

# GSEF WEBINAR SERIES

1<sup>ST</sup> ROUND

## CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

9 JUNE 2020



MEXICO CITY 2021  
GLOBAL SOCIAL  
ECONOMY FORUM

# MODERATOR



**LAURENCE KWARK**

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**GLOBAL SOCIAL ECONOMY  
FORUM(GSEF)**

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# INTRODUCTION

- This webinar “Challenges and Strategies of SSE in Times of COVID-19 Crisis” is part of GSEF Webinar Series co-organized with the Local Organizing Committee of GSEF 2021 for preparing our virtual forum in October 2020.
- The series between May and July illustrate the major impacts of COVID-19 on SSE, our societies and economies, and the creative actions undertaken by local governments and SSE stakeholders in the fight against COVID-19.
- Upcoming webinars in English
  - **30 June:** Recovery and Development of Decent Work through SSE
  - **21 July:** Power of Community: SSE and Financial Systems to Fight against the COVID-19 Crisis

# SPEAKERS



**XIA Xuan**, Founder, Star of Social Innovation, China



**Lynn Collins**, Strategic Relations & Engagement Advisor, Liverpool City Region Combined Authority, the UK



**Nonhle Memela**, Programme Manager, eThekweni Municipality, South Africa



**Cho JuYeon**, CEO, Seoul Social Economy Centre, South Korea

**Anthony Wong**, Business Director, The Hong Kong Council of Social Service, Hong Kong, China



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# GET READY

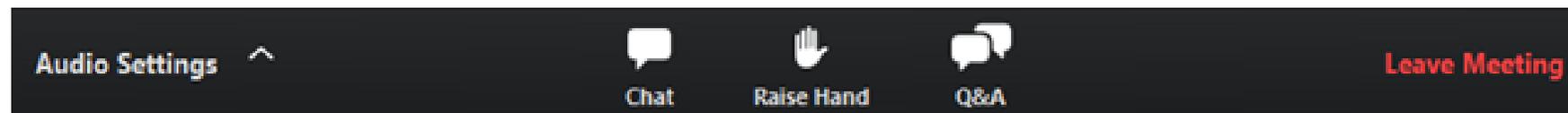
## Remarks of the seminar today

- 5 presentation + 1 Q&A Session



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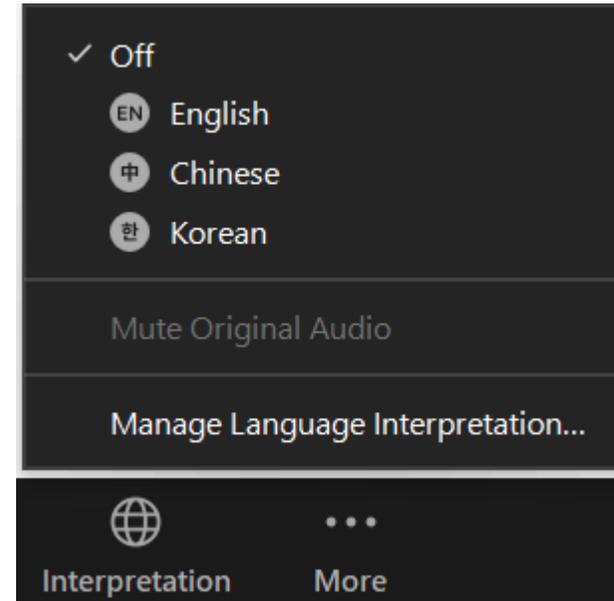
- Get engaged with others! You may leave your questions to the speakers in Q & A



- The Powerpoint presentation will be available in GSEF website later: [www.gsef-net.org](http://www.gsef-net.org)

# INTERPRETATION

- 當講者用中文發言時，請關掉傳譯功能
- 當講者用英/韓文發言時，請在頻道上選「Chinese」
- 請將原始音頻靜音



- **If the speaker is presenting in English, you can choose “Off” to listen to the original presentation in English**
- **If the speaker is speaking in Chinese/Korean, you can choose “English” in the channel**
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- 연사가 한국어로 발표하는 경우에는, 통역 표시를 클릭하신 후에 끄기 off 버튼을 누르시면 연사의 발표를 바로 들으실 수 있습니다.
- 연사가 한국어 이외 언어 (영어, 중국어)로 발표하는 경우, 통역 표시에서 Korean 버튼을 누르시면 한국어 동시통역을 들으실 수 있습니다
- 원본 오디오 음소거 클릭해주세요

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS – CHINA



**XIA Xuan**

**FOUNDER, STAR OF SOCIAL INNOVATION,  
CHINA**

**FOUNDER OF CHINA SOCIAL ENTERPRISE  
CERTIFICATION SERVICE PLATFORM  
(CSESC)**

# 善见未来 - 疫情下的中国社企

## Good at Seeing the Future - China's Social Enterprises in Pandemic

Gsef MEXICO CITY 2021  
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ECONOMY FORUM

 社会企业  
服务平台  
China Social Enterprise  
Service Center

 CLOUDY  
SOCIETY  
TECHNOLOGY

演讲人：  
Speaker

中国社企服务平台  
负责人 夏璇 Summer  
Director of China  
Social Enterprise  
Service Center  
(Summer) Xia,  
Xuan  
2020/6/9

## ◆ 善见未来 - 演讲机构介绍

## ◆ Good at Seeing the Future - Introduction of Speaker's Organization



中国社企服务平台（CSESC）是中国最早并唯一开展以“中国社会企业认证”行业及地方标准的研究与制定、认证综合服务、政策推广及社企综合服务的专业服务机构，在社企领域社会企业发展起到了实质性推动作用，也是社企行业生态基础的建设者和推动者。CSESC由北京大学公民社会研究中心、中国人民大学尤努斯社会事业与微型金融研究中心、电子科技大学慈善与社会企业研究中心、北京亿方公益基金会、深圳市中国慈展会发展中心、深圳市社创星社会企业发展促进中心及成都共益社会企业认证中心共同发起。并由社创星团队进行平台的运营与全国认证业务的推广。

The China Social Enterprise Service Center (CSESC) is the earliest and only professional service organization in China to conduct research and formulation, certification comprehensive services, policy promotion and social enterprise comprehensive services based on the "China Social Enterprise Certification" industry and local standards. It has played a substantial role in promoting social enterprise development in social enterprise field and is also the builder and promoter of the ecological foundation of the social enterprise industry. CSESC is co-founded by the Civil Society Research Center of Peking University, Yunus Social Care and Microfinance Research Center of Renmin University of China, Charity and Social Enterprise Research Center of University of Electronic Science and Technology, Beijing Yifang Charity Foundation, Shenzhen China Charity Fair Development Center, Shenzhen Star of Social Innovation Social Enterprise Development Promotion Center and Chengdu B-Corp Social Enterprise Certification Center. Platform operation and promotion of the national certification business are run by team of Star of Social Innovation.



云社界CST：是一家中国的社会企业，是中国有影响力的社会领域数据与资讯服务的专业服务机构，帮助中国社会企业的进行社会及国际影响力的管理与传播、实现价值链接、管理赋能、战略引导、成长孵化、数据与科技赋能。以开放共融的数据与资讯助力中国社会企业及社会领域经济的发展，向世界传播中国的社会企业家精神。

Cloud Social Technology CST: An influential Chinese social enterprise, it is a professional service organization providing social field data and information services. It helps Chinese social enterprises manage and spread social and international impact, realize value links, as well as manage empowerment, strategic guidance, growth incubation, data and technology empowerment. It promotes the development of Chinese social enterprises and the economy in the social field with open and inclusive data and information, and spread Chinese social entrepreneurship to the world.



### 社企中国发展历程 Social enterprise development history in China

- ◆ 2004年-2014年 社会企业概念引入中国并传播；  
2004-2014 The concept of social enterprise was introduced into China and spread;
- ◆ 2014年-2017年  
“社会企业行业” 出现与发展：  
· 中介机构创立、 年会举办、 认证启动、 社企集群出现  
2014-2017  
The emergence and development of "social enterprise industry":  
· The establishment of intermediaries, the holding of annual meetings, the start of certification, and the emergence of social enterprise clusters
- ◆ 2017年-未来10年  
1、 认证与服务平台成熟化 2、 政府推出公共政策并实践  
3、 生态圈建立并完善 4、 影响力投资日趋成熟  
5、 社企形成联盟发挥社会影响力  
2017-next 10 years  
1. Certification and service platform is becoming mature  
2. Government launches and implements public policies  
3. The establishment and improvement of the ecosystem  
4. Impact investment is becoming more mature  
5. Social enterprises form alliances to exert social impact

### 社企在中国的影响 The influence of social enterprises in China

- ◆ 社企的出现: The emergence of social enterprises:
- ◆ 政府: 创新社会治理的模式, 提高社会建设资金的使用效率, 公共服务的终端和桥头堡。在个别地区已经取得效果  
Government: Innovate the model of social governance, improve the efficiency of the use of social construction funds, public service terminals and bridgeheads. Has achievement in a few regions
- ◆ 社会组织: 始于善念, 社企可持续发展为社会组织转型企业创造机会出口  
Social Organizations: Starting with good intentions, the sustainable development of social enterprises creates opportunities for social organizations to transform into enterprises
- ◆ 社区: 优化社区资源, 满足社区居民日益增长的对美好生活的追求  
Community: optimize community resources to meet the community's growing pursuit of a better life
- ◆ 居民: 满足便捷、 高效、 质优价廉的生活服务的需求  
Residents: meet the needs of convenient, efficient, high-quality and low-cost living services
- ◆ 特定群体: 更高的关注度, 可持续有效解决他们的贫困与健康问题  
Specific groups: higher attention and sustainable and effective solutions to their poverty and health issues

