

**SOWK2203/ UGEC 2693**

**Lecture 3: Key Models of  
Social Entrepreneurship**

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# Outline

1. Social Enterprise
2. Social Business
3. Community Economic Development
4. Co-operative

# Social Enterprise (Au, 2015)

- SEs have been asked to undertake **a lot of tasks and fulfill a lot of expectations.**
- **Work Integration and Poverty Alleviation:** In addressing the unemployment problem of people with disabilities, the development of **work integration social enterprise (WISE)** first took off in 2001, even before most practitioners knew about the term and the concept of SE. The promotion of WISE has been regarded as an important policy tool for fighting poverty ever since.

# Social Innovation and Problem Solving

- As more and more practitioners came to embrace the idea of applying social innovations for addressing various previously intractable social problems, more and more SEs were created to address a broad range of social issues that go beyond employment creation and work integration.
- From ageing to food waste to environmental issues, SEs have been **summoned to provide the solutions.**

# Preferred Operators in Specific Policy Fields

- Because of the presumed superiority of SE in its ownership and governance arrangements, **in policy domains such as heritage conservation and environmental protection**
- SEs would also be created and called upon to undertake sizable heritage revitalization and green conservation projects **with income generating capabilities**, and very often with Government providing the start-up funding.

# Social Capital and Community Building

- A less-discussed and more indirect policy directive in driving the development of SEs is to **promote cross-sector cooperation for the creation of social capital.**
- Given the unique attribute of social entrepreneurship in **bringing together and combining different stakeholders** and community resources, the SE sector has been serving as a breeding ground for engendering cross-sector dialogues and community building

# Understanding the Value Creation Process of SE

- Our understanding of the value creation process of SEs is rather shallow and one-dimensional.
- Public sees work integration being a major function served by the SEs, but beyond the point of job creation for the disadvantaged, we do not have a good understanding of the many different ways social values are being produced by the SE sector.
- In the absence of a solid understanding on how the sector's value creation process has contributed to public problem-solving and community building, it would be difficult to formulate and evaluate any policy proposal for furthering the development of the SE sector.

# SE sector's brand identity and sector-wide brand-building

- SE sector's brand identity should in some way be connected with the plurality of values that are being produced by the different kinds of SEs currently in operation.
- ISE sector, despite its increasing complexity and diversity, should be able to articulate and communicate the sector's **shared values** to the wider public in any **sector-wide brand-building exercise**.
- However, how the SE sector could undertake such a brand-building exercise is uncertain and is open to debate and deliberation.



# Devising a commonly agreed definition of SE

- The sector has long debated the necessity and viability of coming up with a commonly agreed definition of SE. There have also been efforts within the SE sector to **develop registration or accreditation systems for certifying SE**.
- These would likely evolve around certain threshold criteria comprising multiple attributes and conditions (**e.g. social objectives, ownership forms, governance arrangements, etc.**), in what way and to what extent social value creation would be captured in the **SE definition/certification criteria** is an issue that would likely be very difficult to resolve.

# Specific legislation for facilitating the establishment of SEs

- To enact legislation to facilitate the formation of new categories of SEs with innovative ownership and governance arrangements.
- Whether it is legislation to create new legal form for SE (such as Community Interest Company (CIC) in the UK or the revision of old legislation to facilitate the formation of new SEs (e.g. the call to revise and update the Co-operative Societies Ordinance), the argument is that formal legal identity could greatly **enhance public recognition and acceptance of SEs.**

# Management of various funding schemes supporting SEs

- There are at least seven government funding schemes serving different policy objectives for which SEs, given their related social missions, are potentially eligible to apply.
- Some consider that the Government should coordinate the various funding schemes to propel the development of SEs.
- Some suggested that the Government should revamp or even consolidate the operation of some of these funding schemes.

# Funding schemes

- A related issue is about the eligibility criteria being adopted by these funding schemes for screening the fund applicants, which would effectively determine what kinds of applicant organisations would be given a chance to receive public funding to establish SEs.
- There are other views that these funding schemes are serving a variety of social missions, e.g. poverty alleviation, heritage conservation, environmental protection, etc. and not all of them are dedicated for SE development.

# The study



- A thorough investigation into the value creation process of different kinds of SEs currently operating in Hong Kong, the findings of which could allow us to work out a more holistic and consistent approach to address these important policy issues shaping the development of the local SE sector.

# Projection of future development

1. The next generation of WISE;
2. SEs addressing the bottom of pyramid (BOP) and shunned markets;
3. SEs adhering to the collaborative consumption/sharing economy movement;
4. SEs adhering to the broader social economy movement

# Contribute to social value creation

- The first three types of SEs find their ways to create social values through directly contributing towards **public problem-solving,**
- While the last category (SEs engaging in community economic development) would produce an additional layer of social value by way of engendering **social capital creation and community building and revitalization.**

# Value creation process

- In the former case, the SEs address previously unmet social needs through **introducing innovations in the production, distribution or consumption** realm of a specific SE's value creation process.
- In the latter case, the SEs bring together different stakeholder groups and community segments by way of redesigning and reconfiguring the production-distribution-consumption ties of the SE's economic value chain and henceforth allow for the **rediscovery of social relations behind economic activities.**



