

The projects ELBA 1 &2 (2015-2018)

EVALUATION OF THE IMPACT

Silva Ferretti, February 2019

Project overall

A NEW RELEVANT CONCEPT

- From charity to dignity
- Transforming mindsets
- Creating connections



Internal advocacy
Networking

REGIONAL LINKAGES

- A platform for regional work
- Building on / overcoming history
- Closer to “donors”
- Friendship, trust
- Learning how to collaborate



Sub-regional initiatives

NEW PROJECTS

- Innovation
- Synergies with other initiatives
- New projects



Selection / support
Adaptive management

LEARNING EXPOSURE

- Concrete opportunities
- Visioning possibilities
- Acceptance of challenges
- Encouragement



Communication
Critical reflection

learningfromelba.wordpress.com

LEARNING FROM ELBA

The site of Elba learning review

[HOME](#)[ABOUT THE PROJECT](#)[ANALYSIS TOOLS](#)[DELIVERABLES](#)

ALBANIA

Shkelzen Marku – Co-founder & Managing Director of Yunus Social Business Balkans [23 Feb]

February 24, 2019 — 0 Comments



ALBANIA

Meeting Gjergj, client at Te Mullini

February 23, 2019 — 0 Comments



ALBANIA

Andrea Darragjati – Kolping House in Shkoder [22 Feb]

February 23, 2019 — 0 Comments



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ALBANIA

Thinking and chatting on the car, with Juliana and Ettore

February 23, 2019 — 1 Comment



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Gjergj – Te Mullini

February 23, 2019 — 0 Comments



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A chat with Elidon Dodaj and Violeta Prenga [21 Feb]

February 22, 2019 — 0 Comments



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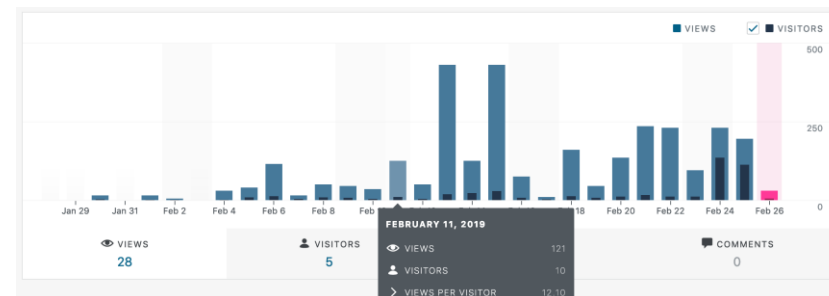
DISCLAIMER

Disclaimer: blog articles are interview notes. They will not necessarily capture all that has been discussed. There might be inaccuracies, misunderstandings. They are shared for several reasons: 1) to capture a lot of evidence and ideas that might risk to be lost; 2) to demonstrate that monitoring, evaluation can also be linked with communication; 3) to promote dialogue: readers are invited to add their own views and comments to inform further dialogue.

Please note that the articles:

* They are a summary of key points,

	Greece	912
	Bosnia & Herzegovina	591
	Albania	472
	France	205
	Italy	193
	Macedonia	114
	Montenegro	83
	Bulgaria	77
	Haiti	65
	Serbia	54
	Spain	51
	Austria	25
	Laos	13
	Slovenia	13
	United States	12
	Switzerland	5
	Sierra Leone	4
	Germany	2



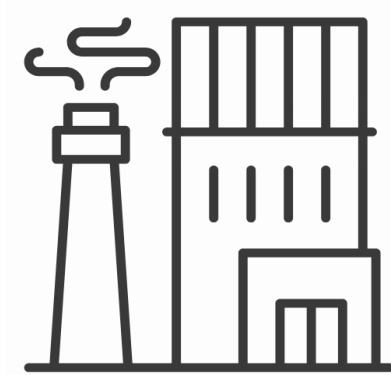
So, what is a social enterprise?



Capitals



Money



Physical assets



Human resources

Conventional economy
tend to focus on few capitals

Capitals



Money



Physical assets



Human resources

externalities

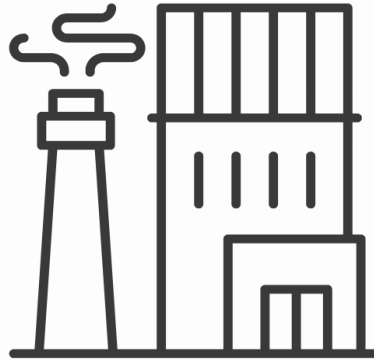
Each enterprise, however, impacts on other dimensions
At best, they are considered as “externalities”
They can be positive... or negative.



