



THE SOCIAL  
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## Foreword from the Editor-in-Chief

Welcome to the second edition of The Social Enterprise Review!

Once again, our students have written interesting opinion pieces on a variety of social enterprise topics pertaining to global development. We are pleased to feature an article from Dr. Gordon Adomdza of the Entrepreneurship and Innovation group at Northeastern University and hope to attract additional contributors from outside the Northeastern community for our future editions.

We continue to encourage our students to explore topics of interest in global social enterprise and social innovation beyond the classroom. While we now offer an undergraduate curriculum of five on-campus and four field-based courses surrounding these topics, we also offer resources to students pursuing related research and cooperative education opportunities at home and abroad.

The Social Enterprise Review offers students the opportunity to improve their writing capabilities while educating their peers in this emerging field. I hope you will enjoy reading these short pieces from our students and faculty as we make a small but impactful contribution to literature concerning social enterprise. Please note that the writing contained in this journal is that of individual authors and the content thereof is not explicitly endorsed by Northeastern University or the Social Enterprise Institute.

A handwritten signature in blue ink, reading "Dennis A. Shaughnessy".

Professor Dennis Shaughnessy

Founder & Director

Social Enterprise Institute



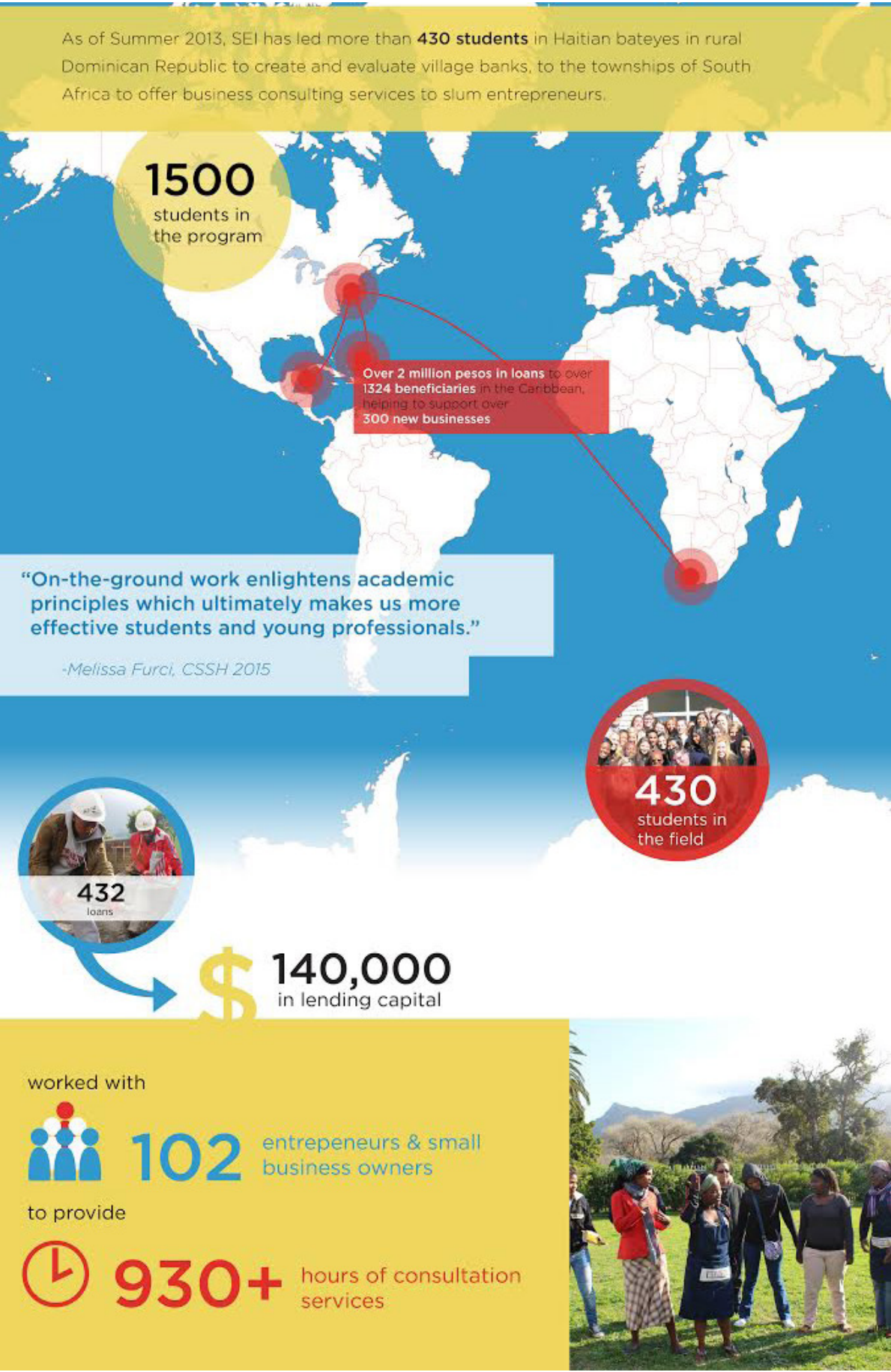
# About

The Social Enterprise Institute (SEI) is grounded in the belief that business can be a powerful development tool through its use of enterprise-based solutions to solve some of the world’s most pressing social problems. SEI is a resource center housed within Northeastern University’s D’Amore-McKim School of Business that empowers students to be global business leaders motivated first and foremost by social impact.

SEI offers global field study programs to provide students with opportunities to deepen their understanding of social entrepreneurship through experiential learning. Student participants in these field studies collaborate with their peers from partner universities in the Dominican Republic and South Africa to consult with microentrepreneurs and social enterprises, visit high-impact organizations driving innovative solutions to global poverty, and examine the role of business in affecting social change in the unique economic, cultural, and political contexts of each of the countries they visit.

The Social Enterprise Fund, founded by Professor Dennis Shaughnessy, supplies investment capital for entrepreneurs in the Dominican Republic and South Africa. Half a million South African rand (approximately USD \$45,000) in seed funding has been disbursed to microentrepreneurs throughout the Western Cape. An additional \$140,000 has contributed to the creation of nearly 300 microenterprises in the Dominican Republic. Since 2007, 430 students have participated in our field study programs and have provided nearly 1,000 hours of invaluable consultation services to microentrepreneurs and social enterprises.

SEI’s signature undergraduate curriculum includes courses in social entrepreneurship, impact investing, social business model innovation, and microfinance. Through these courses, students are equipped with the tools necessary to enact social change in their local communities and abroad. In fact, since 2011, SEI students have fundraised and directed more than \$75,000 to a multitude of high-impact enterprises - including several founded by our own students - addressing various social needs around the world.



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## Sowing Food Security in Africa

Anahis Kechejian & Amanda Kerr

With all the agricultural advances in recent decades, human beings now understand how to produce the amount of food needed to feed the global population. Despite our increased knowledge, food insecurity continues to plague more than 842 million people in the world. According to the Food and Agriculture Organization, 98 percent of hungry individuals live in developing countries. Further, 75 percent of them live in rural areas, namely villages in Asia and sub-Saharan Africa. Rural communities in developing regions are particularly at risk because they are most vulnerable to dramatic natural calamities, the “poverty trap,” and insufficient infrastructure. In order to fix this problem and eradicate global hunger, we must analyze the reasons food deprivation has remained prevalent in certain regions, then address the problems head on.

In Africa especially, food insecurity can be attributed to the disconnect between the formal seed sector and smallholder farmers, which account for approximately 90 percent of food growers. The formal seed sector refers to all regulatory institutions that govern seed distribution and policy. Smallholder farmers own small plots of farmland mostly used to sustain themselves and their families. Without access to formal seed technology, many of these farmers are not nearly as productive as they could be, yielding widespread food insecurity. The adoption of formal, modern practices by smallholder farmers, catalyzed by social enterprises and community seed breeding, could serve as one component of the larger food security solution.

