Editorial Preface

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The International Journal of Public and Private Perspectives on Healthcare, Culture, and the Environment (IJPPPHCE) is proud to present in this issue four different articles that all illustrate the strong linkages and relationships between culture, society and the environment.

Marisa Cleveland and Simon Cleveland introduce valuable ideas and insights about the importance of cultural agility in decision-making, collaboration and leadership in their article "Culturally Agile Leadership - A Relational Leadership Development Approach." Flexibility and an ability of adapt have always been important for effective leadership, but with the digital landscape and globalization of the marketplace culturally agile leaders surely will recognize how cultural diversity makes a difference in how employees act and react. This article addresses three main areas of interest: positionality and cultural agility, leadership development programs, and capacity and responsibility. The positionality and level of cultural agility always inform and limit a leader's ability to make an impact on their organization. Leaders must reflect about themselves in relation to others and acknowledge the multiple roles, identities, and positions that each member of the organization contributes to the organization. The authors introduce a variety of leadership programs that give a good idea on how the leadership development can be promoted throughout the organization. Effective leaders are found throughout an organization, not just at the top, and organizations are dedicating significant amounts of time and money to develop and train emerging leaders in their organizations. As companies expand and compete in today's digital marketplace, leaders are focusing resources on training emerging leaders in a combination of technical, conceptual, and human skills.

On the other hand, the article analyses the failings or shadows of leadership that are all too common and make the leadership fail. These shadows include such issues as unfair increases in employee workload, humiliating and bullying employees, and claiming credit for the work of others. Faulty decision-making is often the work of psychopath leaders. Misuse of power, abuse of privilege, misinformation, inconsistency, misplaced loyalties and irresponsibility are all results of organizational leadership that fails. The authors next move on to analyse the types of shadow casters or leaders who turn to monsters. Behind these types are such issues as unhealthy motivation, narcissism, faulty decision-making, lack of moral imagination and moral disengagement.

After analysing the failed leadership the authors turn to demonstrate how the relational leadership emphasizes the social process of connecting individuals, and enhancing social networks is an integral part of leadership development. Relationships matter, and engaged organizations are built following a relational leadership approach. One important relational leadership competency for any global leader is inspiration. When it comes to a vision that inspires the followers, global leaders should be cognizant of the set of cultural values in order to build high performing teams. To influence the behaviors of individuals with diverse backgrounds, these leaders can incentivize them in order to construct a unified mindset focused on the success of the organization. The inspiring leader is perceived by others to be someone who has knowledge and sensitivity to the problems that need to be addressed. Furthermore, a relational leader is not someone who micromanages and forces others to follow; a relational leader is the one who guides. Relational leaders are above all passionate about helping others in their organizations. In addition to inspiration, there is also the trait of passion to help others. This type of quality is associated more closely with relational servant leadership. Another relational

leadership trait is competence. Competence is a kind of thirst for knowledge and self-improvement that demonstrates skills needed to overcome challenges.

In their conclusion, the authors introduce the needs of modern leadership and how culturally agile leadership meets the demands of our time. Leaders who recognize and support inclusive discourse not only respect the rights of others but also reflect a concern for justice for all. Through continuing education, leaders are able to enhance their leadership abilities, share perspectives on relevant issues, and work toward solutions in the public interest. Corporations are no longer confined to one local area, and many businesses are unable to operate without the use of technology, which widens the digital landscape across cultures and time zones. By supporting culturally agile leaders through a relational leadership development approach, organizations will organically create holistic leaders beyond the traditional competencies to include networks and relationships. This article has its strengths both in analysing in detail the failings of ethically and culturally inadept leadership and showing how culturally agile leadership can be achieved.

In the second article of this issue, Torben Larsen introduces a new approach bio-ecological economics in his "Economics like a Living: A Bio-ecological Model for the 21th Century." This article combines economics, ecology, brain science and political science in order to produce a model that would better meet the demands of our time, especially the influences of greenhouse effect.

The article first illustrates the history of Invisible Market Hand in economic theory and moves on to discuss the basic ideas of market economy, economic growth and profits. After this discussion the author seeks to combine economic theory with ecological realities of our time as well as with ideas on neuroeconomic psychology. To counteract the Green-house effect scientific databases are searched for Bioecological economic model. A Bioecological Model of Bronfenbrenner and Ceci (1994) focuses human development as the interaction of genes and environment which is not specific to economics. More models of economic ecology are available. The best fit is the model of "Dynamic Integration of Climate and Economy" (DICE, Nordhaus 2007) as currently updated. DICE is an equation system centering a Cobb-Douglas function enriched with both variables on climate costs and differentiated expectations on development of consumption and production. The target function of DICE is a social welfare function based on historic data on consumer behavior, specified in additional equations. Despite the complexity of the target equations, they display an ex ante limitation of human adaptability that doesn`t meet good standards of cybernetic target functions. From brain science the author uses ideas to demonstrate how anxiety and rationality are very much present in our societies and politics. According to the author the economic solution to the Green-house effect is remarkable simple and known among economists for 100 years as Pigovian tax.