Capitals



Money



Physical assets



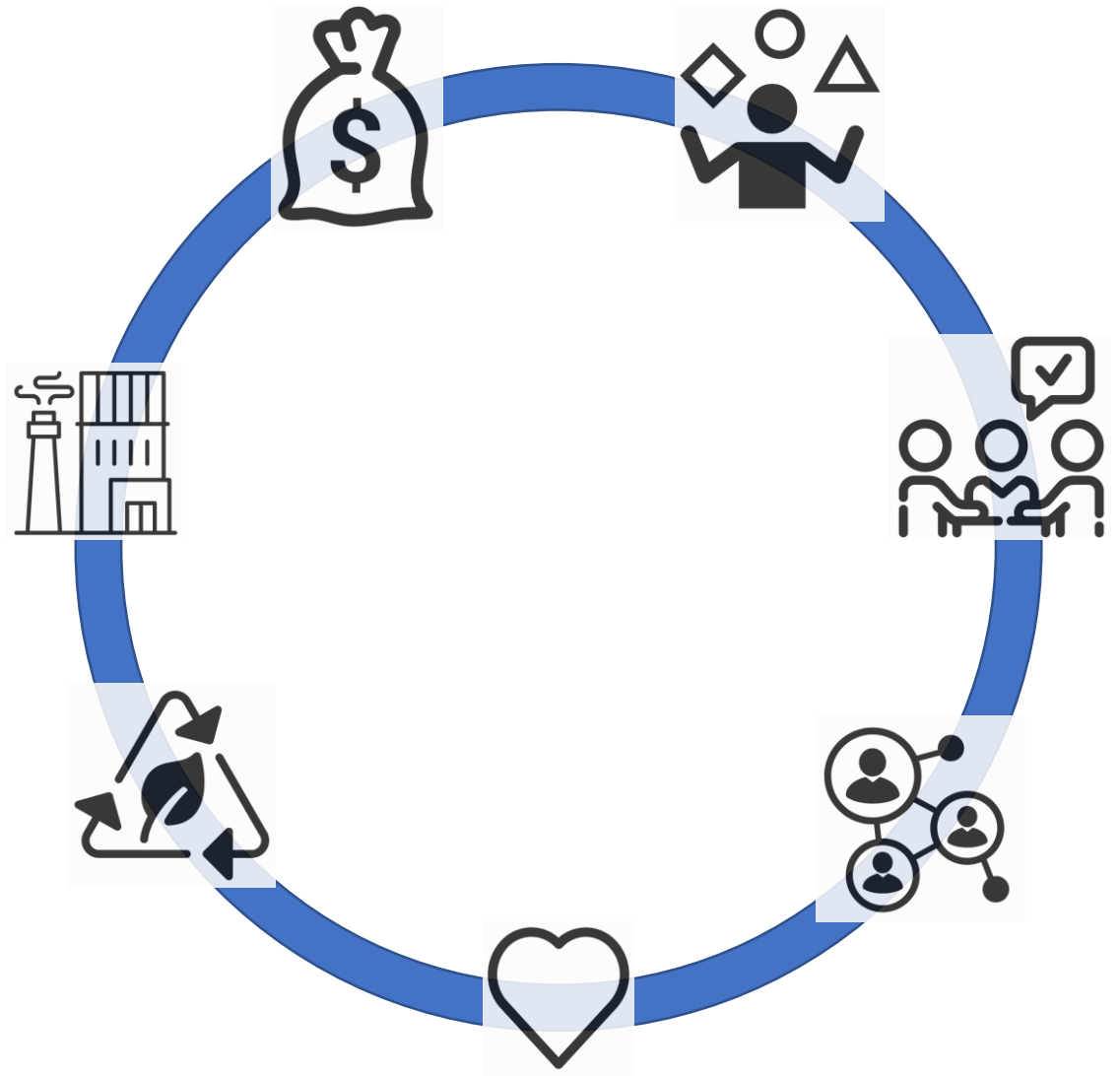
Human resources

externalities



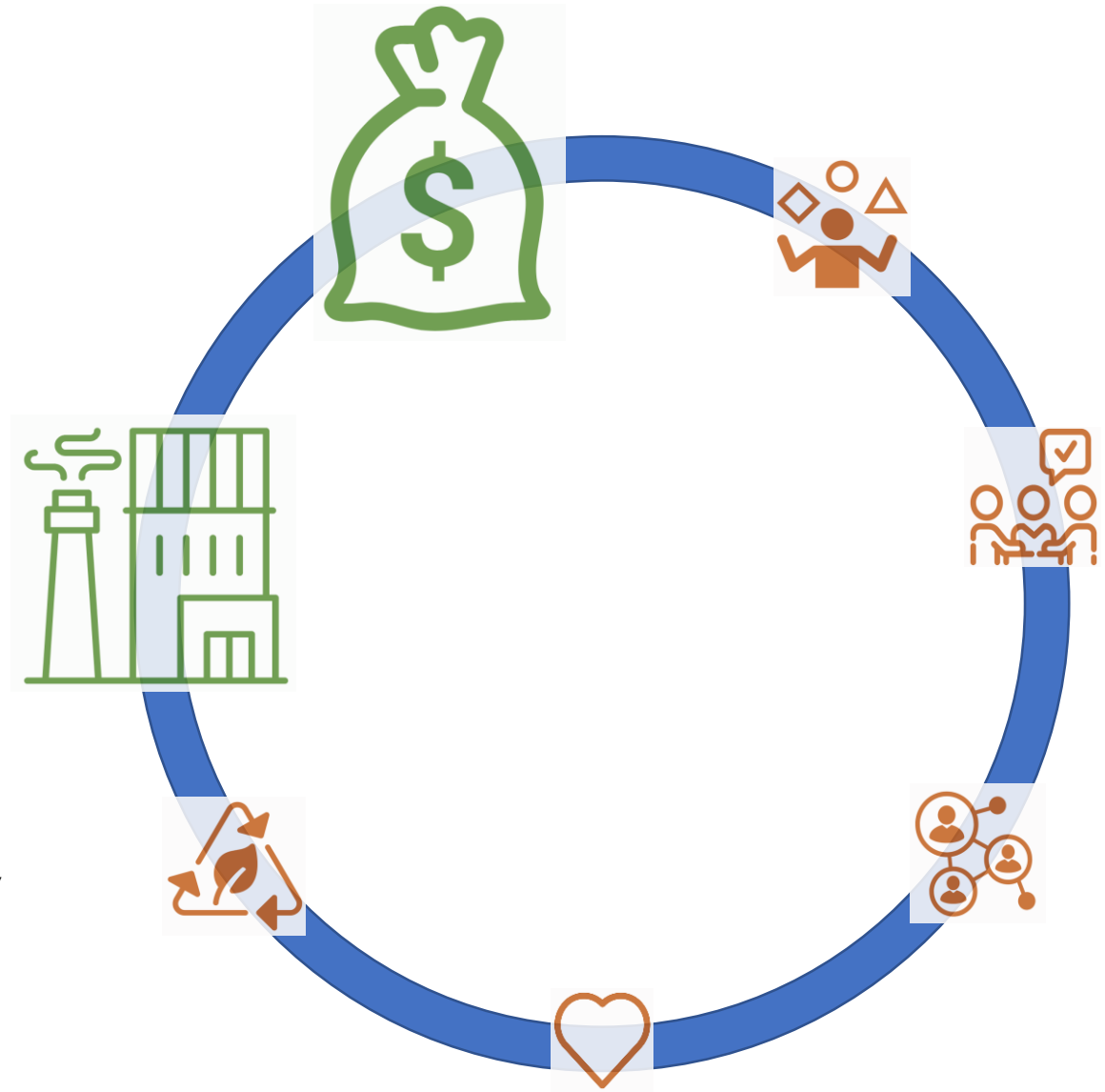
A social enterprise is aware of such externalities.
It makes them explicit, and part of its mission.