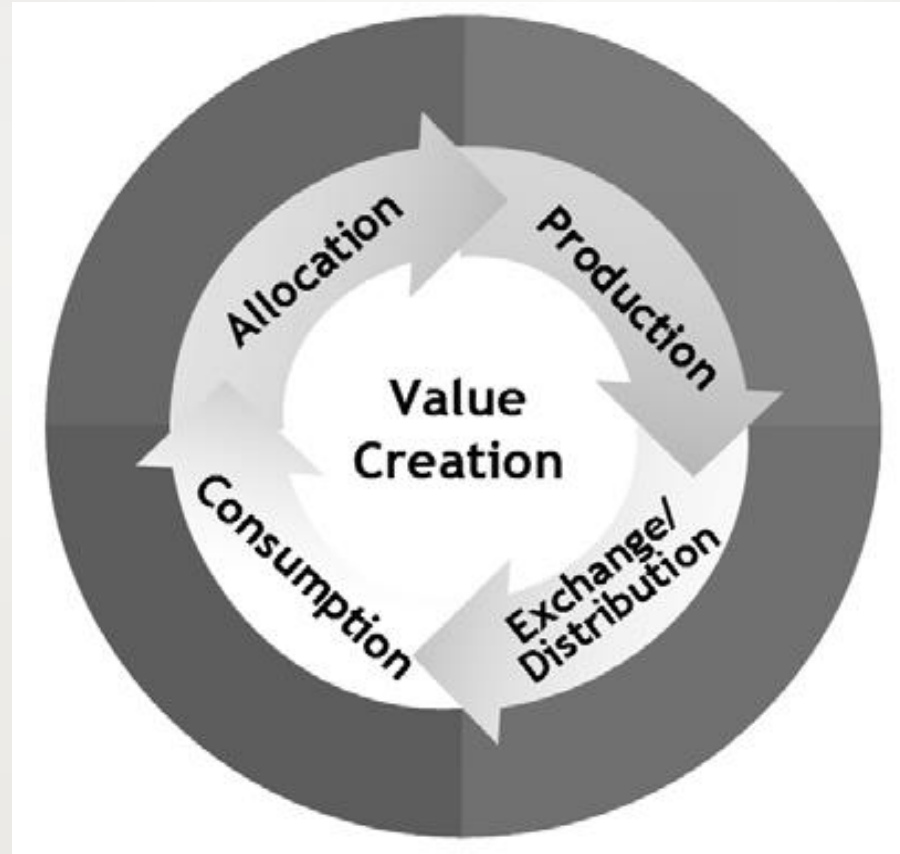
# Advancement of the SE movement in Hong Kong

- **Encouraging social innovation for public problem-solving**
- **Facilitating multi-stakeholder participation in SE development**
- are two themes that the Government should proactively pursue in its effort to support the advancement.

# Recommendations

- Building a more pluralistic SE sector could enhance the innovativeness and entrepreneurial capacity of the entire social entrepreneurship space. Thus, while the Government should build on its success and continue to promote WISE development, harnessing the creative energies of the new categories of SEs would be equally important.
- Through public education, policy and funding facilitation, the building of support organisations and one-stop shops, etc.) to entice the active participation of various community segments (small and medium enterprises (SMEs), youths, young and mid-age professionals, early retirees, etc.) in becoming active members of the SE sector

# Process of value creation



# *Production*

- By combining community resources and other factors of production in some creative ways (including underutilised human resources and other “hidden” community assets), many SEs work to create social values through the production process.
- Typical examples include WISEs that hire the disadvantaged people, green enterprises that recycle and reduce waste, and community-based SEs that seek to leverage existing community networks for generating economic benefits.
  - MentalCare Connect (MCC)
  - Fullness Salon
  - Happy Veggies

# *Consumption*

- To address a social problem is through the provision of products or services that directly serve the needy. In choosing to address a social problem through direct service delivery, these social entrepreneurs create or activate markets that do not exist in the past, and some even managed to transform existing markets.
  - Examples include SEs that aspire to provide useful and affordable services to the BOP market.
  - Senior Citizens Home Safety Association (SCHSA)
  - Diamond Cab
  - Light Be (Social Reality) Limited

# *Distribution*

- While basically a middle function linking production and consumption, distribution in fact plays a crucial role in value creation in many SEs given the quest to blend social needs with market opportunities has always been one of the biggest challenges for social entrepreneurs working to scale their impact.
  - Examples include the design of marketing and distribution channels that could help the SEs to reach their target consumers in the most effective manner (incl. middle class ethical consumers, specific disadvantaged groups, or ordinary consumers).

# *Surplus Allocation*

- More and more SEs in Hong Kong now manage to reach financial sustainability and many incur an operating surplus.
- For this selected group of SEs, in addition to creating social values through the enterprise processes of production, distribution and consumption, they could further produce social value by allocating their surplus revenue to support certain social causes.

# Surplus allocation

- Examples include SEs that apply their surplus revenue in supporting charitable work run by their sponsoring organisation, as well as CICs that spare a specified portion of the operating surplus for reinvestment into the SEs and henceforth perpetuate their social missions.



