such interaction among all stakeholders where they may express their legitimate opinions and together reach a solution that, while it may not be optimal for each, will come as close as possible to meeting their most important demands.

Hence, what is sought are alternative ways of resolving disputes, such as those found in the leadership of alternative ecological proposals, anti-globalization movements, and in actions that express resistance to municipal, governmental and corporate decisions. These are sectors that do not agree with the idea that growth alone generates social advancement; instead, they aspire to a more qualitative development. And it is precisely this idea that leads them to question the value of democracy as an instrument of well being, when the issue is not growth alone, but how to distribute wealth and also power more equitably (the failure of the “trickle down”). This is the aspiration and the desire: for a fuller expression of democracy that is perceived and appropriated more and more by its citizens.

Governments are challenged by their diminished capacity to resolve by themselves the complex problems that they currently have to face. For its part, the private sector faces the challenge of implementing economic-productive

projects without generating conflicts with the surrounding community, social groups in general, and existing public policies. The challenge is therefore to ensure that all parties assume their shared responsibility that will enable the construction of realistic agreements that are acceptable to all, thereby generating the trust required for building effective public policies that people recognize as legitimate.

We are convinced that governability brings greater certainty for companies (their investments are safeguarded, the rules of the game are respected and contracts are enforced), and for citizens (their demands are taken into account and their civil, economic, social and cultural rights are respected) both individually and collectively in associations, foundations, and political parties. ARTÍPOLIS is founded upon that conviction: it was created to contribute to building trust as a prerequisite for achieving a greater, firmer governability that offers returns to citizens and companies, as well as to society as a whole, understood as more than the sum of its individual citizens. ARTÍPOLIS was created to discourage the use of conflict in solving disputes among the State, society and companies.

Recently the European Union, through one of its commissions, recognized and identified the challenges that our region must face, stating that Latin America needs to “overcome its problems of governability, social cohesion and regional integration” if it truly wishes to achieve harmonious, just development.⁷

6. The different stakeholders involved in governability and social responsibility

As the above paragraphs reflect, three main stakeholders are inherent to both social responsibility and to good governance practices that foster social harmony and humane, sustainable development. These are the private sector, the State and civil society. These three actors have relatively different interests that reflect their diverse economic, political and social positions. All three, however, deserve recognition, legitimacy and representation. In relation to the national interest, all three sectors are included under the common interest, each with its own diversity and complementary aspects. The members of these

⁷ Translated from: Ferrero-Waldmer Benita, text referred to in El Mercurio, March 2006.

three sectors desire to participate in the country's growth and development, and to share in the benefits these processes produce.

The most difficult challenge, however, is determining how to understand, channel and improve the commitment of all in order to achieve development that is sustainable, humane, inclusive and democratic. This is the true path to good governance, more harmonious social existence and a more comprehensive democracy that goes far beyond the simple act of voting.

Along this path to governability we must therefore include the principles, attitudes, behavior, aspirations and commitments of all three sectors—business enterprises, civil society and the State. It seems normal and even obvious that the State should be involved in the process of governability; however, a special effort must be made to ensure that the full range of both business organizations and civil society are also included in this process. These sectors must be as involved as possible and should be invited to participate in its design, implementation and evaluation so that they feel included in building the future society. Only in this way will the democratic system be granted legitimacy; will the disconnectedness and mistrust be replaced; and will there be an answer to the legitimate search for an alternative, arising in response to the frustration and deception engendered by the broken promises and the betrayal of hopes and expectations.

7. The search for opportunities for convergence and the need to coordinate actions

There is no doubt that the key stakeholders of governability (companies, civil society and the State) feel an ever more pressing need to undertake the appropriate actions to participate more fully in the challenges of globalization. They base their actions on their belief that they should operate through a general consensus for coexistence and trust, for the ultimate objective of development that includes all. When these stakeholders do not comprehend that the construction of a “we” should merge the positions of different sectors of a Nation, they compromise their own development and pave the way to their own exclusion.

A great many of the actors involved in governability discover that the traditional ways of doing business and of negotiating, their rationale and demands, their usual modus operandi, are becoming ever more obsolete.

Business is no longer carried out on a single plane (national), and competition and alternatives are ever expanding. For its part, the citizenry today exhibits different behavior and expectations than in former times. Everyone, including the State, is required to be more accountable, is subject to enforcement, is obligated to assume their social responsibility and to keep their promises. We are therefore facing a complex, difficult situation in which it is essential:

1. to take into account different sectors and foster serious dialogue among them to agree on action
2. to make commitments for future action by coordinating joint initiatives (request, agreement and pledge)
3. to identify what conditions are required to achieve that promised and to meet the expectations of those involved.

