



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 2249.001
Scaling Social Enterprises-
Experiential Field Course in El Salvador

December, 2022 – February, 2023

(students will register for Spring, 2023)

Instructor Information

- Professor Scott Taitel
- Email: staitel@nyu.edu
- Office Address: 3070 Puck
- Office Hours: Wednesdays, 3–4pm or by appointment

Course Information

- Class Meeting Times:
 - New York in advance of travel (2 meeting dates incl. Sept 23, 2022 Information Session and Dec.6, 2022 Pre-trip Planning and Background Session)
 - El Salvador during J-Term (Jan 8, 2023 – Jan 20, 2023)
 - New York upon return from travel – early Spring semester (Jan 27, 2023 and February 3, 2023)

Course Prerequisites

CORE-GP.1021, Financial Management and CORE-GP 1011 Statistical Methods or their equivalents; students are also encouraged to have taken either Social Impact Investing PADM GP.2311 and/or Managing Financial and Social Returns of the Social Enterprise PADM-GP.2310 but it is not required to apply.

Course Description

This course will provide a field opportunity for students to investigate the current practices of an El Salvadoran social enterprise, Acceso Oferta Local – Productos de El Salvador (Acceso), which aggregates agricultural and fish & seafood products procured from low-income producers and fishers for sale to local off-takers. This social enterprise has successfully scaled since its inception in 2013 to grow to over \$12M in revenue along with supported claims of significant impact on more than 1,000 producer and fisher livelihoods and resulting paradigm shifts to practices of local sourcing. Students will investigate the success factors and challenges of the enterprise’s primary business of fruit and vegetable sourcing and make recommendations related to scaling the enterprises in four key areas 1) Impact Measurement & Evaluation practices, 2) Migration Reduction opportunities, 3) Financial Inclusion for beneficiaries, particularly as it relates to El Salvador’s adoption of Bitcoin as legal tender and 4) Agricultural Technology refinement and improvements. Additional workstreams related to financial analysis of Acceso’s agricultural input program and prospective women’s empowerment programs may also be assigned. All of these scaling matters will be viewed through the lens of social impact, financial return, and stakeholder management.

- Students will have the opportunity to interview local producers and product buyers and other key stakeholders and develop frameworks for assessing scaling opportunities and making recommendations for the social enterprise’s evolution. The course will build off the Professor’s cases on this enterprise entitled *Acceso Oferta Local – A New Approach to Social Enterprise* as well as a follow-on case entitled *Acceso - El Salvador: A New Approach to Social Enterprise Impact Measurement and Management*.

Course Objectives

Course Learning Objective Covered	Corresponding Assignment Title
Acquire skills to develop frameworks for assessing opportunities for scaling a social enterprise and evaluating its impact	Acceso Cases Write-Up
Learn field-based interview techniques for documenting and assessing social enterprise value chain and technology integration processes	Field Journals
Understand value of field-based research in validating social impact and the local and cultural context core to social enterprises	Field Journals
Understand how to present and integrate field research in social enterprise business and use cases	Final Research and Recommendation Report

Course Learning Objective Covered	Corresponding Assignment Title
Develop skills to apply field findings to address specific stakeholder questions regarding the impact of policy, financing and technology on social enterprises and their beneficiaries	Final Research and Recommendation Report

Outline of Class

There are three sections of the class: Sessions in New York late in the Fall term prior to travel to El Salvador, J-Term sessions and field work in El Salvador, and classes in the early Spring semester in New York post travel to El Salvador. Class sections in New York will compose the bulk of the lecture and “classroom” part of the course. These sessions will include lectures, case discussions, class exercises and group work as warranted. In El Salvador, the focus will be on organizational and site visits as well field research. There will be daily class meetings in El Salvador where students will report early research findings. When students return to New York, the class will continue to meet in the early part of the Spring semester to complete the compilation of research findings, develop frameworks for analysis of collected research, participate in discussions to compare findings to pre-travel case learnings and to create a shared journal of lessons learned. The course will culminate in a presentation to Acceso management and faculty.

Required Readings

Reading Packets:

HARVARD CASE PACK

See instructions for downloading packet <https://hbsp.harvard.edu/import/982374>

Contents include:

- Cases:
 - Operadora Logistica Salvadorena
 - Acumen and Lean Data 2018
 - El Salvador: Launching Bitcoin as Legal Tender

- Chapters:
 - Methodological Considerations in International Market Research

- Notes:
 - Customer Discovery and Validation for Entrepreneurs

- Articles:
 - Scaling Social Entrepreneurial Impact, Bloom, Chatterji
 - Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Kaplan, Serafein, Tugendhat
 - Creating Shared Value, Porter, Kramer

ADDITIONAL READINGS ON BRIGHTSPACE

Acceso Oferta Local – A New Approach to Social Enterprise Creation

Acceso - El Salvador: A New Approach to Social Enterprise Impact Measurement and Management

Acceso-provided documents including Initial Business Cases, Information Memorandum, Financial Projections and Organizational Chart

Select Slides and Readings from Professor Amanda Jungel’s Interviews and Surveys Course (PADM-GP.4114)

Students are also encouraged to identify readings through desktop research that are most applicable to their assigned work stream.