### 社企的特征与困境 The characteristics and dilemma of social enterprise

- ◆ 社会企业身份认证区域差异化  
Regional differentiation in social enterprise identity authentication
- ◆ 规模普遍偏小 盈利能力不足  
Generally small in scale, insufficient profitability
- ◆ 依赖政府购买服务  
Rely on government to purchase services
- ◆ 品牌影响力不高 Brand influence is not high
- ◆ 社会影响力还未成体系  
Social impact has not been systemized
- ◆ 社创管理人才缺乏  
Lack of social management talent
- ◆ 对认证的身份价值还未出现 Identity value for authentication has not yet appeared
- ◆ 受外部环境风险影响较大 (疫情)  
Largely affected by external environmental risks (pandemic)
- ◆ 价值主张日趋清晰  
Value proposition is becoming clearer
- ◆ 社会认同感越来越增强  
Social identity sense is getting stronger

# 善见未来-中国社会企业的价值主张

## Good at Seeing the Future-the value proposition of Chinese social enterprises



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将共享价值战略融入企业的组织系统与文化，并转化成对所有利益相关方的社会价值、经济价值、环境价值

是以解决社会问题为首要目标且使命不漂移、以符合社会企业家精神的方式、创新性解决社会问题、同时成果是清晰的、可测量的

Integrate the shared value strategy into the company's organizational system and culture, and transform it into social value, economic value, and environmental value for all stakeholders. The primary goal is solving social problems and the mission does not drift, in a way that meets the social entrepreneurship, innovatively solving social problems, and the results are clear and measurable



## Good at Seeing the Future - The development of social enterprises in China



共性：不涉及高消费高收入群体、环境消极型、主流商业行业、环境不可持续、非性别公平  
 个性：在利益相关方价值共享给特定群体与环境  
 Commonality: Does not involve high-consumption and high-income groups, negative environmentalists, mainstream business industry, unsustainable environment, non-gender equity  
 Personality: Share the value of stakeholders with specific groups and environments

### 特定人群利益相关方 Stakeholders of specific groups

- 14类人群 1、残障人群 2、少数民族、3、特定群体失业 失独边缘等  
 4、弱势儿童、5 贫困人群、6 女性群体 7、农村群体 8 老年群体  
 9、退伍军人 10 学生群体、11 低收入群体、12 高危行业人群 13、区域污染区群体 14 慢性疾病群体等  
 14 groups of people: 1. Disabled 2. Ethnic minorities 3. Unemployed of specific groups, parents losing only child, marginalized people, etc.  
 4. Vulnerable children 5. Poor people 6. Female groups 7. Rural groups 8. Elderly groups  
 9. Veterans 10. Student groups 11. Low-income groups 12. High-risk industry groups  
 13. Regional polluted area groups 14. Chronic disease groups, etc.

16领域+14类特定人群  
 金字塔中低层  
 16 areas + 14 specific groups  
 Middle-low level of pyramid

