



NESST

**Flagship Indicators Report
NESsT Incubation Portfolio
2008-2009**



Flagship Indicators Report on the NESsT Incubation Portfolio

Flagship Indicators Report

NESsT takes great care to measure the impact generated by its portfolio at the incubation stage. Social enterprises in this portfolio are implementing their business plans and gaining the skills and experience needed to successfully manage their business.

At this stage, NESsT uses the Performance Management Tool to develop goals and indicators with each portfolio member for the social enterprise launch and implementation. The Tool, designed by NESsT, measures impact in four areas: enterprise performance, social impact, organizational development, and financial sustainability. The Flagship Indicators are key indicators that are tracked and benchmarked for the entire portfolio.

This report gathers Flagship Indicators for the 44 organizations who were part of the incubation portfolio in Latin America and Central & Eastern Europe in 2008-2009.



Asociación Caritas Graciosas, Peru



“The NESsT workshop has been a great learning experience. It has allowed us to organize as a team to face new challenges. Non-profit organizations should definitely incorporate enterprise tools into their operations for a more efficient organization. This pushes us, as organizations, to keep looking toward new and future social enterprise activities for self-financing.”

- Carmen Vásquez, SUMBI, Peru

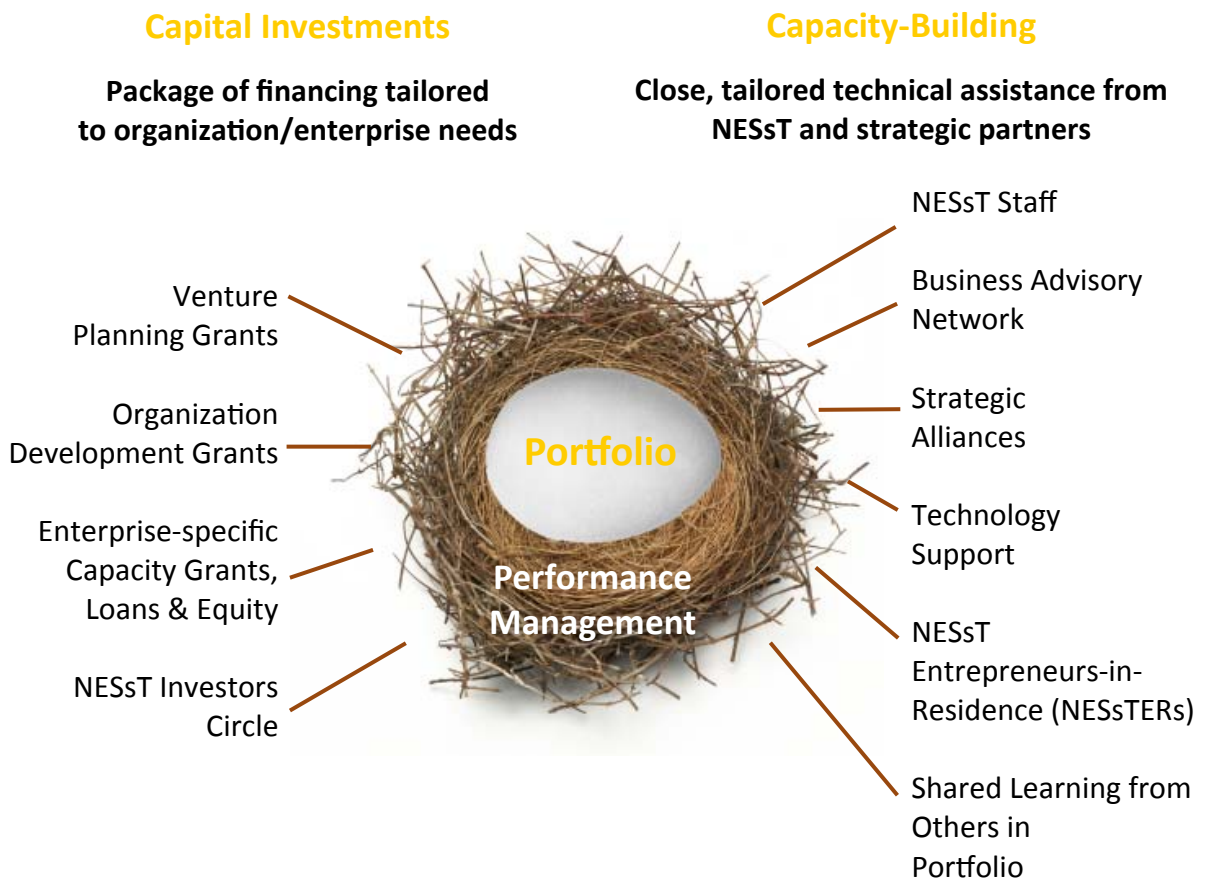


Cover Photos: Top, Centro Para el Desarrollo Local, Argentina; Center Alatura de Voi, Romania; Bottom, Jablonka, Slovakia.

