



**ACCESS Report on the NESsT Venture Fund
Early Stage Portfolio
Latin America**

2008-2009



ACCESS Report on the NESsT Venture Fund Early Stage Portfolio in Latin America



NESsT takes great care to measure the capacity-building impact generated through its social enterprise development process on its NESsT Venture Fund

(NVF) early stage portfolio. This document presents a summary of the results obtained from the ACCESS survey, which was designed specifically for the purpose of measuring this impact.

This study collected and summarized feedback gathered from organizations in Argentina, Ecuador, Brazil, and Peru that participated in the NESsT Social Enterprise Competition in their respective countries in 2008. 61% of the CSOs that participated in the process responded to the ACCESS survey.

“It is vital that an increasing number of organizations can participate in this process, and the lessons learned from it. After having finished the business plan, we discovered that the lessons and the process itself provided us with key elements for the growth and implementation of new social enterprise ideas. This is more valuable than the actual financial award.”

(Quito Eterno, Ecuador)

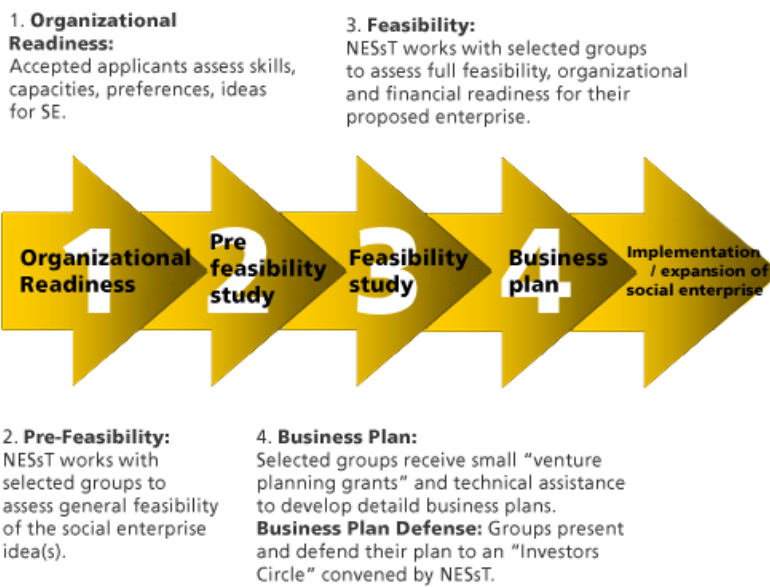
NESsT trained over 100 people in four countries in Latin America as part of the competition during the 2008-2009 period.





NESsT Venture Fund Early Stage

Early Stage Portfolio



Later Stage Portfolio

Winners receive investment funding and tailor-made technical support.

The NESsT Venture Fund (NVF) Early Stage training process consists of a series of workshops and technical assistance that help civil society organizations (CSOs) with their enterprise development.

The process begins with an understanding of the concepts and principles of sustainability and self-financing. Social enterprise ideas are identified by the CSOs. They then learn concepts and a methodology for assessing these ideas, advancing through four stages of enter-

prise development until they are able to create a business plan. Through this process, the organizations will have developed the capacity and skills to fully understand all aspects of their business.

At the end of the process, the business plans with the greatest potential are selected and those organizations are invited to join the NVF Later Stage Portfolio to launch and implement their social enterprise.

