

CURRENT AS OF OCTOBER 3, 2011

2011-2012

GCP in Social Entrepreneurship
Potential Client Descriptions

Please read the following notes before applying:

Projects listed in the pages below are examples ONLY. The project topics have been developed from initial conversations with client organizations. However, student teams will need to take initiative and be persistent in refining the scope of their projects once the GCP begins.

The final set of **organizations will be determined based on student preferences** (in other words, there may be more organizations listed below than will be included in the GCP course).

Some organizations listed below **do not have a project listed, or have *multiple projects listed***. In those cases, the student team will work with the client to define and select the final project that meets the team's interests and the client's needs.

INDIA

- ***Aqua Vida International (www.aquavida.org) – however, website is out of date/new website under development) – water/environment***

Aqua Vida International is a high-impact social enterprise founded in 2010 by Duke Alumnus, Jason Gonzales. Aqua Vida applies science, technology and entrepreneurship to global water problems. They are based in Chicago IL with offices in Hyderabad, India. Future offices are planned for Accra, Ghana Mexico City and Hong Kong.

Aqua Vida currently operates a “training center” in Hyderabad, India focused on identifying, training, and investing in “water entrepreneurs.” These individuals are carefully selected through an extensive screening process (including a test of entrepreneurial ability developed and analyzed by Harvard faculty). The selected individuals are chosen to participate in a 12-week business and technical training program where they are equipped to run their own water businesses to serve the growing market needs for water supply, services, and infrastructure in urban areas of the developing world.

Aqua Vida’s vision is to see water and development challenges successfully tackled through the joint engagement of five key sectors—business, government, higher education, faith communities and grassroots individuals—and through widespread application of business models and business thinking.

Aqua Vida seeks a team to help review and refine their business model and assess operations in Hyderabad. This project will likely include some of the following project areas:

- *Refining our business processes in India*
- *Developing an incentive program for our entrepreneurs*
- *Advising on best practices to create scale and sustainability*
- *Determining what additional revenue streams across the entire value chain present opportunities*
- *Developing incentives/motivation for community members to pay the entrepreneur for repair services*
- *Refining our Business Plan*

- ***Healing Fields Foundation (www.healing-fields.org) – healthcare for the poor***

Founded in 2002, Healing Fields Foundation (HFF) is a non-profit organization with a vision to make quality healthcare accessible and affordable to all people in India, particularly the poor, underprivileged and marginalized populations. HFF is recognized as a pioneer in the areas of health financing and community health education and is led by an Ashoka Fellow, [Mukti Bosco](#). Healing Field’s mission is to:

- Improving access to basic healthcare services
- Employing innovative financing means for increasing affordability of healthcare services
- Using appropriate health management tools for improvement in healthcare delivery

Healing Fields has been doing pioneering work in the areas of health education and health financing over the last decade and works in close partnership with community service organizations, private agencies, and government and semi-government sectors. Their major programs are in the areas of:

- Community Health Education
- Health Financing
- Micro Enterprises in Health
- Research & Survey
- Consulting

One of last year’s student teams worked with Healing Fields and had a great experience so we decided to work with them again! Project will be determined with the client.

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- **L.V. Prasad Eye Institute (www.lvpei.org) – health/eye care**

LVPEI's (L.V. Prasad Eye Institute) mission is to provide equitable and efficient eye care to all sections of the society, aiming to eliminate avoidable blindness and alleviate incurable blindness in India. Since its establishment in 1987, LVPEI has provided outpatient services to over 6 million people and surgical care to over 700,000 patients – around 52% of them free, regardless of the complexity of the surgery – and trained over 13,000 eye care personnel from India and abroad. LVPEI's innovative and comprehensive approach to community eye health, known as the LVPEI Eye Health Pyramid, emphasizes the creation of sustainable facilities within communities, staffed and managed by locally trained human resources, and linked effectively with successively higher levels of care.