CST思研院

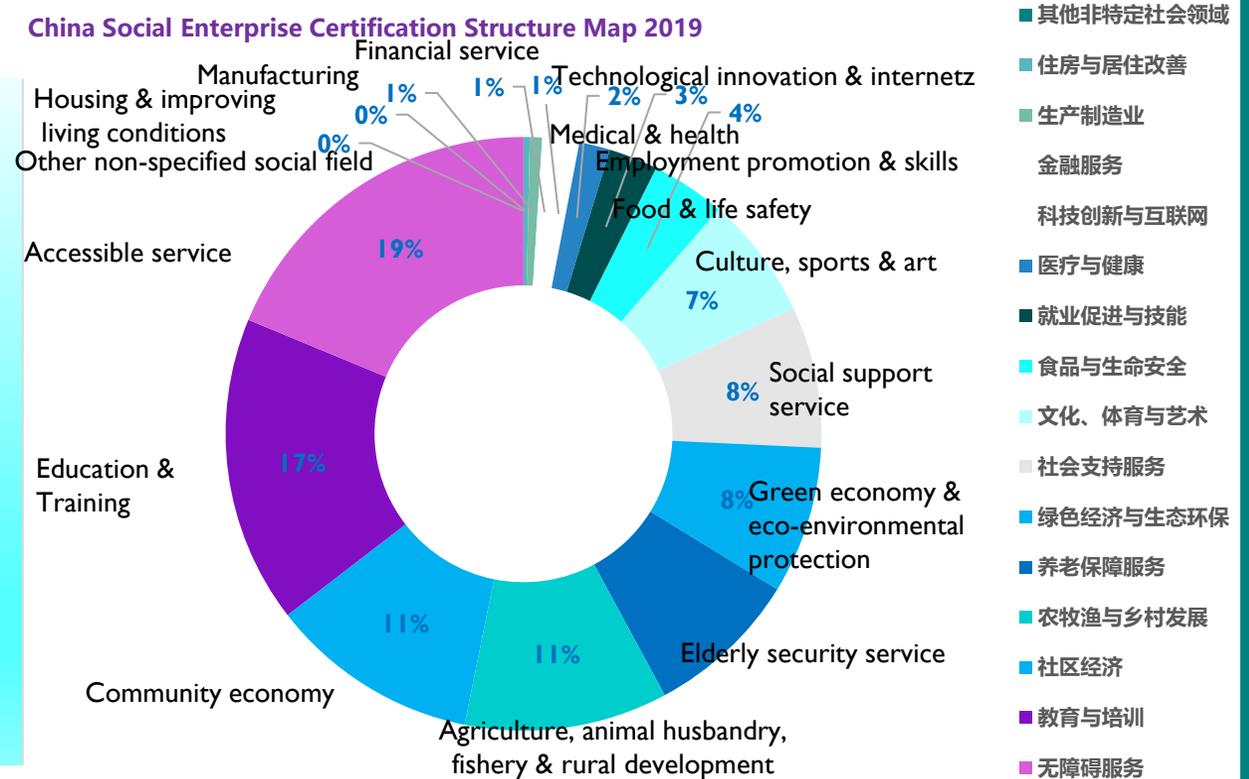
### 中国认证社会企业各领域数量分布图2019

China's certified social enterprises number distribution



### 中国社会企业认证结构图2019

China Social Enterprise Certification Structure Map 2019

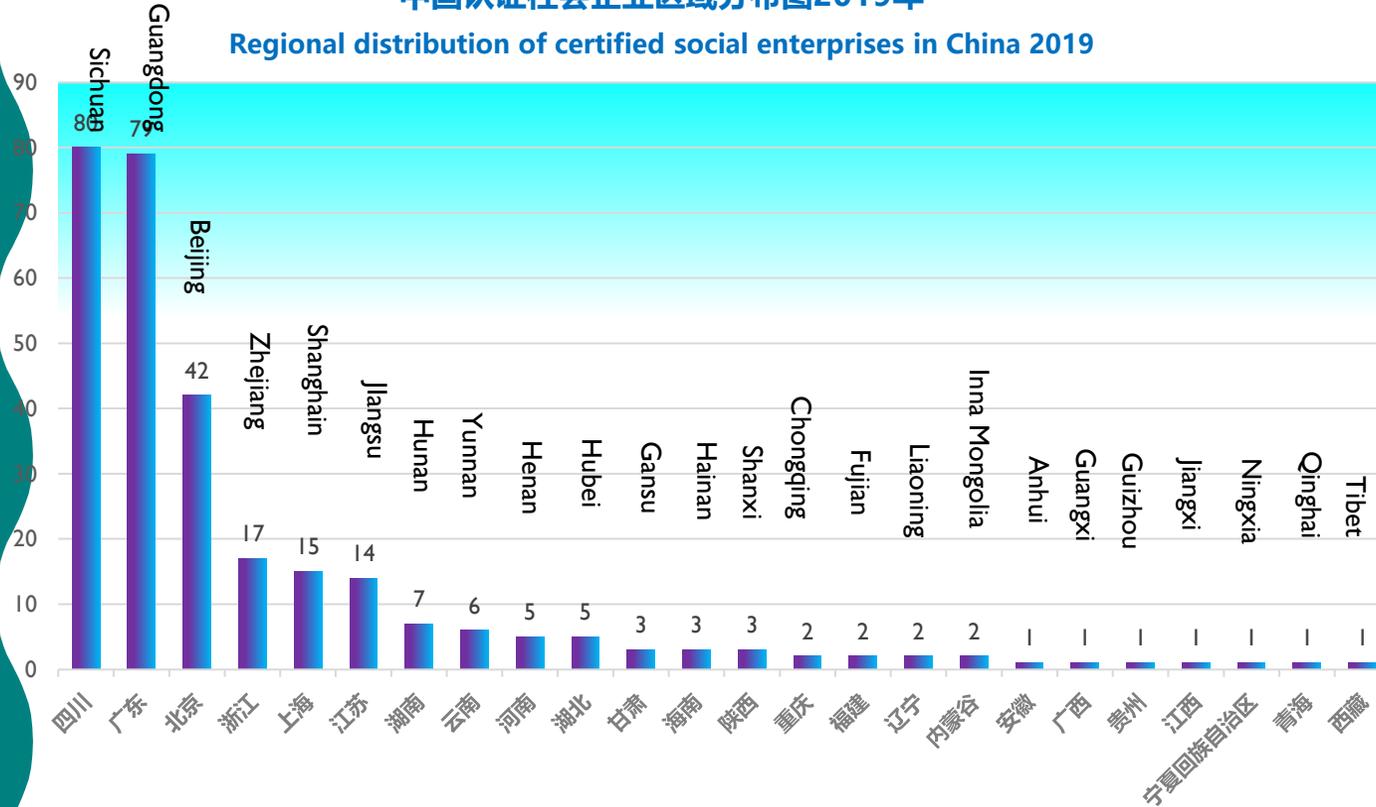


社界思研院-数据来源中国社会企业服务平台 CST - Data source CSESC

截至2019年，中国认证社会企业299家，按照使命与商业模式类别分成16大领域代表了社会领域的行业属性。以无障碍服务、教育服务、社区经济、乡村、养老为主要模式，代表了社会问题的关注度、发展成熟度。未来住房改善、金融服务领域将存在社企发展更多模式创新的机会。  
Up till 2019, China has 299 certified social enterprises, divided into 16 major fields according to the mission and business model categories, representing the industry attributes of the social field. Accessibility services, education services, community economy, rural areas, and elderly care are the main models, which represent the concern and developmental maturity of social issues. In the future, there will be opportunities for social enterprises to develop more innovative models in housing improvement and financial services.

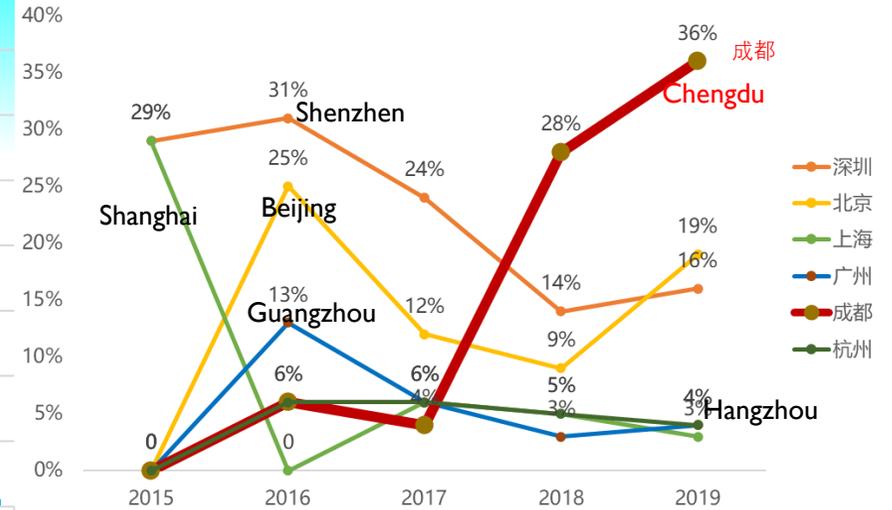
### 中国认证社会企业区域分布图2019年

Regional distribution of certified social enterprises in China 2019



### 历年城市认证社会企业历程

History of certified social enterprises by cities



CST思研院

从区域分布数据来看，体现了在不同省市地区在对社企发展的政策驱动、政府关注度、行业生态的发展阶段的不同，体现了认证的广度和深度。认证数据的发展是社企领域数据化的起点和标准，起着非常重要的推动作用。

From the point of view of the regional distribution data, it reflects the different developmental stages of policy driving, governmental attention, and industrial ecology in the development of social enterprises in different provinces, cities and regions, and the breadth and depth of certification. The development of authentication data is the starting point and standard of data in the field of social enterprises, and plays a very important role in promoting.

- 社区型社企在防疫中发挥更大的价值  
Community-based social enterprises play greater value in pandemic prevention
- 社会企业采取更多元的方式帮助居民  
Social enterprises adopt more diverse ways to help residents
- 特定群体受到了特别的关注  
Specific groups receive special attention
- 社企参与度高  
Social enterprise participation is high



疫情下我们看见  
In Pandemic We

See

- 社企团队凝聚力更强共同价值主张促进了企业的组织文化  
Social enterprise team cohesion is stronger, the common value proposition promotes the company's organizational culture
- 社企发现了新的发展机会  
Social enterprises have discovered new development opportunities
- 认证社企收到了政府和社会关注  
Certified social enterprises received government and social attention

- 社企面临更大资金压力  
Social enterprises face greater financial pressure
- 社企对政府的购买服务提出更高的要求  
Social enterprises raise higher demand for governmental purchase services
- 希望获得更多的订单、信贷服务、政府减免补贴等  
Hope to get more orders, credit services, governmental subsidies, etc.

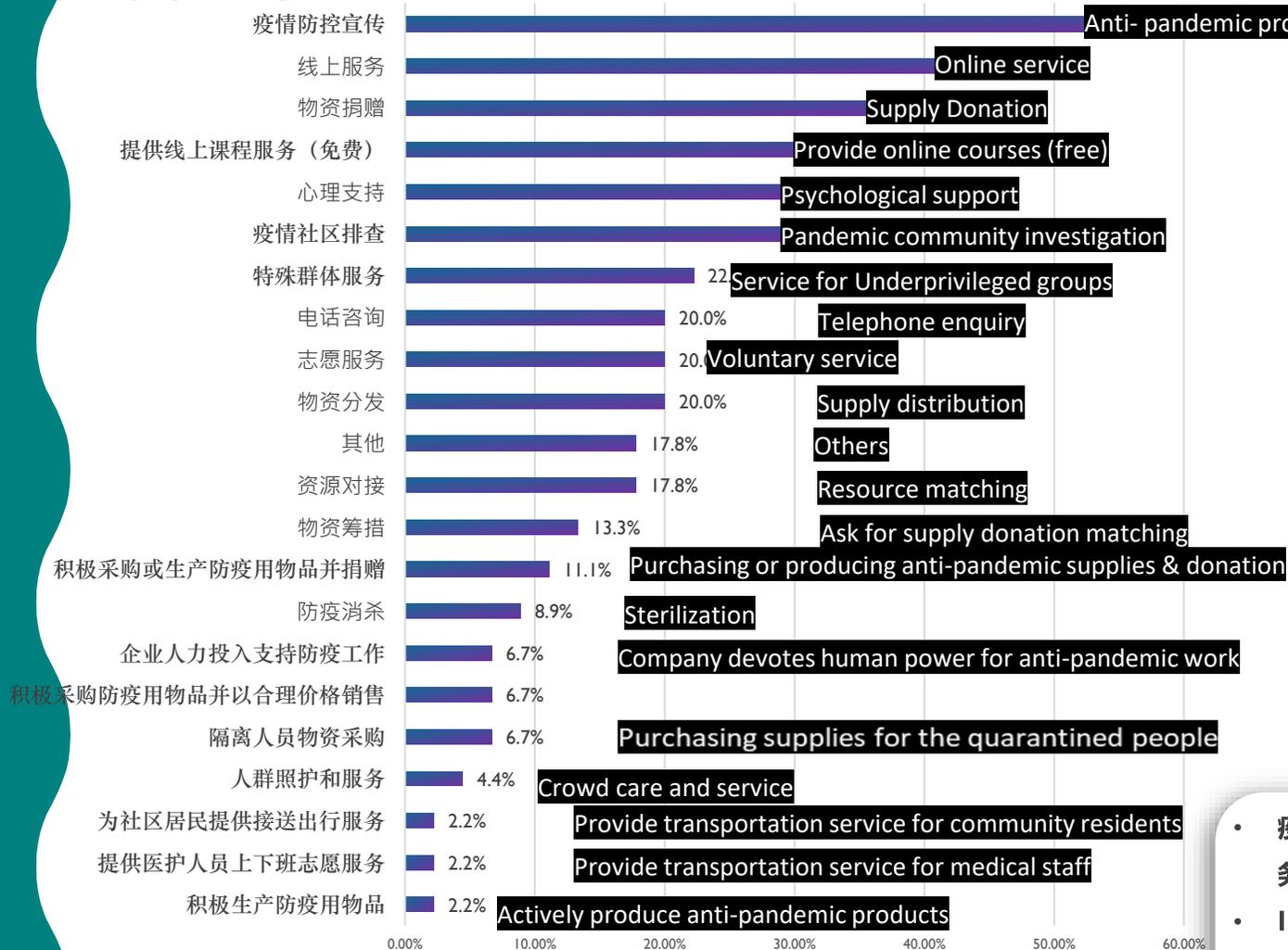
- 中国青年的韧性与责任担当  
Resilience and social responsibility of Chinese youth
- 社会组织的效率与组织能力  
Social organization efficiency and organizational capacity
- 社会企业青年成为中间力量  
Social enterprise youth becomes the middle force

# 善见未来-疫情下的中国社企

## Good at Seeing the Future - China's Social Enterprises in Pandemic



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- 疫情下社企关注到了他们：老年人、心理疾病人群、残疾人、儿童、社区服务、防护服务、保洁、保安、外地务工人手、女性、独居老人
- In pandemic, social enterprises have been caring for: elderly, people with psychological disease, disabled, children, community service, protection service, cleaning, security, migrant workers, female, lone elderly.