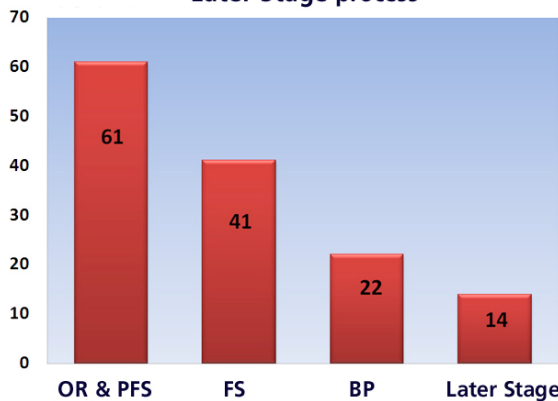


Evolution and Participation

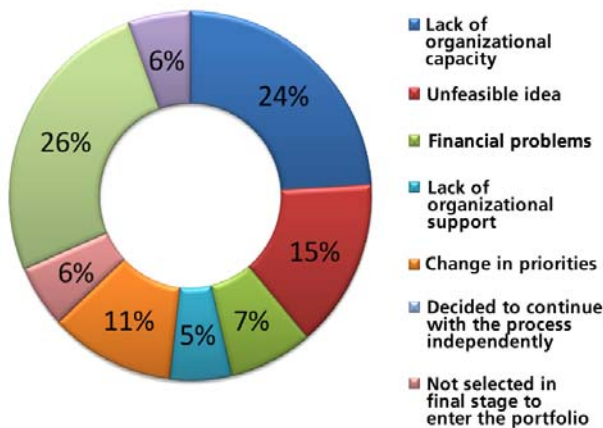
A total of one hundred and three (103) CSOs applied to the 2008-2009 Social Enterprise Competitions to develop their social enterprise ideas as part of the early stage. Of these, sixty-one (61) received initial training, twenty two (22) completed business plans, and fourteen

(14) moved into the NVF later stage portfolio. These organizations will receive further capacity-building and financial support from NESST for a minimum of one additional year, after which NESST assesses the need for any further ongoing support.

Number of organizations throughout the various phases of the NESST Later Stage process



Reasons for retiring from the Early Stage process



“We have found that the business plan is essential. We have met the basic conditions and need to explore further before implementing our business plan in order to identify potential risks that we may face in the short, medium and long term.”

(Ahimsa, Brazil)

“The process is incredibly interesting, it produces a degree of reflection that can only result in the growth of the organization and the team. It contributes to the professionalization of the organization, which is very important to organizations and to the sector in general.”

(Fundación Rumbos, Argentina)



Evaluation of NESsT Methodology

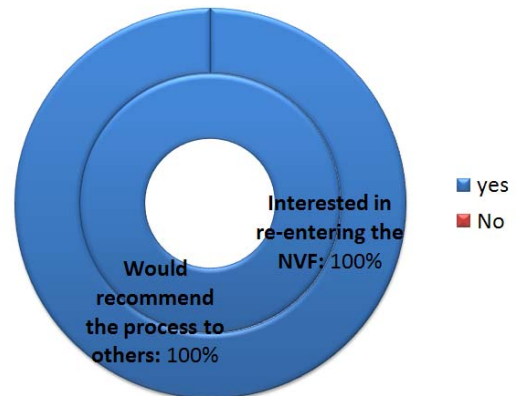
Through the ACCESS survey, NESsT has been able to gather feedback from participants on their level of satisfaction regarding the different workshops that form part of the early stage process.

All workshops received a positive evaluation. In addition, 100% of the participants said that they would repeat the process and they would recommend it to others.

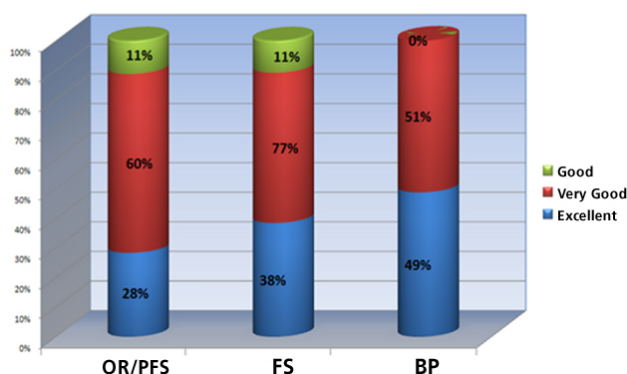
Generally, the responses on the methodology applied throughout the different stages indicate:

- ❖ **Workshops:** These provided an effective overview for expanding organizations' overall management capacity.
- ❖ **Guides and worksheets:** Very useful for applying to other enterprise ideas.
- ❖ **One-on-one technical assistance:** Very helpful and clear; committed proactive team; serious and professional; provided necessary information.

