



SOCIAL ENTERPRISE ACTION RESEARCH

Inclusive and Innovative Pathways to COVID19 Recovery:

SOCIAL ENTREPRENEURSHIP as STRATEGY
in **LEAVING NO ONE BEHIND** and
BUILDING BACK BETTER
in the **PHILIPPINES**

September 2020



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Inclusive and Innovative Pathways to COVID19 Recovery:

**SOCIAL ENTREPRENEURSHIP as STRATEGY
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Executive Summary

Before the pandemic, there was a growing recognition that social enterprises (SEs) in the Philippines and Asia were potential game changers in accelerating the achievement of the Sustainable Development Goals (SDGs). This was manifested by an evolving partnership between the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Institute for Social Entrepreneurship in Asia (ISEA) in co-convening a conference in March 2020 that was going to develop and launch Social Entrepreneurship-SDG Acceleration Platforms. However, the gains achieved by SEs in showing models for leaving no one behind, which was the spirit behind the SE-SDG Acceleration Platforms, had been set back by the negative impacts of the pandemic on social enterprises and the poverty sectors they serve.

SEs now face the challenge of reimagining how to sustain serving marginalized groups while the sector itself recovers. Hence, the COVID19 Social Enterprise Action Research (SEAR) was undertaken to inform the development of a responsive relief and recovery effort for the social enterprise sector in the Philippines and an agenda for the sector to make a significant contribution towards building back better. SEAR was aimed at: (1) determining the effects of the COVID19 health pandemic on social enterprises and the marginalized stakeholders that they serve; (2) finding out how social enterprises and their stakeholders are responding to the COVID19 health pandemic and gather suggestions on developing a responsive social enterprise relief, recovery and rebuilding effort; and (3) developing strategies and recommendations on how social enterprises and their resource/support institutions could work together to effectively cope and recover from the impact of COVID19, including possible programs, initiatives and policies that resource institutions, government and the private sector could adopt to assist the sector as a significant player in building back better and achieving sustainable development.

SEAR was an action research that sought to provide a venue for SE stakeholders in the country to identify programmatic actions to rebuild SEs. Data collection methods entailed the review of secondary data, a non-randomized national survey, key informant interviews, focus group discussions, and participant observations. Collecting data likewise involved clustering the research participants into: SE Survivors/Rebuilders (Cluster 1), which are SEs that support and serve the poverty and marginalized groups whose plight has been exacerbated by the pandemic; SE Innovators/Sustainers and their Enablers (Cluster 2), mainly a subsegment of Cluster 1, focusing on those that have sustained their operations during the pandemic; SE Enablers and Policy Movers/Influencers (Cluster 3) covering government agencies and resource/support institutions that are/could influence the development/

refinement of government policies, programs, and mechanisms; and SE Women's Economic Empowerment (WEE) Actors and Enablers (Cluster 4) dedicated to the SEs and resource institutions conscious of pursuing a women's economic empowerment (WEE) agenda. Quantitative and qualitative methods were utilized to process the data gathered from the survey and the clusters, respectively.

The survey results revealed that SEs have experienced varying levels of downturn due to the pandemic, with more than half of the survey participants reporting a major downturn while a little over 40% had some downturn. When asked to quantify the impact, more than 90% reported decline in sales/revenues when the ECQ was imposed, a third of which lost 100% of revenues. Key informant interviews and focus group discussions revealed that the downturn and decline in revenues have been primarily caused by the closure of markets for those in the service and manufacturing sectors (tourism, travel, hotels, restaurant, massage services, manufacturing of non-essentials); severe disruptions in the supply chain for agricultural products; and loss of income of borrowers leading to decrease in collections for SEs engaged in microfinance/savings and credit. For borrowers unable to pay their loans, the more worrisome is the major consequence on production and trading. With people and groups unable to pay their loans, they would not be able to apply for new loans that would serve as capital for production and trading. On the other hand, SEs engaged in financing are facing liquidity concerns as their receivables increase. Nonetheless, SEs engaged in rice production and trading (locally and in Metro Manila), SEs with multiple sources of income, and those supplying the local market reported minimal or positive impact.

All the SEs have made adjustments in operations to comply with the restrictions imposed by the Government. They implemented work from home arrangements, adopted skeletal workforce, and provided transportation for their workers/staff. Almost all in the service sectors faced deficits during the ECQ months. So did all SEs based in Mindanao. Others (Luzon and Visayas) did not meet their target revenues and lost potential income. Consequently, the poverty sectors served by the SEs experienced a proportionate loss of income. Several key informants likewise mentioned mental health concerns brought about by the confluence of health risks, pressure to recover the losses, and decreasing ability to support the poverty sectors they have vowed to serve.

Still, SEs did what they could to cushion the impact of COVID19 on the poverty sectors they support. They initially gathered data from the ground, provided relief goods, and distributed new health essentials (e.g. face masks, vitamins, etc.). Close to half of the SEs surveyed paid the full salaries of staff despite reduced or no operations. All the SEs likewise set up measures to prevent the spread of the virus in their offices. Some resorted to solicitation of support from clients and funding agencies while others maximized their strong relations with LGUs and government agencies for permits and logistical provisions. At the same time, most of the SEs realigned their plans and recalibrated their budget and financial targets. Others applied for or were planning to apply for government support. One launched an

information-dissemination campaign meant to help their partners understand COVID19, while many monitored the support provided by the LGUs to their partners, directly coordinated with the LGUs, or advised their partners on what to do to ensure that they receive relief goods and/or cash assistance. Meanwhile, all the SEs engaged in micro-financing granted a moratorium on payment, penalties, and interests, as well as restructured the loans.

Towards recovery and building back better, SEs came up with process innovations such as the use of digital technology and social media for connection, coordination, marketing, and delivery; coop-to-coop trading, coordination and support; and strengthening of local markets. Meanwhile, SEs also adopted product innovations such as shifting from manufacturing non-essential products to the production of food and health essentials; opening up on-line consultations; and expanding their product line. Social enterprise model innovations likewise took place, with a number of SEs shifting or tweaking their enterprise models to engage their target poverty sectors as partners in recovery and building back better. What is common for all SEs was their commitment to consider and address the needs of the poverty sectors the best way they could given the devastating impact of COVID19. As a result of SE efforts, the poverty sectors they serve have coped better. But among the poverty sectors served, the stakeholders of SEs that have implemented gender-transformative programs as well as food security initiatives were relatively better off in facing the challenges of increased burdens of unpaid care work in their households and of ensuring food for their families and communities during lock down.

Meanwhile, resource institutions are currently refocusing to determine how best to support SEs and poverty sectors given the still unstable supply chain and growing health concerns. While their long-term directions remain relevant, all of them have already adjusted their work, budget, and financial targets for the year. Moreover, they are transforming internal systems and mechanisms to adapt to the "new normal." Health and safety measures in their offices and operations have been installed. At the same time, they are strengthening their capacity on information and communications technology (ICT) towards digitalization of transactions and maximizing online platforms. They are also currently adjusting their monitoring and evaluation system given the risk of travel and face-to-face meetings.

In terms of services to SEs, resource institutions are gathering data upon which to base their response to partners. Most are providing management support by helping SEs re-strategize and pivot their enterprises. Those into financing have eased the SEs' losses through payment moratorium and/or provision of stimulus funds in the form of grant or low-interest loans. Many are supporting the digital development of SEs through access to computer/gadget and software, use of online platforms, and adoption of digital transactions. Livelihood assistance and seed distribution have been provided as well to support the poverty sectors served by the SEs.

In terms of building back better options, one is helping its cooperative partners establish a resiliency fund for easy access to resources should major disasters occur.

Others are helping SEs test new value chain models such as coop-to-coop trading and local-based trading/marketing and e-commerce. At the same time, many are still bent on pursuing pre-COVID19 long-term solutions anchored on the principles of rural development, sustainable development, and/or asset reform. A coalition of SEs and resource institutions have bridged the recovery and build back better initiatives from the ground to policy level by renewing their lobby for the enactment of the Poverty Reduction through Social Entrepreneurship (PRESENT) Bill in Congress and securing initial commitments for SE-focused recovery initiatives with key government line agencies. Moreover, resource institutions and SEs are spearheading regional platforms for collaboration to ensure the recovery of the SE sector towards leaving no one behind in building back better and achieving the nine SDGs for pandemic recovery.

An analysis of the impacts and responses discussed above reveal that internal and external factors may have influenced the extent and nature by which SEs and the poor they serve were affected by the pandemic and how they responded to these impacts. The internal factors include the state of the SEs before the pandemic, their nature and level of SE maturity, the SE leadership's entrepreneurial competencies, the SE's gender perspective and agenda, the diversity of income sources, the nature and size of the poverty/vulnerable sector they serve, and extent or depth of relations with resource institutions and government. Meanwhile, the external factors cover SE location, nature of markets and distance from sources of inputs, type/classification of products/services, local government support, national government response, presence of SE resource institutions, and access to ICT and other infrastructure support.

The findings affirm that SEs play an urgent and significant role as partners of the poor, civil society organizations, businesses, and government in the country's recovery and build back better endeavors. Unique to the sector is its transformational relationship with poverty/vulnerable sectors that ordinary businesses don't have. However, while many of the SEs are gender-inclusive, only a few have a conscious gender responsive or transformative agenda in their interventions within their respective SEs/SE resource institutions and in their engagements with the poverty sectors they serve. Moreover, most of the key informants related how systemic issues and barriers have affected the way SEs were impacted and the way they navigated their operations throughout the pandemic.