Capitals



A social enterprise
is aware of ...
can consciously manage ...
many different capitals

Capitals

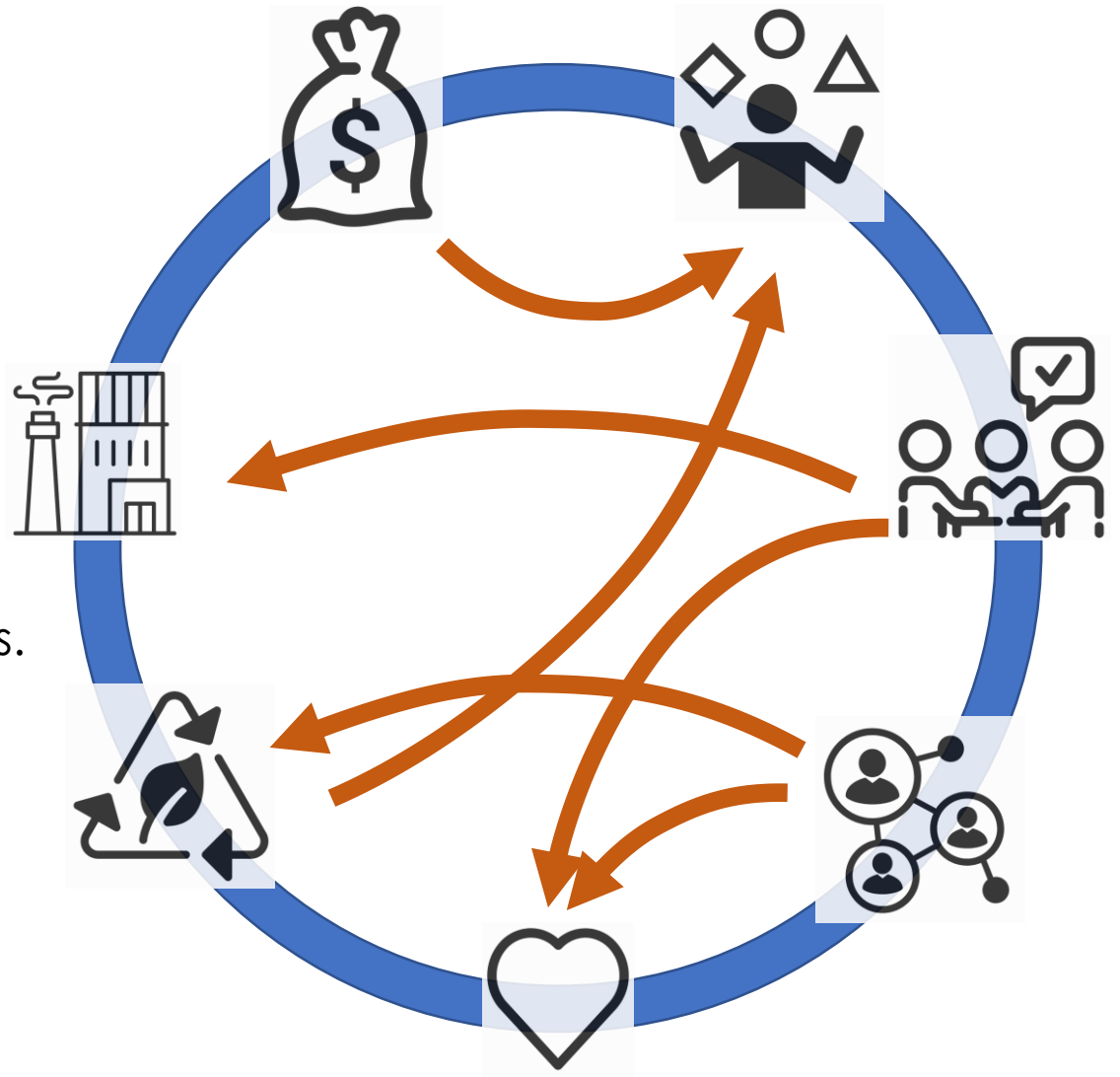


to overcome a tendency
in the current economy
to overvalue
to exclusively focus
on money and goods

Capitals

Economy
is about relations.
It is about creatively
linking, transforming capitals.
Economy does
not only mean
“sharing money”

The challenge is that
money is visible.
Other capitals often not.



Revealing capitals



We felt much happier

Revealing capitals



Albania needs beauty. Beauty will save the world

Revealing capitals



We can shift back to altruism and volunteering

Revealing capitals



Homeless. But I feel more fulfilled than when I had a job

Revealing capitals



A social impact analysis of Shedia

What is “economy”?