中国社会企业抗疫行动 (N=45)

# 善见未来-疫情下的中国社企 Good at Seeing the Future - China's Social Enterprises in Pandemic



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## 通过这次疫情，未来所需要的支持与帮助 (N=55)

Through this pandemic, support and help needed in the future (N=55)

政府部门加大对社会企业的支持或采购	- Government increase SE support/ purchase	72.7%
获得更多的订单	- More orders obtained	61.8%
专门的社保、公积金返还或缓缴	- Special social security/housing fund return or delay	60.0%
专门的税收减免	- Specialized tax return	54.5%
合理的信贷服务	- Reasonable credit loan	52.7%
提供专业的支持，包括技术、模式等	- Professional support including techniques and models	50.0%
需要专业的咨询服务	- Professional consultancy service needed	25.5%
其他	- Others	7.3%

## 如何应对现金流或支出的短缺 How to cope with shortage of cash flow or expense (N=55)

现有股东提供资金	- Current shareholders provide money	52.7%
贷款	- Loan	40.0%
减员降薪	- Lay off / Cut salary	27.3%
引入新股东	- Adopt new shareholder	20.0%
延迟支付货款	- Delay payment	18.2%
停产歇业	- Close business	16.4%
民间借贷	- Private lending	12.7%
减少订单或毁约	- Reduce order or break contract	7.3%
其他	- Others	5.5%

## 机会会出现在哪里? Where are the opportunities? (N=41)

企业文化的夯实，员工更加团结	- Strengthen company culture, unite staff members	51.2%
企业获得了未来新的发展方向	- Company gets future new development direction	51.2%
获得更多的关注与信任	- Gain more attention and trust	51.2%
获得更多的资源 (包括潜在的订单、采购服务等)	- Gain more resources (potential orders, service purchases incl.)	29.3%
其他	- Others	12.2%

## 受困难影响主要体现在哪些方面? Aspects impacted by pandemic (N=48)

预计订单、收入减少	- Expected to have less order, fewer income	68.8%
复工时间无法确定	- Uncertain of reopening time	66.7%
现金流较少可能中断	- Cash flow low, might break off	58.3%
员工无法到岗或流失	- Staff members not available or quit	52.1%
其他	- Others	16.7%
企业有员工确诊感染或疑似感染	- Companies that have staff members diagnosed or suspected of being affected	2.1%

### 区域影响力

- Regional Impact



### 领域影响力

- Field Impact

### 国际影响力

- International Impact

### 绿色影响力

- Green Impact

- **扩大社企社会影响力 Expand Social Enterprises' Social Impact**  
一个微小的社会正影响，只要加以正确引导，生态各方共同的推动，将可能成为轰动的社会效应，甚至是社会变革，中国社企正在推动着这个蝴蝶效应。 A tiny positive social impact, as long as it is guided in the correct direction, and promoted by by all parties in the ecology, may become a sensational social effect, or even a social reformation. Chinese social enterprises are promoting this butterfly effect.
- **规模：让更多的社会企业加入这个领域**  
Scale: Let more social enterprises join this field
- **传播：社会企业家精神** Communication: social entrepreneurship
- **政策：推动政府给与社企更多政策和支持** Policy: Advocate the government to give more policies and support to social enterprises
- **联盟：和商业企业共同推动社会领域发展** Alliance: Together with commercial enterprises to promote social development
- **社会价值挖掘：金字塔底层财富**  
Digging Social value: wealth at the bottom of the pyramid



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**善见未来**  
Good At Seeing The Future

THANKS 感谢聆听

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS - LIVERPOOL

**Lynn Collin**



## STRATEGIC RELATIONS AND ENGAGEMENT ADVISOR, LIVERPOOL CITY REGION COMBINED AUTHORITY, THE UK

- I'm on Secondment from the Trades Union Congress (TUC) to the City Region
- Work experience and current projects:
- Fair Employment
- Local Industrial Strategy
- Tackling Poverty
- Building relations with the Social and Solidarity Economies

# CHALLENGES CURRENTLY FACED BY SSE BECAUSE OF COVID-19

- Impact on Social and Community Businesses
  - Trading Ceased
  - Trading Pivoted
- Impact on Community and Voluntary Sector
- Impact on disadvantaged and vulnerable communities
  - "Shielding" population
  - Food Poverty
  - Digital Exclusion
  - Young People
- Local Government Funding
  - £341M shortfall

## Covid-19 Impact Index Indicators

Proportion of the population aged 70 and above

Proportion of population aged 85 and above

Proportion of premises receiving at least broadband speeds of 30Mbps/s

Proportion of jobs at risk

Proportion of workers able to work from home

Average road distance to a supermarket or general store

Proportion of the population claiming either Disability Living Allowance or Personal Independence Payments

Household income after housing costs

Proportion of the population that are school aged children (aged 5-16)

# INITIATIVES UNDERTAKEN

- Kindred -connects, supports and harnesses local entrepreneurialism for social good.  
<https://kindred-lcr.co.uk/>
  - actively engage local individuals and communities who have ideas to generate community wealth, but who have not yet established an STO and so do not consider themselves to be entrepreneurs;
  - support the long-term transfer of assets, for example unused council buildings or land, from the Local Authorities that comprise the LCR Combined Authority
  - support the long-term benefit that a thriving STO sector can have on the social economy of the Liverpool City Region.
- #LCR Cares - urgent grants to community organisations <https://www.liverpoolcityregion-ca.gov.uk/lcrgcares/>

## #LCR Cares

# OVERALL STRATEGY “BUILD BACK BETTER”

- Establish Social and Solidarity Economy Reference Panel
- Establish Metro Mayors Young Peoples Advisory Group
- Build resilience of sectors own infrastructure - independent but collaborative
- City Region Recovery plan to cover
  - Doing Things Differently
  - Engaged and Connected Communities
  - Thinking Local
  - Changing Business Models

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

Nonhle Memela, Programme Manager, Durban Metropolitan (eThekweni Municipality)



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- Responsible for managing and driving entrepreneurial programmes in the regions of EThekweni Municipality and manage the small business development sector by implementing the set business model strategies focusing on:
  - Access to industry skills,
  - Access to Finance through external stakeholder engagements,
  - Access to Markets and procurement opportunities,
  - Access to infrastructure.



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

## ❑ PAST EXPERIENCES

- ❖ I have vast experience in the formulation and implementation of robust business development strategies that are concentrated to enhancing the economy of the eThekweni Municipality. I have successfully developed and implemented the first Co-operatives Development Strategy of the EThekweni Municipality;
- ❖ I have a strong record in the enterprise development sector and extensive knowledge and experience in facilitating the development of Small Micro Medium Enterprises (SMME's) and Co-operatives, also the ability to facilitate integrated business support development programmes / interventions to promote enterprises owned by previously disadvantaged individuals, groups, communities to enable them to enter the mainstream economy;
- ❖ During the past 6 years I have had the opportunity to participate and contribute to the Social and Solidarity Economy Academy which was an initiative of the International Labour Organization (ILO) and last year I was offered another fruitful opportunity to participate in the Capacity Building Training Programme in Seoul, South Korea – Asia which was organized by the Seoul Human Resource Development Centre.



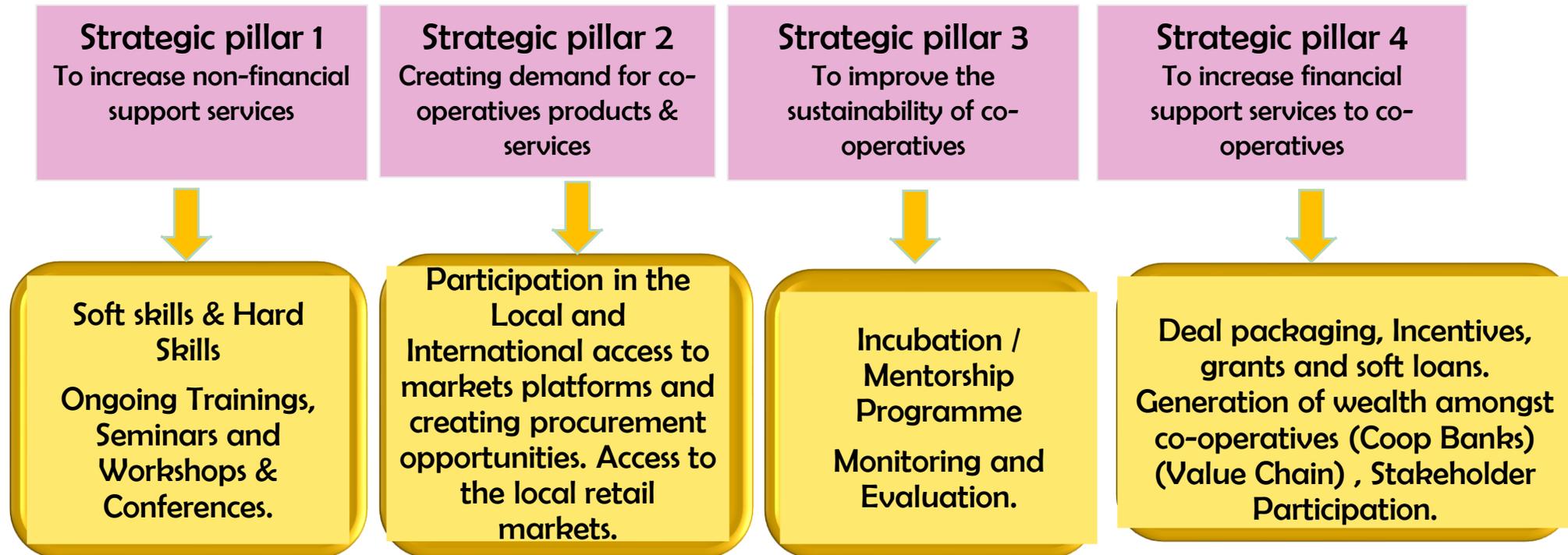
# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

- ❑ One of the Key Performance Areas of local government is to facilitate and stimulate Local Economic Development through which economic growth and job opportunities can be stimulated.
  