This study has shown that amidst a devastating pandemic, social enterprises and social enterprise resource institutions, through bilateral or multilateral partnerships and together in coalitions and platforms, have risen to the challenge of innovating their way to recover and to become a positive force in leaving no one behind towards building back better. It has likewise revealed that SEs and resource institutions have started to transform threats and recognize the new opportunities for social entrepreneurship and enterprise development created by the pandemic. Hence, the importance of building an enabling ecosystem and environment to support the mainstreaming of social entrepreneurship as a major pathway for inclusive recovery,

as well as the participation of SEs and resource institutions in endeavors that promote societal transformation and address the root causes of poverty, marginalization, and inequality. Such will in turn pave the way to putting back on track the acceleration process towards leaving no one behind in achieving the Sustainable Development Goals.

Based on the responses of the sector, five levels of collaborative endeavors and partnerships are ongoing and could be built on to pursue social entrepreneurship as a major pathway for inclusive recovery and building back better in the Philippines:

1. Partnerships for Sustainable, Agile and Gender-transformative Enterprises (Partnerships for SAGE). This is all about partnerships between and among existing SEs and their partner resource institutions to work towards ensuring the recovery of social enterprises and the poor they serve, in the process catalyzing their transformation to be sustainable, agile and gender-transformative enterprises (SAGE). This requires programs enabling SEs to continuously adapt and re-strategize given their internal conditions and the threats and opportunities of their changing environment. Such programs need to include internal capacity enhancement on strategic entrepreneurial management in a social enterprise context across the functional areas of marketing, operations, finance, human resource and organizational development and stakeholder engagement. Given the drastically changed context brought about by the pandemic, managing change, innovation, and digital transformation need to be critical competencies that all SEs should have. Moreover, SE resource institutions with a gender responsive or transformative perspective need to better incentivize SEs to make a more conscious effort of integrating a gender agenda in their organizations and operations. At the same time, Partnerships for SAGE should target the youth as a successor generation of leaders and practitioners of current and future social enterprises.

2. A Massive Program for New Social Entrepreneurship and Enterprise Development (New SEED). This entails bilateral and multilateral partnerships between the social enterprise sector and all other sectors to develop new social enterprises to assist the recovery of the growing poor and marginalized sectors who have lost their sources of livelihood. Such partnerships could tap several opportunities, from government's community procurement, stimulus packages and programs; growing concern for sustainable agriculture and food security endeavors; intensification of local value chain development, etc. What is needed is a systematic study to map where these marginalized and poverty sectors are situated, determine their needs and capacities, match the results with opportunities for SE development in strategic economic subsectors and value chains, and purposive investment in setting up new and strengthening/reconfiguring existing SEs. These studies need to give attention to mapping the women and youth in these poverty sectors, assessing their needs and capacities and exploring opportunities for SE development

that would respond to these. An important aspect is exploring and operationalizing what the United Nations refers to as “transforming the inequities of unpaid care work into a new, inclusive care economy that works for everyone.” An important cross cutting concern is harnessing the competencies of the youth, especially in the field of digital technology and its application in social innovation and social entrepreneurship for sustainable development.

3. Co-Creation of an Enabling Ecosystem for Social Entrepreneurship and Enterprise Development amidst COVID19 (Enabling SEED). This entails building on existing initiatives to craft customized or specialized support programs focused on the development of specific economic subsectors or value chains deemed strategic for engaging poverty groups towards recovery and building back better. Such initiatives may be focused on specific economic subsectors that have been gravely impacted by the pandemic such as the crafts, ecotourism or educational chairs subsectors (and hence need to be assisted to diversify or pivot towards more sustainable value chains) or initiatives in specific economic subsectors that were being undertaken before the pandemic which are deemed even more relevant now such as sustainable agriculture-based seed to table systems for food security or agricultural value chains focused on key crops such as rice, coffee, fish, vegetables and abaca. This could also embark on piloting and experimenting on social enterprise models that can become part of an inclusive care economy in various contexts. These could be led by the social enterprises and resource institutions that are already active in these economic subsectors, value chains or sectoral contexts. What is being proposed is a broader national effort that would be sustained per subsector or value chain matched with specific marginalized sectors, including women and youth, as key stakeholders. The co-creation of an enabling ecosystem for SEED also entails cross-cutting initiatives focused on major needs identified across economic subsectors, value chains or sectors such as: capacity building on ICT and digital transformation; the promotion of product, process and social enterprise model innovations; addressing gender issues and women’s economic empowerment in social enterprise development and exploring the development of an inclusive care economy; enhancing youth participation and leadership in SEs, especially in the area of digital technology and transformation; intensifying the development of local food systems given the impact of climate change; and setting up a Social Enterprise Recovery Fund providing hybrid financing or a combination of grants and soft loans to enable social enterprises to effectively engage the poor in their recovery process.

4. Harnessing the Power of Social Entrepreneurship and Cross Sectoral Collaboration (SE and Cross Sectoral Collaboration). The first 3 recommendations could be best pursued if the power of cross sectoral collaboration is fully harnessed. This means that social enterprises would engage in collaboration efforts with civil society organizations, financial

institutions and social investors, government agencies and LGUs, inclusive businesses and corporations pursuing corporate social responsibility, multilateral banks and agencies -- all towards achieving greater impact in efforts to recover and build back better. In this effort, the multi-stakeholder platforms (MSPs) being initiated by ISEA at the regional level are potential anchors for a systematic national effort focused on specific sectoral agenda that are critical in inclusive recovery and building back better. These MSPs are meant to promote learning exchange, project collective impact, engage government towards enabling policy and program reforms, and resource mobilization and partnerships for greater reach and impact. Philippine SEs are already taking lead roles in MSPs focusing on Women’s Empowerment, Livelihoods and Food (WE LIVE FOOD) in Agricultural Value Chains (AVCs); Decent Work for All in Sustainable Value Chains; and Rural Revitalization, Youth and Social Entrepreneurship. Two other MSPs that are still being evolved are relevant as well: the MSP on Health for All and the MSP on Technological Innovations for Sustainable Development. MSPs are important in addressing the broader issues impinging on social entrepreneurship and enterprise development. Part of these broader contextual issues that could be addressed by the MSPs and were surfaced as important concerns by key informants are the lack of access to health services and the lack of access to ICT (digital divide). The MSP on Health for All could work for equitable access to health information and services. Fast tracking the full implementation of the Universal Health Care Law would go a long way in addressing the access of social enterprise stakeholders specially the marginalized sectors as they face the challenges brought about by the pandemic. The Health for All Platform could also provide new vistas towards community-based health systems that focus on preventive health care and promote the use of indigenous knowledge systems and local resources to holistically manage health and well being. At the same time, the MSP on Technological Innovations for Sustainable Development could endeavor to bridge the digital divide by advocating greater access to ICT by poor and remote rural communities.

While the MSP on Rural Revitalization, Youth and Social Entrepreneurship has a special emphasis in engaging the youth, a cross cutting initiative across platforms should harness, educate, coach and mentor the youth as the successor generation of social innovators, social entrepreneurs and change agents working towards building back fairer and achieving the SDGs.

It is proposed that the PRESENT Coalition work closely with ISEA to make the Philippines a focused area of intervention for these MSPs as a strategy to operationalize social entrepreneurship as a major pathway towards inclusive recovery and building back fairer at the country level. In this regard the initiative of PRESENT Coalition and ISEA members to set up a Convener’s Group for Inclusive Recovery and Building Back Fairer focusing on decent work and sustainable livelihoods is a positive step towards this direction.

5. Pursuit of social innovation with government towards institutionalizing Poverty Reduction through Social Entrepreneurship (Social Innovation towards PRESENT). For the 4 collaborative partnerships to fully prosper, government would need to play a critical developmental role. This entails government action to institutionalize support for the Poverty Reduction through Social Entrepreneurship agenda in the form of enabling policy and program reforms. For the latter, five government agencies such as the DA, DTI, DSWD, DAR and DepEd have expressed openness to undertake innovative pilot initiatives with the SE sector during dialogues with the PRESENT Coalition in July-August 2020. Other existing policies and programs of government would also need to be reviewed to explore additional potential endeavors that could assist the recovery and development of the social enterprise sector. These social innovations coupled with renewed efforts to enact the Poverty Reduction through Social Entrepreneurship bill in the two houses of Congress are important initiatives. The success of these initiatives would give SEs the much needed recognition and support from government as “partners of the marginalized to build back better towards the acceleration of the Sustainable Development Goals of zero poverty, no hunger, reduced inequality, women’s economic empowerment and building resilient and sustainable communities.” As the PRESENT Bill includes mainstreaming social entrepreneurship education in all levels of the educational system, such would systematically pave the way for the youth to be educated and engaged in developing perspectives and competencies relevant to social entrepreneurship as a pathway towards sustainable development.

As social entrepreneurship and social enterprise development cannot be separated from the broader process of societal transformation, it is essential that SEs and resource institutions participate in efforts to address systemic issues and barriers impacting on the sector. As part of collaborative endeavors and SE sectoral and cross sectoral initiatives, addressing systemic issues and barriers need to be pursued side by side with broader efforts to transform society and address the root causes of poverty, inequality, and sustainability.