# *Value Creation across Multiple Domains*

- Many successful SEs would simultaneously create values across multiple domains.
- An SE would typically produce multiple layers of social values that go well beyond the enterprise's primary social objectives (i.e. the notion of "positive externality"), and oftentimes it would be futile/impossible to try to pin down every possible aspects of value creation to particular enterprise processes.
  - Dialogue in the Dark (DiD)
  - L Plus H Fashion Limited (L Plus H)

# *New Patterns of Community Engagement and Value Creation*

- In envisioning new patterns of production and/or service delivery, many SEs manage to bring together different stakeholder groups across multiple segments through redesigning the enterprise processes of production, distribution and consumption.
- By effecting the service reconfiguration, these SEs create an additional layer of social value by building social capital at the local community level. If this happens, value creation would again transcend different activity domains.
  - Ground Works of St. James' Settlement
  - The NAAC Alternative Human Resources Market (NAAC Alternative HR Market)

# *Value Creation vs. Value Appropriation*

- To fully comprehend the process of value creation in SEs, one needs to look beyond the value creation processes and to question and investigate how social values are being apportioned to the target beneficiaries as well as to other stakeholder groups.
- In other words, the discussion of social value creation would not be complete until we develop a broad picture as to who are the intended or unintended beneficiaries of a certain SE's activities, and if there are "spill-over" of social good to the wider community.



# Social Business

(Yunus, Moingeon & Lehmann-Ortega,  
2010)

# Social business vs. profit maximizing business

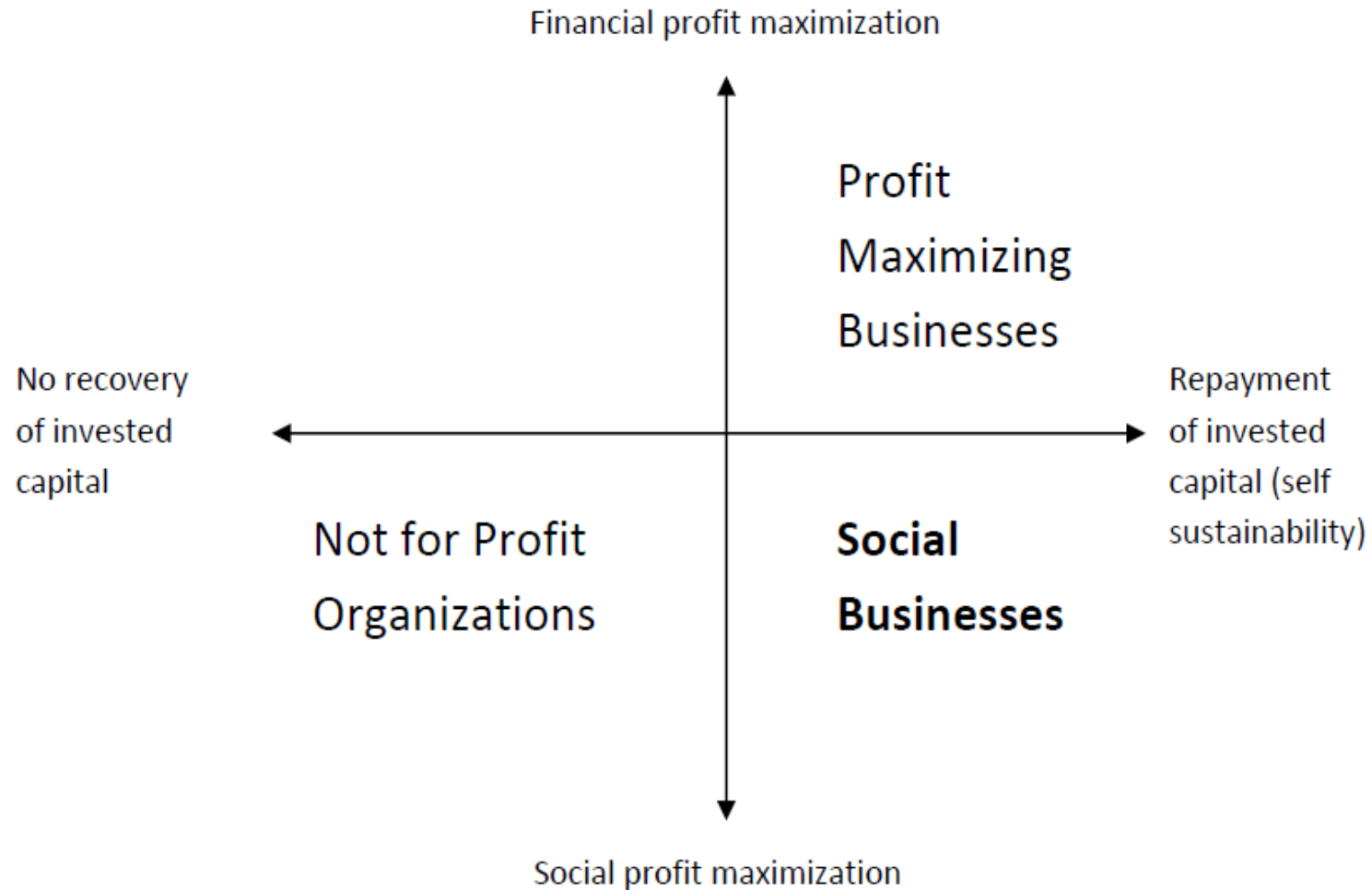


Figure 1 : Social business vs profit maximizing business and not for profit organizations