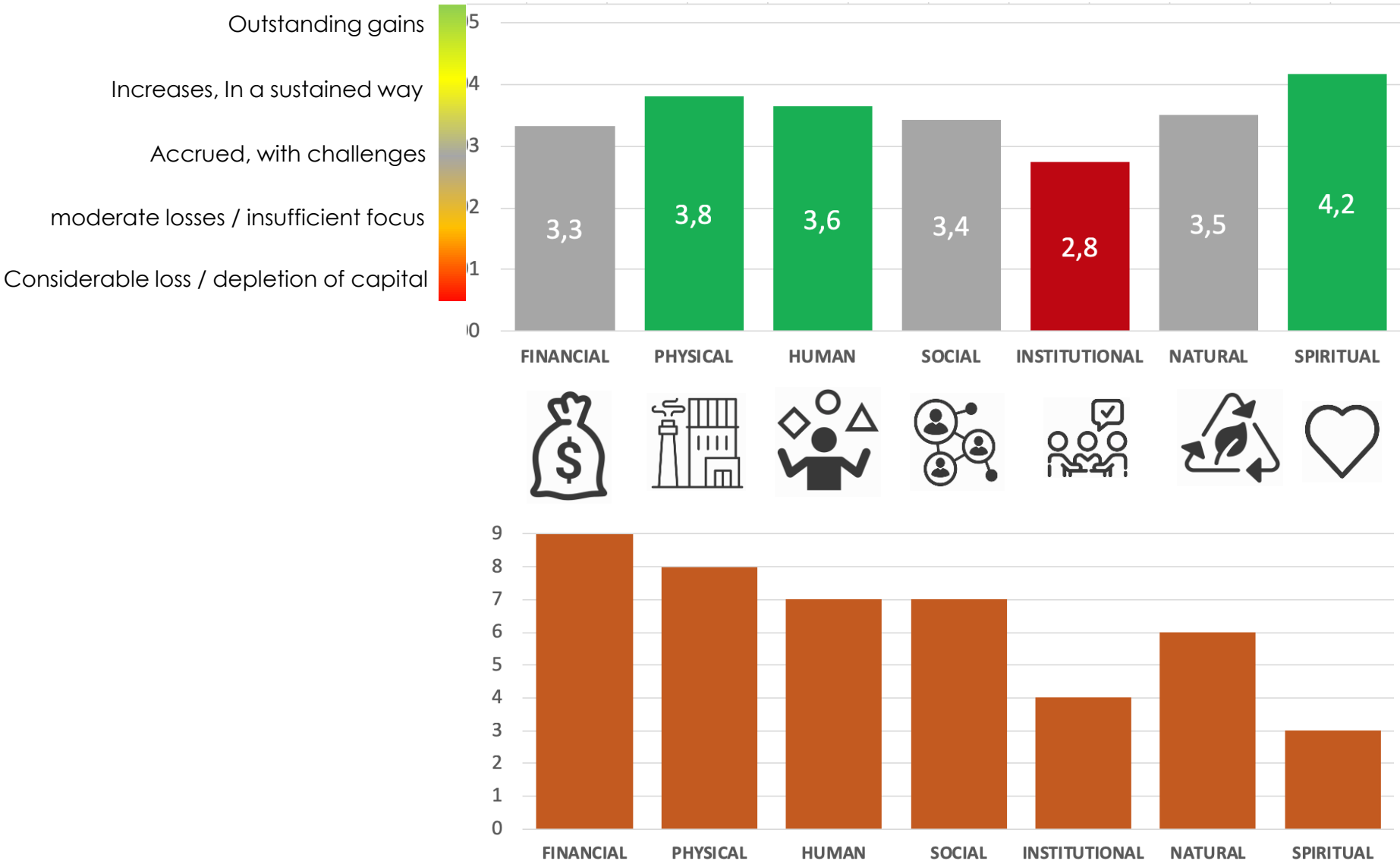
It is not only about exchanging money,
or engagement in financial activities



It is about how we produce,
manage, distribute our resources

(Social) economy helps to reclaim
a more authentic, reach meaning of “economy”

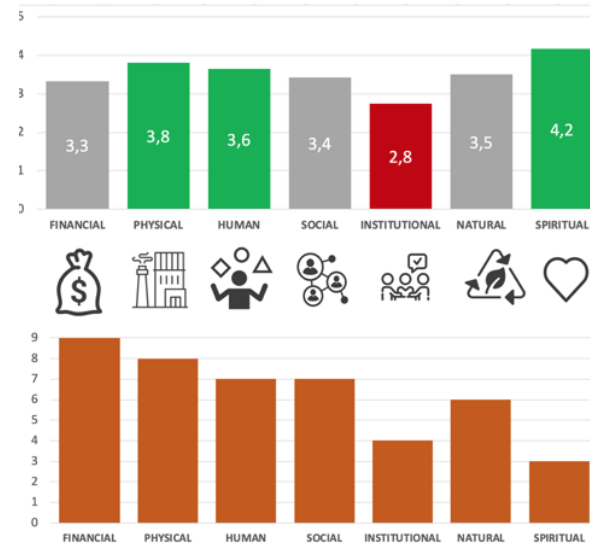
Increased? Considered?



Learning so far



Think “capitals”
systematically



Some capitals
(meaningful ones!)
need more focus

Learning so far



Think “capitals”
systematically



Some capitals
(meaningful ones!)
need more focus

What are your principles?



different organizations, different projects
have different concerns in mind when looking at capitals

What are your principles?



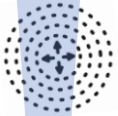
Sustainability



Social Justice



Innovation



Dissemination



Governance

-
- Often the main concern (but often mainly financial)

-
- A strong focus (even if sometimes targeting is vague)

-
- A mixed bag! (“more of the same” vs new ideas)

-
- What attempts to spread, replicate the practice?
 - Linking to longer chains

-
- Decision-making mechanisms centralized, unclear
 - Mechanisms for downward accountability often missing
-

Principles: governance



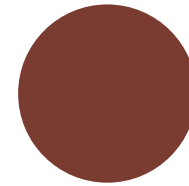
Principles: Scaling across, not up.



Scaling across, not scaling up: a chain, a system of cooperation

Thinking chains, linkages

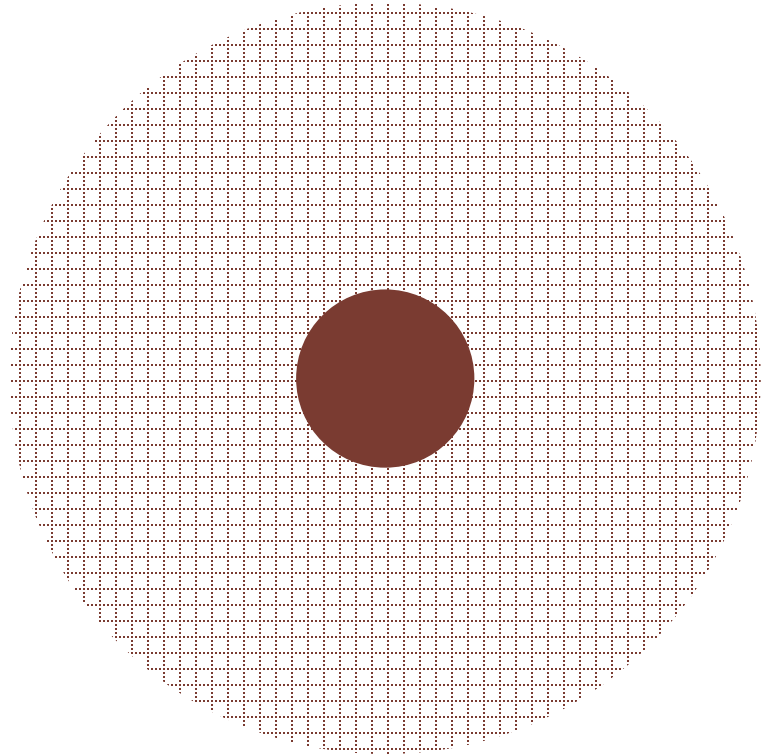
Looking at
individual enterprises
is not enough