The majority of African farmers plant seeds from the informal seed sector, i.e. farm-saved seed, farmer-to-farmer exchange, local markets, NGOs, and various hunger relief agencies. The quality of such seeds is unknown since they do not undergo any formal quality control processes in the field or laboratory. Poor seed quality results in futile yield due to a multitude of factors, including low seedling vigor and poor growth, height and maturity variances, and the introduction of weeds, insects and diseases. Seed quality is one of the main causes of poor agricultural productivity and contributes to the unabated food insecurity in Africa.

The infrastructure regarding the seed industry is based on an outdated system and its failure to adapt to the current economic climate in Africa has perpetuated inefficiency among smallholder farmers. Despite legal challenges regarding intellectual property, regulations, and certification, there has been significant progress this past decade with regards to African seed policy. The Seed Initiative of the Eastern and Central Africa Programme for Agricultural Policy Analysis (ECA-PAPA) was created by The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) to harmonize seed policies in the region of Eastern and Central Africa, where food production is a staple of the economy.

Since its pilot year in 1999, ASARECA has worked with countries within the region to establish mutually beneficial seed trade policies. Participating countries such as Uganda, Kenya, and Tanzania have been able to streamline evaluation and registration processes, thereby making seeds more readily accessible to farmers. Among the many accelerated processes, import and export documentation has allowed countries within this unity to trade seeds with relative ease. The flow of seeds across national boundaries “increases the choices of quality seeds available to farmers, leading to increased productivity, increased incomes and food security.” According to data generated by ASARECA, Kenya has increased its maize yield by 235 percent and Uganda by 255 percent since 1999.

While progress in the formal sector of seed distribution has wonderful implications for food security in sub-Saharan Africa, in order to have a true impact on the livelihoods of smallholders, who account for 90 percent of farmers, the needs of the informal seed sector must be equally addressed. Smallholder farmers lack education regarding the benefits of hybrid seeds, lack the funds to invest in formal seeds, and are more comfortable trusting traditional systems like seed recycling. Community level seed breeding and connection to the supply chain are the most effective approaches to convince farmers to convert to formal agricultural habits. Organizations like One Acre Fund have emerged in the social enterprise



arena to address the many roadblocks to food security.

One Acre Fund, established in 2006 by Andrew Youn, has developed innovative enterprise solutions to the many issues keeping smallholder farmers locked in the poverty trap. In order to participate in the program, farmers must complete a training course surrounding the value of modern agricultural techniques. To overcome the cost barrier, One Acre Fund offers farmers credit to purchase planting material like seeds and fertilizer from the formal sector. In 2012, the average smallholder farmer enrolled in One Acre Fund’s programs doubled their productivity and income per acre. Further, 97 percent of farmers repaid their loans from One Acre Fund.

While education and microcredit are key ingredients, the “magic” of One Acre Fund lies in its ability to provide smallholder farmers access to the latest seed technology. For the most part, seed breeders of the public sector develop hybrid seeds. Seeds must undergo a two-year process, referred to as National Performance Trials, to ensure the new seed variety is of superior quality and fit for public use. Once the panel of researchers and government representatives judges the seed as fit, seed breeders will license the mass production of their new seed variety to seed producers. One Acre Fund procures these hybrid seeds in bulk, with seed varieties determined by the needs of the smallholder farmers. One Acre Fund then distributes those seeds to its participating farmers in a time frame appropriate for planting season. The model has proven to be successful and scalable, affecting more than 137,000 African families last year. Without the presence of One Acre Fund acting as an intermediary, these smallholder farmers would not be able to connect with the formal seed sector.

Another way smallholder farmers can gain access to seed technology is to develop it themselves. Community seed breeding links smallholder farmers with private seed companies and research institutions to produce certified seeds locally. The International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) has developed three models in which farmers are included in the supply chain of seed including: contract seed production, seed production and distribution through primary schools, and small-quantity seed marketing.

Under the first model, ICRISAT engages with smallholder farmers by supplying released varieties of its

crops and providing training and guidance in seed production. A partnered seed company offers farmers the contract to produce seed, and then purchases their produce to be distributed if it meets enumerated quality requirements. This endeavor not only equips farmers with improved crop management, seed production techniques, and cost-effective strategies, but also provides an outlet through which farmers are able to stimulate profits and retain seeds for their own harvests.

The second approach to community seed breeding includes the partnership of rural primary schools, research institutions, and seed company affiliates to integrate seed production into agricultural curricula. The schools then become distribution centers for improved seed varieties, granting immediate access to the local community at affordable prices. An ICRISAT pilot program in Tanzania led to the expansion from 50 schools in one district to 250 schools in eight over four years. As a result, more than 500 kilograms of seed were supplied to approximately 700 farmers in the neighboring communities each year.

The third model addresses the limited access to certain seed varieties in rural areas. Such limited access prevents rural smallholder farmers from adopting new varieties, thwarting crop diversity, and ultimately reducing yields. In response, seed companies have retailed small quantities of new varieties at low prices to target smallholder farmers and encourage increased crop diversity. This scheme has become remarkably appealing to poor farmers who previously had to buy seed in bulk because the small quantities of seed are priced lower and require less land, thereby reducing risk.

An example of a private enterprise working in this space is Leldet Seed Company of Nakuru, Kenya. The company emerged in part by a grant from the Alliance for a Green Revolution in Africa (AGRA). This grant allowed founder Jayne Leakey to pay the high fee required by the national trials of the Kenya Plant Health Inspectorate Services to approve the enhanced crop varieties. Following the approval, Leakey traveled throughout rural villages to host demonstrations in which she would explain the benefits of hybrid seeds and sell small packs, or “packsà,” to smallholder farmers.

Through community intervention and affordable prices, Leakey and Leldet Seed Company have since granted over 5,000 rural farmers access to high quality seeds.

Evidence shows that community seed programs can effectively teach farmers about the benefits of hybrid seeds, thus increasing the likelihood that farmers change their techniques. Furthermore, seed breeding at a micro level allows breeders to tailor seeds to the specific needs of an environment, reducing the demand for superfluous inputs such as pesticides, water, and fertilizer. When properly managed, hybrid varieties may increase yields, ultimately increasing farmers’ profits.

The community model not only bridges the gap between the formal and informal sectors in the operational sense, but it also fills an arguably more important void—trust. Cooperation across institutions and villages replaces the isolation of rural farmers from the seed industry with a sense of trust and unity. However, in order for the community model to be successful, seeds must be of high quality, generating incentive over traditional successes with one another in order to achieve maximum productivity.

Within the last decade, private sector initiatives have proven to be successful in the process of introducing smallholder farmers to advanced agricultural practices. Although many of the bureaucratic processes have yet to be fully resolved, private companies have been able to cohere rural farmers to the benefits of formal agronomical methods. Although institutions such as ICRISAT are not financially independent social enterprises, their research in the space of community seed production can serve as a model for future locally-operated enterprises. Small-scale seed breeding companies, such as Leldet, should be endorsed with increased financial support due to their proven successes. In areas where the community model is unfeasible or inconvenient, enterprises such as One Acre Fund can act as intermediaries in the supply of formal seed technology to rural African farmers. If these practices continue to spread across the continent and eventually into agricultural regions of other developing countries, human beings will have the potential to eliminate global food insecurity once and for all.

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# Early Career Development: Bridging the Achievement Gap

Shannon Clark

Going to college, earning a degree, and securing gainful employment is the desired path for many young Americans. Despite this, there is a large, glaring gap in the United States between low-income students who graduate high school and those who move on to college. Only 1 in 17 students whose family earns \$35,000 a year or less will earn a bachelor’s degree. There are many policies in the United States addressing this “achievement gap” designed to ensure that every student has equal access to higher education. These policies, however, are less than helpful to low-income students not even applying to college.

