GSEF WEBINAR SERIES

1ST ROUND
CHALLENGES AND STRATEGIES
OF SSE IN TIMES OF COVID-19 CRISIS

9 JUNE 2020
MODERATOR

LAURENCE KWARK
SECRETARY GENERAL
GLOBAL SOCIAL ECONOMY FORUM (GSEF)

English: Please choose "English in the channel"
한국어: "Korean"를 선택하십시오.
中文: 請關掉傳譯功能
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, eThekwini Municipality, South Africa

Cho Ju Yeon, CEO, Seoul Social Economy Centre, South Korea

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

Remarks of the seminar today
• 5 presentation + 1 Q&A Session

Please mute your video to avoid any background noise during the session

• 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
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.

Please mute the original audio.

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When the speaker is using Chinese/Korean, you can turn on the interpretation.

When the speaker is using English, you can turn off the interpretation.
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

演讲人：
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“中国社企认证”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，在社企领域社企发展起到了实质性推动作用，也是社企行业生态建设的建设者和推动者。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、北京壹方公益基金会、深圳市慈展会发展中心、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.
善见未来 - 社企在中国

Good at Seeing the Future - Social Enterprises in China

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

- 2004-2014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. 政府推动公共政策并实践
     3. 服务平台完善与成熟
     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 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需求
  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：更高效的关注度，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

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

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.

经济价值创造 Economic value creation

社会企业在经济价值创造过程符合商业逻辑，在整合社会资源方面具备独特性和难度

Social enterprises are in line with business logic in the process of economic value creation, and have uniqueness and difficulty in integrating social resources.

社会价值创造 Social value creation

始于社会使命，超越使命，通过清晰的利益相关识别与价值链接，在过程中实现共享

Start with a social mission, go beyond the mission, and realize sharing in the process through clear interest-related identification and value links.

环境价值影响 Environmental value impact

向国际、行业、商业企业学习可持续战略，社企标准环境友好型，生态环保类社企是领域中重要部分

Learn sustainable strategies from international, industrial, and commercial enterprises. Environmentally friendliness and eco-environmental protection are essential parts in social enterprises criteria.
Go to Seeing the Future - The development of social enterprises in China

<table>
<thead>
<tr>
<th>共性</th>
<th>个性</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonality: Does not involve high-consumption and high-income groups, negative environmentalists, mainstream business industry, unsustainable environment, non-gender equity.</td>
<td>Personality: Share the value of stakeholders with specific groups and environments.</td>
</tr>
</tbody>
</table>

### 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

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### 个性：在利益相关方价值共享给特定群体与环境

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### 特定人群利益相关方

**Stakeholders of specific groups**


### 16领域+14类特定人群

16 areas + 14 specific groups

**金字塔中低层**

16 areas + 14 specific groups

**Middle-low level of pyramid**

**CST思研院**

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无障碍领域
- Accessible field
- 养老保障
- Eldly security
- 住房居住改善
- Housing improvement
- 文化体育与艺术
- Culture, Sports and Art
- 生产制造业
- Manufacturing
- 普惠金融
- Inclusive finance
- 社区经济
- Community economy
- 科技创新
- Technological innovation
- 医疗健康
- medical & health
- 就业促进与技能
- Employment promotion and skills
- 食品与生命安全
- Food and Life Safety
- 社会支持服务
- Social support service
- 绿色经济与生态环保
- Green Economy & Eco-environmental protection
- 农牧业与乡村发展
- Agriculture, animal husbandry & rural development
- 教育与培训
- Education & training
- 其他领域
- Other areas

### 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

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

- 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

- 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需求
  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.