# Three components of a business model

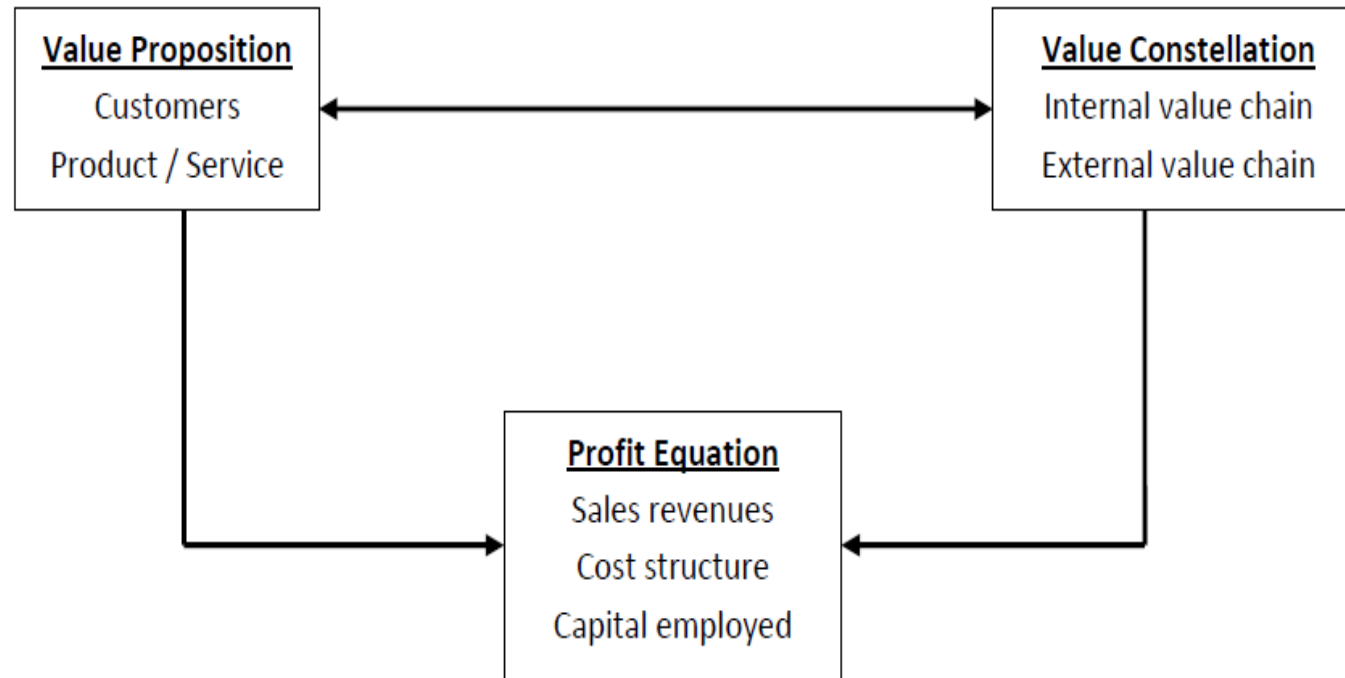


Figure 2 : The three components of a business model

	Challenging conventional wisdom		Partnership	Experimentation
	Basic assumption	New recipe		
Grameen Bank	Money cannot be lent to poor people at decent rates since they are not able to offer collateral	Being close to the lender involves a social pressure that ensures repayment	From 1983 to 1995, Grameen Bank relied on donor money	The project started in a village in 1976 with total loans of \$27 before being rolled out all over Bangladesh and other countries over the world
Grameen Phone	Buying power in developing countries is too low to build a profitable wireless network	Grameen Ladies own the phone, buy discounted air time in bulk and sell minutes on their own phone to users when needed	Telenor, the Norwegian incumbent	Grameen Phone extended the network step by step

<p>Grameen Veolia</p>	<p>In developed countries, water treatment factories with a high level of technology, recycling water and ensuring maximum water quality. Distributing water through taps located inside people's homes ; and sometimes, in emerging countries through public water fountains in villages</p>	<p>Construction of a much simplified water plant, recycling surface water. Prepaid card payment system. New distribution channel for isolated locations: rickshaws driven by "Grameen boys"</p>	<p>Veolia (French company), one of the global leaders in water services</p>	<p>Fine tuning of the model in Goalhari</p>
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<p>Grameen Danone</p>	<p>High end dairy products benefiting from a strong brand image supported by heavy marketing investments.</p> <p>The production is centralized in large factories, enabling high economies of scale.</p> <p>The products are shipped towards distribution platforms and mostly sold through food retailers</p>	<p>An easily available and affordable dairy product, developed to fulfill the nutritional needs of children in Bangladesh.</p> <p>Grameen Bank grants micro-loans to farmers to buy the cow needed to produce the milk locally; Milk is then transformed in a small factory, and distributed door-to-door by Grameen ladies</p>	<p>Danone, one of the world's leading healthy food companies</p>	<p>First plant in Bogra serving families within a 30 km radius</p>
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	<b>Danone's conventional business model</b>	<b>GDFL's business model</b>
Value proposition	<ul style="list-style-type: none"> <li>• High-end products</li> <li>• Emphasis on lifestyle</li> <li>• Strong brand name through advertisement</li> </ul>	<ul style="list-style-type: none"> <li>• Low price</li> <li>• Fulfillment of basic nutritional needs</li> <li>• Grameen Brand Image</li> </ul>
Value constellation	<ul style="list-style-type: none"> <li>• Centralized purchasing and production (economies of scale)</li> <li>• Logistics towards distribution platforms</li> <li>• Sales through food retailers</li> <li>• Storage by end consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Local supply of raw products</li> <li>• Local production</li> <li>• Direct door-to-door sales through Grameen Ladies</li> <li>• Limited storage by end consumers</li> </ul>