One of LVPEI's divisions is the International Centre for Advancement of Rural Eye care (ICARE), which manages LVPEI's community eye care services. ICARE is organized into four departments – the Village Vision Complex (working to develop high quality self-sustaining eye care services in rural and remote areas), Training (training cadres of personnel required to provide secondary level eye care services), Research, and Projects & Consultancy. ICARE's network of centers spans around ninety locations.

The student team will work with LVPEI's ICARE division to increase ICARE's revenue, reduce its expenditure, and guide the division towards the path to operational sustainability. This may include such activities as assessing ICARE operations and financials, identifying new sources of revenue or cost control, identifying untapped synergies between ICARE and LVPEI units, recommending positioning strategies, sustainability targets and/or overall operations strategy for ICARE.

- **SightLife (www.sightlife.org) – health/eye care**

Working with surgeons in over 30 countries, SightLife restores sight to more than 20 men, women, and children *each* day. This is accomplished through eye banking, which is the recovery and placement of eye tissue used in cornea transplants. SightLife's mission is to eliminate cornea blindness, and we are working to achieve that mission by creating partner eye banks in the developing countries, where 90% of the 10 million people suffering from curable cornea blindness live. Sightlife has strong Fuqua connections, including their CEO (Monty Montoya, CCMBA '03) and their India Country Director (Manoj Gulati, WEMBA '04). SightLife has recently been profiled in Inc. Magazine (<http://www.inc.com/magazine/20110501/social-entrepreneurs-an-eye-bank-bets-on-best-practices.html>) and on NPR (<http://www.npr.org/2011/03/08/133626621/ex-starbucks-exec-helps-develop-global-eye-banks>).

SightLife's highest priority country is India, with both a high level of need (7.2 million unilateral and bilateral corneal blind) and a strong healthcare infrastructure to support corneal transplantation. Their strategy is to partner with key eye banks in India and ramp their capacity to support 100,000 transplants by 2020. While there are almost 700 eye banks in India they are generally small, unprofessional with low quality and utilization. Currently they support only 17,000 transplants. Our focus is to build up 30-45 eye banks into high performing high quality professional organization capable of supporting most of the country's needs. According to Tim Schottman, SightLife's Senior VP for Global Programs, "This is a capacity building strategy on steroids."

One of the key challenges with this strategy is how do you fairly and efficiently place the tissue with the surgeons (and patients) around the country? How do you build this national network and overcome both the logistic and political challenges? How do you build a supply chain system for a highly perishable "product" in a country lacking a strong distribution infrastructure? The proposed project is to engage the students in helping SightLife solve this complex eye bank and surgeon network and tissue exchange problem. They have just hired a National Distribution Manager and are establishing a partnership with UST Global (www.ust-global.com) to help design and build the

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supporting IT system. They aim to announce the network in March 2012 and launch soon afterwards. SightLife anticipates that students will be highly involved with the development and launch of the system.

- **Thrive Energy** (<http://thriveenergy.co.in>, www.thrive.in) – solar/renewable energy

Having identified energy as a basic human right, Thrive was founded as an NGO in 2001 by Ranganayakulu Bodavala, a Harvard alumna and public health management specialist. Thrive developed a series of solar LED home lights by combining the concepts of energy efficiency and renewable energy and collaborated with World Bank and UNO in spreading the concept to the tribal and rural populations in many Asian and African countries like India, Afghanistan, Cambodia, Kenya, Haiti, Tanzania etc.

Thrive Energy evolved from the technology innovations of the NGO Thrive. In the absence of a committed manufacturing partner for its innovative rural lighting efforts, Thrive started its own solar technology division in 2006, Thrive Energy Technologies. With approximately 1.7 to 2 billion people in the developing world still lacking access to electricity and an estimated \$25-50 billion market for lighting and solar based energy business in rural and urban India, Thrive Energy sees itself as uniquely positioned to empower communities, partner with like-minded NGOs and international organizations, and provide innovative, reliable and affordable clean lighting solutions.