- ❑ The Durban Metropolitan (Also known as EThekweni Municipality) has a spectrum of development programmes in place that seeks to advance the course of Local Economic Development.
  
- ❑ **The Co-operatives Development Strategy**
  - ❖ The objective of Co-operatives Development strategy is to provide an enabling environment for the development of viable and self-sustaining co-operatives / Social Enterprises which participate meaningfully in both the first and second economy. This is done in alignment many existing local and international policies or strategies.
  
- **The Specific objectives of the strategy are to:**
  - To promote equality of co-operatives and Social Enterprises within the Municipality;
  - To assist co-operatives and Social Enterprises to participate in programmes aimed at improving their productivity;
  - To contribute to the sustainable development of co-operatives and Social Enterprises;
  - To enable the Municipality to develop the co-operatives and Social Enterprises working within Durban Metropolitan Area (DMA).



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

## STRATEGIC PILLARS



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

## □ CURRENT PROJECTS

### ❖ Focus on various sectors

- ✓ Agriculture / Agro-processing
- ✓ Textile
- ✓ Manufacturing (Various products e.g detergents , bakery Goods)
- ✓ Arts and Craft
- ✓ Construction

### ➤ Strong focus on the development sectors with:

- Youth
- Women
- Disabled Individuals

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

The Value Chain – (An example, Agricultural sector)



Financing

Inputs

Primary  
Production

Primary Products



Processing /  
Value Addition

Storage

Marketing &  
Retail

Distribution

Gsef

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS

## □ PROJECTS

### ❖ COMMUNITY BAKERY PROJECT

The Municipality has commenced with the implementation of the of the community bakery programme aimed at building the capacity and empower the local people within the community, enabling them to be better positioned for job opportunities and participate in any local social and economic activities.

The community bakery facilities are expected to open many opportunities which will unlock the potential of SSE's as they have already started fielding requests to supply bakery goods to local people, supermarkets, retail shops and government organizations.

# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS



# CHALLENGES CURRENTLY FACED BY SSE BECAUSE OF COVID-19

- ❑ 327 000 people lost their income / employment
- ❑ We anticipate unemployment to rise by 42%
- ❑ 34% of Durban's economy has returned in stage 4, but will take 18 months to get back to pre-lockdown levels
- ❑ However many businesses will close.

# CHALLENGES CURRENTLY FACED BY SSE BECAUSE OF COVID-19

- ❖ Keeping up with the legislations - The business landscape is changing at a rapid pace. Government releases new regulations that affect SSE's almost every day,
- ❖ Dealing with information overload
- ❖ Fear, anxiety, hopelessness and high levels of stress
- ❖ Reduction of movement – Curfew – (Limited time to normal daily routine)
- ❖ No participation in community development initiatives
- ❖ Limited access to community based facilities
- ❖ Financial loss
- ❖ Having to dispose their perishable goods due to not being able to trade
- ❖ Job losses
- ❖ Selecting the right focus - Difficult to know where to priorities time and resources

# INITIATIVES UNDERTAKEN

- ❖ Leverage on existing data
- ❖ Lessons learnt from other countries
- ❖ Accelerate the forming of solid partnerships with various stakeholders
  - ✓ Intergrade learning platforms instead of working in silos
- ❖ Focus to virtual training / remote training
  - ✓ Challenge - No access to internet for may SE's
    - Partner with radio stations to disseminate information
  - ✓ Any form of direct messaging (text messages, creating WhatsApp groups)
- ❖ Online One Stop Shop
  - ✓ Online resource center
  - ✓ Receive enquiries
    - Respond to enquiries

# OVERALL STRATEGY

## ❑ THE ECONOMY RECOVERY PLAN

- ✓ The Municipality has developed The Economic Recovery Plan which is a living document that is updated weekly with progress.

## ❑ Six Pillars of the economic recovery plan

- Monitoring the City income and health of the economy
- Facilitating the City's share of national support
- Supporting tourism
- Supporting the rural and informal economy
- Kick starting construction
- Operationalizing the Socio-Economic Trust Fund, with the mayor as Champion



# OVERALL STRATEGY

## □ FOCUS

- ✓ eThekweni funded industry clusters are providing support to large and small businesses and linking them with procurement opportunities.
  - ❖ The Economic Cluster has also launched a “Buy Local . Invest Local” Campaign
- ✓ Supporting the Rural and informal Economy
  - Access to Finance through external financial development institutions
  - The Municipality will provide 6-month rental holiday for Informal Businesses from April to September 2020 (no application necessary)
  - There will be no increase in rentals and business licenses in 2020/21 – (Municipal facilities)
  - We are working with stakeholders to move rural based enterprise businesses online
- Convene a series of webinars to provide information and support



# PANDEMIC CREATES NEW OPPORTUNITIES FOR SEOUL'S SOCIAL ECONOMY

Cho Ju Yeon, CEO & President, Seoul Social Economy Center (SSEC)



Work experience and current projects:

Former CEO of Teapot Inc., a social enterprise.

- Promoted civic initiatives and cultural projects for local regeneration and community-building.
- Head director of the Ministry of Public Administration and Safety's Prosperity for All Project in 2019.
- Head coordinator for Korea Failure Exposition 2018.
- Chief planner of the master plan for the new Gyeonggi Province building in 2015.
- Senior planner for the Seoul Policy Expositions of 2014 and 2015.
- Co-planner of the Simincheong Project in Seoul, 2012.



# INTERNATIONAL REACTIONS TO KOREAN PANDEMIC MANAGEMENT

A sophisticated system and a responsible citizenry:

Is the Korean approach an example of democratic openness or of a well-controlled collective society?



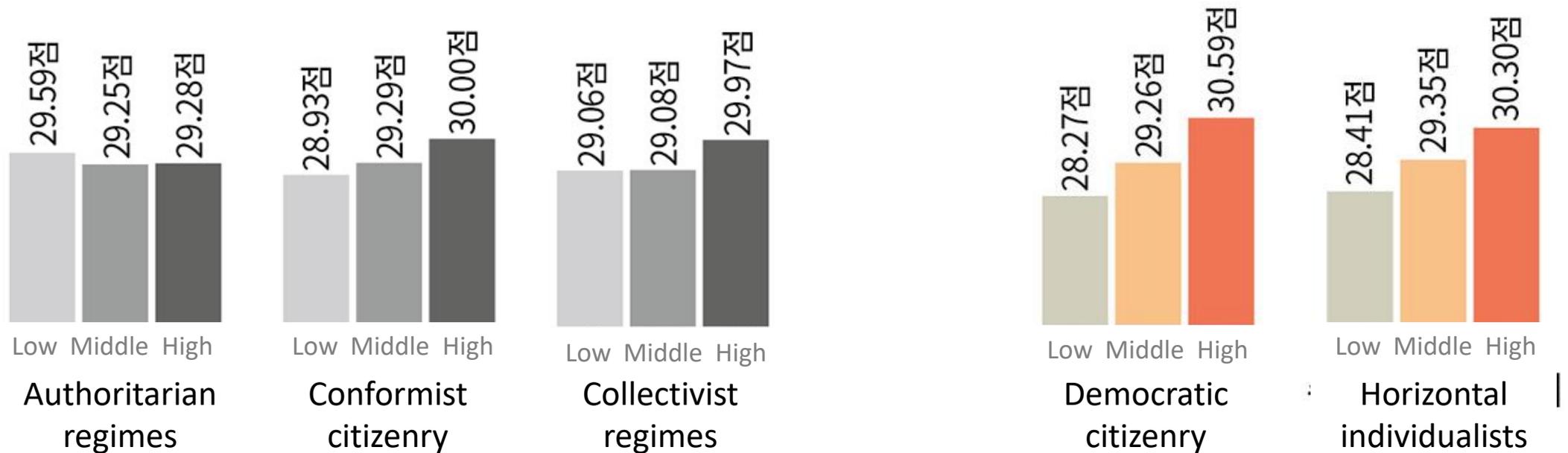
Guy Sorman: Confucian culture is the main factor behind Korea's Covid-19 success. Koreans put groups ahead of individuals.