According to a recent study, only 34 percent of low-income students high-achievers, i.e. those with at least an “A-” average who placed in the top tenth percentile of students who took the SAT or ACT, are applying to the United States’ top 238 schools. Understandably, due to financial constraints, low-income students are more often applying to local community colleges and two-year schools. Despite this, more than half of low-income high-achievers who did apply to these schools were admitted and most were given financial aid. If high-achieving low-income students are not attending or even applying to these colleges, what can we expect from low-income students who may not be as high-achieving? How can we push for all low-income students to attend higher education institutions after they graduate high school? Prioritizing early career development may encourage these children to consider higher education following high school graduation.

Many social enterprises are working to connect students with valuable and applicable job skills and career connections for the future. Genesys Works is a nonprofit organization that works to improve access to quality education for low-income students across the United States, largely in urban locations. Genesys Works does this by providing high school seniors with opportunities to participate in hands-on work experience with different businesses and corporations that in turn teach students practical skills they need to be successful professionals. What’s more, Genesys Works instills confi-

dence and self-worth in its students, which undoubtedly contribute to college readiness. Ninety-five percent of Genesys Works graduates enroll in college.

Citizen Schools is a second social enterprise that partners with struggling middle schools across the United States. Citizen Schools increases the length of the school day with their “expanded learning model” which includes apprenticeships as well as visits to local colleges and businesses. Apprenticeships allow students to work on “21st century skills” such as collaborating and communicating amongst peers and connecting academic skills to college and career success. Visits to local colleges and businesses get the students thinking about what they want to pursue as a career, and where might be the best school to prepare for it. According to their website, Citizen Schools had a 20 percent higher graduation rate than comparable middle schools across the United States serving low-income students.

It is important to provide students with hands-on experience that they can then apply directly to their chosen career paths. Many children do not continue onto higher education because they fail to recognize the connection between their education and their career. In addition, there is a stigma that people from low-income communities can only work minimum wage, mundane jobs. Social enterprises such as Genesys Works and Citizen Schools help to expel this stigma by empowering children through early career development.

Many low-income students do not earn a college degree or even pursue a higher education in the first place. Both circumstances contribute to the increasing wealth divide and lack of upward social mobility in the United States. Obtaining a college degree is certainly “worth it” according to recent Census Bureau data; a college graduate working full-time for 40 years will earn \$1 million more than someone with just a high school degree.

It is clear that there are many deficits in the public school system in America, notably those schools serving inner city, lower income students. Improvements can certainly be made in standardized test preparation, qual-

ity of teachers, challenging curriculum, and many other areas. That being said, encouraging students to think about their career and create connections between the classroom and a future job is perhaps the most effective way to close the gap between lower income students and opportunity.

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# Don't Teach Fishing

Gordon Adomdza

The proverb “Give a man a fish and you feed him for a day, teach a man to fish and he will feed himself for a lifetime” is particularly relevant to social enterprise. An extension of it goes: “Help a man set up a fishing business and he will support a local economy around him in tremendous ways.” These proverbial images of encouraging acts of support for social impact are what confronted us in South Africa in the summer of 2013 during the design-thinking projects - except that it had nothing to do with fish at all.

One of our clients on the South Africa field study was Little Green Number (LGN). While it was based in Johannesburg, LGN was interested in replicating in Cape Town if we could show that such replication was feasible and was in the best interest of the organization.

LGN was born when its founder acquired Waste to Wow and decided to find a sustainable way of empowering women sewers to make tablet and laptop computer bags, wine cases, and other products made from vinyl from discontinued advertising billboard campaigns.

LGN's trajectory fits the fish proverb. The organization wanted to help the women start micro sewing businesses (fishing businesses), which would include training in sewing, business development and acquisition of industrial sewing machines (fishing gear) so that the women could sew independently at home. Clearly, the team could have just given fish or just built a factory that employed trained sewers so they could “feed themselves for a lifetime” from their wages, but they wanted to train, equip and set up small businesses for these women so they could “feed” their whole communities.

Before long, LGN was running a pilot in the Johannesburg area selling to a few local shops and courting corporate support. As interest grew, LGN developed a backlog of orders and the pressure was on. The sewer training and business development program could not keep pace with the demand, a problem rooted in South Africa's dreadful apartheid legacy. During this era, blacks were denied education and therefore many basic

skills required for business development were absent. Further, the prospect of women sewers sewing from home was not that straightforward as initially thought.

As it turns out, that there is a parallel between LGN's predicament and the conceptualization of how to help the poor at the bottom of the pyramid (BOP). In 2005, C.K. Prahalad proposed that the BOP needed miniaturized versions of “stuff” they could afford as consumers. To keep the fishing proverb alive, let's call this ‘giving fish’. Prahlad's colleague, Aneel Karnani, slammed that notion and proposed we perceive the BOP as producers instead. This notion could be “teaching fishing and providing fishing gear on micro loans.” It didn't end there. Erik Simanis of Cornell University developed the “BOP Protocol” which argued that everyone wins if we perceive the BOP as innovators with whom we co-created business models, and for whom we provided resources for venture creation. While the LGN team's thinking more closely aligned with Simanis' perspective, mixed results of a trial at Kibera, a Kenyan slum, indicated that LGN faced an uphill battle to make innovators.

After briefings from LGN, it was clear to the students that the innovator perception/fishing business/women micro sewer business option was the ideal model for social impact. A group of five business students spent 10 days studying LGN operations from the sourcing of vinyl to the finished products. Their research included primary and secondary data gathering, developing analogical examples, interviewing of potential sewers in Cape Town, and visiting sewing training centers for observations. After all the research, the team used a set of analysis frameworks to extract a point of view that they focused on to create potential solutions. Their point of view, which was a long statement in the context of the fish metaphor, translated to “Don't teach fishing!”

Because of the dire need for employment opportunities, there were very capable, local support organizations such as Learn to Earn that trained women in sewing and business development. Learn to Earn also had the capacity to provide periodic training

and support. There were microfinance organizations that could finance industrial sewing machines, but more importantly provide a filter for screening potential entrepreneurs through due diligence in the selection process for the loans. The team proposed that LGN partner with Learn to Earn and a local microfinance organization in Cape Town to gain easy access to trained and resource-equipped sewers. That way, LGN didn't need to tie resources and time into ‘teach fishing’ and ‘providing fishing gear’ in order to meet their orders because these partners could do that, instead.

The lesson is that in the world of social impact, there is always tremendous value in collaboration. If you are a social enterprise that provides multiple value propositions, one can argue that, the more value you provide to beneficiaries of the enterprise, the higher the need to collaborate with other social enterprises to achieve success. Understandably, social enterprises want to focus on their own organizational impact and not on ecosystem impact. However, there are often enough potential partners to create synergy and impact the eco-system in tremendous ways. Another way to put it using our guiding metaphor is as you move from giving fish to the poor as consumers, to teaching fishing to producers, to helping your beneficiaries establish fishing businesses as innovators, the more intentional you should be about collaborating with others to provide supplementary value to enable you to succeed. In fact, you may realize your goals more efficiently if you avoided “teaching fishing” and focused on empowering already “trained fisherwomen.”

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# Subsidizing Success in sub-Saharan Africa

## Audrey Shaughnessy

While South Africa spends a greater share of its gross domestic product on education than any other country in sub-Saharan Africa, its results are among the region’s worst. Twenty years following the dissolution of apartheid, South Africa’s black youth population continues to receive an education vastly inferior to that of their white counterpart. Universities bemoan black students’ unpreparedness for tertiary level education and employers struggle to comply with Broad-Based Black Economic Empowerment Act (BBBEE) mandates due to the lack of skilled black laborers in the workforce. Although the African National Congress (ANC) has poured money into schools in black townships in an effort to raise their standards, the legacy of the Bantu Education Act continues to perpetuate the inequality the ANC government pledged to eradicate in 1994.

Despite its discouraging state, the South African education system continues to attract individuals dedicated to social change. In 2002, Gia Whitehead and Leigh Meinert met while working at CIDA City Campus in Johannesburg, South Africa’s first free tertiary education institution. Motivated to provide similar opportunities to previously disadvantaged individuals (PDIs) in other areas of the country, the two young women partnered with Adri Marais and Graham Lashbrooke of WS&L, a computer training school in Cape Town, the following year. By the end of 2005, the Tertiary School in Business Administration (TSiBA) opened its doors to its first 80 students.