8. Objectives and motives for this initiative

The actions of ARTÍPOLIS have the ultimate objective of generating trust and productive and sustainable coexistence where these are lacking, both in national and international arenas. ARTÍPOLIS focuses its efforts on achieving well developed, efficient mechanisms that foster the consolidation of governability within corporations, civil society and the State, both individually and collectively. Three motives, among others, drive the members of ARTÍPOLIS and inspire the organization itself:

1. **The existence of a higher patriotic interest, both among the members of ARTÍPOLIS and in society as a whole,**⁸ which will advance our countries' development, enabling them to achieve a quality of social life that builds trust within companies, society and the State. There is no doubt that the general, axiological and political crisis of countries of the region has been accompanied by strong economic and social problems. However, it is also true that, despite everything, substantial progress has been made in recent years. Today the challenge is how to internalize personal, corporate, social and governmental behaviors to cause them to generate and consolidate the levels of trust required to achieve civic coexistence and stability in the construction of our countries. In a meeting of the Inter-American Development Bank (IDB), Felipe González stated that “strengthening of democracy and good governance contributes to sustainable human development and to the stability

⁸ This does not necessarily mean each and every member.

of political systems; given that democracy is not an ideology, it is not in itself synonymous with good governance.”

2. The personal interest among ARTÍPOLIS members to contribute to the continuity of growth and development in countries of the region. In these times, despite the institutional and human breakdowns they have witnessed and the socio-economic suffering they have experienced, the people of the region continue to express their aspiration for development that is humane and sustainable. The increasing desire for greater participation, the effect of modernization efforts in countries and institutions, the continuity of electoral acts and other forms of participation, have promoted, at least among the most political and socially aware segments, individual commitments that go beyond personal boundaries to reach the highest expression of collective and social responsibility. However, this aspiration faces its greatest challenge today, when the tendency is towards ever more consumerism and easy, media-sponsored entertainment, weakening of policies in some areas, and policies of misinformation and manipulation in others. These trends are capable of fostering widespread indifference to the real underlying problems and of encouraging people to adopt a selfish, individualistic attitude that disregards the importance of national and regional challenges in development and advancement, an attitude that disregards the shared nature of this responsibility. This context provides the outlet for the individual desire to engage in activities and actions that counteract the trend towards non-participation, that foster the common interest and the construction of social harmony, in which the contributions of all parties work towards growth and development that is inclusive, humane and sustainable.

3. The existence of a corporate interest to become involved in the country, its development and advancement. While it cannot be denied that the ultimate goal of businesses is to make a profit as quickly as possible, it is evident for ARTÍPOLIS and other observers (even some business people and business associations) that today this goal is impossible to decouple from other aspects of life such as: respect for the cultural and social origin of local and national communities in which the company does business; respect for the environment; and respect for the economic, social and cultural rights of their workers. In short, it is impossible to separate doing business from the ability to live peacefully in a stable society and a clean natural environment.

For these reasons, and because they are genuinely committed to the social, natural and labor environment in which they operate, business people are more and more interested in establishing policies of **corporate social responsibility**. Such policies consist of standards that obligate companies to fulfill requirements that go beyond their responsibility to shareholders and their financial results. They assume the inclusion of parties who are affected by the actions of the business and with whom they have common interests related to the quality and safety of the products they produce. Such policies also are concerned with human rights and workers rights, both those of their own employees and those of their suppliers, and make a commitment to invest in and to be concerned about the development of the surrounding communities, and with the generation and stability of employment.

These policies assume that companies should take responsibility for the environmental degradation their activities provoke. They also imply that companies should avoid, minimize and even eliminate the negative social effects of their operation on the community, and should make a commitment to alleviating the general problems of society such as poverty, disparity and inequity, and the deterioration in the overall quality of life. In summary, the objective of companies with a CSR policy is to operate a successful business producing goods and services that are needed by society and that are in harmony with social progress, economic development, workers rights and environmental protection. As Adela Cortina has said, challenges of the company in times of globalization become opportunities for growth, and they require the development of three key virtues: “concern for the *feasibility* of companies in the new era, which requires exercising *prudence*, prudence that demands the construction and generation of *trust*; the possibility of building a *cosmopolitan citizenry* with the assistance of information technologies, that require the exercise of justice; and the need to assume *corporate responsibility* in the process of globalization, turning to company ethics as a humanizing innovation.”⁹

The majority of business people are interested in becoming involved in this world of global citizenship and social responsibility. This is demonstrated not only in the number of companies that have joined voluntary associations of this nature—such as the United Nations Global Pact and other similar initiatives—but is also evident in the examples of business

⁹ Translated from: Cortina, Adela, Construir confianza, Editorial Trotta, Madrid, 2003.

owners and operators who are held legally responsible when they fail to take action to properly address conflicts and situations that adversely affect the local or national community and/or the environment, causing social, cultural and environmental damage.