Thinking chains, linkages

The concept of
ecosystem
has been discussed.

But it remains
a very fuzzy one

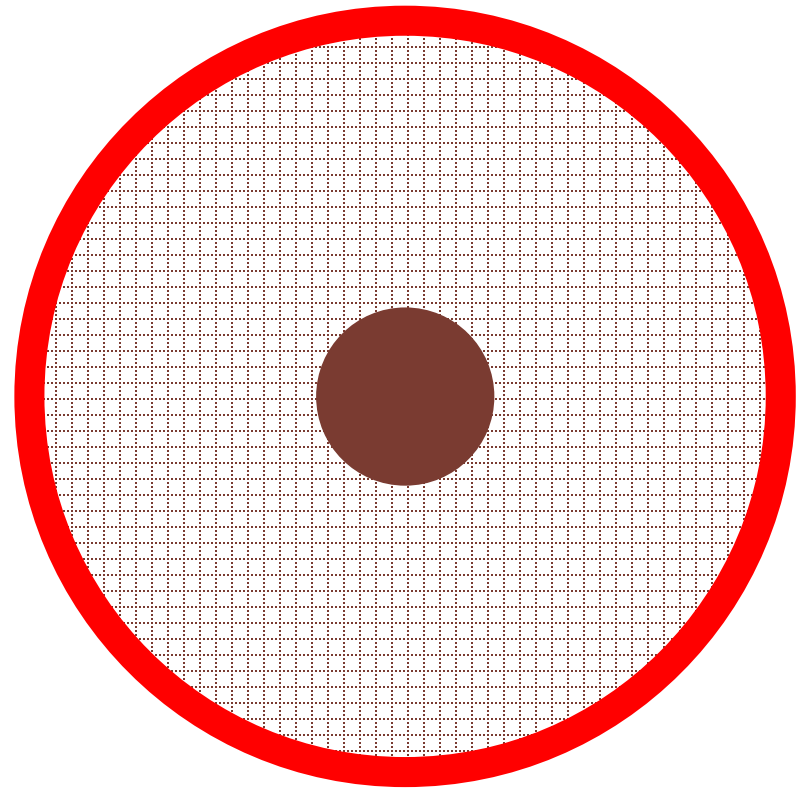


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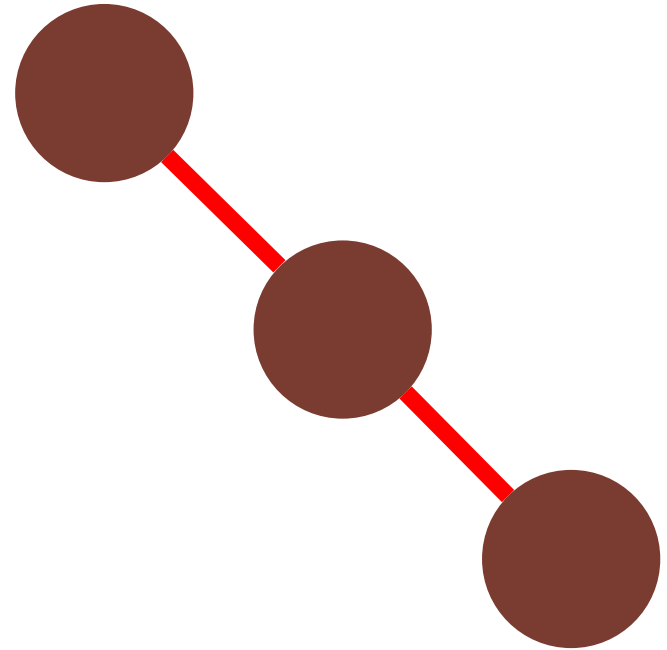
But it remains
a very fuzzy one

and sometimes,
In Caritas garden



Thinking chains, linkages

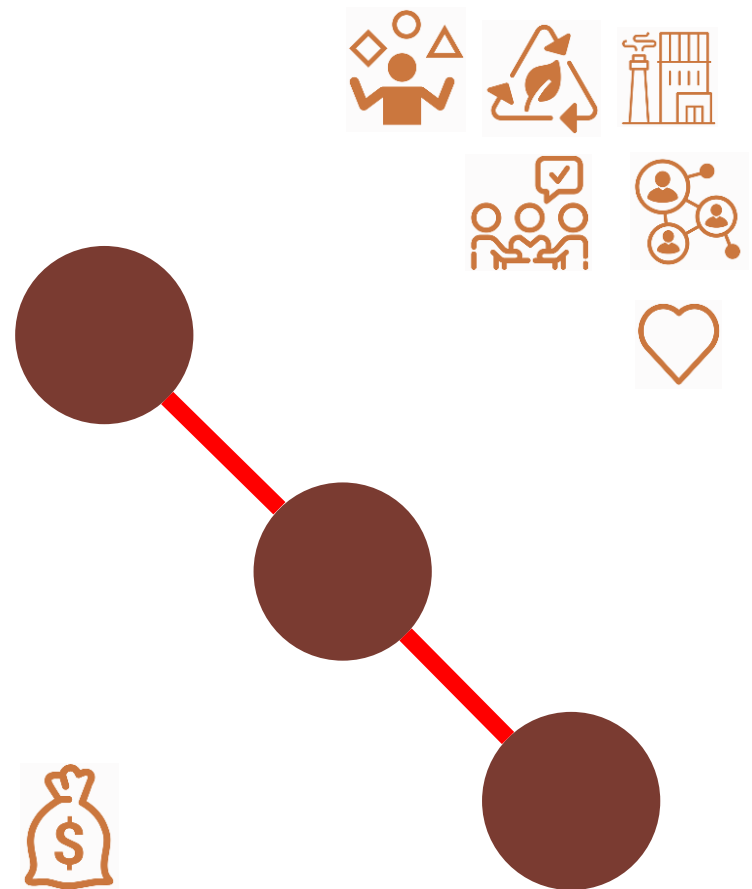
A subset of
thinking ecosystem
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Thinking chains, linkages