## The TSiBA Difference

TSiBA is a business school based in South Africa’s Western Cape province. TSiBA’s urban campus is in Pinelands, Cape Town, while its rural campus – called TSiBA Eden – is located in Karatara, just west of the provincial border with the Eastern Cape. Founded in 2004, TSiBA is a legally registered and fully accredited private higher education institution dedicated to providing PDIs with free access to tertiary level education.

The TSiBA curriculum integrates personal development with business knowledge and experiential learning opportunities. TSiBA students graduate in three years with two fully accredited degrees: a Higher Certificate in Business Administration (HCBA) and a Bachelor in Business Administration (BBA) in Entrepreneurial Leadership. The HCBA is designed to address the transition between secondary and tertiary level studies with which PDIs often struggle. Once students receive their HCBA they are eligible to continue on towards receiving their BBA.

In addition to fulfilling their academic requirements, TSiBA students must gain professional experience prior to graduating by way of an Individual Practical Industry Project (IPJ). In their third and last academic year, students are placed with prominent employers, e.g. JP Morgan, Woolworths, Novartis and Johnson & Johnson, for fourteen-week internships. This experiential learning opportunity not only builds upon the business education TSiBA students receive but also provides students a “leg up” with regards to securing employment after graduation.

TSiBA collaborates with corporate, institutional and individual funders to provide its students with free education. TSiBA is an attractive investment to its corporate partners, such as Old Mutual, British American Tobacco, Investec and Deutsche Bank, as it provides them an avenue to fulfill their BBBEE requirements. TSiBA is also attractive to institutional and individual funders due to its status as a public benefit corporation (PBO), i.e. donations to TSiBA are tax-deductible.

In exchange for full tuition scholarships, all students are required to “pay it forward” by disseminating the knowledge, skills and resources TSiBA provides them within their communities. As a result, TSiBA is able to “ignite opportunity” for both its students and the communities from which they come. Since 2004, TSiBA has enrolled more than 1,000 individuals, all with full tuition scholarships, who would otherwise be unable to access tertiary level education.

TSiBA has produced more Mandela Rhodes Scholars, i.e. winners of the continent’s most prestigious academic recognition, than any other university in South Africa. In 2012, TSiBA celebrated its fifth Mandela Rhodes Scholar, Thokozile Mcopele. Said Mcopele, “I pay it forward by making sure I contribute wherever and whenever I can. Nothing makes me happier than to see other people overflowing with joy.”

## Sliding Scale Tuition

TSiBA is a hybrid social enterprise in that it has both non-profit and for-profit arms. TSiBA Education is a registered South African NPO, meaning it is funded by tax-deductible donations from corporations, institutions and private individuals. Its for-profit arm, TSiBA Executive Education, was launched in March of 2012 to offer graduate-level management courses. Profits from TSiBA Executive Education’s reasonably priced courses are invested into TSiBA Education in order to fund full tuition scholarships for undergraduate students.

TSiBA’s innovative approach is referred to as a “sliding scale” tuition model. Sliding scale fees refer to varying prices for products or services based on one’s ability to pay. Prices are thereby subsidized for those who cannot pay by those who can. Aravind Eye Care System, an Indian social enterprise, is lauded within the sector for its highly effective sliding scale model through which tens of millions of patients, extremely poor and wealthy alike, have received life-changing cataract surgeries. In TSiBA’s case, students enrolled in TSiBA Executive Education essentially “cover” the tuition of those enrolled in TSiBA Education.

Like TSiBA, several other educational institutions in sub-Saharan Africa are utilizing the sliding scale tuition model to maximize their social impact. Abaarso Tech, a free academic institution for disadvantaged students in Somaliland, invites Somalilander diaspora to enroll in its intense, world-class academic program. These students must be of the same, if not better, academic caliber as Abaarso Tech’s subsidized students and are required to pay tuition. Similarly, Ashesi University in Ghana offers full academic scholarships to students from low-income backgrounds subsidized by students capable of covering their own tuition fees.

While TSiBA’s graduate students absorb the costs of its free undergraduate program, the institution could increase its social impact by also admitting paying undergraduates. Doing so would allow them to offer more full tuition scholarships to PDIs throughout South Africa.

Would admitting paying students compromise its core mission of educating low-income PDIs? Do paying students at Abaarso Tech and Ashesi University undermine the education of their target beneficiaries? Regardless of whether TSiBA begins accepting paying undergraduate students, this social enterprise will continue to educate South Africa’s next generation of business leaders. As TSiBA continues to scale, its impact becomes more and more clear; in the words of Gia Whitehead, “The difference between doing nothing and what TSiBA has achieved so far can be measured in billions of rand.”

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# Muhammad Yunus & Grameen Telecom Trust Drive Social Business Revolution in Bangladesh

Olivia Allen

After forcefully removing Muhammad Yunus as Chairman of Grameen Bank in March 2011, Prime Minister Sheikh Hasina and the Bangladeshi Parliament recently took another drastic step to assert greater influence over Grameen Bank. In November 2013, the Bangladeshi parliament passed a law allowing the government to appoint directors and chairmen to the bank’s managing board. This new legislation puts Grameen’s unique borrower-owned model and representation on the board of the bank in jeopardy. As the Bangladeshi government continues to implement measures to limit Yunus’ involvement in Grameen Bank, the Nobel laureate has turned his attention to bolstering the landscape of social businesses across the country.

Grameen Telecom Trust (GTT), a fund chaired by Yunus that provides technical and financial assistance to social businesses across the healthcare, education, environmental, and manufacturing sectors, has set an ambitious plan in motion to further develop the social business space in Bangladesh. By 2020, GTT aims to create a pipeline of institutions that will fundamentally change Dhaka and Bangladesh at large through the implementation of at least nine major socially-driven projects worth more than \$520 million. Notable initiatives include the construction of industrial parks to house the manufacturing centers for new ventures in addition to those in extant such as Grameen Danone Foods. Upon the completion of the facilities, GTT estimates that approximately 35,000 jobs will be added to the Bangladeshi economy.

The project is also intended to improve Bangladesh’s healthcare infrastructure. A partnership between GTT and Grameen Kaylan, meaning “wellbeing” in Bengali, will fund a so-called “health city” and ten eye care hospitals similar to those within the Aravind Eye Care System. The hospital will have the capacity to serve thousands of patients, house a research and development unit, and train nurses and doctors. Furthermore, GTT plans to establish seven universities, vocational

institutions, and 65 schools across 64 different districts in Bangladesh, all of which are planned to operate as social businesses. While GTT will retain equity in each entity, each for-profit social business will run independently and reinvest profits back into the company.

The plan is grand yet not surprisingly so given Yunus’ belief that essentially every business can be a social business. This is perhaps best exemplified by the creation of products and services for the bottom of the pyramid that have resulted from collaboration with for-profit, multi-national corporations. Some of these partnerships include Grameen Adidas, Grameen Danone Foods, Grameen Veolia Water, Grameen UNIQLO, Grameen Shakti, and Grameen Intel.

In “Building Social Business: The New Kind of Capitalism that Serves Humanity’s Most Pressing Needs” Yunus describes “Type 1” social businesses as “non-loss, non-dividend companies devoted to solving a social problem and owned by investors who reinvest all profits into expanding and improving the business.” These businesses are often born out of corporate social responsibility programs and have been successful in innovating for the poorest of the poor in Bangladesh and creating fair wage jobs. What sets GTT’s social business projects apart from others is their potential to normalize social business in Bangladesh. Their expansive size, the employment opportunities they leverage, and the projects’ wide reach into the manufacturing, medical, and educational sectors serve as additional evidence social good and capitalism are in fact compatible and sustainable.