Project will be developed in coordination with the client.

- **UC (United Care Development Services)** (www.yousee.in) – development finance, philanthropy

UC is a new initiative to channel investments to education, health and energy & environmental services sectors, in order to improve access to these services especially for the poor. These sectors need a much larger infusion of capital of various kinds including financial, intellectual and social capital. UC's model aims to improve the scale and efficiency of financing these services through a results-based and "Post-Pay" model of funding. In this model, UC applies its own funds to provide services to beneficiaries. Results which are measured and visible from such investments are then made available as "Certificates," which donors and financiers can buy "off the shelf." Thus development funding becomes the purchase of a completed project or project phase. This is termed as post-pay donation, as the donation is made against achieved results rather than expected outcomes.

UC's objective is to generate greater social returns for philanthropic investments through a result-based and post-pay model of funding. UC is supported by the Michael and Susan Dell Foundation, who recommended UC as a client for the GCP.

Project will be defined with the client but may include one of the following projects:

1. **MARKET ANALYSIS:** *The postpay donation model introduced by UC is unique and UC could benefit from a student team to conduct market research on the concept. The team would conduct research to understand market response to the model - perceived benefits and perceived challenges; market segmentation to understand various audiences and best strategies for engaging with those audiences; and, provide strategies/recommendations on branding and marketing strategies across various media including social media, website, etc.*
2. **PROCESS & METRICS DEVELOPMENT:** *UC is a results oriented organization and depends on quality principles to strengthen project implementation. The team could conduct a thorough study of existing UC processes, make recommendations for change and develop a quality manual. The team could also assist with metrics development - benchmark, define and provide recommendations for metrics to report outcomes in the projects supported by UC. UC has recently begun supporting one public primary level school in conducting baseline assessments of students learning levels and*

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funding inputs to improve their learning outcomes. 2-3 more public schools could be added to this list in the next 3-4 months and could serve as sites to assess for metrics reporting.

3. SCALING UP: An environment related project called "Do Not Waste, Donate Your Waste" program has the participation of 4 residential communities and 6 large company offices in Hyderabad and these numbers are set to grow in coming months. The focus of this program is to encourage reduction of wastage, segregation and donation of waste, recycling of segregated waste and deployment of financial value generated from this activity to postpay for social projects supported by UC. A student team could help assess, document and market this project, while making recommendations for strategies to scale the program up.

SOUTH AFRICA

- ***CAF Southern Africa*** (www.cafsouthernafrica.org) – *nonprofit capacity building/investment*

CAF Southern Africa is a registered non-profit organization that works to increase effective social investment in Southern Africa. CAF SA believes that the civil society sector plays a vital developmental role by supporting positive social change in marginalized communities. CAF's ultimate aim is therefore to increase the amount and impact of investment in the civil society sector. CAF SA works with individual and corporate donors (including several of South Africa's blue-chip companies) to increase the resources channeled to the non-profit sector, and with non-profit organizations to ensure resources are put to effective and measurable use for the benefit of communities. CAF SA has disbursed more than R31 million to nearly 400 NGOs (representing an increase in funds mobilized and number of NGOs supported); mobilized 14,000 employee volunteering hours during CAF's 2010 Employee Volunteer Week; designed and implemented training and organizational development workshops and seminars; and, worked in partnership with other civil society organizations on advocacy and legislative reform.

CAF SA is seeking a team of Duke MBA students to develop a comprehensive social enterprise strategy to generate additional sources of earned income to sustain its operations by marketing value-added services for corporations, foundations, development agencies, and others. One promising area that CAF SA would like the students to explore is opportunities to engage in the field of impact investing and other alternative forms of social finance, perhaps by providing consulting and advisory services, information and convening events, advocacy and policy development, research and evaluation.

- ***Food and Trees for Africa*** (<http://www.trees.co.za>) – *environment and poverty alleviation*

Food and Trees for Africa (FTFA) was established in 1990 and is the first and only South African social enterprise addressing sustainable development through greening, climate change awareness, education and mitigation, sustainable natural resource management, and food security programs.