**Table 2 : Danone vs GDFL's business model components**

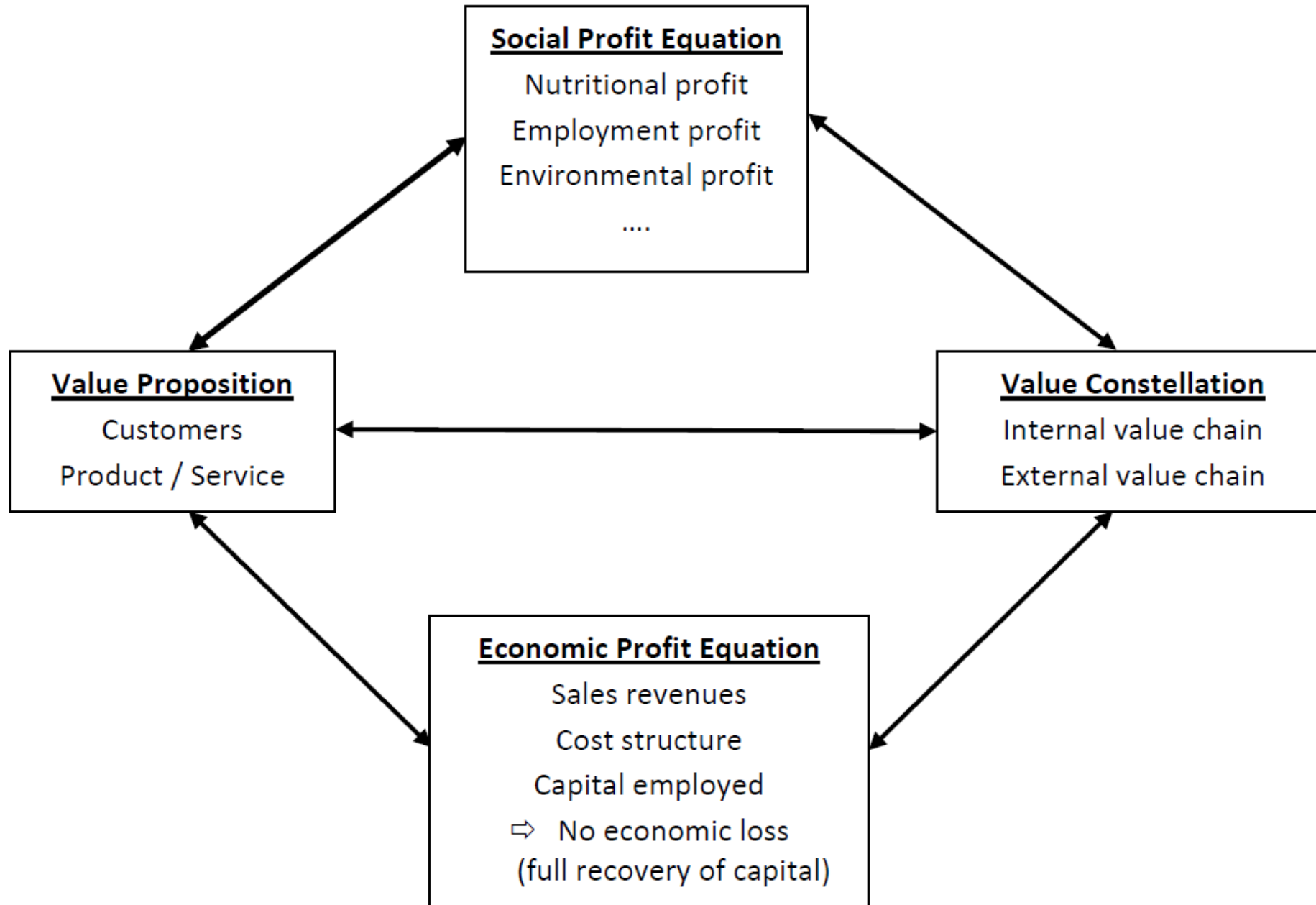



Figure 3 : The components of a social business model



社區經濟發展

(community economic development)

# 什麼是以人為本

- 「人」不是數字才是社會發展的中心，所有社會經濟發展應以發展人的福祉為目標；
- 「人」才是推動社會結構轉變的力量，只有人的主觀能動性才能令社會改變；
- 以人為本不單是以人的需要為出發點，更著重人可以選擇，可以掌握自己的命運，可以改變影響自己的社會結構。

# 什麼是社區為本？

- 社區成員對社區應有歸屬感、認同感、社區中人與人之間有連系與夥伴的關係
- 社區亦代表了人際關係的理想：緊密的交往、互相照顧、關懷、合作、支持及互相依存
- 社區為本不單是以社區的需要為出發點，更加是著重在過程中的「參與、充權與發展」；從以使社區朝向理想的社區改變

# 什麼是社會資本？

- 從個人或微觀的角度出發，社會資本是指個人透過與他人的社會聯繫（**social tie**）而獲得的經濟資源、資訊或機會。
- 從社會、團體組織或宏觀的角度出發，社會資本指一個社會或組織透過組織之間或社會中的規範、網絡與信任來促進集體行動去實現共同利益（Putnam, 1993）。