The social business projects GTT is driving offer solutions to some of the most common critiques of Grameen Bank: 1) microfinance does not truly lift people out of poverty, and 2) not every microcredit recipient has the entrepreneurial instincts to operate an successful microenterprise. One such company that showcases the arguably superior impact of a social business compared with that of a microfinance institution is Grameen Distribution Limited (GDL), an investee of GTT. GDL employs women to distribute locally produced goods such as mosquito nets, water filters, and low-cost mobile phones, i.e. products that improve the livelihoods of the

poorest of the poor. Since its inception in 2009, GDL has already reached 1.5 million rural dwellers in Bangladesh and employed more than 1,500 women.

Despite his removal from Grameen Bank by the Bangladeshi government, Yunus’ legacy as one of history’s most prolific and revered social entrepreneurs remains untarnished. As he continues to lead GTT’s growth, Yunus will reach more Bangladeshi citizens in addition to the 8.3 million microcredit borrowers who have already made gains in attaining economic inclusion and empowerment through Grameen Bank.

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## Will Post-Arab Spring Progress Usher in Social Enterprise in the Middle East?

Miranda Beggin

When discussing the tumultuous political environment that currently exists in Middle Eastern nations, it is important to recognize the underlying economic causes that drove the Arab Spring and political revolutions in countries like Egypt, Libya, Tunisia, and Syria. The uprisings that occurred in these ethnically diverse countries resulted from grievances similar to those that spurred Occupy Wall Street in the United States and the heated response to austerity measures implemented across Europe following the 2008 global financial crisis: an educated youth population dissatisfied with a lack of economic opportunity. Not only are the youth populations within countries of the Arab world highly educated but, much like the student population in the United States, they are seeking gainful employment opportunities. Additionally, they are increasingly concerned with their region's unsustainable dependence on oil and natural gas production and the resulting dearth of jobs outside of the energy sector. The young revolutionaries of the Arab Spring, more than ever before, want to ensure long-term, sustainable growth in their home countries while promoting economic equality.

The proliferation of social enterprises in the Middle East has historically been foiled by an economic climate that prevents the success of small businesses. According to a study by the Center on Democracy, Development, and the Rule of Law (CDDRL) at Stanford University, "while entrepreneurship is one avenue that has been widely promoted as a means to help the Arab region meet its demand for job creation, survey data suggests that most new businesses in the region fail". There are a number of reasons why this occurs, attributable in large part to a lack of infrastructure in Arab countries that would otherwise promote successful entrepreneurial environments. Entrepreneurial prospects have further deteriorated in these countries since the occurrence of the Arab Spring, further fueling the top three greatest obstacles to starting a business: insufficient financing sources, inability to self-finance, and fear of failure in an uncertain economic climate.

Starting NGOs in the region is just as, if not more so, difficult than starting a small business. According to the Stanford study, "only 13 percent of respondents who had wanted to start a business and 12 percent of those hoping to start an NGO" had any success in Egypt. Given the restrictive entrepreneurial infrastructure in the Middle East, it follows that there is a lack of for-profit and non-profit social enterprises in the region. The lack of liquid financing, self-financing skills, and fear of the economic climate in the region are further stifling economic growth while perpetuating dissatisfaction among the youth population. Despite the numerous factors preventing startups of all types from growing and creating jobs in the region, there remains a strong need for social enterprise in the Middle East.

The Arab Spring served as the impetus for changes in the economic and social climate of the Middle East, thereby enabling social enterprise to gain traction in the region. The population as a whole, especially the educated youth, wish to not only improve the economic climate of their countries, but also to further prevent dissatisfaction and inequality throughout the Middle East by helping to develop their post-revolutionary societies. High interest in volunteerism, greater involvement in social sectors, and desire for self-employment will have a positive effect on the growth of social enterprises in the region. Not only is social entrepreneurship likely to be successful in the Middle East post-Arab Spring as a result of its newfound socially-conscious youth population, but it will also be necessary in countries strapped for resources and unable to promote long-term economic and social development.

If social enterprise is to flourish in the Middle East, it will require collaboration between the government and private sector. More specifically, awareness of social enterprise must be encouraged, as much of the youth population in the region is unaware of the sector despite its potential to blend their interests in entrepreneurship and social justice. Tools like social networking, which proved very successful in empowering citizens



throughout the Arab Spring, should be leveraged to increase awareness and involvement in social enterprise. Additionally, it is important that religious institutions in the Middle East focused on charitable giving are made aware of the importance of promoting sustainable development through social enterprise. The interest in volunteerism and long-term economic development already exists among the youth populations in the Middle East; now, the infrastructure for successful enterprises and exposure to the sector and its successes in other areas of the world is necessary to guarantee the expansion of social enterprise in the region.

Despite difficulties thus far in developing social enterprise in the Middle East, it is both more necessary and more likely to occur in the post-Arab Spring era. Startup social enterprises in the region have begun to see success in the years following the conflicts. Four of the top 15 social enterprises in the Middle East that have been started in Egypt include Alashanek Ya Bala-dy (AYB-SD), Educate-Me, Recyclobekia, and Schaduf. These organizations focus on the economic empowerment of youth and women, providing education for children who have dropped out or can't afford primary education, promoting the recycling of electronic waste, and sustainable farming, respectively.

Although wealthy people who have had success and wish to give back to their communities have started many of the existing enterprises in the region, some of the more recent enterprises have been started by youth seeking to address pressing social ills in their communities. For example, Recyclobekia, a recycling company that creates jobs while solving the problem of electronic waste in the working-class town of Tanta, was born out of an entrepreneurship competition in which Mostafa Hemdan, an engineering student at Tanta University, participated. GCC states, such as Saudi Arabia and the United Arab Emirates, that were less affected by the Arab Spring have also experienced an uptick in successful social enterprises after the conflict. In Saudi Arabia, an enterprise called Glowork aims to empower women and increase diversity in the Saudi workforce by creating a website dedicated to female recruitment. Consult & Coach for a Cause (C3) out of the United Arab Emirates is encouraging the growth of social enterprise by creating a network of socially conscious professionals

to expand the number of social entrepreneurs found in the next generation of educated Arab youth.

Social enterprise offers a viable, market-driven solution to mitigate some of the social ills that linger in post-conflict Middle Eastern countries. Youth in the region have successfully implemented political reforms and are now driving a second disruptive revolution, this time in the economic sphere. Coupled with policymakers' renewed focus on creating programs and writing policies that encourage entrepreneurship as a means to "usher in a new era of competitiveness," entrepreneurship is a promising solution that will hopefully take hold in the region. For social enterprise to successfully scale, it must be understood that it is more than a means to an end, the end being increasing economic competitiveness. In the Middle East, social enterprise has the ability to address the broader set of development challenges facing the region in the short and long-term, while also contributing to increased economic competitiveness.

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## The Role of Improved Maternal Health in Economic Development

### Caitlin Morelli

In the world's most impoverished communities, women and girls undoubtedly face the greatest adversity. While the realities of global gender inequality are relatively well known, the extent to which women and girls face economic hardship is not. When families cannot afford or grow enough food, the women eat last. When parents cannot afford to send all of their children to school, the girls stay at home. Of the number of ways women and girls are disparately affected by poverty, one of the most disturbing lies in access to quality healthcare. Sub-standard prenatal care, lasting effects of female genital mutilation (FGM), and cultural stigmas surrounding women's rights to proper healthcare contribute to more than 529,000 pregnancy-related deaths globally each year, 99 percent of which take place in developing nations. These disparities are not only a deterrent to advancing women's rights but also to poverty alleviation efforts in general.

Although the list of health injustices facing women and girls is staggering, one organization, Tostan, has made remarkable progress in reducing maternal mortality in communities across the African subcontinent. This intervention, in addition, stimulates the economies of the communities in which they work. Tostan's success in catalyzing normative change surrounding a woman's right to proper health has made the organization a leader in the field of social entrepreneurship.