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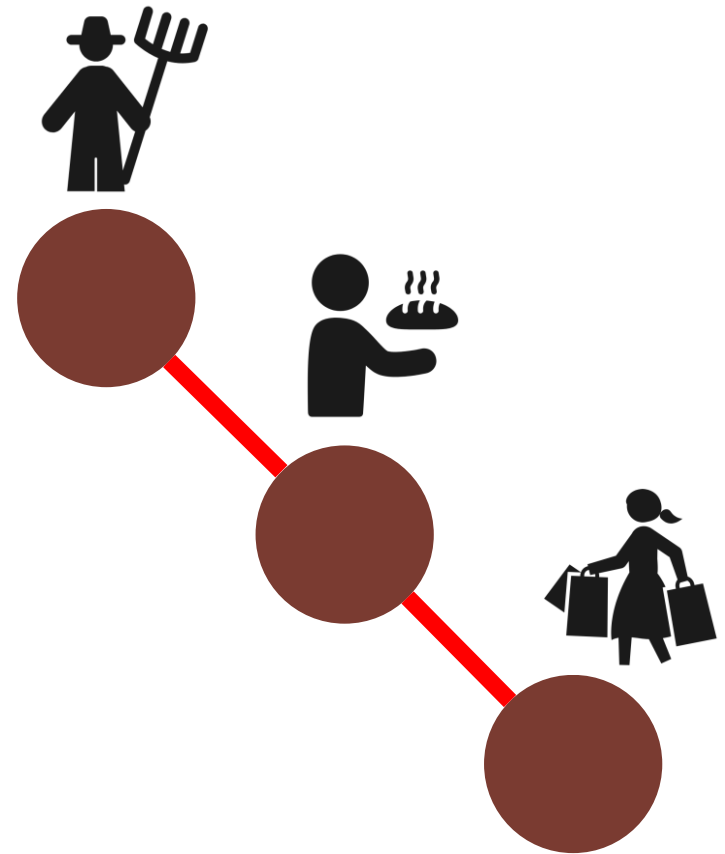
**A value chain that is
not only financial, of course!**