Interest in repeating and recommending the NVF process



Workshop Evaluation

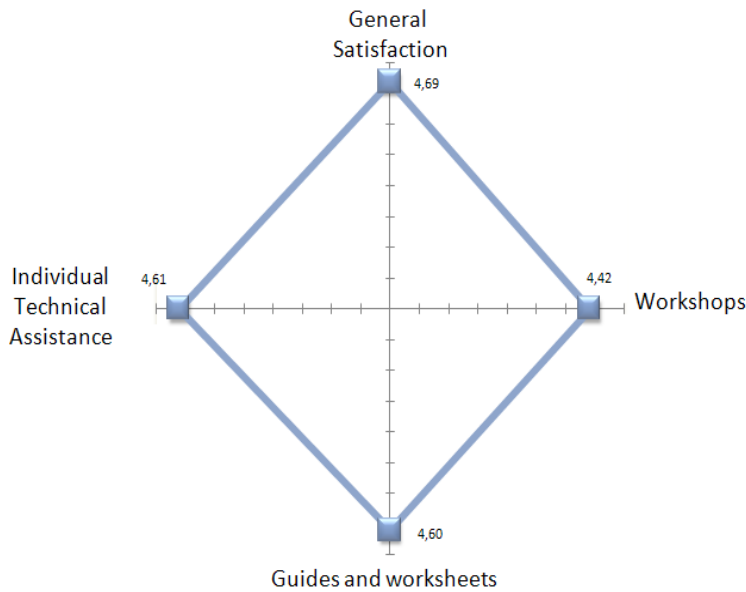


"We rarely have time within the organization to think and rethink our mission. The work required by NESsT enabled us to take this time as an organization to identify how to obtain the best and broadest impact possible."

(Dignidad Asociación Civil, Argentina)



**NESST worktools efficiency evaluation:
Workshops, technical assistance and guides**



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“It was a real luxury to work with the advisers who lead the workshops, as well as the invited guests and participants. The detailed support, the structure of the stages, and the use of the different tools ... demonstrate the integral nature of this approach.”

(FASINARM, Ecuador)

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On a scale of 1 to 5, where 1 is “very poor” and 5 is “Excellent”, participants rated their general experience in the Early Stage with an average of 4.7.

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“Many organizations are not aware of the self-financing options available to them today, which are becoming increasingly more necessary due to the global economic and social context in which we are living, limiting their financing possibilities to national development projects.”

(IPES, Peru)

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Above: Certification, organizational readiness workshop, Argentina.

Below: Workshop, Ecuador.