One in six African women die during pregnancy. Of the 10 to 20 million who escape death, most suffer serious childbirth-related complications. While these statistics indicate a lack of access to healthcare, they are also a result of cultural values that undermine women's rights. In many cultures, it is customary for women to give birth at home with the help of a midwife rather than at a clinic. Ethiopian culture associates clinics with illness; as pregnancy is not an illness, clinic deliveries are considered untraditional and are often forbidden by the woman's husband. Home deliveries can be extremely dangerous should women experience complications, contributing to high maternal mortality rates in communities in which it is the norm.

The cultural tradition of FGM is believed by many to make women healthier, more beautiful, and more faithful, despite it serving no medical purpose. More than 125 million women and girls in 28 different countries are suffering from the physical, psychological, and socio-economic effects of FGM today. While once criticized as an example of Western imperialism, eradication of FGM, now classified as a human rights violation by the World Health Organization (WHO), is widely accepted by the international community. Changing perceptions surrounding this practice as well as women's rights to healthcare is not an easy task, as it requires a "thought revolution" in entire communities and nations. Having significantly reduced FGM in Senegal, where more than 5,000 communities have publicly declared their abandonment of the practice, Tostan has proven that such revolutions - with a little persistence and a lot of empathy - are more than possible.

Tostan, a Wolof word meaning "breakthrough," works in communities where women face extreme gender injustice, specifically targeting those with high rates of FGM. Tostan's innovative approach is defined by its Community Engagement Program, a three-year initiative that seeks to educate communities in and out of the classroom. Tostan founder Molly Melching has been quoted as saying that empathy is "often forgotten in the world of development." In contrast, Tostan's program employs a dignified approach that requires facilitators to share non-judgmental information about women's rights with their beneficiaries. The first phase of the program encourages discussion, promotes positive traditions, and helps communities design and implement a collective vision for future development. The second phase promotes reading, writing, math, and management skills in the native language, made possible by Tostan's core leadership teams being almost entirely African. Teachers use modern, palatable methods, e.g. storytelling, theatre, dance, artwork, and debate, to promote positive values among their beneficiaries.

Tostan represents everything that is necessary for a social enterprise to be high performing, possessing key





values such as transparency, accountability, sustainability and commitment to impact measurement and evaluation. Charity Navigator, the largest evaluator of global charities, awarded Tostan the highest score for accountability and transparency, as well as an overall four (out of four) star rating. While the organization itself may not be entirely financially sustainable given its reliance on philanthropic funds, its relationships with international development agencies like UNICEF, UNFPA and corporate sponsors are long-standing and reliable. Tostan's commitment to measurement and evaluation is exemplified by its Community Management Committees (CMCs). CMCs are comprised of women elected to ensure the continuation of development projects after Tostan leaves their communities. These CMCs are awarded small grants to establish microcredit funds to promote continued economic empowerment of women in their communities.

While this innovative approach has been embraced and praised by the international community, scalability is not easily achieved given the resources needed to implement the holistic Community Engagement Program. The organization believes that to effectively challenge harmful gender perceptions, one must simultaneously discuss and change all social norms; therefore, it would be irresponsible to work with a community if the entire program cannot be executed. Although FGM is the primary component of Tostan's work, their model addresses a number of destructive practices against women and girls. In the same way that cultural traditions take generations to take root, it will take a significant amount of patience to reverse them.

Tostan has educated more than 250,000 classroom participants and CMCs as to the importance of maternal health. Across the 76 Guinean communities in which Tostan works, more than 95 percent of women now receive prenatal care. In addition, more than 90 percent of children in these communities now sleep with a mosquito net, exemplifying how lowered maternal mortality rates translate into improved childcare. Educating girls and women has been proven to reduce the size of the family, increasing mothers' abilities to provide quality care and send more children to school.

Looking to the future, investment in women's health should be embraced as a critical tool for poverty alleviation. Given women's significant contributions to the

global economy, it is vital that they are offered proper healthcare as well as dignified opportunities to economically empower themselves and, in doing so, their families and entire communities.

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## From Social Justice to Economic Justice

Dennis Shaughnessy

For the past six years, the Social Enterprise Institute has traveled to South Africa each summer to work with students and entrepreneurs from the townships, or slums, of Cape Town. Each year, 40 undergraduate students studying global social enterprise have had the privilege of privately meeting with Nelson Mandela's close friend and fellow Robben Island prisoner, Dr. Ahmed Kathrada. This past year, students also met with the retired Archbishop Desmond Tutu, a colleague and confidant of Madiba (Mandela's tribal name) and fellow Nobel Peace Prize winner.

Dr. Kathrada has taken our students each year to visit Madiba's prison cell. In the infamous prison that housed so many of today's anti-apartheid leadership of South Africa, he talked of Mandela's dream of a moral, just and non-discriminatory society for all of South Africa. Archbishop Tutu also shared with our students the view he shared with Mandela of the need for forgiveness and reconciliation with the apartheid enemies of freedom and equality. Only with forgiveness, Tutu advised, can people live peacefully together in pursuit of a better and more just society.

As Northeasterners, we also spend each summer working side-by-side with college students enrolled in a unique "free" university for poor black and coloured students called TSiBA. Our students study alongside South African students who have suffered from deep poverty and the isolation and suffering that it brings to young people in the world's most unequal country. The relationships built between Northeastern students and their new South African friends are often the highlight of their time at our University.

Through the hard work of service, our students have worked in communities where Madiba is seen as the equivalent of George Washington, Abraham Lincoln and Barack Obama rolled into one figure, and more. Madiba is not only the father of South Africa, but also the symbol of equality, freedom, fairness and decency. He is beloved and revered by all South Africans regardless of color, class or faith in a way with which we as Americans living in politically contentious times can't easily relate. His passing will only make his legacy and his message stronger.

But despite the greatness of Madiba, any visit to the slums of South Africa nearly twenty years after his election to the presidency demonstrates that poverty still reigns freely over many of the country's townships and rural communities. The progress achieved over the past two decades in social justice has not yet been matched with meaningful and sustainable progress in economic justice. Yes, it has only been twenty years, and it is perhaps too much to expect of such a young democracy to have eliminated poverty so quickly. However, progress in reducing inequality, improving public education and creating jobs at living wages has been too slow for many young people to tolerate. The patience of the average South African has been impressive, but we can expect that it will begin to wane if change on the economic side of the equality equation doesn't arrive soon.

It is the great Madiba's historic legacy that South Africa is finally a free, democratic and non-discriminatory society. It is up to the next leader of this remarkable country to carry that legacy forward from social justice to economic justice. With social equality comes the expectation for full and complete equality, and the expectation among the millions of poor South Africans is for more productive and meaningful work for all.





# Sliding Scale Pay to Narrow the Income Gap

Rachel Shaheen

Four out of five Americans face the stark and hopeless reality of experiencing poverty at some point in their lives. Prolonged unemployment, the need for government assistance for at least one year, and an income level below 150 percent of the poverty line are three predominant indicators of this reality for what has regrettably become the majority of American adults. This struggle does not end with adults, however. Almost one quarter, or 16.4 million, of American children are living in poverty. With 15 percent of the general population residing below the poverty line, for many, the “American Dream” remains merely a dream.

Economic insecurity is no longer solely an issue of race or ethnicity. For example, the poverty rate among working-class whites has increased at a significantly faster rate than that of working-class non-whites since 2000. Rather than pointing to demographic factors as was done in the past, a focus on the much broader and inclusive indicator of economic class is necessary to understand the sources of poverty. The gap between the wealthiest and poorest Americans has reached its widest since 1928, just before the Great Depression, and continues to grow. From 2009 to 2012, the wealthiest one percent of Americans saw their incomes increase by 31.4 percent, while the bottom 99 percent saw their incomes increase by just .4 percent. Further, a whopping 48.2 percent of total earnings went to 10 percent of the wealthiest Americans in 2012. These startling statistics demonstrate that poverty is no longer an issue of concentrated populations in society, but of the society as a whole.