*The Washington Post:* Koreans cancelled on their gatherings and switched to online religious services. Daegu, once an epicenter of Covid-19, quickly returned to normalcy even without a lockdown because citizens voluntarily refrained from visits, etc.

BBC: The Korean state did not need to impose travel restrictions and the like. Koreans have set a new standard for dealing with the threats posed by Covid-19.

# TRIUMPH OF DEMOCRATIC CITIZENSHIP

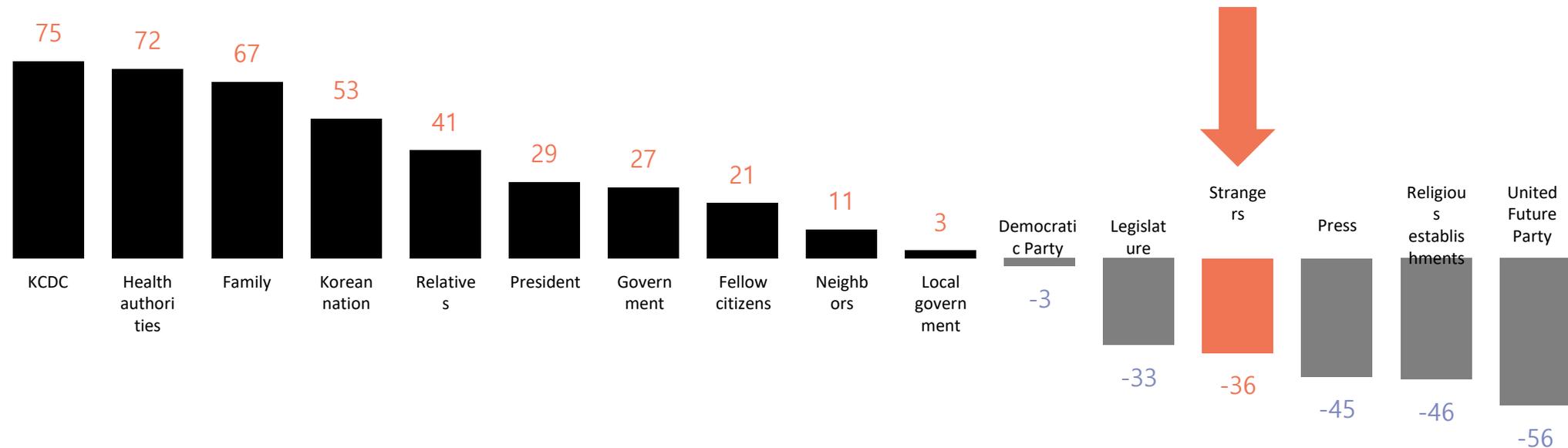
A comparison of different societies' performances on handling the Covid-19 pandemic revealed that societies with strong democratic citizenship and "horizontal individualists" fared significantly better.



SISA IN & KBS (May 2020):  
Poll on Likely Changes in the Post-Pandemic Korean Society

# PANDEMIC'S IMPACT ON SOCIAL TRUST

When asked whether they now trust various aspects of the Korean society more than before Covid-19, Koreans reported increased trust in many aspects, but their **trust in strangers has rather dropped**.



Korea has been a low-trust society, coming in the fifth\* from the bottom in terms of social capital and scoring the lowest\*\* in terms of social networks among OECD member states.

\*Organisation for Economic Cooperation and Development (2017); \*\* World Values Survey (2012~2014)

Social trust is an essential element of the intangible social capital that sustains societies.

**The Covid-19 crisis has set back Koreans' trust in strangers, an important part of social trust.**

# NEW OPPORTUNITY IN EMBOLDENED SENSE OF CIVIC CAPABILITY, NEW CHALLENGE IN INCREASED DISTRUST OF STRANGERS

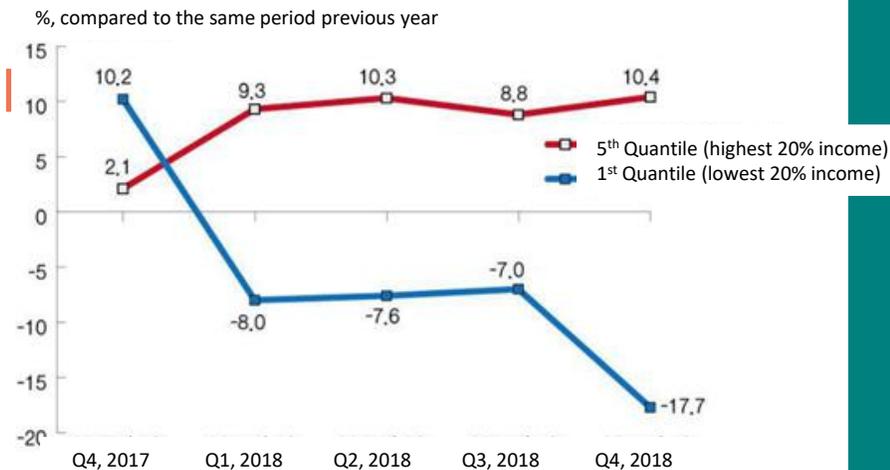
The pandemic is expected to accelerate the growth of already steep social, economic and environmental inequalities in the New Normal age.

⇒ Participation of responsible and confident citizens must be increased in the social economy.

⇒ Increase **social capital** through social economy activities at the local level to improve social trust.

⇒ Establish systems for the **local circular economy** to promote the creation of sustainable socioeconomic ecosystems at the local level.

⇒ Find **a scale-of-economy strategy** to expand the social economy and its potential to convert crises into new opportunities.



# THE STATE OF SSE OF SEOUL CITY AND THE DAMAGES CAUSED BY COVID-19



4,834

No. of Social Enterprises

(as of end of 2019)



1 Million

SSE Population

SSEC



136.9 Billion KRW  
(= 135 Million USD)

Socially Responsible  
Procurement Market

SSEC

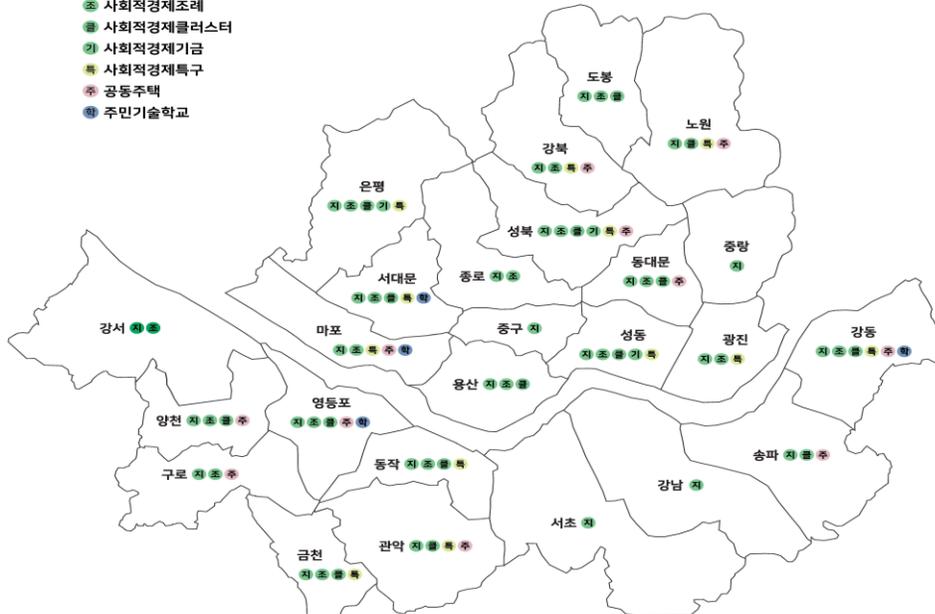
## Trends of Sales Reduction due to COVID-19 compared to the same period in last year

- Responding Period: 2020. 3. 3 ~ 3. 7
  - 10~30% reduction 12%
  - 30~50% reduction 16%
  - 50% + reduction 72%
- No. of Enterprises responded: 179 Enterprises

## State of SSE Networks in 서울특별시 Seoul Metropolitan City 사회적경제 네트워크 현황

- SSE Support Center
- SSE Ordinances
- SSE Clusters
- SSE Funds
- SSE Specialized Districts
- Shared Houses
- Villagers Vocational Schools

- 사회적경제지원센터
- 사회적경제조례
- 사회적경제클러스터
- 사회적경제기금
- 사회적경제특구
- 공동주택
- 주민기술학교



## Business sectors with more than 50% of sales reduction

- Culture/Arts 100%
- Conventions/Exhibitions 93%
- Tourism/Lodging 86%
- Education Services 82%
- Constructions/repair 75%
- Restaurants 70%
- Manufacturing business 65%
- Others 65%
- Wholesales and retail sales 58%
- Social Welfare Services 14%

## The types of support that they wanted to receive from Seoul Metropolitan Government against COVID-19

- Financial Support 53%
- Public Sales(channel)Support 13%
- Provision of sanitary items 9%
- Private sales (channel) Support 8%
- Support for online business launch 8%
- Network support with other businesses 6%
- others 3%



ENABLE CITIZENS TO MANAGE  
LOCAL EVERYDAY LIVING IN  
TRUST IN EACH OTHER, AND  
EXPAND THOSE EFFORTS INTO A  
SUSTAINABLE CIVIC  
ECONOMY!