Of course, some business people become involved with the issues addressed here strictly out of self-interest. These individuals see that generating conditions of good governance is a better investment in stability than spending on strategies that have uncertain levels of return.

9. Conditions for advancing these proposals

Some basic conditions must be met if a policy of governability and social responsibility is to have positive results in the proposed fields of action. Certainly, one of these is the need to build trust during the process among the sectors involved in the shared task of achieving good governance. This is important because generally these stakeholders have a mutual history centered more on experiences of misunderstanding and disparagement than on openness and collaboration.

In this regard, it is necessary to generate key dialogues to bring public and private sector stakeholders closer together and to foster their joint action. This requires a special effort as it is the cornerstone of consensus and action among different stakeholders, including those from the third sector. When relationships of trust, engagement, shared action and understanding are built, society as a whole will be in a position to generate the elements of social coexistence necessary for a sustainable development and governability that includes and meets the needs of all.

To achieve a basic level of harmonious coexistence for sustainable development and governability, and thereby achieve an advanced level of democracy, it is advisable to take charge of problems related to:

- a) identifying the difficulties of governability and the barriers to its achievement;
- b) the need for each sector to develop its objectives and aspirations and link them with those of other sectors, formulating complementary objectives and aspirations

c) designing strategies for joint action to achieve sectoral objectives and general ones for society as a whole.

From a strategic viewpoint, ARTÍPOLIS is poised to rise to the challenge of taking charge of these problems by designing strategies that facilitate stakeholder interaction and promoting public and private policies that contribute to governability through the implementation of specific projects that target each problem of governability.

10. Products offered

ARTÍPOLIS is in a position to offer products that respond to each of the problems mentioned herein, products that make a direct contribution to governability and help to overcome the barriers that impede or delay its achievement. These products mainly take the form of building relationships, taking action, and offering services that lead to a better understanding of barriers to governability, and counteracting these with the benefits that will be obtained to development, justice and democracy when they are overcome, as well as by emphasizing the advantages to the specific interests of the sectors involved.

We are refereeing specifically to (1) generating opportunities for reflection, education, training and dissemination of information on overcoming lack of knowledge, barriers and misunderstanding. We are also prepared to offer (2) products related to policies and strategies of corporate responsibility, which are highly valued instruments for exercising good governance in public and private sector enterprises, corporations, foundations and trade associations, among others. And finally, we offer (3) a series of services linked to corporate ethics, quality of life, labor relations, behavioral and ethical codes, marketing, and corporate image and reputation, among other areas.

The actual products offered are based on a basic format that is adjusted to each client's specific needs, the size of the organization and nature of the problem. Therefore, in all cases our final products are tailor made for each client:

1. Development of processes of collaboration through meetings for reflection, dialogue and discussion– both on public and private grounds– on critical issues. These meetings will focus on analyzing the pros and cons of inclusive governability compared to models in which each sector acts on

its own without a comprehensive vision of the collective interest. These encounters may take the form of seminars, courses and/or training workshops and include the design, preparation and dissemination fo related materials. These Estas instancias podrán ser de resolución o de prevención de conflictos que puedan afectar la buena convivencia, la libertad y el buen clima para la acción sectorial.

2. Preparation of studies related to the degree of development of corporate social responsibility (CSR) at all levels: in public and private enterprises, corporations, services, trade unions and associations; and analysis of the vulnerability of companies in regard to CSR. Formulation of proposals to incorporate CSR policies and strategies within those companies and sectors.

3. Design of projects and programs tailored to the client's needs, focused on mitigating impacts, improving relations with the community, developing educational proposals, incorporating new stakeholders in the decision making process, among innumerable other aspects that enhance the conditions of governability.

4. Consulting and training services in areas related to ethics, with special focus on the concepts of transparency and integrity.

5. Services and advice on communications strategies for private and public stakeholders who have difficulty in communicating how their achievements contribute to governability to the community, their employees, suppliers, government agents with whom they interact, and others.

6. Consultancy aimed at resolving organizational problems that affect governability and CSR. Services and expert advice related to respecting workers' rights, labor relations, and improving the corporate reputation in both public and private arenas. Services oriented towards enhancing institutional capacity for public administration and policymaking with a view to enhancing the State's contribution to governability.

7. Services and consultancy in regional and international arenas in the areas covered in the six points above. ARTÍPOLIS is familiar with regional and international stakeholders and best practices, and its members have a range of international experience that will enhance their work in different

national and international arenas and contribute to good governance, mutual understanding and progress in general.

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