To make matters worse, poverty guidelines issued each year by the Department of Health and Human Services consider only a fraction of the exhaustive list of struggles poor individuals and families face. In 2013, the federal poverty level for a family of four was set at a mere \$23,550. The archaic construction of the poverty line was first introduced in the 1960s, when the Social Security Administration calculated the cost of a minimal food budget adjusted for family size and then multiplied this figure by three. As a percentage of a family’s budget today, food has declined from one-third to one-eighth; therefore, the measurement does not take into account additional necessary expendi-

tures, e.g. medical expenses and childcare. The poverty guidelines are further flawed in their neglect of geographical differences. State by state and city by city, poverty is measured uniformly, therefore dismissing disparities in the true cost of living.

In the wake of worsening poverty in the United States, legislators and citizens alike have looked to vital changes in policy, e.g. universal health care, minimum wage increases, and earned paid sick time. The passing and implementation of such policies, however, are often stalled if not tabled given the current political climate. As a result, welfare benefits continue to be cut, the poverty line remains distorted, and more and more Americans fall into the poverty trap.

Has the American Dream been put to sleep? If so, what can be done to awaken it? One promising innovation lies in the sliding scale. The sliding scale refers to an innovative pay model being applied to both services and products across various industries with the goal of incorporating low, medium, and high-income individuals as consumers. Costs for particular services or products are variable, based on an individual’s ability to pay. For example, a wealthy individual may pay more than a suggested value, a middle class individual may pay the suggested value, and a poor individual may pay very little or nothing at all. The idea is that the fees being contributed will cover the cost incurred by individuals unable to contribute. The sliding scale model not only turns a blind eye to income, but also mitigates the inequality between the wealthiest and poorest Americans that equally need a particular service or product.

A typical concern: why would any business have the motivation to adopt this model? The sliding scale is a productive and cost-efficient mechanism that simultaneously benefits those struggling to manage their expenses. It is essential to consider that a partial payment will contribute more to revenue than no payment at all. Adjusting a pricing model so that even the poorest Americans can submit a payment is a financial advantage, not a burden. Further, it yields an increased and more loyal client base.

This model is not just being tested in the social enterprise sector, but by large corporations like Panera Bread. Since 2009, five for-profit Panera Bread Cafes have been donated to the Panera Foundation and reopened as “Panera Cares” Cafes. These cafes are unique in that they have adopted a sliding scale model, i.e. customers pay what they can for their meal. Though many business owners may recoil at the risk involved, Panera Cares has reported that 60 percent of its customers pay the suggested value, 20 percent leave less or none, and 20 percent leave more. In other words – it is working. Better yet, the company’s stock growth has increased 60 times since the initial commitment.

The proof is in the bread pudding: the sliding scale can work in the food service industry. This pay model has also been implemented in the medical field by organizations such as Aravind Eye Care System, Sala Uno, and Luna Pads. So, what does it take to implement a successful sliding scale price structure? First, the product or service has to be something for which enough individuals are willing to pay the suggested value. Second, the product or service must be available to both customers with and without disposable income. In the United States, the demand for quality food, healthcare, childcare, and education outweighs their supply as a result of income insecurity. Perhaps this practical example of conscious capitalism will “tip the scale” in favor of income equality and the American Dream.

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Dignified Development

Emily O'Connor

As a result of globalization, individuals are becoming increasingly aware of global issues such as poverty, gender inequality, and social injustice. A positive outcome of this awareness is consumers’ concern with the short and long-term impacts of their daily purchases. Seen by many as being at the intersection of development and business, socially responsible products are gradually becoming more mainstream in the consumer goods market. Product-based social enterprises like Warby Parker are household names among this new generation of conscious consumers.

Is this it? Are social enterprises confined to consumer goods? Beyond the trends, brands, and mission statements, social enterprise concerns a deeper issue. At its core, social enterprise is rooted in human rights. The United Nations Declaration of Human Rights states that all human beings, regardless of sex, race, religion, political affiliation, or social status, are born “free and equal in dignity and rights.” Human dignity implies the imperatives of respect and equality in all conduct and interaction between human beings. For this reason, the development sector needs to adjust their approach toward the developing world.

The term empowerment is often used in discourse surrounding economic and social development. Put simply, empowerment refers to the action of helping others help themselves. It is about change independent of others’ aid. It is a key aspect of the evolution and progression of global development. However, the concept of development through empowerment falls short with regards to the innate dignity and rights of humans. When institutions and individuals born from the developed world seek to intervene in impoverished regions, it is implied that the developed world has something the developing world does not. The capacity of communities is questioned and thus their dignity is compromised.

Empowerment is good – but it is not good enough. Rather than equipping communities with tools from the outside, the focus should be on facilitating empowerment from within. Simply fulfilling basic needs like food, education, and health-care does not equate with preserving human rights. Doing so while respecting human dignity, however, does.

Many view economics as being at the crux of society. The exchange of goods and services fuels communities and provides benchmarks with which to measure growth.

Countless studies show that improved economic stability, especially among women, leads to increased standards for education, healthcare, and nutrition, resulting in overall improved livelihoods. Without such stability, communities are crippled by malnutrition, low formal education completion rates, infant mortality, and violent crime. Therefore, addressing economic disparities should be at the forefront of global development efforts.

Successful social enterprises identify preexisting capabilities and harness them in ways that yield sustainable returns to the individual and the greater economy. By providing individuals in impoverished regions with opportunities to become economically independent, social enterprises are addressing the basic human rights to “life, liberty and security of person.” One such social enterprise is Partners in Health (PIH), a Boston-based global health organization renowned for its extensive work in Haiti. While the Harvard-affiliated non-profit provides victims of both common and chronic illnesses with complementary care much like countless other NGOs, PIH differentiates itself by utilizing a community-based model that ensures successful long-term treatment while providing much-needed employment opportunities in the communities they serve. PIH identifies trusted individuals within these communities and hires them to serve as community health workers. These individuals leverage their preexisting status within their communities to reinforce PIH’s work, thus contributing to public health in a gainful and sustainable manner.

Jacqueline Novogratz is the founder and CEO of Acumen Fund, a venture fund that invests in social enterprises tackling poverty around the world. Said Novogratz in 2011, “We’ve seen so many well-intended programs and policies create dependence which is the opposite of dignity. When everything you need is presented as a gift, not something earned, there is a gradual diminishing of dignity, autonomy and motivation.” While traditional charity and aid organizations are invaluable within certain contexts, social enterprises are better alternatives with regards to the preservation of human rights. For this reason, social enterprise should not be viewed as simply a business model or an avenue for aid; rather, as a means for dignified development.

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Professor Dennis Shaughnessy, Founder and Executive Director

Professor Dennis Shaughnessy is an Executive Professor with the D’Amore-McKim School of Business’ Entrepreneurship & Innovation group. Professor Shaughnessy also launched the international field study programs and is the Founder & Executive Director of the Social Enterprise Institute.

Prior to entering the field of academia, Professor Shaughnessy served on the D’Amore-McKim School of Business Board of Visitors while working as a Senior Executive at Charles River Laboratories. In addition to being a corporate lawyer with expertise in intellectual property and M&A, he has extensive experience in corporate innovation, entrepreneurship and strategy. He holds an MBA from Northeastern’s High Tech MBA Program, a JD from the University of Maryland, an MSW in Management from the University of Michigan, an Executive Education certificate in Strategy and Management from Cornell University and a BA from the Pennsylvania State University.



Gordon Adomdza, Professor of Entrepreneurship and Innovation

Gordon Adomdza, PhD, is an Assistant Professor of Entrepreneurship & Innovation. Prior to joining the DMSB faculty at Northeastern University, Professor Adomdza was a lecturer at the University of Waterloo and Wilfrid Laurier University. He also worked with Continuum Innovation in Boston, the Canadian Innovation Centre in Ontario, and the General Leasing & Finance Co. Ltd. in Accra.