- 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

In Pandemic We See

- 中国青年的韧性和社会责任担当
  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

<table>
<thead>
<tr>
<th>中国社会企业抗疫行动 (N=45)</th>
<th>CST思研院  China's Social Enterprises Anti-pandemic actions (N=45)</th>
</tr>
</thead>
<tbody>
<tr>
<td>疫情防控宣传</td>
<td>Anti- pandemic promotion</td>
</tr>
<tr>
<td>线上服务</td>
<td>Online service</td>
</tr>
<tr>
<td>物资捐赠</td>
<td>Supply Donation</td>
</tr>
<tr>
<td>提供线上课程服务（免费）</td>
<td>Provide online courses (free)</td>
</tr>
<tr>
<td>心理支持</td>
<td>Psychological support</td>
</tr>
<tr>
<td>疫情社区排查</td>
<td>Pandemic community investigation</td>
</tr>
<tr>
<td>特殊群体服务</td>
<td>Service for Underprivileged groups</td>
</tr>
<tr>
<td>电话咨询</td>
<td>Telephone enquiry</td>
</tr>
<tr>
<td>志愿服务</td>
<td>Voluntary service</td>
</tr>
<tr>
<td>物资分发</td>
<td>Supply distribution</td>
</tr>
<tr>
<td>其他</td>
<td>Others</td>
</tr>
<tr>
<td>资源对接</td>
<td>Resource matching</td>
</tr>
<tr>
<td>企业人力投入支持防疫工作</td>
<td>Ask for supply donation matching</td>
</tr>
<tr>
<td>积极采购或生产防疫用品并捐赠</td>
<td>Purchasing or producing anti-pandemic supplies &amp; donation</td>
</tr>
<tr>
<td>防疫消杀</td>
<td>Sterilization</td>
</tr>
<tr>
<td>兼顾防疫用品并以合理价格销售</td>
<td>Company devotes human power for anti-pandemic work</td>
</tr>
<tr>
<td>隔离人员物资采购</td>
<td>Purchasing supplies for the quarantined people</td>
</tr>
<tr>
<td>人群照护和服务</td>
<td>Crowd care and service</td>
</tr>
<tr>
<td>为社区居民提供接送出行服务</td>
<td>Provide transportation service for community residents</td>
</tr>
<tr>
<td>提供医护人员上下班志愿服务</td>
<td>Provide transportation service for medical staff</td>
</tr>
<tr>
<td>积极生产防疫用品</td>
<td>Actively produce anti-pandemic products</td>
</tr>
</tbody>
</table>

- 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、外地务工人员、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.
善见未来-疫情下的中国社企
Good at Seeing the Future - China's Social Enterprises in Pandemic

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)

<table>
<thead>
<tr>
<th>政府部门加大对社会企业的支持或采购</th>
<th>现有股东提供资金</th>
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<tbody>
<tr>
<td>政府部门加大对社会企业的支持或采购</td>
<td>现有股东提供资金</td>
</tr>
<tr>
<td>- Government increase SE support/purchase</td>
<td>- Curreyt shareholders provide money</td>
</tr>
<tr>
<td>- More orders obtained</td>
<td>- Loan</td>
</tr>
<tr>
<td>- Special social security/housing fund return or 60.0% delay</td>
<td>- Lay off / Cut salary</td>
</tr>
<tr>
<td>- Specialized tax return</td>
<td>- Adopt new shareholder</td>
</tr>
<tr>
<td>- Reasonable credit loan</td>
<td>- Delay payment</td>
</tr>
<tr>
<td>- Professional support including techniques and models</td>
<td>- Close business</td>
</tr>
<tr>
<td>25.5% Professional consultancy service needed</td>
<td>- Private lending</td>
</tr>
<tr>
<td>7.3% Others</td>
<td>- Reduce order or break contract</td>
</tr>
<tr>
<td>61.8%</td>
<td>27.3%</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>受困难影响主要体现在哪些方面？Aspects impacted by pandemic (N=48)</th>
<th>预计订单、收入减少</th>
</tr>
</thead>
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<tr>
<td>受困难影响主要体现在哪些方面？Aspects impacted by pandemic (N=48)</td>
<td>预计订单、收入减少</td>
</tr>
<tr>
<td>- Expected to have less order, fewer income</td>
<td>- Expected to have less order, fewer income</td>
</tr>
<tr>
<td>- Uncertain of reopening time</td>
<td>- Uncertain of reopening time</td>
</tr>
<tr>
<td>- Cash flow low, might break off</td>
<td>- Cash flow low, might break off</td>
</tr>
<tr>
<td>- Staff members not available or quit</td>
<td>- Staff members not available or quit</td>
</tr>
<tr>
<td>- Others</td>
<td>- Others</td>
</tr>
<tr>
<td>68.8%</td>
<td>66.7%</td>
</tr>
<tr>
<td>58.3%</td>
<td>52.1%</td>
</tr>
<tr>
<td>16.7%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>企业文化的夯实，员工更加团结</th>
</tr>
</thead>
<tbody>
<tr>
<td>企业文化的夯实，员工更加团结</td>
</tr>
<tr>
<td>- Strengthen company culture, unite staff members</td>
</tr>
<tr>
<td>- Company gets future new development direction</td>
</tr>
<tr>
<td>- Gain more attention and trust</td>
</tr>
<tr>
<td>- Gain more resources (protectional orders, service purchases incl.)</td>
</tr>
<tr>
<td>- Others</td>
</tr>
</tbody>
</table>