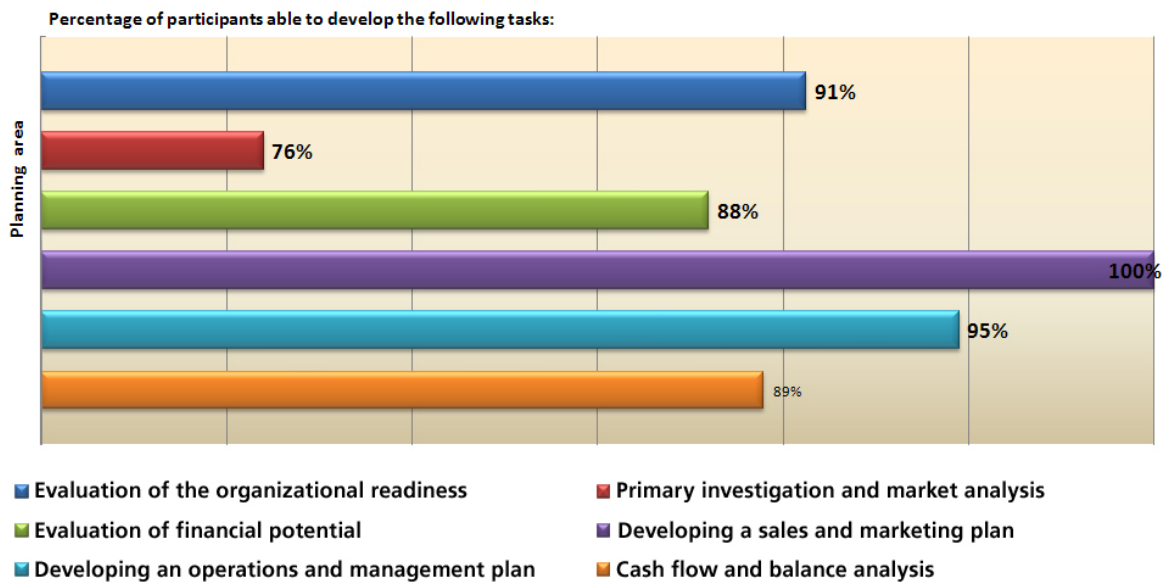


Development of Capacities

100% of the organizations that received NESST training feel that they are capable of developing a sales plan,

and over 90% feel that they can produce an operations and management plan and assess organizational readiness.

Knowledge and abilities acquired for the development of social enterprises



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“This is an enriching experience for the organizations who want to create an enterprise. It imparts experience and knowledge which is very important in understanding what a sustainability exercise is, which is the current expectation of many NGOs.”

(AGTR, Perú)

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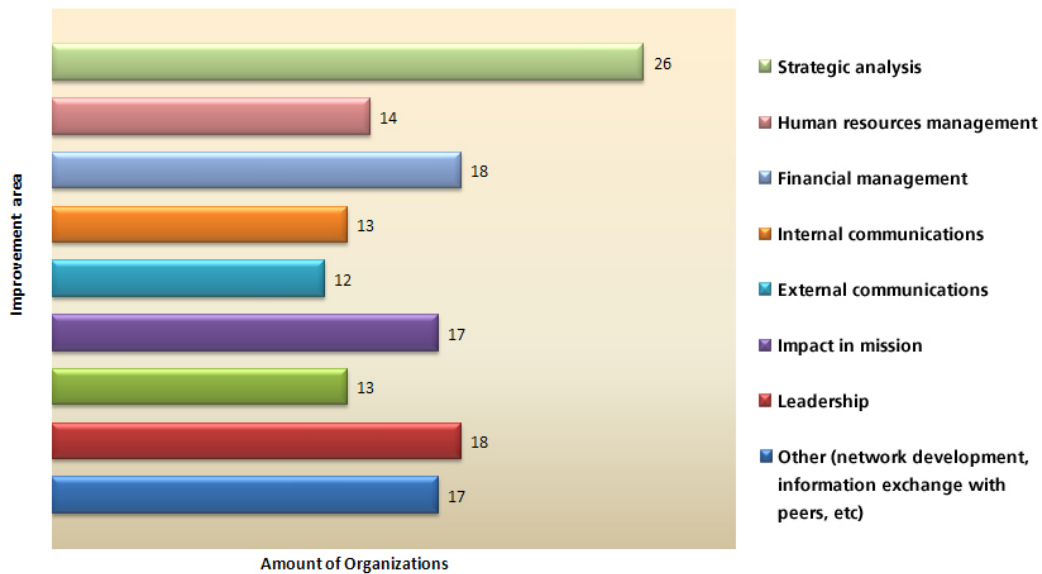
Enterprise Development Manager for Argentina, Santiago Mazzeo, works one on one with participants during organizational readiness workshop.



Since NESST's enterprise development process aims to achieve overall sustainability, participants also strengthened their organizational development

capacities. Skills and knowledge gained in these areas were also assessed through the survey.

Knowledge and complementary abilities acquired for the Institutional Development



"In comparison to the process and methodology of other international models that I have participated in, I can affirm that the NESST Venture Fund is superior, more complete, and definitely an excellent academic experience."

(FASINARM, Ecuador)



Benefits mentioned by participants:

- Improvement of strategic focus;
- Strengthening mission with medium and long-term goals;
- A review and adaptation of internal operations;
- A more critical and realistic look at the organization's strengths and weaknesses;
- Requires the organization to adopt an entrepreneurial approach that respects its social