# 社會資本的作用

- Putnam (2000) 認為，一個人的社會資本可以從他/她所擁有的社群網路來描述和量度。
- 故此社會資本是指借助於所佔據的社會關係網絡而把握的資源、財富、資訊或機會。一個人的社會資本愈多，能動員的資源就愈多，在生活和工作上解決問題的能力就更強。
- 社會資本源自人際關係是集體性的，亦會因為人際關係的破壞而消失(Coleman, 1988)



# 社會資本弱化與貧窮

- Wilson (1987) 詳細分析失業問題嚴重如何令芝加哥市中的舊城區愈來愈破落，而成為貧民窟。
- Wilson 指出黑人貧民社區中的中產階級往郊區外移，令貧窮社區中缺乏傳播價值、模範、及資訊的組織。
- 失業人士及其家庭缺少收入，多依靠社會福利為生，所以並沒有多餘的開支去作閒暇及社會參與的活動，再加上少數族裔及弱勢社群所面對社會的歧視及排斥，令失業人士較難與其他社群接觸及聯絡，造成其處於封閉及同質的網絡中。
- 所以失業問題惡化與社會資本的弱化可理解為互為因果，變成惡性循環 (Rankin & Quane, 2000)。

## 強聯繫(strong tie)與弱聯繫(weak tie)

- 社會資本很多時不是靠強聯繫(strong tie)的動員，而是倚賴和較陌生的人建立聯繫及結連不同的弱聯繫(weak tie)的力量。
- 人不只與單一社會網絡有關，而會同時與多個社會網絡有聯繫。
- 參與社會的層面越多，那人就會有較多的弱聯繫網絡，而且這些網絡性質重複的機會就越小。

## 弱聯繫(weak tie)的重要性

- 網絡群越不重複，可獲取的資訊和資源也較多樣化，故此那人擁有越高的解決問題能力。
- Granovetter (1981)指出由僱員介紹會更可靠而不重覆網絡的弱聯繫(weak ties)，在介紹工作比同質的強聯繫來得更重要。
- 失業人士的社會資本的弱化，令他們與在職人士的社會聯繫減少，因而亦令他們難於進入勞動力市場。

# 弱勢社群的社會孤立

- Paugam (1999)根據法國的經驗指出則指出貧窮人士被迫生活於孤立之中。
- 窮人為了嘗試掩蓋本身的不幸，對於那些可能接近他們的人保持較疏遠的關係。他們令人羞恥的生活狀況令他們認為自己並不屬於任何的階級。
- Paugam 指出法國的失業人士很多時對於直接家人之外的親屬都會保持疏遠的關係。而職業生涯愈不穩定，家庭關係可能就根本不存在。
- 男性比女性對這孤立的現象更敏感以及更易於內化。這解釋了現時廣泛存在於高失業率的社區中的社會網絡解體的現象。

## 香港社會資本的弱化：工作間的消失

- 黃洪及李劍明(2001)對邊緣勞工的質性研究
- 八十年代中期，香港出現經濟轉型和去工業化、導至行業性網絡弱化。
- 失去經濟活動意味著工作間不復存在，再不能提供原有的聚集功能，使網絡逐漸瓦解或因資訊及資源萎縮而失去其支援能力。
- 當整個行業受到打擊時，同質的網絡原本可以發揮互相支援的作用亦弱化。在行業不景時，成員資訊和資源一同縮減，大大弱化透過網絡集體地解決個別成員問題的能力，亦即是面對社會資本的消失。

## 香港社會資本的弱化：社區/生活空間的消失

- 政府新市鎮的城市規劃政策及市區重建政策，令舊區土地成為賺錢的商品，
- 舊區空間的變遷既改變了原來舊區的經濟活動，亦瓦解了勞工過去在原區建立多年的生活及工作網絡，令他們的生存空間愈來愈少。
- 大型連鎖店及超級市場的興起亦威脅非正規經濟的生存。
- 貧窮人士社會資本累積所依托的舊市區空間以及非正規經濟的活動受到嚴重的擠壓，面對雙重的打擊。

## 香港社會資本的弱化：家庭社會資本的消失

- 在缺乏物質及人力資本下，家庭社會資本成為貧窮人士的唯一倚靠。
- 不少貧窮人士就是靠家庭社會資本來維持生活。
- 但家庭核心化、單親家庭的增加令家庭網絡弱化亦把貧窮人士最後所能倚靠的家庭社會資本削弱。

# 不同層面的社會資本

Saegert, Thompson and Warren (2001)

- 在社區內建造**連結/內部社會資本(bonding social capital)**.
  - 在社區內強大的社會連結及有效的組織可以窮人發展其能力用來對抗貧窮;
- 在社區之間培育**橋樑/橫向社會資本(bridging social capital)**.
  - 在不同社區之間建造信任及合作，可以強化整體社會的社會脈絡，令社會有共識對抗貧窮
- 與社區之外的金融及公共機構加強聯繫, 建造**聯繫/縱向社會資本linkage social capital**.
  - 由於被主流經濟及政治組織的忽視，貧窮社區的社會資產可以並未有效發揮，所以社區內的組織需與企業以及政府組織協作, 產生協同效應。



# 什麼是社區經濟發展 (Community Economic Development)?

- 在經濟全球化的影響下，資本不斷流動，面對資本外移及剝削增加，貧窮問題日益嚴重。
- 無論是先進國家的城市，還是第三世界的農村，均會面對貧窮、失業、環境、及投資下降等等問題。
- 近年在不少國家，包括加拿大、美國、英國等先進國家，以及孟加拉、印度等第三世界國家，均嘗試用「社區經濟發展」(Community Economic Development)的方法，來解決上述的惡性循環。