Overview of the Course

Pre-Travel

Class	Date	Topic	Deliverable
Class 1	Fri, Sept 23	Course Informational Session	
Class 2	Fri, Dec 2	Enterprise Background and Pre-Travel Information Session	Acceso Case Write-up (due 12/9)

In Country

Day	Date	Activity/ Topic	Deliverable
Day 1	Sun, Jan 8	Travel Day (Flight from New York to San Salvador)	
Day 2	Mon, Jan 9	Introductory Meetings and Tour of Fish & Seafood Operations	
Day 3	Tues, Jan 10	Review of Distribution and Logistics including site visits to Super Selectos and RANSA Distribution Center	Documentation of Distribution and Logistics Operation in Field Journals
Day 4	Wed, Jan 11	Review of Core Agro Supply Chain Business including site visits to <i>Anchor Farm, Demo Plots and Processing Center</i>)	Documentation of agro technical assistance and <i>collection processes</i> in Field Journals

Day 5	Fri, Jan 12	Team Field Work	Stakeholder meeting notes in Field Journals
Day 6	Fri, Jan 13	Continued Team Field Work	Stakeholder meeting notes in Field Journals
Day 7	Sat, Jan 14	Continued Team Field Work	Stakeholder meeting notes in Field Journals
Day 8	Sun, Jan 15	Free Day – Country Tours and Activities will be planned	
Day 9	Mon, Jan 16	San Salvador Expert Session and Teamwork	Expert and Stakeholder meeting notes in Field Journals
Day 10	Tue, Jan 17	San Salvador Expert Session and Teamwork	Expert and Stakeholder meeting notes in Field Journals
Day 11	Wed, Jan 18	San Salvador Expert Session and Teamwork	Expert and Stakeholder meeting notes in Field Journals
Day 12	Thu, Jan 19	Practice/Prepare In-Country Stakeholder Presentations and Concluding Dinner	Team Presentations of Conclusions to Date
Day 13	Fri, Jan 20	Travel Day (San Salvador to New York)	

Post-Travel

Class	Date	Topic	Deliverable
Class 1	Fri, Jan 27	Aggregation of Field Findings	Field Journals
Class 2	Fri, Feb 3	Assessing the Financial and Social Impact of Enterprise Scaling Opportunities	Final Recommendation Report and Presentation to Acceso Management

Assignments and Evaluation

- Case Analysis (15% of total grade):

Prior to travel, students will read the Professor's shared two cases on Acceso and submit one three-page, double spaced write-up addressing the questions posed on each case as listed in the Brightspace assignment.

- Field Journal (35% of total grade):

Students will document their personal observations in a daily journal to be maintained each day of the trip. Students are expected to write at minimum of three (3) pages daily (typed, double

spaced) noting their primary observations and key takeaways. Journals should be divided into entries by the following five categories: 1) Operations & Logistics, 2) Country Culture, 3) Enterprise Culture, 4) Social Impact and 5) Financial Impact

- **Team Research and Recommendation Report (50% of total grade):**

Depending on the enrollment size and available resources from the enterprise management to support teams, four to six potential teams will be formed:

- 1) Impact Measurement & Evaluation practices,
- 2) Migration Reduction opportunities,
- 3) Financial Inclusion for beneficiaries, particularly as it relates to El Salvador's adoption of Bitcoin as legal tender
- 4) Agricultural Technology refinement and improvements.
- 5) Financial analysis of Acceso's agricultural input program
- 6) Prospective women's empowerment programs

Students assigned to teams focused on business opportunities will submit a final document of 10 pages (double spaced) with field analysis with field research findings and include definitive recommendations for the enterprise to consider for scaling, programmatic implementation, or modification and/or impact assessment depending on their team assignment. Where appropriate, the recommendations will include estimates and frameworks for calculating both financial and social returns related to the plan.