The author argues that Carbon Emission Tax (CET) should be collected at the source where carbon enters the economy, at the wellhead, mine shaft, or import terminal. A full CET would cover more than 80 percent of the economy's total emission of greenhouse gas. The importance of collection at the source is illustrated by the flight-sector. CET at the import terminal gives flight companies a strong incentive to search for aircrafts with a lower consumption of petrol or even to search non-fossil alternatives as biofuel while a passenger tariff is simply a public money machine. As charter tourism is only about 25% of total civil air transport, the social lopsidedness of CET on civil flights is limited. Protection of agriculture is typical a strong national political interest. A reason for excluding livestock from CET is the growing world population that requires more agricultural products including livestock to prevent serious hunger problems, especially in Africa South of Sahara. Recently, new technologies have emerged that enable agriculture to become CO_2-neutral, too.

The author argues that carbon emission tax (CET) is the most effective intervention towards the Green-house effect and continues to argue that the short-term, democratic center-coalitions are too weak to implement CET due asymmetric levels of economic knowledge between the profession of economists and the public. Neuroeconomic psychology explains the dichotomy in complex decision-making as that of the difference between rationalist and pragmatic patterns of decision-making. However, educational experiences with intertemporal choice show that simple courses significantly

improve the over-all quality of decision-making. This indicates that an accelerated public dissemination of Bioecological economics can improve decision-making in the complex public economic issues.

It is clear that there is a need to seek solutions to climate change by combining new ideas and approaches. This article does exactly this and hopefully helps to persuade others to join the debate and develop innovative strategies to tackle the plethora of challenges we are facing.

The third article of this issue is by Vincent Sebastian Pande and it addresses the issue of "Contribution of Men in Safe motherhood, A Case of Dodoma Municipality." Safe motherhood is a major social, medical and cultural issue everywhere and this article shows in the light of a Tanzanian case study how men can better contribute to safe motherhood, particularly during pregnancy care. The research results from different societies have revealed very different results among the behaviors of the fathers and it is interesting to see how the Tanzanian case compares with the situation elsewhere. The reasons that cause women to die in pregnancy and childbirth are multi-factorial and multi-layered everywhere. Behind the medical causes such as haemorrhage, infection, unsafe abortion, hypertensive disorders and obstructed labour, there are often logistic causes such as failure in the health system and lack of transportation. Behind these problems is a plethora of social, economic, cultural and political factors which together go on to determine the fate of women and girls, their health, fertility and reproductive behaviour. The reality of situation in many countries tends to be that men can greatly affect women's access to prenatal care in their roles as partners, neighbours, community leaders and health providers. Some studies indicate that in some patriarchal setting, women are not permitted by their husbands or fathers to leave home to obtain care unless accompanied by male family members and unless attended by female health providers. Furthermore, women's ability to seek health care or implement lessons learned from health education interventions is often determined by the household head, usually the husband. In the locus of reproductive decision making, wives were likely to occupy a subordinate role relative to their husbands or other family members. Studies also show that the involvement of men in providing advice and care during pregnancy period is fairly low. On contrary, study conducted in Mbeya, Tanzania showed that majority of men reported to advise and encourage their partners on the antenatal check-ups. Similarly, study conducted in Uganda indicated that large percent of husbands encouraged their spouses to attend antenatal clinic when they were pregnant.

This study was conducted in Dodoma municipality, which is located within the capital region. First of all, there was high level of awareness of the signs and symptoms of pregnancy and labour by the men. Both men, (72.5%) and women, (74%) reported that husbands treat differently their spouses when they are pregnant compared to other women. This suggests that large proportion of men know the responsibilities they should perform when their wives are pregnant. Therefore, performance of their responsibilities depends on individuals' interests. This is similar to the study conducted in rural western Kenya which shows that men started treating differently pregnant women through providing them with additional food to supplement their diet, which was thought to be necessary for the health of pregnant woman and her unborn child. The findings also revealed that there is a significant association between education background and age of respondents with their awareness of the signs of pregnancy and danger signs of pregnancy, and awareness of treatment for pregnant women compared to other women. Increase in level of education and age of men were found to increase the awareness of men in signs and danger signs of pregnancy and treatment of pregnant women. This suggests that if men were provided with education particularly on reproductive issues, they are likely respond accordingly for the health care of their wives when pregnant. The findings reveal that a considerable proportion of husbands encourage their spouses to attend antenatal visits. This implies that if large proportion of husbands often encourages their wives to go for clinical check-ups, there is high possibility for women to complete the recommended ANC visits. Consequently, to a large extent this could reduce occurrence of pregnancy complications. 40% of women admitted that their husbands had always accompanied them to ANC while 60% said that their husbands had never accompanied them to ANC. This entails that most men are still reluctant particularly on the issues of attending clinics with their partners. The majority of respondents (87.5% of male and 75%