- Strengthen company culture, unite staff members 51.2%
- Company gets future new development direction 51.2%
- Gain more attention and trust 51.2%
- Gain more resources (protectional orders, service purchases incl.) 29.3%
- Others 12.2%

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善见未来-中国社企的未来
Good at Seeing the Future - Future of China's Social Enterprises

- **区域影响力**
- **领域影响力**
- **国际影响力**
- **绿色影响力**

- **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 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**
  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**

English: Please choose “English in the channel”
한국어: "Korean"를 선택하십시오.
中文: 請關掉傳譯功能
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 30Mbits/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/
  o 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;
  o support the long-term transfer of assets, for example unused council buildings or land, from the Local Authorities that comprise the LCR Combined Authority
  o 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/lcrcares/

#LCRCares
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 (eThekwini Municipality)

• Responsible for managing and driving entrepreneurial programmes in the regions of EThekwini 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 eThekwini Municipality. I have successfully developed and implemented the first Co-operatives Development Strategy of the EThekwini 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 EThekwini 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

Strategic pillar 1
To increase non-financial support services

Strategic pillar 2
Creating demand for co-operatives products & services

Strategic pillar 3
To improve the sustainability of co-operatives

Strategic pillar 4
To increase financial support services to co-operatives

- Soft skills & Hard Skills
  Ongoing Trainings, Seminars and Workshops & Conferences.

- Participation in the Local and International access to markets platforms and creating procurement opportunities. Access to the local retail markets.

- Incubation / Mentorship Programme
  Monitoring and Evaluation.

- Deal packaging, Incentives, grants and soft loans.
  Generation of wealth amongst co-operatives (Coop Banks) (Value Chain), Stakeholder Participation.
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)
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 community bakery programme aimed at building the capacity and empowering 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

✓ eThekwini 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.
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-10 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.

<table>
<thead>
<tr>
<th>Authoritarian regimes</th>
<th>Collectivist regimes</th>
<th>Democratic citizenry</th>
<th>Horizontal individualists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low 29.59%</td>
<td>Low 29.06%</td>
<td>Low 28.27%</td>
<td></td>
</tr>
<tr>
<td>Middle 29.25%</td>
<td>Middle 29.28%</td>
<td>Middle 29.26%</td>
<td></td>
</tr>
<tr>
<td>High 29.28%</td>
<td>High 30.00%</td>
<td>High 30.59%</td>
<td></td>
</tr>
<tr>
<td>Conformist citizenry</td>
<td></td>
<td>Democratic citizenry</td>
<td></td>
</tr>
<tr>
<td>Low 28.93%</td>
<td></td>
<td>Low 28.41%</td>
<td></td>
</tr>
<tr>
<td>Middle 29.29%</td>
<td></td>
<td>Middle 29.35%</td>
<td></td>
</tr>
<tr>
<td>High 29.97%</td>
<td></td>
<td>High 30.0%</td>
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</tr>
</tbody>
</table>

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

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

- **Responding Period:** 2020. 3. 3 ~ 3. 7
- **No. of Enterprises responded:** 179 Enterprises

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>No. of Enterprises</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>100%</td>
<td>70%</td>
</tr>
<tr>
<td>Culture/Arts</td>
<td>100%</td>
<td>72%</td>
</tr>
<tr>
<td>Education Services</td>
<td>93%</td>
<td>82%</td>
</tr>
<tr>
<td>Social Welfare Services</td>
<td>72%</td>
<td>14%</td>
</tr>
<tr>
<td>Provisions of sanitary items</td>
<td>93%</td>
<td>9%</td>
</tr>
<tr>
<td>Private sales (channel)</td>
<td>72%</td>
<td>8%</td>
</tr>
</tbody>
</table>