Gordon’s research interests are in the areas of micro-level entrepreneurship, corporate entrepreneurship, innovation and design for the base of the pyramid, and sustainable business models. He teaches courses in the areas of innovation and entrepreneurship to undergrads and grads at Northeastern. Gordon also teaches a course utilizing human centered design and innovation concepts for emerging markets and the base of the pyramid. Gordon graduated from University of Waterloo in 2008 with a Ph.D in Management of Technology, where he also received an MASc in Management Science and an MA in Applied Economics. He received his BA in Economics from University of Ghana.



# Student Contributors



Olivia Allen  
*President*

Olivia is a senior pursuing a Bachelor of Arts in International Affairs with minors in Business Administration and Global Social Entrepreneurship. Prior to her current role as Project Manager and President of the Social Enterprise Review, Olivia worked as a Teaching Assistant and Research Associate at the Social Enterprise Institute. Olivia participated in SEI's field study programs to the Dominican Republic and South Africa in 2011 and 2012, respectively. During her time at Northeastern, Olivia completed co-ops at City Year, a non-profit working to end the US's chronic drop-out crisis and Root Cause, a nonprofit consulting firm in Boston. Following graduation, she will join the 2014 Teach for America corps and serve as an elementary school teacher in Charlotte, North Carolina.



Rachel Shaheen  
*Senior Editor*

Rachel is a senior Political Science student pursuing minors in International Affairs and Social Entrepreneurship. She has held co-op positions as both a Legislative Intern and Interim Manager at the Massachusetts Commission on the Status of Women, an independent government agency that reviews the status of women throughout the Commonwealth and makes policy recommendations to elected state-wide officials. During the summer of 2012, she participated in the SEI field study program in South Africa. Her first experience in the social enterprise sector was in 2011, when she co-oped at Root Cause, a research and consulting firm for nonprofits in the Greater Boston area. Rachel is particularly interested in domestic issues pertaining to low-income populations as well as cross-sectoral collaboration for the purpose of greater social impact.



Audrey Shaughnessy  
*Managing Editor*

Audrey is a senior honors student pursuing a BSBA in Social Entrepreneurship and Finance with minors in Spanish and International Affairs. Audrey has completed co-ops at the Boston Consulting Group, the world's leading advisor in business strategy, and Root Capital, a social lender that invests in agricultural SMEs in Latin America and sub-Saharan Africa. Audrey has also interned for Grameen America, a microfinance organization that provides financial services to low-income entrepreneurs in the U.S. Audrey has traveled to the Dominican Republic, Nicaragua, Costa Rica and South Africa with SEI to consult with social enterprises and micro-entrepreneurs. In July 2013, she traveled to Ghana to conduct her own research surrounding entrepreneurship in West Africa.



Gail Batutis  
*Senior Editor*

Gail is a Political Science and Business Administration combined major with a concentration in Entrepreneurship and Innovation and a minor in International Affairs. She has served as a Teaching Assistant and Honors Scholar in SEI's "Voices of Development" course, and participated in the Dominican Republic and field study program in 2012. She is currently on the Executive Board of the SEI Student Association and works as a Senior Editor for the Social Enterprise Review. Gail completed her first co-op at the Irish Immigration Center in Boston and will spend four months working with Aakar Innovations in Delhi, India, as SEI's inaugural Global Fellow for her second co-op in the Spring of 2014.



Anahis Kechejian  
*Staff Writer*

Anahis Kechejian is a first year honors student. Anahis became interested in social enterprise through Professor Shaughnessy's Voices of Development Freshman Inquiry course. Along with two others from the class, Anahis established a Room to Read chapter at Northeastern in 2013. As an undeclared student, Anahis has been involved with service learning and volunteered as an afterschool tutor at United South End Services in Boston. Through Northeastern, Anahis is involved with the Student Government Association, SEI Student Association, and the Armenian Student Association. As a Massachusetts local, Anahis enjoys being active in the Armenian community. Anahis hopes to continue serving others throughout her time at Northeastern.



Caitlin Morelli  
*Staff Writer*

Caitlin is a third year honors student pursuing a degree in Political Science and International Affairs with a minor in Social Entrepreneurship. Caitlin first became interested in social entrepreneurship after participating in a Dialogue of Civilizations Program to Bali, Indonesia, where she studied poverty and grassroots development. This spring, she will be traveling to Cape Town, South Africa, to work with Heart Capital, an impact investing company that strives to create financially sustainable social change. Caitlin hopes to further her involvement with the Social Enterprise Institute and participate in a field study program upon her return to the United States. She enjoys traveling, photography, and singing in Northeastern's all-female a capella group.



Amanda Kerr  
*Staff Writer*

Amanda is a first year honors student currently majoring in Environmental Science and pursuing minors in Computer Science and Global Social Entrepreneurship. She hopes to combine those disciplines to combat poverty through international development, namely in the agricultural and energy sectors. Amanda's passion for social equality was given direction after taking Professor Shaughnessy's Honors Voices of Development course, which exposed her to the long-term community-based solutions to poverty that arise from sustainable social enterprises. Amanda is a member of Northeastern's Husky Environmental Action Team (HEAT) and the Social Enterprise Institute Student Association.



Emily O'Connor  
*Staff Writer*

Emily is a second year International Affairs major pursuing a minor in Global Social Entrepreneurship. She first fell in love with social enterprise during two gap years spent living and working in China and Thailand. During her time in Asia, Emily helped develop a social enterprise that provides alternative employment to migrant and formerly exploited women. At Northeastern University, Emily is involved in the SEI Student Association and other various clubs. Her favorite place to volunteer in Boston is Crossroads Community Café, a start-up social enterprise working with youth. Emily can usually be found planning her next travel adventure, reading a good book with a cup of tea, or studying Chinese. She hopes to continue to be a part of creating global change through innovated and sustainable solutions.





Miranda Beggin  
*Staff Writer*

Miranda is an honors student pursuing majors in International Business and Finance with minors in Spanish, International Affairs, and Global Social Entrepreneurship. Miranda currently serves as an advocate at LIFT Roxbury working to help clients with issues of homelessness, unemployment, and poor education. She also volunteers for ETHOS and 8th Grade Academy as a writing coach. In addition to being involved in the Social Enterprise Institute Student Association, Miranda is an active member of the Northeastern International Relations Council, where she serves on the Board of Directors. Miranda is inspired by the transformative potential of using business for global good and is excited to be one of the many passionate students involved with the Social Enterprise Institute.



Shannon Clark  
*Staff Writer*

Shannon is a fourth year Communication Studies major with minors in Business and Global Social Entrepreneurship. Shannon first became interested in social enterprise when she took Professor Shaughnessy's Social Entrepreneurship course last fall. Since then, she has traveled to South Africa on an SEI field study and worked with SEI through programs such as 8GA and the SE Review.

Shannon would like to do her next and final co-op at a social business, particularly an impact investing firm or one that focuses on education. She would love to go back to South Africa, if possible! In her spare time, Shannon enjoys writing, listening to music, traveling, and eating.



Gwen Kidera  
*Photographer*

Gwen first became interested in photography in 2009 as a student on the SEI South Africa field study program. She'd never been anywhere quite like Cape Town before and after attempting to keep a blog realized that words couldn't capture daily life like a photo was able to.

She continued to travel throughout college, participating in SEI's field study programs, and always had a camera by her side. Photography gave her a way to connect on a more personal level with the people and cultures she encountered throughout her travels. Since graduation, she has worked in Boston as a freelance photographer and graphic designer. To see more of Gwen's work, visit <http://gwenkidera.com> or email her at [gwenkidera@gmail.com](mailto:gwenkidera@gmail.com).

## About

The Social Enterprise Review is a collection of op-eds written by students at Northeastern University regarding contemporary issues in the world of social enterprise.

## Want to contribute to the next issue?

We're looking for thoughtful, talented writers and critical thinkers from universities across the world. Not a student? Not a problem! We're open and happy to feature different writers, bloggers, practitioners, and academics. See our website for more details about submission guidelines.

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