

BASD 503 – NGOs: Role in Business
Period 6: Oct 20 – Nov 29, 2008
Tues/Thurs 2:00-4:00pm
UCLL Room 174, underneath Sage Bistro
<http://www.students.ubc.ca/facultystaff/buildings.cfm?code=UCLL&room=174>

Context

Nongovernmental organizations (NGOs) have emerged as major actors in business. NGOs have assumed a particularly prominent role in influencing the interaction between business, governments and other stakeholders over the terms of business rules, norms, and practices.

NGO/Business relationships have been characterized as ‘critical co-operation’ and it can occur anywhere along the supply chain. In the natural resource business sector, upstream producers are being held more accountable for the raw material utilized; in manufacturing and distribution the processes are under scrutiny (e.g. Forest Stewardship Council); and, in products sales, strategic NGO/business alliances are critical to develop credible green marketing for consumers and supplier markets. There are also non-product related reasons for the relationships to develop; for instance, sometimes the NGO/Business relationships are occurring simply because governments are trying to minimize the use of regulatory tools (such as Codes, trade rules and competitiveness) or they are a central part of negotiations with Aboriginal people.

In any of these cases, the actors define the relationships based on a range of engagement options for managing differences between the parties; from power struggle to adjudication to interest-based negotiation. If the relationships are long standing they frequently lead to the creation of more formal institutional arrangements.

Course Objectives

- To review the history and evolution of NGO/Business relationships
- To understand the financial underpinnings of these relationships
- To evaluate the spectrum of relationships between NGOs and Business
- To develop a corporate and NGO stakeholder engagement strategy
- To review NGO and Business relationships on carbon neutrality
- To build a NGO strategy for the engagement of Business
- To review the interaction of NGO, Aboriginal and Business relationships

Course Schedule and Assignments

<i>Date</i>	<i>Topic</i>	<i>Speaker</i>	<i>Assignments</i>
Oct 21	<p>Introduction</p> <p>Topic : NGOs: origins, financing and theories of relationships</p>	Gary Bull	
Oct 23	<p>Asia Pulp and Paper</p> <p>Topic: What can go wrong in business and NGO relations? What is the NGO response and market reaction?</p>	Chris Elliot, WWF, Western Region	
Oct 28	<p>Forest Products Association of Canada</p> <p>Topic: The origins and status of the relationship with WWF on Carbon Neutrality.</p>	Gary Bull (Marc Hubert, FPAC invited)	Prepare an essay on the issue of Carbon Neutrality focusing on its origins, importance, application and risks, costs and benefits. Also, find an example of changes in approach to carbon management and identify the underlying causes and actors for change in supply chain management behaviour. You should address the following questions: 1. Was the cause internal or external? 2. Was an NGO the primary actor? 3. Was a corporate strategy developed? 4 What does the future hold?
Oct 30	<p>Shell</p> <p>Topic: Shell's approach to NGO engagement in the oil sector and stakeholder mapping</p>	Moss Giasson Shell	
Nov 4	<p>Marine Stewardship Council</p> <p>Topic: The role of NGOs in validation, monitoring, verification and eco-labelling</p>	Rashid Sumaila, Fisheries Economics, UBC	
Nov 6	<p>Forest/Energy/Food</p> <p>Topic: New investment challenges for NGOs and business relationships – which industry to deal with?</p>	Gary Bull	Prepare a report on a corporate or NGO strategy for stakeholder engagement for a energy/forestry/agribusiness firm
Nov 11	<p>Class Cancelled</p>		
Nov 13	<p>Kemess North Decision - Mining</p>	Dan M. Jepsen C3 Alliance	Prepare a report and focus on the Kemess North "Decision" where government and the courts played an integral part. You should:

<i>Date</i>	<i>Topic</i>	<i>Speaker</i>	<i>Assignments</i>
	Topic: “Mining, NGOs and First Nations relations: a balancing act?”	Corporation	<ol style="list-style-type: none"> 1. Explain the decision 2. Provide highlights and background of this EA process? 3. Who are the players and decision makers in this case? 4. Was this decision based on a classic “environmental review focused on scientific facts”? See : http://www.ceaa.gc.ca/050/viewer_e.cfm?cear_id=3394
Nov 18	Catalyst Paper Topic: Catalyst’s relationship with WWF; efforts in carbon disclosure.	Graham Kissack, Catalyst Paper	
Nov 20	BC Hydro Topic: Stakeholder engagement: What does it mean to engage NGOs to BC Hydro?	Cindy Verschoor, BC Hydro	Prepare a draft strategy for BC Hydro to enhance its stakeholder engagement process, particularly with social and environmental NGOs. Compare and contrast your strategy with BC Hydro and one other company.
Nov 25	Presentation of one of five research projects – <ul style="list-style-type: none"> - Financing an NGO <ul style="list-style-type: none"> o E.g. Rights and Resources Initiative - Stakeholder engagement <ul style="list-style-type: none"> o E.g. Nike - Critical Co-operation between Corporate/NGO on strategy: How it works? <ul style="list-style-type: none"> o E.g. Wal-Mart - Marketing uses of Business/NGO <ul style="list-style-type: none"> o E.g. Toyota - Regulations versus Critical Co-operation <ul style="list-style-type: none"> o E.g. British Columbia 	Gary Bull	Presentation/Report
Nov 27	As above		

Learning Outcomes

By the end of the course the student should be able to:

- understand options to fund NGO participation
- use a framework for stakeholder engagement
- develop a strategy for an NGO and corporate relationship on an issue
- develop a range of institutional options for an NGO/Business relationship
- evaluate the costs and benefits of alternatives to an NGO/Business relationship with other stakeholders

References

To be provided

Student Evaluation

Classroom Participation - 20%

Reports – 50%

Presentation (with Report) – 30%