of female) agreed men do assist their wives in domestic chores when pregnant. They responded affirmatively that men do assist their wives by either washing clothes, fetching, child care, cooking, cleaning house, or collecting firewood. Another indicator of the role of men during pregnancy care is the willingness to save money during pregnancy care.

The study reveals that self-motivation among men and lack of knowledge on pregnancy care were the main factors that may impede men's support during pregnancy care. This means that men's contribution on pregnancy care could increase if they are imparted with knowledge concerning maternity matters. The overall conclusion of the study is that most men in the study regarded pregnancy and childbirth as a risky undertaking, which needs parental care and smooth cooperation. In addition, men were observed to dominate in decision-making. The study also reveals that majority of men are beginning to take care of their wives during their pregnancy particularly on supporting their wives financially, emotionally and advising them on pregnancy care. Furthermore, the findings of the study shows that men still have little contribution on issues relating to physical support during ANC visits. Lack of reproductive health education to men has been revealed as the major factor impeding them during pregnancy care.

The fourth and final article of this issue is "Gender sensitivity of adult education activities of Community-Based Organizations in Ghana" by Louis Caleb Kutame and Abigail Aryeh-Adjei. The authors argue that gender and gender related issues have threatened to disrupt the perceived community developmental outcomes Community-Based Organizations in Ghana strive to achieve. This is because women are viewed as 'second class' citizens of most patriarch African communities, including Ghana. Feminism in Africa has been a long-standing bone of contention for practitioners and those who disagree with its principles. Far from being fashioned in simple opposition to Western feminism, feminism on the African continent constitutes a myriad of heterogeneous experiences and points of departure. African women have many obstacles they have to circumvent in their daily struggle for gender equally. This is because feminism in Africa has its own specificities due to the problems women face in that context. This has led some feminists in Africa to claim that they are 'African feminists' rather than just 'feminists'. Nonetheless, Feminist theories, whether in Africa or the Western World however are deeply rooted on the premise of support for equality for men and women. Most feminist theorists agree on five basic principles; working to increase equality, expanding human choice, eliminating gender stratification, ending sexual violence and promoting sexual freedom.

Community-Based Organizations (CBOs) who are not too detached from the people as the government or other civil organization tasked with the mandate of bringing development to the community are. CBOs have long served as an alternate means of educating citizens and in particular indigenous groups. Therefore, their role in development in such societies as Ghana should not be underestimated. The impacts of CBOs have also been seen in all the areas of the community. Prominent among these areas are policy matters, healthcare, social, economic and physical development of the community. It is these organizations working in their various communities that provided them with clean drinking water, the clinic in the village center, the afforestation project, credit facilities, school building, extension services and many more that has helped improve on their standards of living, especially for women and children.

To understand how CBOs are transforming the uniqueness of women in development in Ghana, a field study was conducted with fifty-seven (57) CBO heads and twenty (20) heads of beneficiary groups to investigate the gender sensitivity of Adult Education (AE) activities of CBOs in the Akuapem North District and how these activities help in empowering women in various community activities. The issue of inclusion of women in AE activities by CBOs is generally agreed on in principle in the communities. It was agreed the AE activities empowered women to have self-confidence to take part in development work among others. Recommendations are that CBO policies to ensure gender equity in AE activities should be critically looked at and necessary changes be made to actively involve more women in community development and education work.

The issue of inclusion of women in Adult Education activities by CBOs is generally agreed on in principle, but practically, there are still factors that serve as constrains that limits the participation of women in community development. In general, the CBOs AE activities were gender sensitive. That is, it allowed for equal learning opportunities for females and males. However, all the CBOs agreed that women have a vital role to play in community development and empowering them with education would go a long way to develop themselves and the community as a whole. The CBOs, however, disagreed with the statement 'equal number of women and men should be considered before starting any adult education activity'. Many beneficiaries of AE activities feel the roles of women are really domestic chores and taking care of the family. This corroborated the answers given by beneficiaries to suggest that a woman's place in not in higher positions of managing the Adult Education activities. The harsh reality is that many organizations hardly practice what they preach and that there is still a long way to bring true gender equality to Ghanaian Community-Based Organizations.

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