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

- Culture/Arts 100%
- Conventions/Exhibitions 93%
- Education Services 82%
- Social Welfare Services 14%
- Provisions of sanitary items 9%
- Private sales (channel) Support 8%
- Support for online business launch 8%
- Network support with other businesses 6%
- Others 3%

#### The State of SSE Networks in Seoul Metropolitan City

- **No. of Social Enterprises:** 4,834 (as of end of 2019)
- **SSE Population:** 1 Million
- **Socially Responsible Procurement Market:** 136.9 Billion KRW (= 135 Million USD)

#### Seoul Metropolitan Government’s Support against COVID-19

- **Financial Support:** 53%
- **Public Sales (channel) Support:** 13%
- **Provision of sanitary items Support:** 9%
- **Private sales (channel) Support:** 8%

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**SSE Support Center**  
**SSE Ordnances**  
**SSE Clusters**  
**SSE Funds**  
**SSE Specialized Districts**  
**Shared Houses**  
**Villagers Vocational Schools**

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**THE STATE OF SSE OF SEOUL CITY AND THE DAMAGES CAUSED BY COVID-19**
ENABLE CITIZENS TO MANAGE LOCAL EVERYDAY LIVING IN TRUST IN EACH OTHER, AND EXPAND THOSE EFFORTS INTO A 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
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.

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. (E.g., joint production of containers for food delivery services, infrastructure development funds for early-phase businesses, etc.)
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.
Greater Inclusion of Small Businesses in the Social Economy

TRANSFORMATION OF MOM-AND-POP STORES
Local businesses, consumers and social economy working together!

Social Economy Coordinators
Discover and recruit small local businesses capable of making transition into the social economy.

Joint Projects
Support joint projects organized by small businesses that are also social economy organizations in the making.

Social Economy Organizations
Provide a comprehensive range of support for small businesses transitioning into the social economy, including the necessary training and help with developing business models.

Inclusion of small businesses in the social economy

Integrated Regional Support Platforms
To develop/administer a public app, distribute standard service manuals, organize joint marketing campaigns, and provide ZeroPay riders.

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.
“New Deal for the Social Economy”

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.

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.

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.
“Seoul Locality,” a Network for Local Sharing

WIN-WIN RESULTS FOR SEOUL AND LOCAL COMMUNITIES

A way to organize partnership 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.

Citizens and social economy actors in Seoul

Seoul Locality (connecting platform)

Local social economy actors and producers

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.

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.
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
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
Please leave your questions in Q&A session
Reminder for upcoming sessions in English:

– 30 June (2\textsuperscript{nd} round)
  Recovery and Development of Decent Work through SSE

– 21 July (3\textsuperscript{rd} 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)
WEBINAIRE

RELANCE ET CRÉATION D'EMPLOIS DÉCENTS À TRAVERS L'ÉCONOMIE SOCIALE ET SOLIDAIRE

MODÉRATION: LAURENCE KWARKE USÉ SÉRÉAIRE GÉNÉRALE, GSEF

MALIK GHEFRENE GIORGIC NSEILLÈRE SPECIALE RÉSEAU DES FEMMES ÉLUES LOCALES D'AFRIQUE (RETELA), CGLU AFRIQUE

DARA HUOTDIRECTEUR PHARE PERFORMING SOCIAL ENTERPRISE CAMBODGE

PATRICK KLEINC HEF D'ÉQUIPE - ÉCONOMIE SOCIALE DG MARCHÉ INTÉRIEUR, INDUSTRIE, ENTREPRENEURIAT ET PME COMMISSION EUROPÉENNE

KEVIN OSSAHDIRECTEUR EXÉCUTIF ORGANISATION DES JEUNES ENGAGÉS POUR LE DÉVELOPPEMENT DURABLE (OJEDD), TOGO

GIANTUCA SALVATORIDIRECTEUR, EURICSE

FATMATA SESAYCONSEILLÈRE RÉGIONALE EN POLITIQUES UN WOMEN AFRIQUE

MARDI, 16 JUIN 2020 | 13H00 (GMT)

90 MINS FRANÇAIS SHORTURLAT/JSVE

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