Where Non-Profits & For-Profits Meet - Transformative Partnerships for Impact at Scale

Reading Group and Consulting Project | Fall 2016
Info Session: Thursday September 1st 11.30-12.15, Kroon Hall G31 CBEY meeting room

Overview
This practicum sets out to explore the shifting context and business models for NGOs and Corporates. It explores a taxonomy of cross-sector partnerships – and why they are becoming an increasingly important ingredient in organizational strategy. The practicum will examine what sets up a partnership for impact - learning from client projects, case studies and each other. Intended for future NGO and business leaders, the course will include two components:

- Participation in a weekly discussion group exploring the drivers of innovation for international NGOs, and how new models for collaboration are being developed to scale transformative solutions to global sustainability challenges;
- Working with a team of 2-4 students on a consulting project for an international environmental NGO client that is seeking to scale their impact through transformative cross sector partnerships.

Logistics
- Yale Center for Business and the Environment (CBEY) Reading Group and Consulting Project - Max 12 students
- Participation in the group will be worth 3 credits of independent study, with a grade based on completing the reading, leading and engaging in the discussion each week and the successful delivery of the defined consulting projects.

Weekly schedule
- A one hour reading group discussion each week – Thursdays (time TBC)
- A weekly check-in call or email update with the NGO client
- 5-7 hours of independent/team work per week

People & Partners

Group leader

Peter Boyd is Executive Fellow at Yale Center for Business and the Environment (CBEY). This involves guest-lecturing on selected courses and discussion groups; and helping accelerate social & environmental entrepreneurship and intrapreneurship across the university. Outside Yale, Peter is a social entrepreneur & advisor: devoting time to his start-up Time4Good and helping other organizations on a combination of strategy, marketing, climate change solutions and entrepreneurial opportunity.
Peter recently worked with The B Team on their ‘Net-Zero by 2050’ initiative in the lead up to COP21 and was previously Launch Director & COO of Sir Richard Branson’s Carbon War Room. His time with business-focused NGOs followed 10 jobs in more than 10 years with the Virgin Group - including two years as CEO of Virgin Mobile South Africa. His career started at McKinsey & Co in London, India & South Africa. He was educated at University of Oxford - is originally from Edinburgh, Scotland - and now lives in Westport, CT USA - serving on the board of Earthplace and the town’s Green Task Force.

**NGO Partner: The Nature Conservancy**

*Jen Molnar* is lead scientist at The Nature Conservancy (TNC) and managing director of TNC’s new Center for Sustainability Science. The Center seeks to scale up action and outcomes for both the environment and the economy by translating the value of nature into actionable, science-based solutions for the private and public sectors.

Jen has more than 15 years of experience using science to improve decision-making. She is the science lead for the TNC-Dow Chemical Company collaboration, which led to Dow’s ground-breaking Valuing Nature Goal – a commitment to consider nature in all of their projects, aiming to generate $1B in economic value by 2025. She has led interdisciplinary global research teams, most recently as TNC’s Director of Science. She is editor and a lead author of *The Atlas of Global Conservation* (UC Press, 2010). Jen received a master’s degree from Yale’s School of Forestry and Environmental Studies, and serves as a board member of the Alumni Association. She has a B.S. in environmental engineering from Harvard, and previous private sector experience in hydrology and remediation.

**NGO Partner: WWF Asia Pacific Growth Strategy**

In 2013, Yale Center for Business and the Environment (CBEY) and WWF Asia Pacific Growth Strategy (APGS) established a global collaboration to enhance experiential learning amongst future business and environmental leaders. Through the establishment of this joint initiative, WWF and CBEY developed a structured program of graduate student internships focusing on innovative models of corporate-NGO engagement for positive environmental outcomes.

The WWF Asia Pacific Growth Strategy (APGS) started in 2008 with the aims of building financially stronger offices in the Asia Pacific and tapping into the economic growth in the region. APGS’s long term vision is for WWF offices in Asia Pacific to contribute to the Network’s total income at least to GDP equivalent. The last five years have seen it develop to be an effective, solid strategy for building strong offices across Asia-Pacific; developing leadership, capacity in fundraising, self-generated income and a way of working together to be the WWF that we need to be if we are to achieve our urgent conservation objectives.
Syllabus - Suggested Topics

Week 1 (Thursday September 8th) - Introduction / overview
- finalize our regular meeting time and venue (and any necessary deviations)
- go through the structure of the reading list and meeting format (establish weekly ‘chairs’)
- establish interests from the group and discuss the scope of the consulting projects

Week 2 (week of 9/12) - The Innovation Imperative
- The changing environment for NGOs and Corporates & resulting new impact models
- [Discuss next week’s work]

Week 3 (week of 9/19) - Types of Partnerships
- Read-out discussion, then taxonomy – collect and discuss examples per model

Week 4 (week of 9/26) - The Case for Cross-Sector Partnership

Week 5 (week of 10/3) - WWF International Client Discussion - Guest Speaker – Vince Perez
- Asia-Pacific Growth Strategy team – ensuring internal function and innovation

Week 6 (week of 10/10) - The Nature Conservancy - Guest Speaker – Jen Molnar TNC
- Establishing a center of excellence to engage externally

Recess

Week 7 (week of 10/24) - Identifying the Right Partner
- (Sharing) brand value with the partner
- Screening companies (for NGOs) and NGOs (for companies)

Week 8 (week of 10/31) - Innovative Models: Groups for a Purpose
- We Mean Business (and B Team) COP21
- Roundtable on Sustainable Palm Oil / Consumer Goods Forum

Week 9 (week of 11/7) - Innovative Models: One-on-One Partnerships
- Mercy Corps & Swiss Re – MiCRO insurance in Haiti; Mercy Corps & Bank Andara – impact investing reaching 3m end users in Indonesia

Week 10 (week of 11/14) - Innovative Models: Funding
- Kenyans for Kenya – Kenyan Red Cross & Safaricom harnessing technology for local fundraising
- Carbon War Room – Shipping Industry

Recess
Week 11 (week of 11/28) – Cross-Sector Partnerships - What works / What doesn’t
  • What can help ensure internal function / readiness to partner and combined external impact?

Week 12 (week of 12/5) - Project Presentations & Wrap-Up