Thinking chains, linkages

A subset of
thinking ecosystem
is to consider the value chain

**Some projects
are starting to move
in this direction**



Thinking chains, linkages

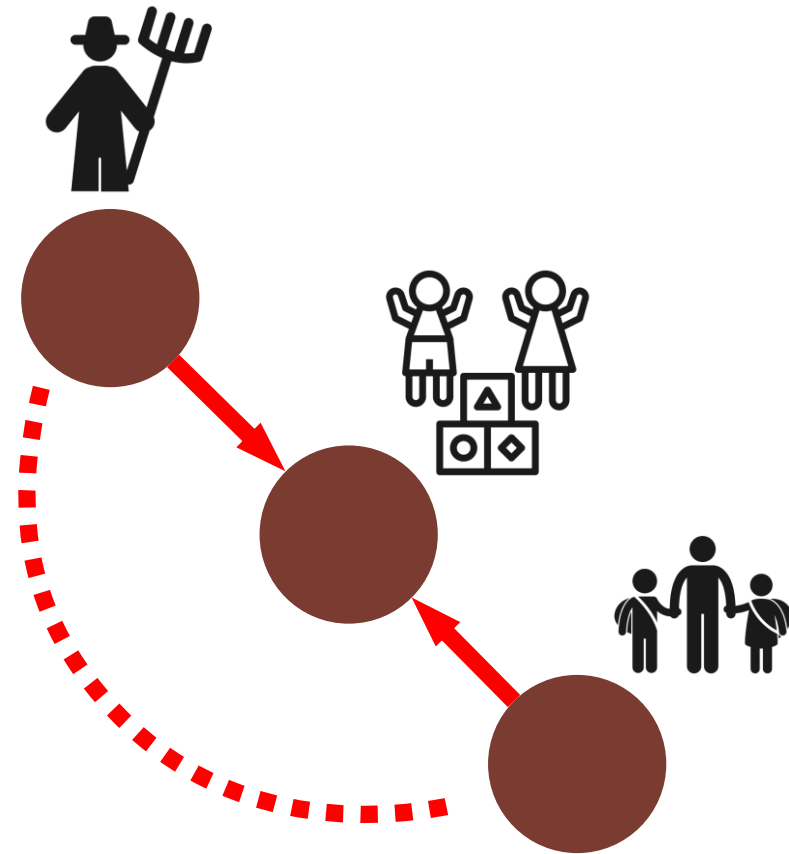


Thinking chains, linkages

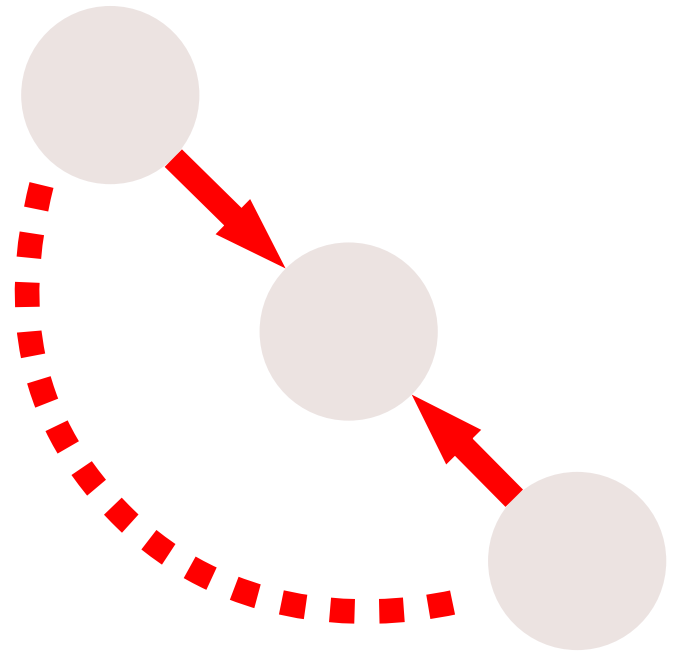
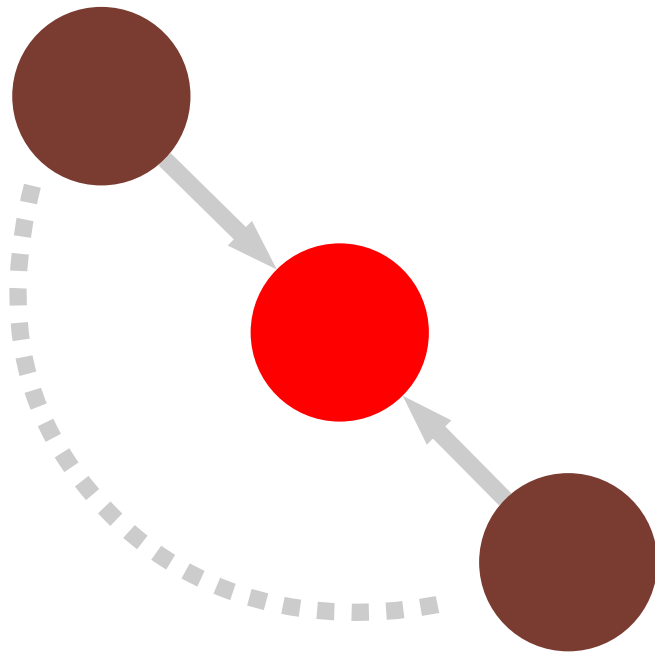
A subset of
thinking ecosystem
is to consider the value chain

Some projects
are starting to move
in this direction

**some have the potential
of doing so.**



Options for action



What models?



Entrepreneur support

*Microfinance
Tech support*



Employment model

*Enterprises employing
disadvantaged people*



Cooperative

*Benefits through collective
services: coops and credit union*



Free for service

*Membership organizations
(e.g. museum, clinics)*



Market intermediary

*Supply coop as fair trade,
handicraft organizations*



Market Linkage

*Broker services
(do not sell: connect to markets)*



Low income as client

*Healthcare programmes,
Community shops*



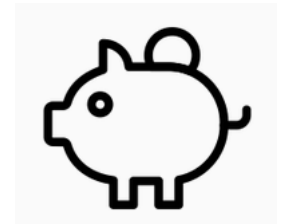
Subsidized services

*Sells products or services to an
external market to fund other
social programs*



Organizational support

*Similar to service subsidization,
but business activities are
separate from social program*

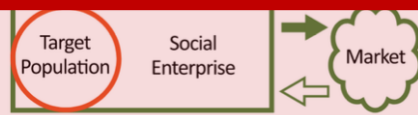


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What models?