Detailed Course Overview

Pre-Travel Class 1 – September 23, 2022 Information Session (in NYC)

Topics:

- Overview of Course and Logistics

Pre-Travel Class 2 – December 5, 2022 (in NYC)

Topics:

- Acceso Background and Pre-Travel Information

Reading before December 5th class:

- El Salvador: Launching Bitcoin as Legal Tender (Harvard packet)
- Acceso Oferta Local – A New Approach to Social Enterprise Creation (Brightspace)

- Acceso - El Salvador: A New Approach to Social Enterprise Impact Measurement and Management (Brightspace)
- Acceso -provided documents (Brightspace)

Homework:

- Acceso Cases Write-Up (due Dec 9, 2022)

Reading before Field Activity in El Salvador:

Cases (Harvard packet):

- Acumen and Lean Data 2018 (Harvard packet)
- Customer Discovery and Validation for Entrepreneurs (Harvard packet)

Notes (Harvard packet):

- Scaling Social Entrepreneurial Impact, Bloom, Chatterji

Chapters (Harvard packet):

- Methodological Considerations in International Market Research

Articles (Harvard packet):

- Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Kaplan, Serafein, Tugendhat
- Creating Shared Value, Porter, Kramer

IN EL SALVADOR

Day 1 – Day 13 detailed schedule will be determined in conjunction with travel logistics providers, and by the availability of booth speakers and enterprise management. The objectives of each day are noted below. Each daily session will end with a 45-minute class (physical meeting or remote convening) to report back the major findings of the day and receive instructor feedback on data collected and field observations as well as receive a detailed agenda and objectives for the following day. The class discussion will also include an assessment of findings as they relate to the readings and cases studied in advance of the students' travel.

In Country Class 1 – January 8, 2023

Activity:

- Travel Day (Flight from New York to San Salvador)

In Country Class 2 – January 9, 2023

Activity:

- Introductory meetings and site visits to Fish & Seafood Operations

In Country Class 3 – January 10, 2023

Activity:

- Review of Distribution and Logistics including site visits to Super Selectos and RANSA Distribution Center

Assignment:

- Field journal entries

In Country Class 4 – January 11, 2023

Activity:

- Review of Core Agro Supply Chain Business including site visits to Anchor Farm, Demo Plots and Processing Center)

Assignment:

- Field journal entries

In Country Class 5 – January 12, 2023

Activity:

Teams will be broken out into four - six groups:

- Migration Reduction opportunities,
- Financial Inclusion for beneficiaries, particularly as it relates to El Salvador's adoption of Bitcoin as legal tender
- Agricultural Technology refinement and improvements.
- Financial analysis of Acceso's agricultural input program

- Prospective women's empowerment programs

Note that team assignments and in-country location may vary depending on a team's work stream.

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 6 – January 13, 2023

Activity:

- Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 7 – January 14, 2023

Activity:

- Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 8 – January 15, 2023

Activity:

- Free Day – Country Tours and Activities will be planned; Transfer to San Salvador

In Country Class 9 – January 16, 2023

Activity:

- Expert Presentations and Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 10 – January 17, 2023

Activity:

- Expert Presentations and Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 11 – January 18, 2023

Activity:

- Expert Presentations and Team Field Work

Assignment:

- Stakeholder meeting notes; Field journal entries

In Country Class 12 – January 19, 2023

Activity:

- Presentation Practice

Assignment:

- Team Presentations of Conclusions to Date

In Country Class 13 – January 20, 2023

Activity:

- Travel (San Salvador to New York)

Post-Travel Class 1 – January 27, 2023 (in NYC)

Topics:

- Field Observation Aggregation

Readings:

Case Packet Note: Customer Discovery and Validation for Entrepreneurs

Post-Travel Class 2 – February 5, 2023 (in NYC)

Topics:

- Assessing the Financial and Social Impact of Enterprise Scaling Opportunities

Presentations:

- Students will present final recommendations to both instructor and enterprise management.

NYU Brightspace

All announcements, resources, and assignments will be delivered through the NYU Brightspace site. I may modify assignments, readings, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through the course website.

Technology Support

Students have 24/7 support to NYU's IT services. Explore the [NYU servicelink knowledgebase](#) for troubleshooting and student guides for all NYU-supported tools (like NYU Brightspace, Zoom, etc). Contact askIT@nyu.edu or 1-212-998-3333 (24/7) for technology assistance, or you may contact [Zoom's 24/7 technical support](#) (this includes a chat function), or Review [Zoom's support resources](#).

Don't forget, your peers are another source of support. You could ask a friend or classmate for help or tips.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Student Accessibility

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Student Accessibility website](#) and click the "Get Started" button. You can also call or email (212-998-4980 or mosescsa@nyu.edu) for information. Students who are requesting

academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

NYU's Wellness Exchange

[NYU's Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

Student Resources

Wagner offers many [quantitative](#) and [writing](#) resources as well as [skills workshops](#). The library offers a variety of [data services](#) to students.

Class Policies

I will generally answer emails within 48 hours of receipt, but not on weekends. Note Wagner's [incomplete policy](#) and [course withdrawal policy](#).