# 「社區經濟發展」

- 過程

- 以社區為本，自下以上的參與及動員，
- 發揮區內居民擁有未受市場利用的才能、技術與經驗，來服務其他社群中的成員。

- 目的

- 改善生活質素
- 重獲生活的意義及尊嚴

# 「社區經濟發展」

- 方法
  - 創造小型企業(micro-enterprises)
  - 成立生產及消費合作社(Co-op)
  - 建立社區貨幣或貨物及服務交換系統(LETS)。
- 經驗
  - 重建社區經濟
  - 加強社會融和
  - 推動可持續發展

# 香港的例子

- 社區貨幣

- 聖雅各福群會—一時分卷
- 楊震/神託會—沙田區代用卷

- 生產合作社

- 婦女勞工協會—中大女工合作社
- 深水埗居民協會—城大宿舍合作社

- 消費合作社

- 勞資關係協進會—互惠市場/二手物中心
- E-Coop

## 社區經濟發展的具體策略

- Giloth (1998) 提出社區經濟發展的具體辦法是要建立區內的「職位、財富及地方」(job, wealth and place)。而具體的手法可總括為下列七項隱喻(metaphor)

## 建立平坦的比賽場(creating level playing fields)

- 意即貧窮社區內的居民及商戶，相對大財團大資本，缺乏公平參與政策制訂的機會，亦未能得到同樣的途徑獲得資源。
- 要求貧窮社區能有同樣的機會獲得資源及各方面的參與，培養地區領袖、發展會員及發展社會資本是建立一個平坦的政治比賽場的條件。

# 堵塞決口 (plugging the leaks)

- 貧窮社區出現貧窮的原因是區內的收入及財富被區外的大資本或政府抽離於社區外，而不能用於社區之中。
- 堵塞決口是要界定決口所在，研究堵塞的可行性及設計及推行堵塞的計劃，令社區內的居民在區內留下在區內賺取的入息，令這些入息在區內不斷地來回循環。

# 介紹連繫 (brokering connections)

- 社會排斥是貧窮的重要原因，要克服社會及經濟的社會排斥，可以為區內的居民、企業、資源進行介紹連繫。
- 連繫包括勞動力市場的供求，空間的錯配以及非正規網絡的弱化成為貧窮勞工尋找工作造成障礙，
- 在社區內建立及一個可信任的「就業經紀」系統，可令企業減少招聘員工的交易費用，亦可克服上述障礙。
- 但介紹連繫的策略不止於勞動市場的供求雙方，亦包括決策者、銀行、人力支援、政治組織等等。



# 資產管理(asset management)

- 小心留意及利用社區中仍未被運用的資源用來作社區經濟發展之用。
- 區內的資產包括居民的企業家精神及技術、建築物、空間、組織及機構等等。
- 這方法不單是視貧乏社區為「負債」，看它們欠缺什麼，而是界定、保育及發展社區現有的資產。
- 具體的辦法包括開辦應用本地居民技術的微型企業；推行「時間金錢」(time-dollar)計劃建立家庭的資本基礎；發展「終身學習」，制訂公眾「損益表」去計算公眾投資對社區的回報等等來應用已發掘及未被發掘的社區資產。

## 建造爬梯及網絡(building ladders and webs)

- 很多社會問題無法單靠零散的解決方法及個別的介入，要解決方法有效很多時需要多項原素並要持續進行。有效及持續的社會介入要求不同機構及個人的技巧、資源及經驗。如木匠般建造爬梯及如蜘蛛建造網絡便代表上述策略。例如為難於就業的社群提供首次進入勞動市場的準備如家庭責任、義務工作、職業訓練等等。而建立網絡的工作則更為普遍，例如留意區內同一聚落的企業是否在分享同一技術、市場及關係，而建立網絡的工作包括令它們知道是在同一網絡之中，而它們有共同的利益去開發員工及市場。

# 促進市場(enhancing market)

- 在貧窮社區中市場經濟仍然存在，貨物及服務透過這市場基礎作出交換。
- 留意在地區中存在的貨幣或非貨幣交易的關係及過程。
- 例如非正規經濟很多時可以提供企業家訓練。另一重要但不尋常的市場是自助及互助，可稱為鄰舍間的「社會經濟」，透過以現金、以物易物、及互相關心的交換，社區可以在照顧兒童、健康、購物及家居修理方面作出交換。
- 有些社區較正規地進行這些交換，建立地區貨幣及交換的系統如 time dollars, 在地交換及貿易系統 LETS 等等。

## 建立基本設施支持多元創造 (infrastructure to support multiple innovations)

- 由於不同地區有不同的特性，而不同的界入有不同的策略，所以社區經濟發展非常複雜及多元化，
- 推行社區經濟發展必須基於對鄰舍及經濟的多元化有更充分的了解和認識。
- 具體的工作包括在社區中分享發展社區經濟的訊息；更好的計劃及向居民進行持續的教育工作。