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AADC	Agri Aqua Development Coalition
Agrizkaya	Agrizkaya Cooperative Foundation
APPEND	Alliance of Philippine Partners in Enterprise Development
ALS-EST	Alternative Learning System-Education and Skills Training
ASEAN	Association of South East Asian Nations
ASKI	Alay sa Kaunlaran, Inc.
ATFI	Alter Trade Foundation, Inc.
ATI	Agriculture Training Institute
ATIKHA	Atikha Overseas Workers and Communities Initiative, Inc.
AUU	Abandoned, under-utilized, or underdeveloped
AVC	Agricultural Value Chain
BDFSE	Biodiversity-Friendly Social Enterprise
BGMPC	Busikong Greenland Multi-Purpose Cooperative
BMBE	Barangay Micro-Business Enterprise
Bote	Bote Central, Inc.
BTP WEE	Benchmarks for Transformational Partnerships and Women's Economic Empowerment
CARD-BDSFI	Center for Agriculture and Rural Development-Business Development Services Foundation, Inc.
CBCE	Community-Based Coffee Enterprise
CCT	Center for Community Transformation
CDA	Cooperative Development Authority
CEFA	Central Farmers Association
CFP	Coffee for Peace
CHR	Commission on Human Rights
CHR-GEWHRC	Commission on Human Rights-Gender Equality and Women's Human Rights Center
COVID19	Corona Virus Disease of 2019
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CWEARC	Cordillera Women's Education Action Research
CWSC-Bagong Silang	Community Water Service Cooperative of Bagong Silang

Coop	Cooperative
DA	Department of Agriculture
DACOFARM	Davao Federation of Fishers and Farmers’ Cooperative
DAR	Department of Agrarian Reform
DepEd	Department of Education
DOLE	Department of Labor and Employment
DOT	Department of Tourism
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
DW4AinSVCs	Decent Work for All in Sustainable Value Chains
ECOWEB	Ecosystems Work for Essential Benefits, Inc
Ecosol	Ecosustain Solutions
ECQ	Enhanced Community Quarantine
EPAHP	Enhanced Partnership Against Hunger and Poverty
EVPRD	Eastern Visayas Partnerships for Rural Development
FAO	Food and Agriculture Organization
F&C	Food and Cottages
FEJA	Feminist Economic Justice Agenda
FGD	Focus Group Discussion
FPSDC	Federation of Peoples’ Sustainable Development Cooperative
FSF	Food Solidarity Fund
FSSI	Foundation for a Sustainable Society, Inc.
FTE	Fair Trade Enterprise
FTI	Foundation for These-Abled Persons, Inc.
GAD	Gender and Development
GCQ	General Community Quarantine
GJSE	Gender Just Skills Education
GK	Gandang Kalikasan
GREAT Women Project 2	Gender Responsive Economic Actions for the Transformation of Women
GSAC	Gubat Saint Anthony Cooperative
GTP WEE	Guidelines for Transformational Partnerships and Women’s Economic Empowerment
HealthDev	Healthdev Integrative Clinics, Inc.
HIVE	Handholding in Viable Enterprises
IATF	Inter-Agency Task Force on Emerging Infectious Diseases

IATF-TWG-AFP	IATF Technical Working Group for Anticipatory and Forward Planning
ICSC	Institute for climate and Sustainable Cities
IDP	Internally Displaced Person
ISEA	Institute for Social Entrepreneurship in Asia
KII	Key Informant Interview
KOOL NE	Kooperatibang Likas ng Nueva Ecija
KPMFI	Katilingbanong Pamahandi sa Mindanaw Foundation Inc.
MACWEI	Magna Carta for Workers in the Informal Economy
MNhte	Ministry of Basic, Higher and Technical Education
MECQ	Modified Enhanced Community Quarantine
MGCQ	Modified General Community Quarantine
MSME	Micro, Small, Medium Enterprise
MSP	Multi Stakeholder Platform
NAPC	National Anti-Poverty Commission
NATCCO	National Association of Training Centers for Cooperatives
NCCA	National Commission for Culture and the Arts
NCR	National Capitol Region
NEAP	National Educators Academy of the Philippines
NEDA	National Economic Development Authority
NOFTA	Negros Occidental Fair Trade Association
NVAT	Nueva Vizcaya Agricultural Terminal
OFW	Overseas Filipino Workers
ICSC	Institute for Climate and Sustainable Cities
IDP	Internally Displaced Person
IIR	International Institute of Rural Reconstruction
IP	Indigenous People
IT	Information and Technology
Labo	Labo Multipurpose Cooperative
LGU	Local Government Unit
PaNaGat	Pangingisda Natin Gawing Tama
PATAMABA-WISE	PATAMABA-Women in the Informal Sector Enterprise
PCA	Philippine Coffee Alliance
PhilFIDA	Philippine Fiber Industry Development Authority
PKKK	Pambansang Koalisyon ng Kababihan sa Kanayunan
PPE	Personal Protective Equipment

PRESENT	Poverty Reduction through Social Entrepreneurship
PRRCF	Philippine Reef and Rainforest Conservation Foundation, Inc.
PwC	PricewaterhouseCoopers
NGO	Non-Government Agency
PCC	Philippine Carabao Center
PEF	Peace and Equity Foundation
PhilSen	Philippine Social Enterprise Network
PO	People’s Organization
PRRM	Philippine Rural Reconstruction Movement
Roots	Roots Collective
RRYSE	Rural Revitalization, Youth, and Social Entrepreneurship
RWAN	Rice Watch and Action Network
SAP	Social Amelioration Program
SDG	Sustainable Development Goal
SE	Social Enterprise
SEAL	Social Enterprise Advocacy and Leveraging
SEAR	Social Enterprise Action Research
SEDPI	Social Enterprise Development Partnerships, Inc.
SERVE	Social Enterprise Response and Visioning Effort
SGM	Social Gastronomy Movement
SHAPII	Salay Handmade Paper Industries, Inc.
SLP	Sustainable Livelihood Program
St. Francis MPC	St. Francis Multi-Purpose Cooperative
Synergy	West Flanders Synergy Program
Tambuyog	Tambuyog Development Center, Inc.
TESDA	Technical Education and Skills Development
UN	United Nations
UNESCAP	United Nations Economic and Social Commission in Asia in the Pacific
WEE	Women’s Economic Empowerment
WE LIVE FOOD	Women’s Empowerment, Livelihoods and Food
WFTO	World Fair Trade Organization
WLB	Women’s Legal Bureau
YLEAD	Youth Leading in Enterprise and Agriculture Development

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Introduction



CONTEXT AND OVERALL OBJECTIVES

A survey conducted by the Philippine Social Enterprise Network (PhilSen) in 2017 estimated the number of social enterprises (SEs) in the Philippines at more than 164,000. SEs are social mission driven organizations in pursuit of partnerships with the poor to improve or transform their lives. SEs are engaged in the production/provision and marketing/trading of a wide range of products and services. Even as SEs have taken various forms -- cooperatives, associations, non-stock non-profit corporations, stock for profit corporations, single proprietorships, partnerships or a combination -- they all exist to support and serve poverty and marginalized groups. They work with and for small farmers, fishers, agricultural workers, indigenous peoples (IPs), informal settlers, informal laborers, enterprising and entrepreneurial poor, returning overseas Filipino workers (OFWs), persons with disabilities, and the women and youth belonging to these sectors.

The COVID 19 pandemic has resulted in an unprecedented health, economic, and social crisis affecting the most vulnerable sectors. Given the existing inequalities in society, the crisis has exacerbated the gap between the rich and the poor. It is the poor who have limited or no access to social protection, public services, savings, and alternative sources of income even before COVID19. They are the least able to adhere to movement restrictions and lack the ability to cushion the social and economic shock brought about by the pandemic (FAO, 2020). Women face specific inequalities as they face exacerbated burdens of unpaid care work; increasing gender-based violence and protection risks; and interrupted access to sexual and reproductive health (Gender in Humanitarian Action Working Group, 2020). With 3.2 million workers, including overseas Filipino workers, that the Department of Labor and Employment (DOLE) estimates would lose their jobs with the closure of companies affected by COVID19, the ranks of the poor are expected to swell (Depasupil, 2020). This is expected to worsen the already grim forecast by the United Nations Economic and Social Commission in Asia in the Pacific (UNESCAP) that countries in the region, including the Philippines, were lagging behind in achieving the Sustainable Development Goals of zero poverty, no hunger, reduced inequality and resilient and sustainable communities.

Before the pandemic, there was a growing recognition that SEs in the Philippines and Asia were potential game changers in accelerating the achievement of the SDGs. This was manifested by an evolving partnership between UNESCAP and the Institute for Social Entrepreneurship in Asia (ISEA) in co-convening a conference in March 2020 that was going to develop and launch Social Entrepreneurship SDG Acceleration Platforms. The gains achieved by SEs in poverty reduction and enabling the poor as stakeholders in economic development are now threatened by the risks and limitations brought about by the pandemic. Aside from meeting new sanitary requirements and physical distancing, the lack of public transportation, conflicting guidelines of local government units (LGUs), and strict inspection at checkpoints caused difficulties and delays in the movement of raw materials and essential supplies (e.g. food and health products). SEs not considered essential by the government (e.g. manufacturing of non-food products, restaurants, coffee shops) have lost revenues as they have been forced to close and stop operations. On the other hand, cooperatives (coops) report problems in liquidity, delinquency, loan collection, health and safety of staff, travel restrictions, and risks of face-to-face transactions (NATCCO, 2020).