Social <-> Enterprise

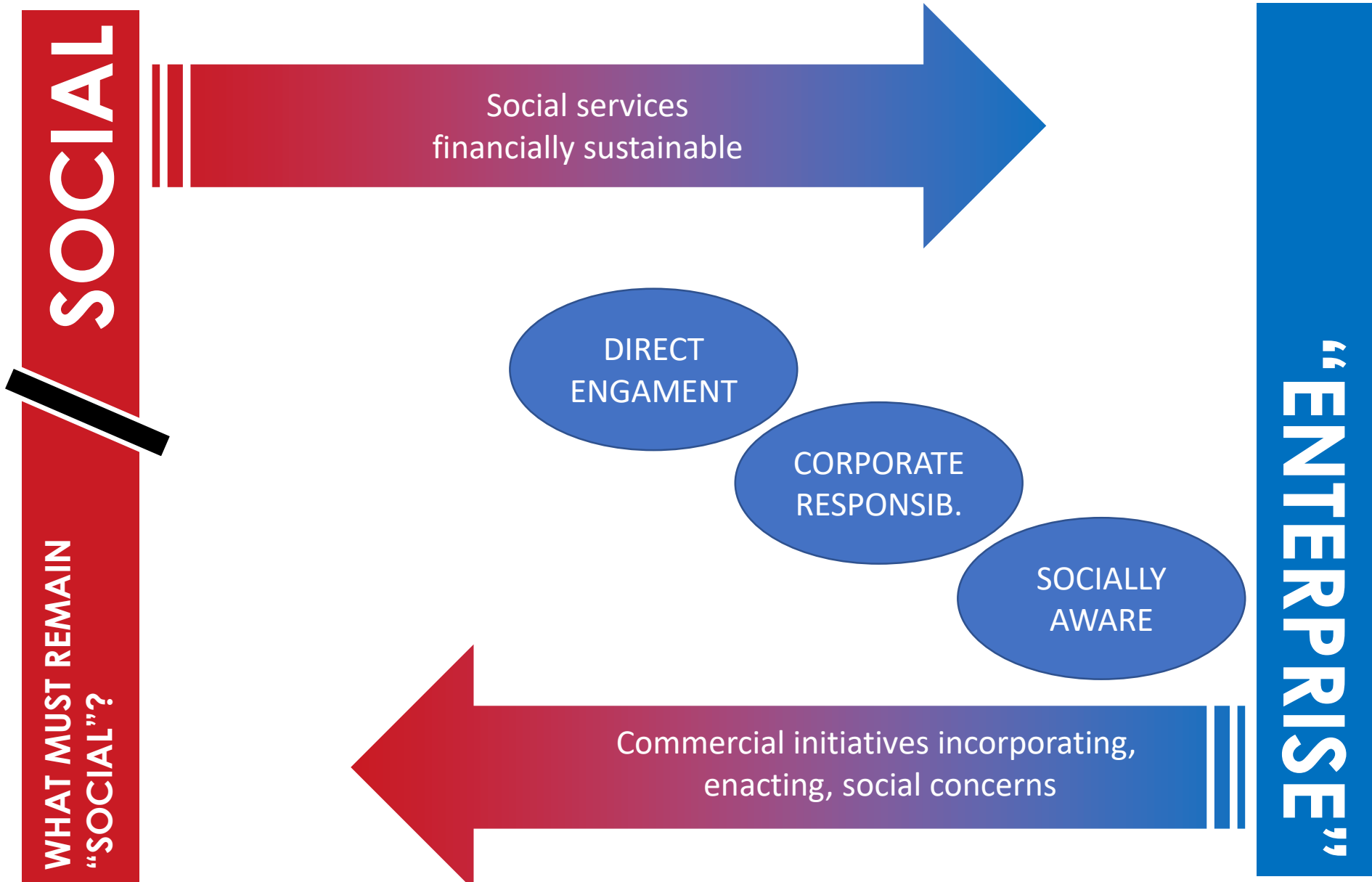


From social to enterprise...



He struggles even if he had a business background... for NGO is nearly impossible

Social <-> Enterprise

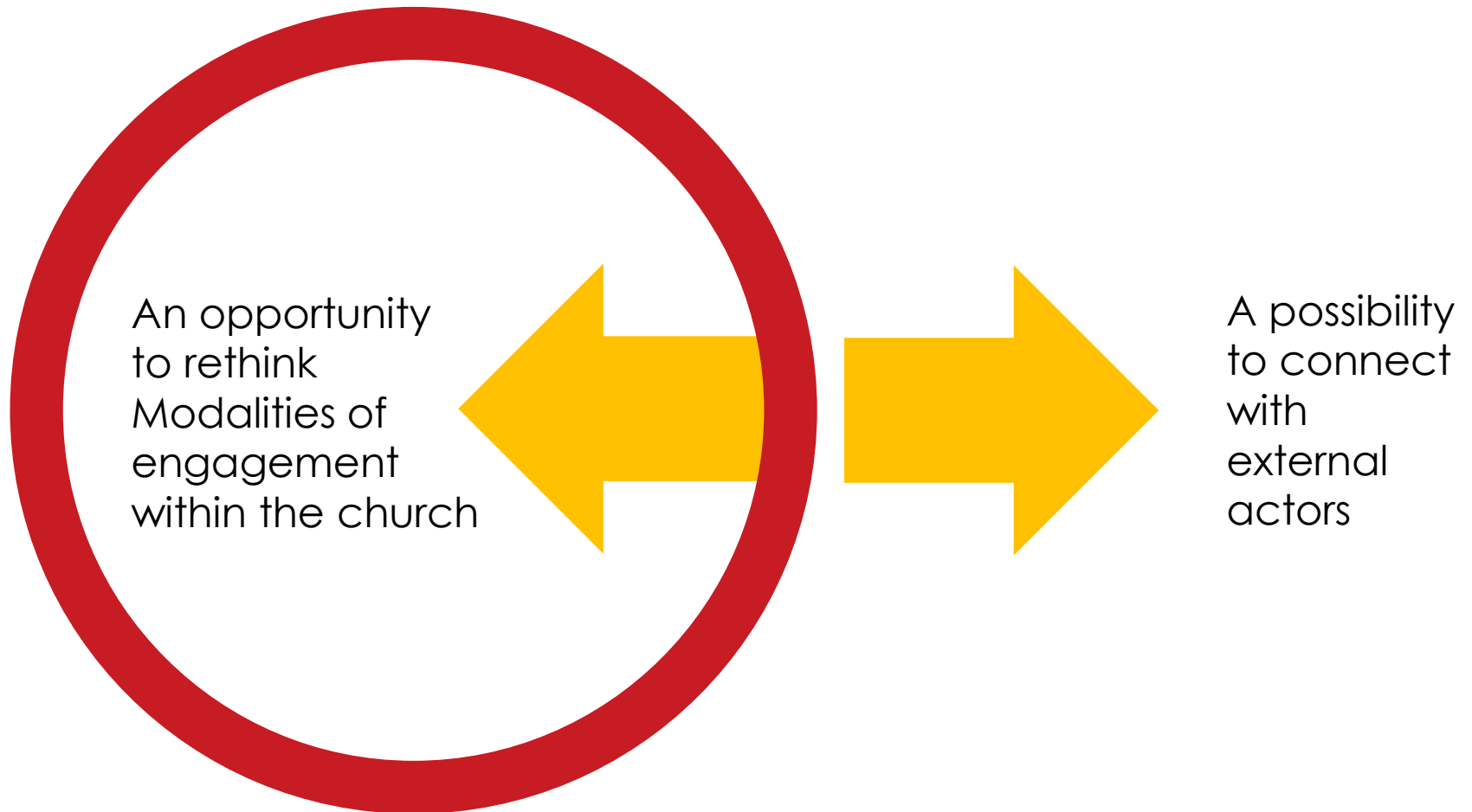


What is the value proposition?



Caritas need a stronger value proposition to attract entrepreneurs

ELBA: amongst Church and Society



ELBA: amongst Church and Society



Elba: a possibility to link up, to create connections

Amongst Church and Society



Elba: how to influence local church?

Options for streamlining

Identifying

Supporting

Follow up

- Less bureaucracy (proposals, granting)
- "Cherry picking" for innovation
- Local validation
- Evaluate the potential for "chains"

- Less bureaucracy (skills, not paperwork)
- Less business plans, more incubators
- Shared learning, ongoing support

- ELBA cannot be a short-term project.
- A sector of engagement, growing networks
- Continuous mapping, scanning, connections
- Learning

One key learning per country



BiH

Multi-level
advocacy



GREECE

Social Solidarity economy
(building alternatives)



KOSOVO

The importance
of “change agents”



ALBANIA

Social IMPACT economy
(create the infrastructure)

Advocacy



This was a novelty
for our community

Social solidarity economy



Social IMPACT economy



Thanks!