FTFA's mission is to contribute to a healthy and sustainable quality of life for all through environmental awareness and greening programs. Through these programs we want to achieve greater awareness of our natural resources, and the uses thereof, mitigate the effects of climate change and greater awareness of food security. FTFA implements five programs, namely: Trees for All and Trees for Homes (urban greening and carbon offsetting), Bamboo for Africa (commercial harvesting, greening and climate change), Food Gardens for Africa (food security) and EduPlant (sustainability, education and food security). These programs and projects all lead to healthier lives for impoverished communities, more sustainable green environments and increased awareness of our impact on the planet and the need to address this.

FTFA has distributed over 4 million trees, facilitated the creation of over 2,500 organic food gardens for the poorest in South Africa and launched the first carbon calculator and the Carbon Protocol. FTFA also launched the Climate Change Leadership Awards in 2009 and the Climate Hero Awards in 2010. FTFA's efforts have been recognized by the United Nations through three awards - the Global 500 Laureate, United Nations Environmental Program Sasakawa Climate Change Award and the UN SEED Awards.

FTFA seeks a team of Duke MBA students to develop a business plan and marketing strategy for a new social enterprise to capture earned revenues from two new programs: (A) "Bamboo for Africa," which addresses economic development and food insecurity, by introducing bamboo and other plants that are intercropped in an agroforestry type planting that requires no fertilizer and little

Global Consulting Practicum *in Social Entrepreneurship*

irrigation; works with companies to develop innovative projects to fund bamboo, such as paperless billing, packaging reductions, recycling, and green product promotion; the program is internationally accredited through the Verified Carbon Standard as a Verified Emission Reduction program; and (B) "FEED Africa," (Farmer Eco-Enterprise Development), which implements projects utilizing management, training, mentorship and marketing to addresses the needs of emerging farmers to enable them to become players in the mainstream agricultural economy, boosting employment and income generation; this project may eventually become qualified for carbon offsets through soil sequestration of carbon.

- **Guateng Women's Initiative** – women's cooperative, economic development

The Gauteng Women's Initiative is a new collaborative effort among a handful of women owned cooperatives that have been commissioned by the Gauteng Province Health Department to produce surgical gowns and other hospital lines for the provincial health care facilities. The initiative is led by Nonhlanhla Mpachachoe, CEO of CTU Supplies PTY, who has transformed her cooperative through the installation of computer aided design (to reduce waste fabric) and enterprise resource planning software to manage her supply chain.

Guateng Women's Initiative (GWI) is a new affiliation of several co-operatives and the government of the province of Gauteng. GWI wants help refining their implementation plan (really more of an operating plan) for its women-owned, hospital garment manufacturing cooperatives. Specifically, they seek opportunities to refine their financial model (seeking opportunities to increase productivity and decrease costs), improve operations (including coaching and mentoring of the women), make more effective use of their very powerful enterprise resource planning software, updating the plan for potential investors and partners. Further, since they would like to explore the opportunity of becoming the official South African customer service representatives on behalf of the ERP software company, they hope a team can investigate the opportunity to position this partnership for funding and support by from the USAID Global Development Alliance.

- **The Hub Johannesburg** (www.johannesburg.the-hub.net) – entrepreneurship

The Hub Johannesburg embraces the possibility of a better world. In order to contribute to this possibility, they have carefully adapted the existing global Hub model to meet relevant local needs, aiming to be a modern habitat for social and innovative entrepreneurs, providing opportunities to inspire, support, incubate, learn and collaborate. Having taken up space in the Fashion District in the inner-city, The Hub serves as an interface between communities and economies, government, business and the non-profit sectors.

