

**UNIVERSITY OF PENNSYLVANIA
SCHOOL OF SOCIAL POLICY & PRACTICE
Name of PROGRAM**

**Course Number and Title
Approaches to Social Impact Creation: International Context**

Spring 2021

Instructor Name : Savita Shankar

Instructor Contact Information: shankar.savita@gmail.com

Course Description/Purpose

This course introduces students to important international development challenges and different approaches adopted in addressing them. Seven specific development challenges (hunger, health care, education, credit provision, risk management, provision of savings avenues and livelihood creation) will be discussed in detail. The prevailing scenario, the progress made and the gaps that remain will be discussed. The traditional as well as innovative approaches adopted in addressing each issue will be highlighted, after which one or two international cases will be discussed in detail. Some of the innovative approaches discussed include initiatives by cross sector collaborations, not for profit organisations, for-profit social enterprises, philanthropic organisations, and Government programs.

The penultimate session will focus on the challenges of adopting innovative approaches to development challenges in bureaucratic settings, an area that is especially important as well as particularly challenging. Strategies and tactics used by such innovators will be discussed. The final session will be about scaling up successful innovations. Different models that have been used to scale up innovation will be discussed. Both final sessions also include case study discussions.

Educational Objectives

Students will be introduced to several important global development challenges and will have an opportunity to understand and evaluate the different approaches adopted to address them. Students will also be able to discuss the challenges of innovation in bureaucratic settings and evaluate different methods of scaling up successful social innovations.

Course Requirements and Expectations

Grading for the course will be based on:

Class Participation 30%

Case Analysis 30%

Individual Presentation 40%

As classes will involve case discussions, participation is an important aspect of the course. Each student will need to make a presentation on any development challenge (other than those discussed in class) and an initiative that has addressed the challenge. In addition, each student will need to submit a written case analysis of one of the cases.

Academic Integrity

Students are expected to adhere to the University's Code of Academic Integrity, available at <https://catalog.upenn.edu/pennbook/code-of-academic-integrity/>. Care should be taken to avoid academic integrity violations, including plagiarism, fabrication of information, and multiple submissions (see descriptions below).** Students who engage in any of these actions will be referred to the Office of Student Conduct, which investigates and decides on sanctions in cases of academic dishonesty.

1. Plagiarism: using the ideas, data, or language of another person or source without specific or proper acknowledgment. Example: copying, in part or in its entirety, another person's paper, article, or web-based material and submitting it for an assignment; using someone else's ideas without attribution; not using quotation marks where appropriate; etc.
2. Fabrication: submitting contrived or altered information in any academic exercise. Example: making up data or statistics, citing nonexistent articles, contriving sources, etc.
3. Multiple submissions: submitting, without prior permission, any work submitted to fulfill another academic requirement.

**It is students' responsibility to consult the instructor if they are unsure about whether something constitutes a violation of the Code of Academic Integrity.

Required Texts

1. Banerjee, Abhijit.V. & Duflo, Esther (2011) Poor Economics. New York: Public Affairs (ISBN 13: 9781610390934)
2. Cels Sanderijen, De Jong Jorrit & Nauta Frans (2012) Agents of Change: Strategy and Tactics for Social Innovation (ISBN 13: 9780815722625)
3. Schwab Foundation for Social Entrepreneurship: "Breaking the binary: Policy guide to scaling social innovation" Retrieved on November 20, 2019 from: http://www3.weforum.org/docs/WEF_Breaking_Binary_Policy_Guide_Scaling_Social_Innovation_2013_2604.pdf

Assignments

Each student will need to submit a written case analysis on one of the cases prior to the case discussion in class. In addition, students need to make a presentation on a development challenge (other than those discussed in class) and an initiative that has addressed the challenge.

Class Schedule and Required Readings

Week Number: Topic and subtopics listed

1. Introduction
Important global problems

Vehicles for Social impact: Government, Not for Profit Organizations, Philanthropy, Corporate Social Responsibility, Social Enterprises

Reading:

Sustainable Development Goals Report 2020

<https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>

2. Challenge of Hunger

Brief Introduction to Development

Magnitude of the problem, progress made since 2000, specific challenges that remain unaddressed, reasons for their persistence and need for innovation

Reading: Chapter 2, Banerjee & Duflo

Case for discussion: Grameen Danone in Bangladesh

Case Study of a joint venture between an NGO and a multinational company

Available at: <https://bulletin.ids.ac.uk/index.php/idsbo/article/view/2930/Online%20article>

3. Challenge of Health Care

Magnitude of the problem, progress made since 2000, low hanging fruit, what needs to be done

Reading: Chapter 3, Banerjee & Duflo

Case for discussion: Aravind Eye Care Case, India

Case Study of an efficient, low cost solution to provision of eye care in India

Available at:

<https://digital.hbs.edu/platform-rctom/submission/aravind-eye-care-system-mcdonaldization-of-eye-care/>

4. Challenge of Education

Different dimensions of the problem, challenges that remain, role of private schools in developing countries, initiatives that have worked

Reading: Chapter 4, Banerjee & Duflo

Cases for discussion: Bridge International Academies: Delivering quality education at a low cost in Kenya, Nigeria, and Uganda.

Available at:

<http://www.bridgeinternationalacademies.com/wp-content/uploads/2016/09/Brookings-Millions-Learning-case-study.pdf>

5. Challenge of Credit Provision

Reasons for market failure, initiatives to address them, Advantages and limitations of group-based models

Reading: Chapter 7, Banerjee & Duflo

Cases for discussion:

Bullock Cart Workers' Development Association, India

Available at :

https://lkyspp.nus.edu.sg/docs/default-source/case-studies/growth-pangs-of-a-microfinance-institution.pdf?sfvrsn=8fc4960b_2

Nurturing a Fintech ecosystem: The Case of Youth Micro Loan Startup in China

Available at:

6. Challenge of Risk Management
Sources of Risk for low income households, initiatives to help them manage risk, challenges that remain
Reading: Chapter 6, Banerjee & Duflo
Case for discussion: Kashf Foundation, Pakistan
Available at:
<https://microinsurancenetw.org/community/blog/insights-and-perspectives/kashf-foundation-and-insurance-women-centric-low-income>
7. Challenge of provision of savings avenues
Traditional methods of savings used, reasons why there is a need for better options, why this is a challenge, recent initiatives
Reading: Chapter 8, Banerjee & Duflo
Case for discussion: Cash in, Cash Out, Kenya: The role of M-Pesa in the lives of low-income people
Available at:
http://www.fsassessment.umd.edu/publications/pdfs/cash_in_cash_out_kenya.pdf
8. Challenge of providing livelihoods
Debate on livelihood options for low income groups, debate on need for business training, recent initiatives to enable successful livelihood creation
Reading: Chapter 9, Banerjee & Duflo
Case for discussion: Case on East Bali Cashews, Indonesia
Available at:
<https://www.forbes.com/sites/annefield/2013/11/10/in-bali-an-entrepreneur-builds-an-eco-friendly-workers-paradise/#1a489d4a4b4a>
9. Challenge of Innovating within bureaucratic organisations
Common barriers encountered, successful strategies used by innovators
Reading: Cels, De Jong & Nauta Chapters 1-5.
Case for discussion: Case on medical informatics in Japan
10. Scaling up the impact of successful social initiatives
Need for scale, challenges to scaling up, successful models used
Reading: “Breaking the binary: Policy guide to scaling social innovation” (Schwab Foundation)
Case for discussion: Akshayapatra: Feeding India’s school children
Available at:
https://www.akshayapatra.org/impact_reports/harvard_business_school_study.pdf