Everyday life,  
everyday  
economy

Impact  
economy for  
local issues

Sustainable  
civic  
economy

The crisis has commenced the great transition toward converting challenges into opportunities!



# TOWARD A SCALE OF SOCIAL ECONOMY

## Policy Aim 1: Everyday Life, Everyday Economy



Strengthen the everyday security net for citizens in Seoul.

- Social Economy 2.0 Action Plan to be completed by citizens
- Seoul Everyday Tax Credits to help improve financial security for ordinary households
- “Everyday Solution Businesses” solving everyday problems

## Policy Aim 2: Impact Economy for Local Issues



Strengthen the social security net by improving capabilities for responding to social challenges.

- Greater inclusion of small businesses into the social economy
- “Social Streets” for shared ownership
- “New Deal for Social Economy” as the approach to overcoming crises
- “Social Clusters” to help social economies achieve a scale of economy

## Policy Aim 3: Sustainable Civic Economy



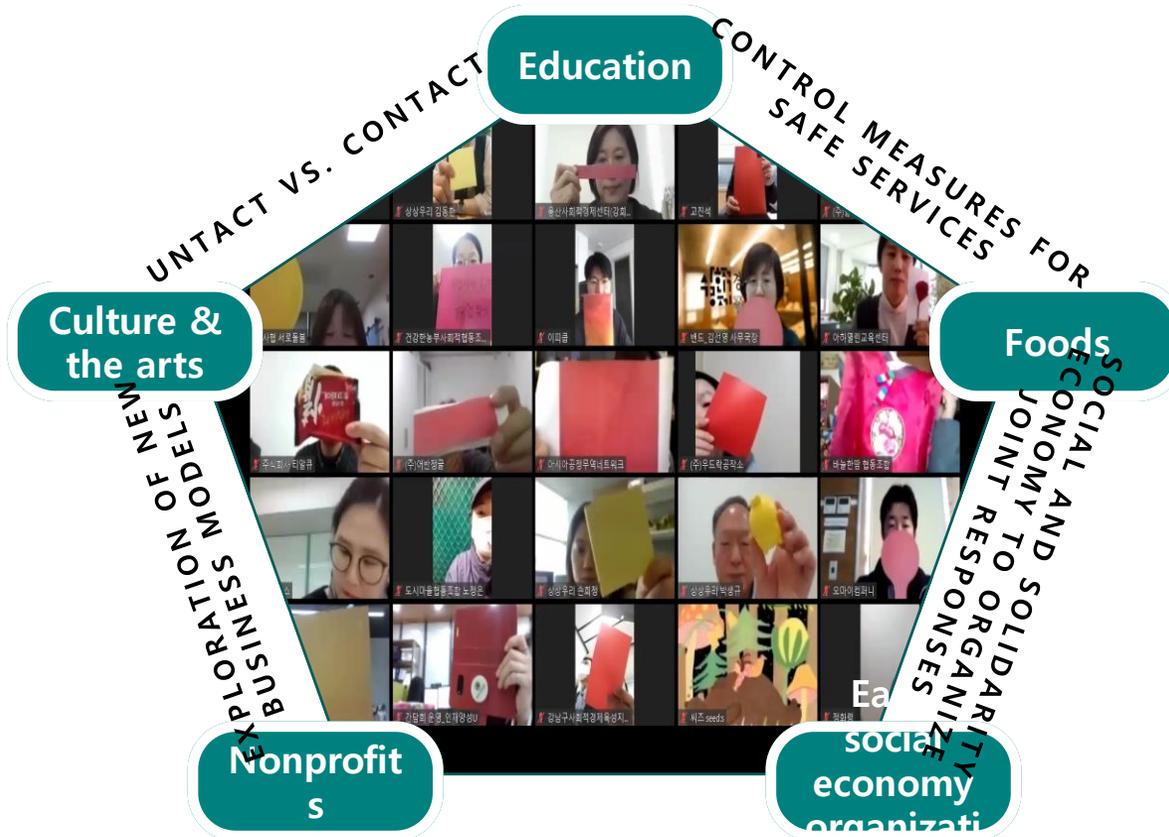
Secure a future security net to keep the civic economy sustainable.

- Support for the development of future generation leadership for the social economy
- “Seoul Locality,” the brand of a policy network promoting partnership between local communities



# SOCIAL SOLUTION SCHOOL

Actors of the social economy take leadership over handling the pandemic.



## ONLINE CONFERENCE IN SEARCH OF SOLUTIONS TO PANDEMIC

- The online meetings for social economy organizations began on April 21.
- Small-group online meetings continue to take place to enable parties to share concerns and look for solutions together.
- Meetings have been held for nonprofit organizations (May 18), culture and the arts (May 20), education (May 22), early-phase social economy organizations (May 25), foods (May 27), and tourism (June 5).
- The small-group online meetings of social economy actors will continue to address other various topics as well, including public event planning and care services.

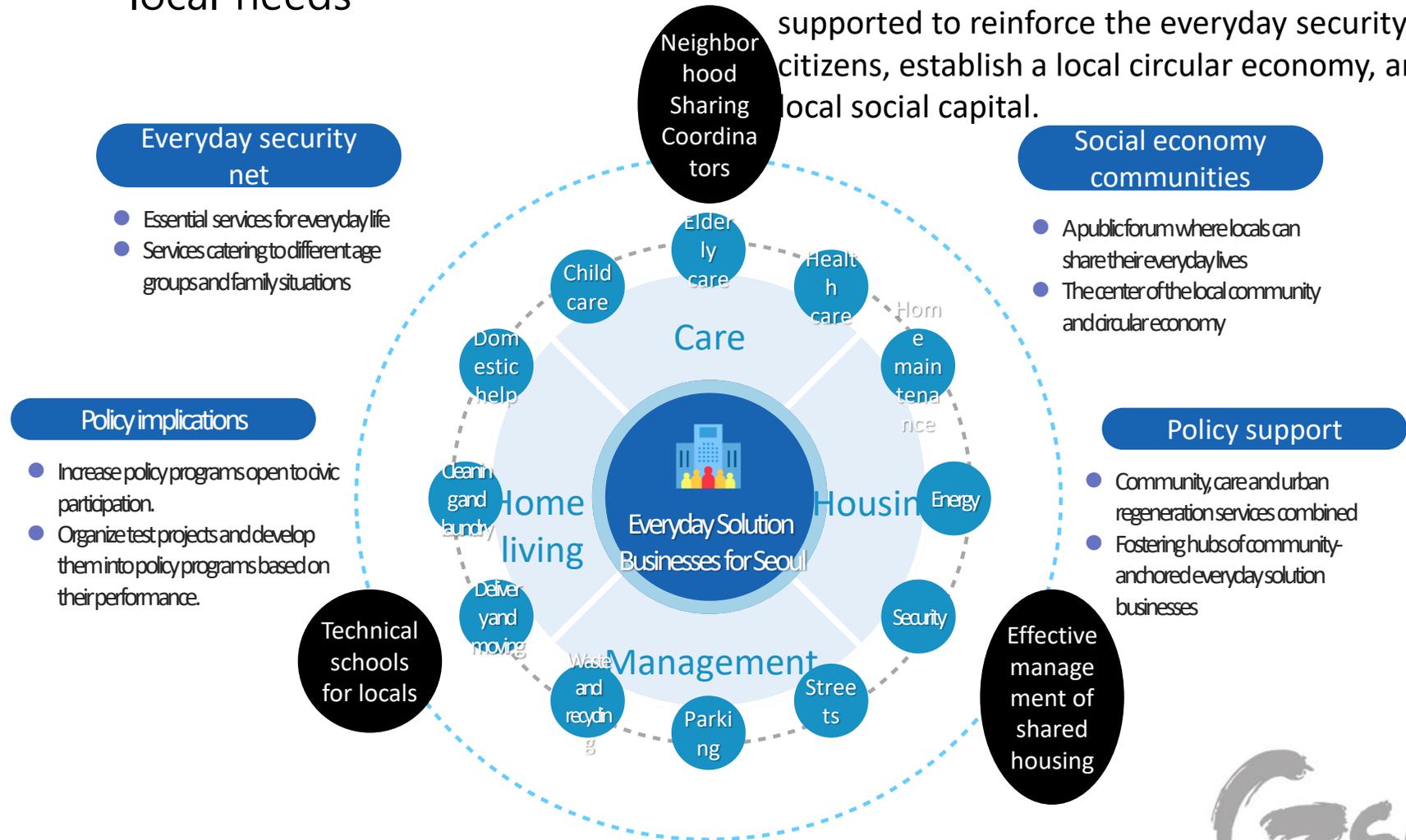
## EXPLORING POLICY RESPONSES BASED ON ACTUAL NEEDS

- Emergency loans should be made promptly available in a crisis. (Exclusive channels of communication should be set up for social economy)
- Policy support is needed to keep people in employment, rather than driving them out of work.
- Online content should be developed in response to the untact trend. (Integrated platforms providing both merchandise and services are needed)
- Businesses need to develop and enforce their own safety and control measures to ensure the safety of their services.
- Mutual aid funds should be set up and management evaluations provided to prepare businesses for crises.
- Policy support programs should be diversified. (Eg, joint production of containers for food delivery services, infrastructure development fund for early phase businesses, etc.)