The Hub seeks a team of Duke MBA students to assist in the development of a new venture, The Hub Africa Foundation, to serve as a regional point of coordination, communication, funding, and support to spread the Hub movement across the continent. As part of this effort, the team will also conduct best practice research on other successful regional initiatives of the Hub worldwide, identify potential strategic partners in North America, advise on the design of the business model, and recommend a strategy to attract the philanthropic capital and earned income needed to sustain the initiative and fuel the growth of the Hub across the African continent.

- **Nurturing Orphans of AIDS for Humanity (Noah)** (www.noahorphans.org.za) – social VC

There are currently about 3.7 million orphans in South Africa, about half of whom have lost one or both parents; and 150,000 are believed to be living in child-headed households. About half of this number is because of the AIDS pandemic. Founded in 2000, Noah has developed 101 "Arks" to provide support to

Global Consulting Practicum *in Social Entrepreneurship*

approximately 27,000 orphans and vulnerable children across KwaZulu Natal and Gauteng, working through networks of care to provide a range of services which including home visits, food parcels, child protection interventions, general healthcare services, HIV prevention programs or interventions, and psychosocial supports. As a potential income generating partnership, Noah has been contacted by private investors seeking assistance in setting up a social responsible venture capital fund to invest in small and medium enterprises owned or managed by indigenous populations.

Noah seeks a team of Duke MBA students to develop simple, standardized business planning tools and templates that can be used by the fund managers and others to provide capacity building support to start-up ventures; the fund would use these as templates for assessing and assisting new ventures and for raising additional capital. Noah also seeks assistance in preparing the listing documentation, administration and management processes for the fund; this may include researching similar funds in South Africa (if any) and elsewhere.

- **Operation HOPE (www.operationhope.org)** – financial literacy/economic empowerment

Operation HOPE is a US-based non-profit that was founded following the 1992 Rodney King riots in South Central Los Angeles. Today, HOPE is a leading nonprofit dedicated to financial literacy and economic empowerment and have reached over 1.2 million individuals in 70 U.S. cities, South Africa and Haiti. HOPE's mission is to expand economic opportunity in underserved communities through economic education and empowerment. Operation Hope was founded by John Hope Bryant, a Young Global Leader for the World Economic Forum, an Oprah's Angel Network award recipient, a TIME Magazine 50 (Leaders) for the Future, and award-winning author.

Operation HOPE South Africa works with previously disadvantaged communities (schools, NGOs, faith-based groups, etc) to advance financial literacy education. Operation HOPE SA educates communities through their award-winning financial literacy education program: Banking on Our Future (BOOF, <http://bankingonourfuture.org/>) which was founded in 2007 with Citigroup (whose South Africa managing director is a Duke alumna) and the International Finance Corporation. The BOOF Programme consists of volunteers entering classrooms in impoverished communities to teach kids how to get ahead through education on dignity, basics of banking, savings, budgeting, entrepreneurship, and investments.

Operation HOPE is seeking a team of Duke MBA students to develop a comprehensive marketing strategy for Operation HOPE South Africa, to include reviewing and refining their brand, segmenting target audiences, and crafting a detailed implementation plan for relevant marketing and communications tactics, with an emphasis on the key stakeholder groups of potential beneficiaries, volunteers, and donors.

- **Siyafunda CTC (www.siyafundactc.org.za)** – community technology center

Siyafunda seeks to ensure that all citizens are computer competent and have access to information and communication technologies and the internet. Siyafunda establishes partnerships with stakeholders, such as local government, private business and community based non-governmental organizations in establishing community technology centers in previously disadvantaged areas. By making digital technologies more accessible, these centers support community, economic, educational, and social development—reducing isolation, bridging the digital divide, promoting health issues, creating economic opportunities, and reaching out to youth.

Siyafunda seeks a team of MBA students to work on one of the following projects:

1. **LOCAL CENTER CAPACITY BUILDING:** *Siyafunda has been working with its community partners to shift from a traditional, charity mindset to embracing a social enterprise approach, applying business*

Global Consulting Practicum *in Social Entrepreneurship*

skills and seeking earned income to ensure financial sustainability. Siyafunda would like a team to work with 2-3 local centers to examine and refine their business models and to develop tools, templates and approaches that can be scaled across the Siyafunda network.

