
GLOBAL NETWORK WEEK – SPRING 2027

**Cities, Circular Economy and Inclusive Prosperity – With a Field Study
Project from Mozambique**

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Course Background and Purpose

The world continues to urbanize. In the 100 years starting 1913, the proportion of the world's population that lives in cities grew 5-fold from 10% to 50%, and estimates suggest that 75% of the world's population will live in cities in 2050.

Though history reveals that urbanization has always been an accelerator of growth and development, it also poses profound challenges for corporates, communities, cities, and countries. A recent McKinsey report succinctly notes: "Cities are essential to global economic growth and productivity. They are where most of the world's population live, work, and play, and they are important to everyone else, too. They are the world's economic engine, consuming the majority of global power and resources, while generating 80 percent of GDP and 70 percent of greenhouse-gas emissions. Making cities great is the critical infrastructure challenge of this century."

At the same time, the ["2030 Agenda for Sustainable Development"](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – "all while tackling climate change and working to preserve our oceans and forests."

Central to this agenda is the concept of circular economy and locally-led leadership in informal settlements.

The purpose of the 2026 Spring GNW course are to help students across the GNAM:

- Articulate resilience challenges and opportunities facing global cities, with a focus on informal settlements
- Describe the holistic and integrated nature of resilience and its key drivers in bridging urban divides
- Work in teams in partnership with communities to design collaborative approaches involving business, government and civil society to design circular economy models to address urban resilience challenges facing informal settlements

Course Team

Faculty

Dr. Murali Chandrashekar, Sauder School of Business, UBC

Support

Rocio Izquierdo, Experiential Learning Coordinator, Sauder School of Business, UBC

Course Project

Context -- UN-Habitat Mozambique Country Office is currently contributing to urban inclusive development and durable solutions to internal displacement, while promoting resilience of households within larger workstreams on building back better infrastructure, public services, housing, with the metropolitan area of Pemba. The main area of operation is Greater Pemba (including Pemba Municipality and the neighbouring districts of Mecufi and Metuge) and is focused on leveraging donors such as PBF – PeaceBuilding Fund, IDSF – Internal Displacement Solutions Fund. In this context a multidimensional crisis is heavily affecting families, including the on-going conflict since 2017, the frequent extreme weather events and their impacts on communities (such cyclone Chido in 2025)

Project for 2027 GNW -- In collaboration with UN-Habitat Mozambique Country Office and Roof Over Our Heads (ROOH), student teams will build on the current work underway in Mozambique focused on housing solutions for internally displacement people. By integrating the lessons learned from work underway in other contexts (e.g., Nairobi (Kenya) and Surat (India)), student teams will:

- observe and detect patterns in the data from ongoing housing projects
- reflect on what they reveal not just about individual houses but about the broader ecosystem of economics, material flows, labour networks and community agency behind housing choices.
- Understand circularity, investment and resilient urban development, by identifying potential business opportunities or interventions including models that improve affordability, strengthen livelihoods, enhance resilience that can scale sustainably
- Articulate, in partnership with local universities in Mozambique, skills development programs that will empower women community leaders to lead the housing development and, in turn, train other community members to drive the path to long-term self-sufficiency
- Begin to identify the opportunity of creating ‘nano’ resilience bonds that can serve as seed funding to initiate the circular economy

Course Schedule and Assignments

DAY 1 – 8 March 2027

VENUE *Room HA 254, UBC Sauder School of Business, 2053 Main Mall*

Prep work

1. READ: [Facilitating Effective Group Discussions.](#)
2. THINK about the big global issues that you think characterize the world today.
3. PREPARE a list of 6 issues.

4. Building on your courses, experiences and reflections in the MBA program so far, PREPARE a list of actions that you think will be needed to address one of these issues.