SEs face the challenge of reimagining how to sustain serving poverty and marginalized groups that are being hit the most by the pandemic while the sector itself recovers. At the same time, they can play a crucial role towards the country's inclusive recovery as they harness their experience and expertise in developing innovative solutions towards equitable and sustainable economic development. Several SEs are responding by providing relief services to its workers/suppliers/clients members, as well as adapting their operations to comply with safety measures (CDA, 2020). Still, there is a need to systematically determine their strategic needs and roles to ensure that appropriate policies, programs, and development initiatives could be installed for their long-term recovery and "building back better" efforts.



The COVID19 Social Enterprise Action Research (SEAR) was done toward this end. Initiated by ISEA and Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition, SEAR sought to inform the development of a responsive

relief and recovery effort for the social enterprise sector in the Philippines and an agenda for the sector to make a significant contribution towards building back better and reimagining an equitable and sustainable future. Specifically, SEAR was aimed at:

- Determining the effects of the COVID19 health pandemic on social enterprises and the marginalized stakeholders that they serve;
- Finding out how social enterprises and their stakeholders are responding to the COVID19 health pandemic and gather suggestions on developing a responsive social enterprise relief, recovery and rebuilding effort;
- Developing strategies and recommendations on how social enterprises and their resource/support institutions could work together to effectively cope and recover from the impact of COVID19, including possible programs, initiatives and policies that resource institutions, government and the private sector could adopt to assist the sector as a significant player in building back better and reimagining an equitable and sustainable future.

To achieve the foregoing objectives, the research sought to answer the following general questions:

Matrix 1. General Research Questions

General Research Objectives	Key Questions
Determine the effects of the COVID19 health pandemic on social enterprises and the marginalized stakeholders that they serve	1. What have been the effects of COVID19 on the SEs and the poverty/marginalized sectors they support? 2. What are the factors that have made the SEs and each sector vulnerable to these impacts? 3. What are the strengths of the SEs and each sector that have helped them cope?
Find out how social enterprises and their stakeholders are responding to the COVID19 health pandemic and gather suggestions on developing a responsive social enterprise relief and recovery effort;	4. How are SEs and the poverty sectors they serve coping with the impacts and restrictions? 5. How are the SEs supporting the poverty sector? 6. What are the strengths and limitations of their support? 7. What support has the SEs and poverty sectors received from the government (local and national)?

General Research Objectives	Key Questions
	7.1 Is the support sufficient? Why or why not? 7.2 What are the strengths and limitations of government support? 8. What support have the SEs and poverty sectors received from non-government entities (resource/support institutions, nosiness groups, other SE groups/networks etc.)? 8.1 Is the support sufficient? Why or why not?
Develop strategies and recommendations on how social enterprises and their resource/support institutions could work together to effectively cope and recover from the impact of COVID19, including possible programs, initiatives and policies that resource institutions, government and the private sector could adopt to assist the sector as a significant player in building back better.	9. How can SEs and resource institutions work together to: 9.1 adapt to the “new normal” and recover SE losses from the impact of the pandemic? 9.2 Sustain and strengthen SE support to the poverty groups given the “new normal?” 9.3 Reduce SE vulnerabilities and improve the resilience to future shocks/disasters? 9.4 Scale up SE operations especially in terms of trading, distribution, and marketing? 9.5 Ensure sustainable development for the SEs and the poverty sectors? (with emphasis on economic and environmental sustainability) 10. What kind of external support do SEs need (from government, resource/support institutions, other stakeholders)?

Given that the biggest segment of social enterprises in the Philippines are cooperatives that draw their membership from women and men small producers, farmers, artisanal fishers, indigenous communities, enterprising and entrepreneurial poor and other marginalized sectors, the research ensured that cooperatives were given adequate importance in terms of focus and made provisions for the inclusion of key informants from among their ranks. Given that food security is a major concern, agriculture stakeholders, including cooperatives, social enterprises and resource institutions, linked to food value chains were highlighted as well.



Recognizing the importance of women as stakeholders, and the weakness of many social enterprises to address the gender dimensions of their initiatives, SEAR made provisions for gender-disaggregated data and analysis; proactively gathered data on the differentiated impacts of COVID19 on women; and ensured that an adequate number of respondents and key informants have a gender perspective and/or are actively engaged in advancing women's economic empowerment. SEAR also made provisions to ensure that the relief and recovery initiatives and recommendations in terms of policy and efforts towards building back better have a gender perspective and dimension, in the process addressing issues such as women's unpaid care and domestic work, their invisibility and inclusion in fishery and agricultural value chains, and women's role in building resilient and sustainable communities.

Attention was likewise given to the youth, recognizing their vulnerabilities and the powerful role that they can play as co-creators of an equitable and sustainable future.

With the results of SEAR, Philippine social enterprises and their resource institutions, the private sector, and government agencies would be better informed about a responsive relief and recovery program for the SE sector and how enterprises can be better supported to contribute to building back better post-COVID19.

OVERALL METHODOLOGY¹

The study was an **action research** which primarily employed qualitative data gathering methods and analysis over a period of five months. Beyond gathering relevant data on social enterprises, it sought to provide a venue for SE stakeholders in the country to identify programmatic actions to rebuild SEs, improve their resilience to future shocks, enable them to achieve sustainable growth and perform their role in building back better.

DATA COLLECTION

Data collection methods involved the following:

Review of Secondary Data

This entailed desk review of documents from the participating SEs and other groups conducting similar studies, as well as web-based research on the impact of COVID19 and relevant policies, programs and initiatives in response to the health pandemic.

On-line Nationwide Survey

The survey was non-randomized and sought to solicit as many participants as possible. The survey used snowball sampling where SEs initially sampled and existing contacts of the Research Team passed on the survey link to other SEs or potential survey participants.

Semi-Structured Key Informant Interviews (KIIs)

Open-ended, semi-structured, online interviews were utilized for a purposive sample of social entrepreneurs, leaders/stakeholders of social enterprises from among poverty groups when feasible, and leaders of resource/support institutions/networks as well as relevant government agencies. They either belonged to Clusters 1, 2, 3, or 4 described in the succeeding section.

Asynchronous discussions were done in some cases via e-mail or phone call one week after the main interview. These were basically efforts of the research team to undertake follow-up questions and discussions with key informants to clarify or generate additional data or information noted as critical.

¹ The process strictly complied with the Data Privacy Act of 2012 (Republic Act 10173) and General Data Protection Regulation (GDPR), a European Union (EU) regulation relating to data protection.

Focus Group Discussions (FGD)

Focus group discussions (FGDs) among selected stakeholders were undertaken using on-line platforms where deemed useful and feasible. This was pursued when at least three key informants from the same organization or network identified as key informants were willing to participate in an FGD.

Participant Observation

This method involved the Researchers observing and taking part in online fora or consultations that tackled the response and recovery efforts of and for the poverty/marginalized sectors, as well as the SEs supporting them. An example of this was a meeting of the PRESENT Coalition where they discussed the content and strategy of their engagement with the legislative and executive branches of government given COVID19.

Initial data on the participating organizations were gathered prior to the KII and FGDs. Consent was sought through a signed consent form or recorded verbal consent. Almost all the FGDs and KIIs were recorded with prior permission from the research participants.

DATA ANALYSIS

Quantitative and qualitative methods were utilized to process the data to be gathered. Descriptive statistical analysis was employed to process the survey results. Data gathered from secondary research were triangulated with primary data collected from KIIs, FGDs and participant observation. Patterns and themes were identified from the results, guided by the SEAR objectives and key questions discussed in the next section. Initial findings were likewise sent to key research participants for validation and further insights.

Data gathered from KIIs were stored using Survey-CTO, a digital data collection platform that encrypts and protects data.

KEY STAKEHOLDERS TO BE ENGAGED IN THE ACTION RESEARCH AS KEY INFORMANTS AND FGD PARTICIPANTS

Recognizing the differentiated experiences, coping mechanisms, and responses of SEs, as well as the important role of government agencies, and resource institutions in evolving an agenda in response to the pandemic, COVID19 SEAR engaged four SE clusters and enablers:

CLUSTER 1: SE Survivors/Rebuilders.

These are social enterprises (SEs) that support and serve the poverty and marginalized groups whose plight has been exacerbated by the pandemic -- small farmers, fishers, agricultural workers, indigenous peoples (IPs), informal settlers, informal laborer, enterprising and entrepreneurial poor, returning overseas Filipino workers (OFWs), persons with disabilities, and the women of these sectors. To the extent possible, SEAR looked into the differentiated effects of the pandemic on these sectors, as well as the SEs supporting them. The SEs may have experienced major or some downturn due to the restrictions set by the government but despite the difficulties, they are survivors/rebuilders who intend to bounce back, recover their losses, and even be better-equipped to pursue their social mission and sustainably scale up operations.

The key informant interview (KII) under Cluster 1 involved:

- Leaders of SEs that have experienced major downturn and/or some downturn due to the effects of the pandemic;
- Their SEs are serving/supporting at least one of the following poverty/marginalized sectors: farmers, fishers, agricultural workers, indigenous people (IPs), informal settlers, informal laborers, persons with disability, returning overseas Filipino workers (OFWs), enterprising/entrepreneurial poor, and women belonging to these sectors;
- Their SEs engage a significant number of individuals from poverty/marginalized sectors, preferably above 500 except when no other can provide data relevant to the impact of COVID19 on the SE serving a

particular poverty sector.