# 利用未盡其用的地方

- 現時仍有大量由政府或法定團體管理的空置的商舖/空地，可以利用這些未被利用的資產去推行深度的社區文化建設
- 例如在空置商舖重現香港民間傳統手工業及服務業(如打金、印刷、造鞋、紮作、線面等等)的小型博物館，並聘請老師傅現場示範，亦可以讓參觀的遊客及中小學生參加工作坊或訓練班，製作有特色的成品。
- 又例如利用小型公園，在中午及假期成為售買三文治及雪糕，供上班人士及遊人享用食物及地方
- …..及其他眾多的理想及想像空間

# 政策倡議



保育民間社會的空間(土地/公共空間)--市區重建, 鄉郊發展

# 不同方向的選擇

- 生產：‘小是美’（手作坊）  
VS. ‘規模生產’（工廠）
- 消費：‘另類生活’ VS. ‘減低貧窮’
- 政治：對政府及商界的收編 ‘合作’  
VS. ‘批判’
- 目標：社會目標 VS. 經濟目標

## 二元 VS. 多元 選擇

- 不同概念之間並不是非黑即白的二元選擇  
而是 在光譜中作出選擇多元選擇；
- 價值：社會目標 / 經濟目標 / 政治目標
- 對象：邊緣社群 / 企業 / 政府 / 社會大眾
- 手法：參與 / 充權 / 能力建設 / 社會創新



# 經濟目標

- 減少失業
- 增加收入
- 改善生計, 提高生活質素
- 反對生產線大生產及對員工的控制, 建設經濟民主

# 社會目標

- 重構價值 及集體欣賞→自強+自尊
- 提倡自主 +自下而上參與→  
充權+ 經濟民主
- 保育及發展社會資本
- 促進不同社群的互動及信任→強化公民社會 +建立信息渠道及組織

# 政治目標

- 推動綠色生活及生產, 進行替代/另類經濟/交換
- 建立平等共存的綠色世界觀
- 反對市場的壟斷及單一發展
- 反全球化、反對資本主義的社會運動




合作社


Co-operative

# International Cooperative Alliance


- Cooperatives around the world generally operate according to the same core principles and values, adopted by the International Cooperative Alliance in 1995.
- The International Cooperative Alliance is a global membership association of co-ops and co-op support organizations.
- Cooperatives trace the roots of these principles to the first modern cooperative founded in Rochdale, England in 1844.

- Principle #1: Voluntary and Open Membership: Cooperatives are voluntary organizations, open to all people able to use its services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.
- Principle #2: Democratic Member Control: Cooperatives are democratic organizations controlled by their members—those who buy the goods or use the services of the cooperative—who actively participate in setting policies and making decisions.

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- Principle #3: Member's Economic Participation: Members contribute equally to, and democratically control, the capital of the cooperative. This benefits members in proportion to the business they conduct with the cooperative rather than on the capital invested.
  - Principle #4: Autonomy and Independence: Cooperatives are autonomous, self-help organizations controlled by their members. If the co-op enters into agreements with other organizations or raises capital from external sources, it is done so based on terms that ensure democratic control by the members and maintains the cooperative's autonomy.

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- Principle #5: Education, Training, and Information:  
Cooperatives provide education and training for members, elected representatives, managers and employees so they can contribute effectively to the development of their cooperative. Members also inform the general public about the nature and benefits of cooperatives.



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- Principle #6: Cooperation Among Cooperatives: Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.
  - Principle #7: Concern for Community: While focusing on member needs, cooperatives work for the sustainable development of communities through policies and programs accepted by the members.

# 國際合作社聯盟 (曼城大會-1995)

- 身份憲章 Identity Page
- 核心價值:
  - 自助 self-help
  - 自己負責 self-responsibility
  - 民主 Democracy
  - 平等 Equality
  - 均等 Equity
  - 團結 Solidarity
- 道德價值:
  - 誠實 Honesty
  - Openness
  - Social responsibility
  - Caring for others
- 路向
  - 對社區有更廣泛的關注及承擔
  - 透過會員認可的政策，達到社區的可持續發展

# 兜兜轉轉的合作社路向

- 合作社是參與市場的組織
  - 但用參與的成果使會成員得益，而且服務他/她們所在的社區；
  - 而所謂社區是由成員所界定
- It was a set of institutions engaged in the market but using the fruits of that engagement to benefit its members and to serve the communities in which they were involved,
  - however they decided those communities should be defined.

# 合作社與社會經濟的分別

- 合作社運動集中思考合作社模式可以如何應用及改善
- 二十世紀世界發展非常複雜，為合作社運動帶來挑戰
  - 內部複雜管治
  - 身份危機
- 令合作社運動的能力及多元化受到限制，所以與社會經濟面對同樣挑戰及要一起合作
- 社會經濟由問題出發，希望找到解決方法，而解決方法可以是但不一定是合作社。
- 而社會經濟的參與者的動機是為了大眾共同的好處(common good)

# 合作社運動與社會經濟的合作

- 合作社有了更明確的身份，所以易與其他運動合作；
- 市場帶來的極端貧富懸殊，令不少人尤其是年青人尋找另類的商業模式
- 合作社運動與社會經濟要一起改變市場對公眾生活的影響
- 有關的努力及合作應該是社會、經濟與政治三方面同時作出影響
- 社會經濟不能離開合作社。
  - 全球800,000,000會員
  - 一半人口接受合作社服務
  - 合作社是很有彈性的組織去面對問責及管治的挑戰

# 合作社能提供，而社會經濟不能提供

- 鼓勵自助
- 面對改變環境所遇到的困難
- 是專長的來源
- 是起始及持續的資金來源



**END**