# INNOVATION IN LOCAL PROBLEM-SOLVING

New services catering closely to everyday local needs

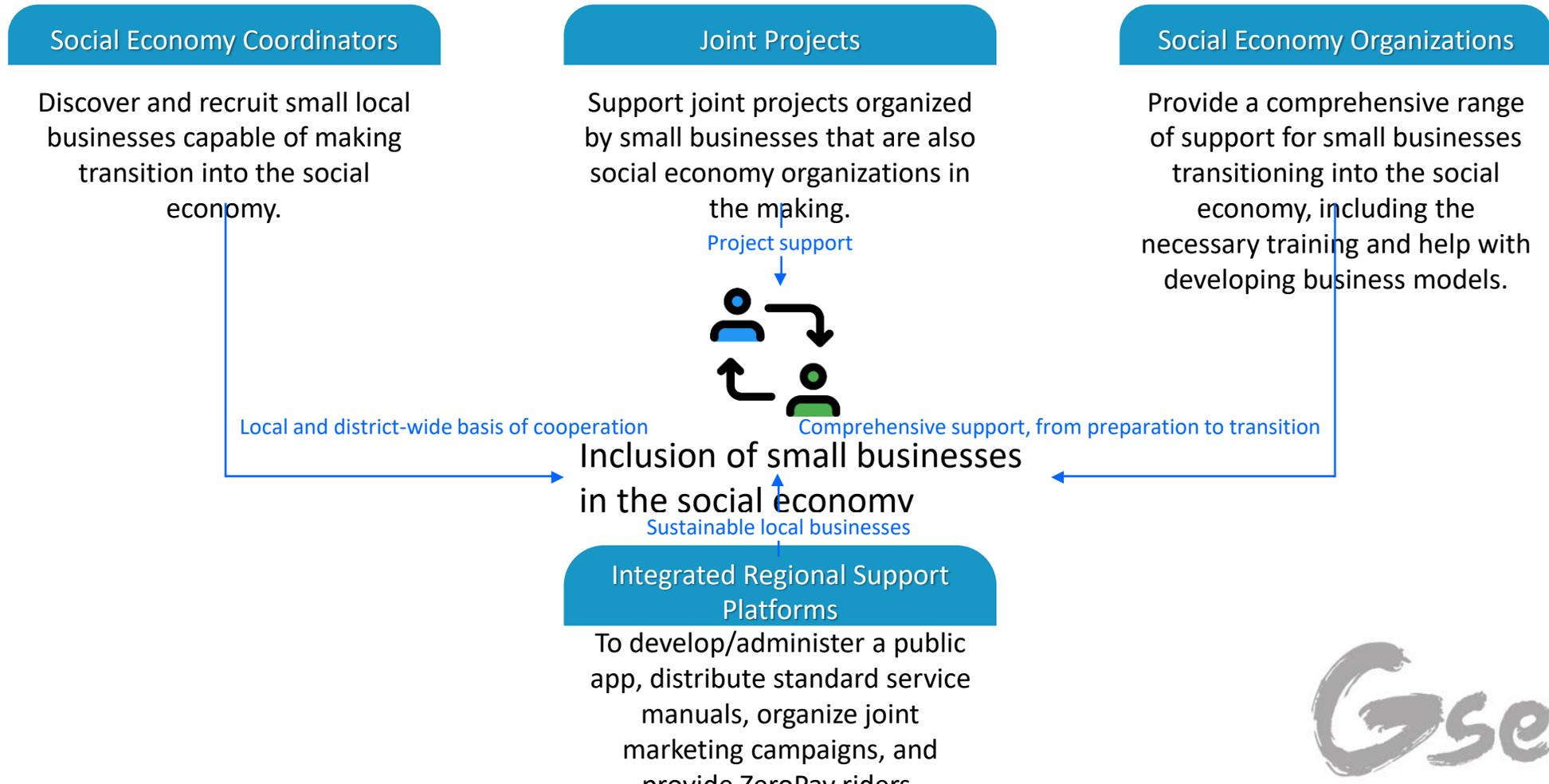
Everyday solution businesses providing a wide range of services catering to local needs, in housing, care, food, education and other areas, should be created and supported to reinforce the everyday security net for citizens, establish a local circular economy, and increase local social capital.



# TRANSFORMATION OF MOM-AND-POP STORES

Local businesses, consumers and social economy working together!

To keep mom-and-pop stores alive and thriving against the threats of the pandemic and corporate monopolization, facilitate local small businesses' entry into the social economy, and help them grow into leaders through regional integrated support platforms.



# KEEPING AND CREATING JOBS

Sustaining communities and businesses

Create jobs in diverse areas of the social economy to help both communities and businesses overcome the employment crisis due to the pandemic and provide local solutions for local needs.

## Communities

Identify and provide fitting local jobs for young people (including the New Deal for Social Economy jobs for surveying local resources) and help them begin the process of building wealth.

- “Local Community Resource Survey”: A policy project for gathering data on available local resources for the social economy across 10 self-governing districts in Seoul; a potential employer and also intended to help social economy actors develop everyday services and business models.
- This project is intended as part of preparations for fostering “everyday solution businesses.” The project will develop a test social economy database and analyze the data to help determine measures for the centralized management of social economy data on a larger scale.

## Businesses

Employment subsidies for businesses to create new jobs and maintain existing ones

- Policy finance is needed to alleviate burdens on businesses and employers, and thereby enable them to create/maintain jobs during the pandemic.
- Social economy actors with strong determination for financial self-sufficiency should be prioritized as recipients of new post-pandemic employment subsidies so that they and the new jobs they create can become more sustainable.

# WIN-WIN RESULTS FOR SEOUL AND LOCAL COMMUNITIES

A way to organize partnership nationwide

The Covid-19 pandemic has revealed the importance of community-based production and consumption as well as partnership between cities and producer communities. The "Seoul Locality" network can help Seoul form effective partnerships with rural producers nationwide.

- The "Seoul Locality" network (\*the name may change) can expand the reach of Seoul's social economy nationwide by connecting the city to other communities, facilitating the movement of resources from one community to another, and helping social economy actors, nonprofit organizations, activists and citizens to organize their cooperation more effectively.



The new platform will feature a distribution support center that organizes the distribution of products and services from producers in Seoul and elsewhere in Korea, and thereby helps producers and businesses overcome the financial and economic crises they face.

**THANK YOU**



# CHALLENGES AND STRATEGIES OF SSE IN TIMES OF COVID-19 CRISIS – HONG KONG

**Anthony Wong**



**BUSINESS DIRECTOR, THE HONG KONG  
COUNCIL OF SOCIAL SERVICE, HONG KONG,  
CHINA**

English,: Please choose “Off” in the channel 한국어: “Korean ”를 선택하십시오. 中文: 請選擇” Chinese”

# CHALLENGES CURRENTLY FACED BY SSE BECAUSE OF COVID-19

- Not (at least not just) money or funding, but more importantly financing.
- Work Integrated SE (WISE) suffers most.
- Structural isolation or disconnection. Not that SSE/stakeholders don't know each other, but that no one works at a global level / scale to solicit help when “government” is no longer trusted.

# PROPOSALS TO GOVERNMENT

- Immediate cash assistance to meet cash flow challenges of SSE
- Incentivize Intermediary platforms, centrally, locally and community level
- Division of labor:
  - Market-based goods and services, let civil society do.
  - Rule-based affairs, government should regulate by relaxing or restraining.
  - And traditional business sector being the most disrupting. Should do to exchange good reputation.
- Flexibility and fast

# CO-CREATION BY GOVERNMENT AND SSE

- Jobs
- Relief strategy
- Fast track funding support
- Institutional response: Service and operation guidelines. Dos and don'ts

# STRATEGIES BY SSE

- Problems and needs discursively observed, informed and identified.
  - Different parties (government, SSE, businesses, other community groups) observed and identified different needs, and responded by themselves.
  - For needs which couldn't be responded individually, channeled or voiced out incessantly by talking with different people, making these needs visible for different parties to work together.
- Bottom-up ideation/initiation by individuals / SSEs, but returning to an approach of collectivity
  - Collective voice
  - Intermediary platform as civil society facilitators
- Deinstitutionalizing the institutionalized culture and practices

**THANK YOU**



# Q&A

Please leave your questions in Q&A session

Audio Settings ^



Chat



Raise Hand



Q&A

Leave Meeting

Reminder for upcoming sessions in English:

– **30 June (2<sup>nd</sup> round)**

Recovery and Development of Decent Work  
through SSE

– **21 July (3<sup>rd</sup> round)**

Power of Community: SSE and Financial Systems  
to Fight against the COVID-19 Crisis

The 2nd round of webinar  
In French (16 June)

In Spanish (24 June)



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90 MINS



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