The research also ensured that there were participants from:

- Luzon, Visayas, and Mindanao under the cluster.
- SEs that sustained and ceased operations
- Across economic sub-sectors: agriculture (food), agriculture (non-food), manufacturing, and services.

CLUSTER 2: SE Innovators/Sustainers and their Enablers.

This cluster is mainly a subsegment of Cluster 1, focusing on SEs that have sustained their operations during the pandemic. Most of them may have experienced a major or some downturn or decline but were able to sustain part of their operations. SEs whose operations were not affected, whose sales were sustained or even increased (e.g. as initially reported by social enterprises engaged in local rice and agricultural trading and a social enterprise engaged in providing accounting services). Of particular importance to this cluster are the innovations they pursued or the shifts/new approaches they made in their marketing or operations strategies (e.g. shift from crafts to face masks; use of online marketing or social media, or collaboration/trading with other social enterprises). This also includes enablers or resource institutions that have supported them during the crisis.

The research adopted the innovation framework of Accenture to explain the innovations developed by SEs under Cluster 2. Based on this framework, innovations happen through three different approaches: (1) Product or Service; (2) Process or System; and (3) Business Model. Modifying this framework to adapt to the unique characteristics of SEs, the research superimposed the social enterprise framework, particularly the use of innovative approaches through the combination of entrepreneurial goals with social objectives, in achieving a social mission (Hojnik and Crnogaj, 2020); or in this case, making innovations in the SEs to sustain, recover, and build back better amidst the COVID19 pandemic.

As hybrid organizations undertaking social innovation and cross-sectoral collaboration, it is common for SEs to undertake social innovation, regardless of the type of innovation undertaken. Hence, the study also reviewed if the SE Innovations are (1) incremental – usually involving an improvement in product, service, process or system; or (2) breakthrough -- innovations that have made a more significant impact on the enterprise. Once innovations become

breakthrough, they acquire the character of social innovation. This categorization is important as the demand for social innovation is high given the extent of the impact of the pandemic.

CLUSTER 3: SE Enablers and Policy Movers/Influencers.

This cluster covers government agencies and resource/support institutions that are/could influence the development/refinement of government policies, programs, and mechanisms for improving the conditions of the poverty and marginalized sectors. They also include resource/support institutions from government, business or civil society that are in a position to directly undertake or significantly support programs that strengthen or enable SEs to effectively recover and build back better. Resource institutions that have distinct or dedicated programs supporting or that could potentially support social enterprises in a significant way before, during or beyond the pandemic shall be given due importance. Key social enterprises and social enterprise resource institutions/networks involved in the lobby for the Poverty Reduction through Social Entrepreneurship Bill and Social Entrepreneurship SDG Acceleration Platforms before the pandemic and their evolving response to COVID19 were given due importance.

CLUSTER 4: SE Women Economic Empowerment (WEE) Actors and Enablers.

While social enterprises and social enterprise resource institutions that serve women and girls would cut across the first 3 clusters, this fourth cluster is dedicated to the conscious actors and enablers of women's economic empowerment (WEE) in the social enterprise sector. These include SEs and SE resource institutions with a Gender and Development (GAD) framework mainstreamed in their programs and operations; SEs and SE resource institutions consciously pursuing women's economic empowerment especially those that are women-led or women-owned; and government agencies and resource institutions with mandates to mainstream or promote GAD/WEE in their organizations and services.

Using this cluster of key informants, the research team (a) investigated the differentiated impact of the pandemic on women stakeholders of social enterprises pursuing a WEE/GAD/women inclusion agenda including women leaders/owners/stakeholders of these social enterprises; women stakeholders in social enterprises who are in agriculture and agricultural value chains; women from poverty sectors who have been employed formally as workers or engaged as partner-suppliers of social enterprises; and women in the informal economy who have been engaged as clients by social enterprises; (b) investigated how the pandemic has negatively impacted on the GAD/WEE/women inclusion gains of these social enterprises/social enterprise resource

institutions and how a COVID19 social enterprise recovery agenda could effectively address these negative impacts; (c) gathered suggestions and recommendations on how these impacts could be addressed by a social enterprise recovery agenda; and (d) gathered suggestions on the elements and features of a SE recovery agenda that is WEE-transformative

The research utilized the WEE framework defined² by the UN High Level Panel on WEE that defines 4 main arenas for WEE (women-led enterprises; women in agriculture; women in formal work; women in the informal economy) and the following seven (7) primary drivers for transformation³:

- a) Tackling adverse norms and promoting positive role models.
- b) Ensuring legal protection and reforming discriminatory laws and regulations.
- c) Recognizing, reducing and redistributing unpaid work and care.
- d) Building assets – digital, financial and property.
- e) Changing business culture and practice.
- f) Improving public sector practices in employment and procurement.
- g) Strengthening visibility, collective voice and representation.

² UN WOMEN. <https://hlp-wee.unwomen.org/en/about/seven-drivers>. Accessed on 1 June 2020.
³ These drivers were identified by the UN High Level Panel on Women's Economic Empowerment, based on experiences from all over the world.

RESEARCH OBJECTIVES AND KEY RESEARCH QUESTIONS PER CLUSTER

Matrix 2 adapts the general research objectives to the unique characteristics of and intent of the research for each cluster. They also contain general research questions which were framed differently depending on the SE/ government agency/resource institution represented by the key informants or FGD participants. Probing questions on the conditions of women and youth were likewise asked after each general question about the poverty groups.

Matrix 2. Objectives and Key Questions Per Cluster

Research Objectives	Key Questions
Cluster 1. SE Survivors/Rebuilders	
Determine the differentiated impact of the COVID19 pandemic on the poverty sectors and SEs supporting them.	1. What have been the effects of COVID19 on each poverty/marginalized sector? On the SEs supporting/serving them? 1.1 How has it directly affected women in each sector (e.g. women farmers)? 2. What are the factors that have made each sector and the SEs vulnerable to these impacts? 3. What are the strengths of each sector and SEs that have helped them cope?
Determine the gaps in the coping and response efforts per poverty/ marginalized sector towards identifying opportunities for SE innovations and/or new SEs that will address these gaps	4. How is each sector coping with the impacts and restrictions? The SEs supporting them? 5. How are the SEs supporting the poverty sector? 15.1 Any particular support/program for women? 15.2 Any particular support/program for the youth (girls and boys)? 6. What are the strengths and limitations of their support? 7. What support has each sector received from the government (local and national)?

Research Objectives	Key Questions
	<p>7.1 Is the support sufficient? Why or why not?</p> <p>7.2 What could have the government done to better support each sector and SEs supporting them?</p> <p>7.3 What are the strengths and limitations of government support?</p> <p>8. What support has each sector and the SEs supporting them received from non-government entities (resource/support institutions, nosiness groups, other SE groups/networks etc.)?</p> <p>8.1 Is the support sufficient? Why or why not?</p> <p>8.2 What could have these entities done to better support each sector and SEs supporting them?</p> <p>8.3 What are the strengths and limitations of the support?</p> <p>9. What are the needs of each sector to be able to adapt to the “new normal?”</p> <p>10. How can SEs help address these needs?</p> <p>11. Can there be opportunities for:</p> <p>11.1 additional products/services for current SEs”?</p> <p>11.2 new SEs to develop/evolve out of all these?</p> <p>11.3 What are these opportunities?</p>
Gather suggestions on relief, recovery, and building back better efforts appropriate for SEs serving each poverty/ marginalized sector (focused interventions)	<p>12. Do the SEs serving the poverty sector have programs and services before the pandemic that are even more relevant now?</p> <p>13. Given the pandemic, what would the SEs do differently?</p> <p>13.1 What do SEs need to change?</p> <p>13.2 What will SEs need to do that is something totally new?</p>

Research Objectives	Key Questions
	<p>14. What do SEs need to:</p> <p>14.1 adapt to the “new normal” and recover their losses from the impact of the pandemic?</p> <p>14.2 Sustain and strengthen their support to the poverty groups given the “new normal?”</p> <p>14.3 Reduce their vulnerabilities and improve the resilience to future shocks/disasters?</p> <p>14.4 Scale up operations especially in terms of trading, distribution, and marketing?</p> <p>14.4 Scale up operations especially in terms of trading, distribution, and marketing?</p> <p>14.5 Ensure sustainable development for the SEs and the poverty sectors? (with emphasis on economic and environmental sustainability)</p> <p>15. What kind of external support do SEs need (from government, resource/support institutions, other stakeholders)?</p>
Cluster 2: SE Innovators/Sustainers and their Enablers	
Determine the impact of COVID19 on SE Innovators/Sustainers, as well as on the poverty/ marginalized sectors they serve	<p>1. What have been the effects of the pandemic on these SEs and their operations?</p> <p>2. What have been the effects of the pandemic on the poverty sectors served by these SEs?</p>
Find out how these SEs have responded to COVID19 and how they sustained their operations and/or their engagement with the poor and marginalized stakeholders they serve	<p>3. What were the actions that the SEs have taken to keep afloat or to sustain their operations during the pandemic?</p> <p>4. What are other responses undertaken by SEs in response to COVID19?</p> <p>5. How have these responses affected various stakeholders, such as the poor, marginalized and vulnerable?</p>
Find out how these SEs have shifted or innovated on their enterprise model, and how such affected their operations, and the poor and, marginalized	<p>6. What are the shifts or changes undertaken by the SEs that helped sustain their operations?</p> <p>7. What innovations (e.g. technology) did the SEs employ that helped sustain their operations?</p>