Structure of the day

08:15-09:00	Coffee & Light Breakfast
09:00-09:15	Welcome to Sauder & UBC
09:15-10:45	SDGs and Cities Murali Chandrashekar, Sauder School of Business
10:45-11:00	Break
11:00-12:30	Building resilience
12:30-13:30	Lunch (Provided)
13:30-17:30	Vancouver City Tour
17:30-19:30	GNAM Welcome Reception

VENUE – Big 4 – Sauder School of Business, 9th floor

DAY 2 – 9 March 2027

VENUE Room HA 254, UBC Sauder School of Business, 2053 Main Mall

Prep work

1. READ: Case 1 – Kenyan Community Currencies
2. PREPARE a response to the following question after reading Case 1:
 - Would you launch a currency in all three settlements at once, or one at a time?
3. READ: Case 2 – Coca-Cola's 'eKOCool' Solar Cooler: Innovation to Empower Women Retailers in Rural India
4. PREPARE responses to the following questions after reading Case 2:
 - Was Coca Cola India's decision to target rural markets a prudent decision? Discuss the strategy followed by the company during the launch of eKOCool Solar Cooler to address its key concerns in serving the market effectively in a socially responsible manner.

- Develop a business case for this innovation by articulating and quantifying the benefits to all stakeholders in the company's value chain.
- What are the key challenges Coca-Cola India is facing at the end of the case? Discuss the various options available to the company to ensure long-term impact and the sustainability of this innovation.

Structure of the day

08:30-09:00	Coffee & Tea
09:00-10:15	Discussion of Case 1 – Kenyan Community Currencies
10:15-10:30	Break
10:30-12:00	Biodiversity, Ecosystems & Sustainability @ UBC Guest: John Madden (Director of Sustainability Engineering, UBC)
12:00-13:30	Lunch (On Your Own) Recommended Places to Eat: The Nest, Harvest, The Point, Mercante, Browns
13:30-15:00	Discussion of Case 2 – Coca-Cola's 'eKOCool' Solar Cooler
15:00-15:15	Break
15:15-17:00	Resilience challenge briefing

DAY 3 – 10 March 2027

VENUE *Room HA 254, UBC Sauder School of Business, 2053 Main Mall*

Prep work

1. READ: Case 3 – Kanaka Bar Indian Band: Towards Self-Sufficiency, Vibrancy, and Sustainability
2. PREPARE a response to the following question after reading Case 2:
 - What should be done next?

Structure of the day

08:30-09:00	Coffee & Tea
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09:00-10:45	Disasters, Conflict and Gender Equality (Nigel Fisher, UBC)
10:45-11:00	Break
11:00-12:30	Discussion of Case 3 – Kanaka Bar Indian Band: Towards Self-Sufficiency, Vibrancy, and Sustainability
12:30-13:30	Lunch (provided)
13:30-15:30	Promise and penalties of urbanization
15:30-17:00	Museum of Anthropology

DAY 4 – 11 March 2027

VENUE *Room HA 254, UBC Sauder School of Business, 2053 Main Mall*

Prep work

1. READ: [Inclusive Cities Approach.pdf](#) -- You need to read only the first three chapters (the rest of the book is there if you are interested)
2. VISIT & EXPLORE the website for the [Urban Poor Fund International \(UPFI\)](#)
3. WATCH the [conversation with Sheela Patel about the Slum Dwellers International and UPFI](#)
4. WATCH the [conversation with Savitha Sonavane about her work in the areas of sanitation and housing](#)
5. PREPARE a list of key learnings that surface from the conversation with Savitha about change leadership

Structure of the day

08:30-09:00	Coffee & Tea
09:00-10:30	Locally-led resilience – UNH Mozambique
10:30-10:45	Break

10:30-21:00 Group Work in Teams – (Breakout Rooms - refer to Canvas)

Lunch (On Your Own)

[Recommended Places to Eat:](#) The Nest, Harvest, The Point, Mercante, Browns

DAY 5 – 12 March 2027

VENUE *Room HA 254, UBC Sauder School of Business, 2053 Main Mall*

08:30-09:00 Coffee & Tea (near Breakout Rooms)

09:00-12:00 Final Presentations

12:00-13:30 Debrief and Wrap-Up

13:30-14:30 Farewell Lunch, CPA Hall