

19 November, 2016



Charles Buxton, INTRAC Central Asia Programme

***Social enterprise – the last chance for
civil society sustainability in Central
Asia?***

Leading questions: is social enterprise

An innovative way of building resources for NGOs?

The last hope for financing key activities?

Yet another challenge for hard pressed NGO managers?

A great chance for enterprising NGOs?

Another incursion of the market into the voluntary sector?

External environment - a difficult time for civil society sustainability

Political factors

Overall pattern of CS-government-donor relations in CA in last 25 years

Which way are CSOs going? Into GONGOs, social order, expert agencies, staff into government or business...

The situation for small and big business – economic recession

Social enterprise – a new source of funds for CSOs?

The main categories of CS sustainability – organisational, financial, leadership etc

Learning from international experience

Development of corporate social responsibility in Central Asia

What Kyrgyzstan law says on NGO income generation

Social enterprise examples from INTRAC's 2015-16 project with GIZ Kyrgyzstan

ARIET Womens Association/Public Foundation, Jalalabad

Project: develop an existing bakery and confectionery business

Type of expenses: purchase of kiosk, oven, refrigerators

Social benefits: 7-8 jobs supported / created for village women; good links with local authority

Monitoring issues raised: health safety issues, improve marketing, upskill staff

RAVENSTVO Public Association, Issyk-Kul

Project: computer equipment for existing taxi service for people with disability

Social benefits: 3 jobs created for people with disability, discounted service for PWD

Type of expenses: computer equipment, advertising and promotion costs

Monitoring issues: changes in expenses plan, maximizing use of equipment for other money-earning purposes

MAANI Microcredit Association, Naryn

Project: building energy efficient stoves

Type of expenses: bricks and iron pieces for stoves

Social benefits: environmentally efficient heating for remote mountain villages, wages for craftsmen

Monitoring issues: 1) not all money for purchases spent; 2) production delayed

CHYRAK Water Users Assoc, Issyk-Kul

Project: production of drying equipment for fruit

Type expenses: equipment & materials

Social benefits: more orchard income, supply quality dried fruit to schools

Monitoring issues: type of drying equipment, final product sales strategy

JERGETAL Public Association, Naryn

Project: felt and wool products development (carpets, clothing, souvenirs)

Type of expenses: purchase of wool carding machine

Social benefits: 8-10 villagers employed; matching funding from local authority for premises costs

Monitoring issues: 1) payment of staff; 2) issues around pricing, profitability, sales potential

See photos in next slides







Practical issues arising for start-up social enterprises arising from INTRAC's GIZ project

Developing a SE idea

Marketing – from market research to selling the service or product

Staffing: the role of NGO members, paid workers

Governance and management issues

Conclusions

What are the chances of CBOs or NGOs setting up a successful SE?

How international development agencies can best support SE

Implications for CS support strategies in the region

Peer learning and SE networks