Research Objectives	Key Questions
stakeholders they serve.	<p>8. How have these changes and/or innovations affected various stakeholders, such as the poor, marginalized and vulnerable?</p> <p>9. What factors helped or facilitated the innovations or sustained operations of the SEs?</p> <p>10. Which actors/agencies helped significantly in assisting their innovations? How? e.g. bilateral agencies, support agencies?</p>
Gather recommendations for a responsive SE recovery program and how social enterprises can contribute to building back better	<p>11. What are possible suggestions and recommendations that SEs/SE resource institutions can undertake to respond to the new normal and to effectively recover?</p> <p>12. What support do SEs need from resource institutions and the government to enable their recovery?</p> <p>13. What support do SEs need to enable them as partners of the poor in building back better?</p> <p>14. Some SEs and SE resource institutions are advocating for the following to support SEs in their recovery and sustainable growth:</p> <ul style="list-style-type: none"> - Stimulus funds for SEs; - Investments in strategic economic sub-sectors (.) where the poor are concentrated and could be major players as units of planning social entrepreneurship interventions to scale up impact on target poverty sectors - Hybrid financing for SEs which involves (a) grants for capacity building and technical assistance to effectively engage the poor in social enterprises. and (b) non-collateralized loans through special credit windows with a guarantee fund pool; - Comprehensive insurance system; - Incentives for SEs which entail special allocation/ preferential treatment in government procurement for SEs; - Tax exemptions and tax breaks; - Cash incentives (e.g. 25% of salaries for SEs employing persons with disabilities as current law only requires employers to pay the sector 75%) <p>14.1 How do SE innovators/sustainers view these</p>

Research Objectives	Key Questions
	<p>suggestions? Would they support/endorse these proposals for the consideration of government or SE resource institutions?</p> <p>14.2 Do they have specific suggestions (e.g. what economic subsectors do they think are strategic to scale up impact of social enterprises on poverty sectors?)</p>
Cluster 3: SE Policy Movers and Influencers - Government Agencies	
Determine policy and program adjustments to respond to the impact of COVID19 pandemic	<p>1. Has the pandemic affected the support of government agencies to their major stakeholders (e.g. for the Department of Agriculture: farmers, fishers, livestock raisers)? To the SEs supporting them (e.g. farmers' cooperatives)?</p> <p>1.1 In what way?</p> <p>1.2 What adjustments have they done?</p> <p>1.3 What are their strengths and limitations in responding and adapting to the crisis?</p>
Identify opportunities for engagement to support and strengthen SEs and poverty sectors to effectively cope, recover, and build back better	<p>2. What further changes in the policies and programs of government agencies are needed to help the sector and SEs:</p> <p>2.1 adapt to the "new normal?"</p> <p>2.2 recover from the impact of the pandemic?</p> <p>2.3 Build back better and scale up operations?</p> <p>3. What are government agencies doing to address development concerns that have become even more pronounced during the pandemic (e.g. food security, preventive health care, sustainable livelihood, etc.,)</p> <p>4. How can government agencies achieve their recent policy pronouncements regarding building back better for the poverty/marginalized sectors?</p> <p>5. What is the role of SEs supporting the sector given these directions/ policies?</p> <p>6. How can government agencies work with or support the SEs in the light of these changes?</p>

Research Objectives	Key Questions
	<p>7. Some SEs and SE resource institutions are actively advocating for the following to support SEs in their recovery and sustainable growth:</p> <ul style="list-style-type: none"> - Stimulus funds for SEs; - Investments in strategic economic sub-sectors (.) where the poor are concentrated and could be major players as units of planning social entrepreneurship interventions to scale up impact on target poverty sectors - Hybrid financing for SEs which involves (a) grants for capacity building and technical assistance to effectively engage the poor in social enterprises. and (b) non-collateralized loans through special credit windows with a guarantee fund pool; - Comprehensive insurance system; - Incentives for SEs which entail special allocation/ preferential treatment in government procurement for SEs - Tax exemptions and tax breaks - Cash incentives (e.g. 25% of salaries for SEs employing persons with disabilities as current law only requires employers to pay the sector only 75%) <p>7.1 Are government agencies supportive of these?</p> <p>7.2 What can they contribute to promote/ implement these endeavors?</p>
Cluster 3: SE Policy Movers and Influencers - Support/Resource Institutions	
Determine policy and program adjustments to respond to the impact of COVID19 pandemic	<p>1. In what way has the pandemic affected SEs in the Philippines?</p> <p>2. What are the implications of these on the support and services of SE resource institutions?</p>
Identify opportunities for engagement, including possible initiatives, programs, and policies, to support and strengthen SEs to effectively cope, recover, and build back better	<p>3. What were the initiatives by the SE sector to collectively promote SE development and poverty alleviation prior to COVID19?</p> <p>3.1 How are these evolving in the light of COVID19?</p> <p>3.2 How relevant are these initiatives now?</p>

Research Objectives	Key Questions
	<p>3.3 What should be changed in these initiatives given the pandemic? 3.4 What new approaches/initiatives should be done?</p> <p>3.5 What is the role of resource institutions in these initiatives?</p> <p>3.6 What are the challenges and opportunities in fulfilling this role?</p> <p>4. Different government agencies have recent policy pronouncements regarding building back better for the poverty sectors:</p> <p>4.1 What are the insights of resource institutions on how this can be achieved?</p> <p>4.2 What are the insights of resource institutions on the possible role of SEs in this endeavor?</p> <p>5. How can resource institutions work with government in the light of these policy directions? What are the opportunities for engagement?</p> <p>6. What do resource institutions think of the following proposed support for SEs in their recovery and sustainable growth:</p> <ul style="list-style-type: none"> - Stimulus funds for SEs; - Investments in strategic economic sub-sectors where the poor are concentrated and could be major players as units of planning social entrepreneurship interventions to scale up impact on target poverty sectors; - Hybrid financing for SEs which involves (a) grants for capacity building and technical assistance to effectively engage the poor in social enterprises. and (b) non-collateralized loans through special credit windows with a guarantee fund pool; - Comprehensive insurance system; - Incentives for SEs which entail special allocation/ preferential treatment in government procurement for SEs - Tax exemptions and tax breaks - Cash incentives (e.g. 25% of salaries for SEs employing persons with disabilities as current law

Research Objectives	Key Questions
	<p>only requires employers to pay the sector only 75%)</p> <p>6.1 What can resource institutions do to contribute in these advocacies/endeavors?</p> <p>7. What can be done by government, resource/support institutions, other stakeholders to support SEs and the marginalized sectors they serve towards recovery and to enable them as partners of the poor in building back better?</p>
Cluster 4: SE WEE Actors and Enablers	
Investigate the differentiated impact of the pandemic on women stakeholders of social enterprises/social enterprise resource institutions that have pursued a conscious GAD/WEE/ women inclusion agenda	<p>1. What has been the content of the GAD and/or WEE/women inclusion agenda of the SEs/SE resource institutions, pre-COVID 19 pandemic? What women's issues did the agenda focus on addressing?</p> <p>2. What policies, programs, and projects were SEs/ SE resource institutions implementing pre-COVID 19 that are relevant to pursuing WEE in different arenas/ contexts:</p> <ul style="list-style-type: none"> - Women owners, leaders and stakeholders of women-led and women-owned social enterprises? - Women stakeholders in social enterprises in agriculture and agricultural value chains? - Women from poverty sectors who have been employed formally as workers or engaged as partner-suppliers of social enterprises? - women in the informal economy who have been engaged as clients by social enterprises? <p>3. What gains have been achieved by these women stakeholders as a result of the GAD and WEE agenda, programs and projects of SEs and SE resource institutions prior to COVID19? How were they contributing to advancing the 7 main drivers of WEE:</p> <ul style="list-style-type: none"> - Tackling adverse norms and promoting positive role models. - Ensuring legal protection and reforming discriminatory laws and regulations. - Recognizing, reducing and redistributing unpaid work and care. - Building assets – digital, financial and property. - Changing business culture and practice. - Improving public sector practices in

Research Objectives	Key Questions
	<p>employment and procurement.</p> <p>- Strengthening visibility, collective voice and representation.</p>
Investigate how the pandemic has negatively impacted on the GAD/ WEE/women inclusion gains of these social enterprises/social enterprise resource institutions and how a COVID19 social enterprise recovery agenda could effectively address these negative impacts	<p>4. How did the pandemic negatively impact on the GAD/WEE/women inclusion gains of SEs/SE resource institutions?</p> <p>5. How did these negative impacts on GAD/WEE/ women inclusion gains affect women stakeholders?</p> <p>6. How could SEs/SE resource institutions respond to overcome the negative impacts of COVID19 on women stakeholders and the gains of GAD/WEE/ women inclusion interventions in their respective SE or SE resource institution?</p>
Gather suggestions and recommendations on how the impacts of COVID19 on SE women stakeholders can be addressed and the elements of a WEE-transformative social enterprise sector agenda during the recovery and building back better phases.	<p>7. What changes or new actions could be pursued or implemented and put in place by SEs and SE resource institutions to better pursue GAD/WEE/ women inclusion during and beyond the COVID 19 pandemic?</p> <p>8. What other suggestions and recommendations can SEs/SE resource institutions pursue to develop a WEE-transformative agenda for social enterprises during the recovery and building back better phases?</p>

RESEARCH PARTICIPANTS

SURVEY PARTICIPANTS

The on-line survey was conducted from April 6 to May 31, 2020; and was reopened for Synergy Project⁴ partners from 07 to 28 July 2020. A total of 58 social enterprises (SEs) participated in the survey. Earliest response was made on April 6 while the last response was made on July 28. Thirty two (32) completed the survey form in April; twenty three (23) in May, one (1) in June, and two (2) in July. Of the representatives of SEs who participated in the survey, 25 are female while 32 are male. One did not reveal her/his sex.