2. SOCIAL IMPACT ASSESSMENT: Siyafunda and its key partners (Cisco, USASA, E-Skills Institute, local municipalities, et al) seek to better understand the social impact of Siyafunda's network of local ICT centers. Siyafunda would like a team to engage in customer research at the community level (to better understand community awareness and satisfaction) and to develop a scalable approach to measuring outputs, outcomes and impact at the community level, linking these metrics to national priorities for developing the knowledge economy in South Africa.

- **Sport for All (<http://www.facebook.com/pages/Sport-For-All-Franchising/206326239389278>) – sports/youth development**

Sport For All is the first social franchising company to be accredited with the Franchise Association of South Africa. Sport For All sells franchises to create opportunities for people to provide sport training in disadvantaged communities. A Sport For All business utilizes a world-class multi-sport program to coach children, youth and adults in over 15 different sport codes. The business model uses a structured web-based curriculum (40,000+ drills) to deliver developmental training programs and the latest smartcard technology to track cash-flows and monitor the progress and participation of members. Sport For All currently operates in four provinces and has coached more than 100,000 training sessions last year with plans for nationwide expansion underway.

In Sport For all, sport is used as a vehicle to teach life skills to children, while the sale of franchises creates entrepreneurs within the community. The training associated with management of a business helps to build the skills of franchisees and empowers them economically.

Under an exciting new agreement with FIFA, Sport For All has been chosen to become the official youth sport program at all 52 state of the art community-based soccer fields built by FIFA after the 2010 World Cup; if this partnership is successful, FIFA intends to invite SFA to replicate its model in Brazil, site of the 2014 World Cup. Sport For All seeks a team of Duke MBA students to assess and recommend improvements to its franchise business model, seeking opportunities to increase efficiencies and impact so that the model can be scaled effectively outside of South Africa in partnership with FIFA. The team will also develop a marketing strategy to increase SFA's brand recognition, especially among entrepreneurs seeking to purchase franchises and corporations seeking to invest enterprise development funds (as required for favorable status under the Broad-Based Black Economic Empowerment regulations), to enable rapid expansion to new sites.

- **Wizzit Bank (www.wizzit.co.za) – mobile banking / financial inclusions**

A pioneer in bringing cellphone banking to the unbanked, Wizzit Bank provides a fully functional bank account with which clients can have debit orders and stop orders, and perform transactions such as the payment of bills, transfers and the purchase of airtime. Launched by Ashoka Fellow Brian Richardson and Charles Rowlinson in 2004, Wizzit offers an internationally recognized debit card for purchases and ATM withdrawals. Customers have access to a dedicated 18-hour call center for assistance. This service is available in all 11 official languages. The bank also offers additional financial services such as loans and micro insurance products. Wizzit has an arrangement with ABSA and the South African Post Office as well as the South African Bank of Athens Ltd. whereby deposits can be made by account holders at these institutions into their Wizzit accounts. Salaries and wages can also be deposited directly into a person's Wizzit account. Wizzit has expanded into 7 additional countries and aspires to scale rapidly around the world.

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Wizzit Bank seeks a team of Duke MBA students to assist with one of the following projects:

- 1. BUSINESS CASE FOR SAVINGS: Wizzit is considering offering one or more savings products for its customers. The bank would like a team to explore the design of these products, conduct customer research, and develop materials to articulate the business case for these products.*
- 2. MSME LOAN CAPITAL: Wizzit would like to make loans available to micro and small enterprises (MSMEs), a new customer segment for the bank, but does not want to put deposits at risk. The bank would like a team to explore the feasibility of attracting capital seeking blended value of social and financial returns (this could include a mix of philanthropic funding and a variety of impact investments); the team will assist Wizzit in researching and identifying potential sources of capital and preparing a strategy and necessary documentation to approach key sources.*