<p>Enterprise Performance</p> <p>Relates to the key components of the Business Plan.</p>	<p>Social Impact</p> <p>Relates to the quantity of beneficiaries, quality of the program, policy impact, and role models.</p>
<p>Institutional Development</p> <p>Relates to the increased capacity of organizations to carry out their missions and programs.</p>	<p>Financial Sustainability</p> <p>Relates to the diversity and sustainability of resources.</p>



NESsT Portfolio at Incubation Stage



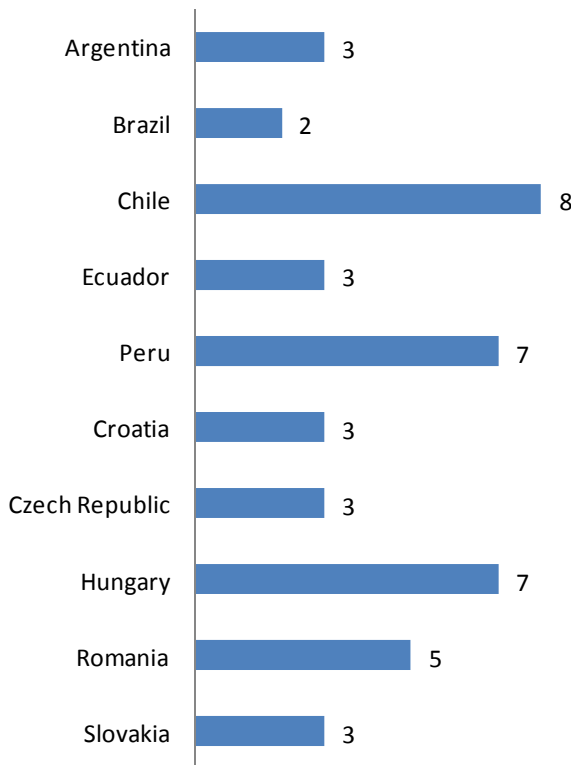
During the incubation stage Civil Society Organizations (CSOs) implement their social enterprises with NESsT’s support, provided in the form of training workshops and one on one capacity building and mentoring support, as well as through several cycles of financing until the CSOs reach both their mission and sustainability goals. Grants generally cover capital investments and initial operating costs, which includes direct staff costs.

The results of the incubation phase are monitored on a quarterly basis using the PMT. Monitoring and guidance of site visits take place with each social enterprise on a monthly basis. NESsT staff, Business Advisory Network members, NESsTERS, and others provide direct mentorship to the social enterprise, in the areas of: marketing, sales, financials, accounting, operations, risk management, leadership, communications, governance and human resource development.



2009 Portfolio Organizations at Incubation Stage

44 Total Portfolio Organizations



In 2009, there were 23 organizations participating in the NESsT Incubation Portfolio in Latin America and 21 in Central & Eastern Europe. Of these 44 organizations, 13 had been part of the this portfolio for one year and 31 had been part of the portfolio for two or more years.

NESsT works with each organization to develop an exit plan which defines specific milestones the organization must reach before it continues independently.



“We are very pleased with the partnership with NESsT. The business plan we developed with NESsT's help was our chance to put our café on a sustainable track. Café Kacaba is now generating a significant portion of the total budget of our organization.”

*- Sarka Kanova,
Možnosti tu jsou, Czech Republic*



Grupo GEA, Peru



2009 NESsT Incubation Portfolio Beneficiaries

Social enterprises in the NESsT Portfolio serve close to **100,000 people** from marginalized communities by providing access to economic, employment and market opportunities, as well as to education, health, affordable services, and decent living conditions.

This represents a

16% Increase in the number of beneficiaries reached through social enterprise from 2008-2009, for a total of

84,851  beneficiaries.



Arpegio, Peru



Photo: Joe Tobiason, Red Uniendo Manos, Peru

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"It was essential for us to combine the business philosophy with our social goals and to create an enterprise that is viable in a competitive market environment. The on-going support from NESsT enabled us to grow and professionalize our social enterprise while keeping its core attributes -- hand-made, designer products and social responsibility."

- Aron Jakab, Fruit of Care, Hungary

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2009 NESsT Portfolio Economic Opportunities

Social enterprises in the portfolio , on average, generated

 **20** permanent, sustainable, employment opportunities

for local marginalized groups, including people with disabilities, at-risk youth, low-income women, ethnic minorities, and

Social enterprises added jobs at a rate of per year, despite 24% a global recession*.

In addition, social enterprises provided workforce development opportunities to

hundreds 

of marginalized people, giving them skills and job placement opportunities to reintegrate into the formal labor market.

** Jobs created by social enterprises with an employment generation model.*



Fundación FINE, Ecuador

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“The partnership with NESsT has been a key factor in the development of our organization, our region and our future work. We have learned a lot of very useful business skills and built local partnerships which many other villages are now interested in replicating.”

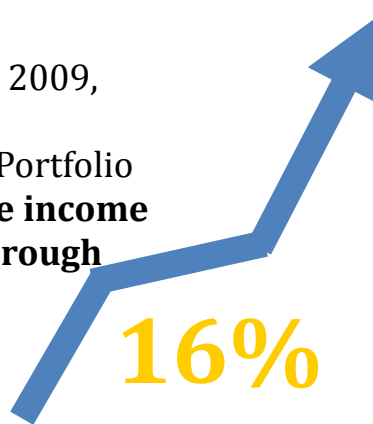
- Zuzana Sitarcikova, Vydra, Slovakia



Kék Madár , Hungary

2009 NESsT Portfolio Financial Growth

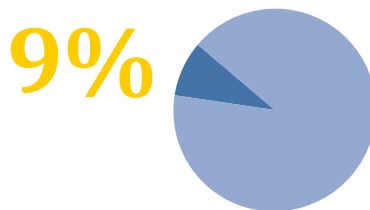
From 2008 to 2009, organizations in the NESsT Portfolio **increased the income generated through their social enterprises** by



Fundatia Cartea Calatoare, Romania

By securing independent, unrestricted sources of income through social enterprise, CSOs can strengthen their mission and increase their impact by supporting new programs, reaching more beneficiaries, offering more high quality services, and dedicating more time to raising awareness around policy change. This also ensures long-term financial sustainability.

On average, social enterprise income contributed to



" Business planning has helped us substantially. Even though we have project planning experience, we have it in social projects and not business. We developed an idea and we think we can transfer this knowledge to other ideas."

- Patricia Maturana, Coanil, Chile