There were more SEs (40%) in their early stages or those established 6 to 15 years ago (2006 to 205) that participated in the survey compared to mature and start-up SEs. Majority were based in Luzon and NCR (33% and 31%, respectively), about a quarter (24%) were based in Mindanao, while the rest came from the Visayas. In terms of size of enterprise, the majority of SEs surveyed were micro, with assets not exceeding Php3M (52%). About a quarter were small enterprises (24%) and the rest fell under the medium (15%) and large (10%) categories.

A third of the SEs that participated in the survey were registered as a cooperative. Those which were legally recognized as non-stock, non-profit corporations made up one-fourth of the survey participants, closely followed by non-stock for-profit corporations comprising 24%. Meanwhile, about a sixth (15%) of SEs were in the form of single proprietorship. A significant number of the SEs (95%) sold their products/services to individuals. Majority likewise traded with private companies (67%) and/or with SEs (53%). Meanwhile, over 40% sold their products/services to NGOs and/or government agencies/units.

The survey likewise revealed that most of the SEs marketed their products at the local level (88%). Meanwhile, more than half of them were operating at



Photo Courtesy: BGMPC Facebook Page

the national level, a third were trading at the regional level (36%), and a fourth were dealing with international market/s. Meanwhile, most SEs sold their products through direct selling or retail. On the other hand, more than half of them were into wholesale trading. A little less than half were into on-line selling and/or product distribution through intermediaries/partners (56.55% and 43.10%, respectively) while almost a third distributed their goods/services through branches (31.03%). Those engaged in export comprised almost 14% of the SEs surveyed.

More than half of the SEs considered themselves profitable and sustainable prior to COVID19. Those at the break-even point and below break-even point comprised 45% of the respondents. Majority of them supported small farmers and fishers, micro-entrepreneurs/small scale entrepreneurs/artisans/home-based small producers, and/or women to realize their social mission. A significant number likewise helped agricultural workers, children and youth, IPs informal settlers or people living in marginalized communities, unemployed/displaced workers, and victims of disasters and calamities. Less than 20% supported overseas Filipino workers (OFWs) and their families, as well as persons with disabilities while 14% served senior citizens. SEs engaged these sectors as workers, suppliers/producers, as co-owners, and/or clients. A small number engaged them as partners.

⁴ The project supports 27 non-government organizations and cooperatives in the Philippines with the aim of building safe, sustainable, and resilient communities and enterprises, focusing in the provinces of Camarines Norte, Camarines Sur, Sorsogon, Nueva Vizcaya, and Isabela.

KEY INFORMANT AND FGD PARTICIPANTS

A total of 62 key informants and FGD participants were drawn from a long list generated from the database of ISEA based on past research; the results of the online survey; suggested key informants by social enterprise resource institutions supporting SEAR; and a web-based review of literature identifying SE stakeholders who implemented responses to the pandemic. Majority (60%) of the key informants are female while 40% are male.

Matrix 3 presents the number of research participants per cluster.

**Matrix 3. Number of Research Participants
by Research Cluster and Method**

Cluster	Research Participants					
	Key Informant Interview			Focus Group Discussion		
	Female	Male	Total	Female	Male	Total
1. SE Survivors and Rebuilders	6	6	12	5	1	6
2. SE Survivors and Rebuilders	6	9	15	0	0	0
3. SE Enablers and Policy Movers/ Influencers	3	6	9	2	2	4
4. SE WEE Actors and Enablers	16	0	16	0	0	0
Grand Total	31	21	52	7	3	10

Cluster 1 Participants. A total of thirteen (13) organizations and eighteen (18) individuals participated in twelve (12) KIIs and two (2) FGDs under Cluster 1. These organizations are made up of cooperatives, corporations, and non-government organizations that implement or support one or more SEs. Six have headquarters based in Luzon (five of which are in the National Capital Region or NCR), four are based in Visayas, and three are in Mindanao. Three are operating nationwide while the rest are operating at the local level (barangay-, municipal-, province-, or region-wide). Seven were interviewed in June, five in July, and one in early August. Eleven (11) of the individuals are female while seven are male.

Cluster 2 Participants. For Cluster 2, a total of 13 SEs composed of 15 individuals served as the final set of interviewees. Nine of the key informants are male while six are female. Two rounds were utilized by the researcher for all interviews. The first batch of interviewees were 6 in number and took place

between June 16, 2020 to June 26, 2020. The second batch of interviewees formed part of the remaining 7 and were scheduled between July 6, 2020 to July 15, 2020.

Cluster 3 Participants. A total of 10 resource institutions and thirteen (13) informants took part in nine KIIs and one FGD. Of the 13 informants, eight are male and five are female. All the resource institutions are based in Manila but most have nation-wide operations or reach. Five were interviewed in June while the other half participated in the research in July.

Cluster 4 Participants. Sixteen women leaders of social enterprises and resource institutions with gender-inclusive, responsive and/or transformative approaches were interviewed under Cluster 4.

PARTICIPANT OBSERVATIONS

Two participant observations involving social enterprises under Cluster 1 took place during the COVID19 Social Enterprise Response and Visioning Effort (SERVE) webinars initiated by ISEA. The webinars involved the Philippine Reconstruction Movement (PRRM) and Alter Trade Foundation, Inc (ATFI) on June 30 and July 21, respectively. For Cluster 2, the participant observation was also done in another COVID19 SERVE webinar in which Gandang Kalikasan, Inc. (GKI) was the presenter. This was held on June 23.

Under Cluster 3, six meetings were observed, all involving the PRESENT Coalition. Five of these meetings were with key officials from the Department of Agriculture (DA), Department of Education (DepEd), Department of Social Welfare and Development (DSWD), and Department of Trade and Industry (DTI). One participant observation entailed attending the meeting of PRESENT Coalition members. Two of the five meetings were held in June while the rest were conducted in July.

Two participant observations for Cluster 4 were done. One was entitled, “Silayan: Voices of The Pandemic’s Hidden Crises – A Gender and Inclusion Assessment of COVID-19’s Impacts” held on 30 June. The other one was another COVID19 SERVE webinar featuring Gandang Kalikasan, Inc. on June 23.

LIMITATIONS OF THE RESEARCH

Most of the KIIs, FGDs, and participant observations were done online. Some interviews were conducted by phone. Difficulty in connectivity was encountered in some instances, where the researcher and research participant/s could not hear or understand each other; or one had to log-in again or look for an area with better internet or phone signal.

The qualitative data gathering was set for three months. Given the number of target key informants, the time was not enough to gather primary data from the private sector, which could have provided different insights and perspectives to enrich the results. The research likewise encountered some challenges in setting up schedules with key informants due to their demanding schedule.

Only 58 SEs participated in the online survey, a very small portion of the over 160,000 estimated SEs in the country. Nonetheless, the results provided initial data on the key informants, as well insights on how some SEs from different economic subsectors were performing.



Photo Courtesy: LiveGreen

SEAR TIMEFRAME AND OUTPUT

The SEAR online survey was launched on April 13, 2020. Noting the limitations and inadequacies of an online survey, a full-blown research was pursued with a team of action-researchers who undertook KIIs and where relevant and feasible, FGDs and participant-observation of evolving responses to COVID19. In addition to the online survey, the other data gathering activities were held from May 1 to August 4, 2020. A preliminary report based on initial results was submitted to research partners and participants for comments and insights. Subsequently, the SEAR results were presented to key stakeholders for validation and further comments on 07 September. The research participants were likewise given one week, from 14 to 18 September to review and comment on the draft report. The final report was submitted on – September 2020.

Matrix 4 shows the indicative timeframe of research activities.

Matrix 4. SEAR Indicative Schedule

Activity/Output	Timeframe
1. Crafting and conduct of on-line survey	April-May 31, 2020
2. Organizing/hiring of research team	April-May 15, 2020
3. Research tool development, initial analysis of survey results and initial secondary research	May 7-June 8, 2020
4. Data gathering	June 8- August 4, 2020
5. (Conduct of KII/FGD/participant observation/secondary research)	June 8- August 4, 2020
6. Analysis, writing and reporting	August 2020
7. Research results presentation	September 7, 2020
8. Review of draft by key informants	September 14-19, 2020
9. Submission of final draft	September 25, 2020

With the results of SEAR, Philippine SEs and their resource institutions, the private sector, and government agencies would be better informed about a responsive relief and recovery program for the sector and how social enterprises can be better supported to contribute to building back better post-COVID19.



COVID19 Impact on Social Enterprises and Poverty Sector

CONTEXT: COVID19 AND GOVERNMENT RESPONSE

In response to the growing number of COVID19 cases in the country, the Enhanced Community Quarantine (ECQ) was imposed by the National Government over the entire Luzon from 16 March to 30 April 2020. Many areas in the Visayas and Mindanao also imposed ECQ for at least two weeks through LGU declarations. The ECQ was effectively a total lockdown, restricting the population to go out of their houses except to buy necessities, serve as frontliner, or respond to an emergency. All non-essential shops and businesses were closed, as well as public transportation. Checkpoints were set up in local and regional borders to control entry of people from one locality to another.

The ECQ in the National Capital Region (NCR) and some surrounding provinces was extended until May 15 because they were still considered high-risk to the spread of the virus. On the other hand, areas considered medium to low-risk were placed under General Community Quarantine (GCQ) or Modified GCQ (MGCQ). The NCR and surrounding areas were downgraded to Modified ECQ (MECQ) from May 15 to 31, then declared under GCQ in June.

Due to rising COVID19 cases, Cebu City was placed under ECQ again from June 16 to July 15, and to MECQ level from July 16 to 31. Similarly, NCR, Cavite, Rizal, and Laguna were reverted to MECQ status from August 4 until August 18.

To support the restrictions and other policies to control the spread of the virus, the Bayanihan to Heal as One Act or Republic Act (RA) 11649 was enacted immediately after the ECQ was imposed. It granted the President special powers to address the COVID 19 health crisis for three months. Part of the special powers was the reallocation, realignment, and reprogramming of more than half of the 2020 national budget for COVID19-related interventions. At the same time, regular recommendations for the management of the virus have been made by the Inter-Agency Task Force on Emerging Infectious Diseases (IATF), which was convened in January 2020. All agencies and LGUs have been required to adopt, coordinate, and implement the guidelines issued by the IATF.



Photo Courtesy: NCCP



Photos Courtesy of BGMPC

National government agencies have realigned their budget and activities towards responding to the crisis. Old government programs have been modified to focus primarily on COVID19 response. Foremost in these responses is the provision of relief through food packs and cash assistance for poverty sectors and displaced workers. Stimulus funds, mostly in the form of zero-interest loans have been offered to these sectors as well as businesses affected by the pandemic. Livelihood assistance, capacity building to adapt to the new normal, and market support have likewise been offered. At the local level, LGUs likewise provided relief packs, cash assistance, local health and quarantine guidelines, free transportation, and venues to buy/sell agricultural products.

IMPACT OF COVID19

This section presents the impact of the restrictions imposed during the ECQ, MECQ, and to some extent during GCQ, on the SEs and poverty sectors they serve.

The survey results revealed that prior to the pandemic, majority (55%) of the SEs surveyed were profitable and sustainable. As a result of the restrictions imposed during the pandemic, however, more than half experienced a major downturn while a little over 40% had some downturn. When asked to quantify the impact, more than 90% reported decline in sales/revenues when the ECQ was imposed, a third of which lost 100% of revenues. This is consistent with the report published by the IATF Technical Working Group for Anticipatory and Forward Planning (IATF-TWG-AFP) where two-thirds of 44,000 MSMEs experienced zero sales due to temporary closure. While the losses in revenues were a major concern for the SEs involved in this study, even more burdensome for them was the impact of such losses to the poverty and vulnerable sectors they serve.

All 58 of the SEs surveyed were serving a total of 430,000 individuals from different poverty sectors as workers, as suppliers/producers, as partners, and/or as co-owners of their social enterprises. Meanwhile, the poverty sectors served by the SEs and resource institutions that participated as key informants in the study is estimated at 4 million.

IMPACT ON SEs ENGAGED IN AGRICULTURE (FOOD)

Disruption in Market Links

Mobility restrictions during the ECQ in Luzon prevented SEs and traders to bring farmers' produce to major markets, mostly in Metro Manila. The logistics linking the producers to the market were immobilized. As a result, tons of fresh produce were left stranded, local markets were unable to absorb the oversupply of products, and prices drastically went down. The National Economic Development Authority (NEDA) estimated that PHP94.3 million was lost from unsold agricultural and fishery produce in the country during the first month of the ECQ.

The Agrizkaya Cooperative Foundation (Agrizkaya) in Nueva Vizcaya related how the oversupply of “pakbet” vegetables (eggplant, okra, squash, string beans, tomatoes) in the Nueva Vizcaya Agricultural Terminal (NVAT)⁵ brought down the farm gate prices of these vegetables resulting in farmers throwing their products by the tons or just giving them away to neighbors and communities.

Another Nueva Vizcaya-based SE and partner of the Philippine Rural Reconstruction Movement (PRRM), Vizcaya Fresh!, had a truckload of goods to be delivered in their outlet in Metro Manila when the ECQ was declared. Vizcaya Fresh! Was forced to sell and deliver locally at much lower values. It eventually closed its vegetable stores in Metro Manila and Santiago City, Isabela but kept its local outlets in the province.

Luzon-based SEs involved in rice trading were more fortunate as their product’s shelf life is longer than that of vegetables. The supply of rice in the warehouses of Synergy partner cooperatives in Bicol was piling up for the same reason. Fortunately, the market opened after a month. The rice supply of Kooperatibang Likas ng Nueva Ecija (KOOL NE), another PRRM partner, was also stranded for two weeks but it was able to deliver the rice to its partner distributor, the Federation of People’s Sustainable Development Cooperative (FPSDC), in Metro Manila by April.

In Mindanao, low farm gate prices for copra and cacao were also reported in Davao region, primarily because they cannot move the goods and local buyers were lacking. Bote Central, Inc., an SE involved in sustainable coffee production, trading and processing, discussed how logistical issues also prevented its partner coffee farmers in Bukidnon from shipping their produce to Metro Manila. Differing quarantine policies per LGU made the transfer impossible. On the other hand, Peace and Equity Foundation (PEF), a resource institution investing primarily on SEs, quantified the amount of stranded raw unprocessed supplies of coffee and cacao beans of their partners at Php10M and Php600K, respectively.

The travel restrictions resulted in overproduction for a coconut sugar-producing SE in Northern Mindanao. Its inventory tripled with ten tons of coco sugar produced in 4 months. Similarly, muscovado suppliers in Sultan Kudarat and Negros Occidental reported an oversupply of inventory because products cannot be moved.

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[The government] has no clear system. Sasabihin nila they will open, all agricultural products will be given [permits], di ba? Go! Green light lahat iyan. Pero kung meron man, putol-putol. Na hindi mo maintindihan, hindi mo makita saan yung use? Paano? How will my goods from [Mindanao] reach Manila? Wala, walang clear, wala [sa] lahat ng sinasabi ng government, ng DTI, DA, at lahat ng mga iyon. And that’s why we made it an effort na kami na lang gagalaw. Kailangan gumalaw ang SE, hindi siya pwedeng nagre-rely sa system na pino-provide ng government. That’s the effect of COVID19 (The government has no clear system. They said all agricultural products will be given permits, right? Go! That was supposed to be the green light. But it didn’t happen. If it did, it was not continuous. And we could not understand what’s the use [of the permit]. How will my goods from [Mindanao] reach Manila? Nothing is clear in the pronouncements of the government – of DTI, DA, all those agencies. And that’s why we made an effort to do it ourselves. SEs should make the move themselves, we cannot rely on the government system. That’s the effect of COVID19.”

- Chief Executive Officer of a social enterprise with nation-wide reach

Even with permits and strict adherence to protocols, the Davao Federation of Fishers and Farmers’ Cooperative (DACOFARM) narrated how transporting rice from one municipality to another was made difficult as the truck driver from one area was not allowed to drive on to the next municipality. Another driver was required. If the rice had to pass through several municipalities, it also required several drivers to bring it to its destination and back to where it originated. As a result, DACOFARM was not able to supply its primary cooperatives in non-rice producing upland areas and in Davao de Oro. These cooperatives were forced to buy more expensive rice from local suppliers which did not provide a line of credit for the coops.

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Kasi yung mga nag-checkpoint doon, mga military, pulis, saka mga army. Talagang kung ano yung narinig nila, yun yung susundin nila. Hindi ka makapasok dun. Minsan nga, kukuha na kami ng bigas kasi nagiling na. Papasa yung driver namin. Sabi ng checkpoint, dapat may driver rin kayo sa kabilang munisipyo kasi hindi pwede pumasok yung driver mo doon (Because the checkpoint is made up of the military, police, and army personnel. Whatever they were told, they followed. No one could go to the next border. Once, we were supposed to get our newly-milled rice. Our driver couldn’t proceed to the next municipality. Those guarding the checkpoint required us to get a new driver from the that area).”

- Operations Manager of a social enterprise



Photo taken from tambuyog.org

⁵ The major trading center for vegetables and fruits in Nueva Vizcaya and some parts of Northern Luzon.

In the case of tuna fishers in Mindoro, the Tambuyog Development Center (Tambuyog) shared that the group ran out of able drivers because they had to go on a 14-day quarantine after each trip to and from Metro Manila.

The above experiences validate the findings of the IATF-TWG-AFP, which traced the disruption in agricultural and trading activities to the additional ECQ rules imposed by some LGUs which were, even more rigid than the rules set by the IATF.

Closure of Markets

In some cases, there simply was no market at all. Even if logistics and delivery mechanisms were available, the market simply closed, either temporarily or permanently. For instance, the Katilingbanong Pamahandi sa Mindanaw Foundation, Inc. (KPMFI) that supports farmers raising broiler chickens was forced to bury the chickens because the fast-food chain and restaurants they were supplying in the Visayas and Mindanao were closed. For how long, KPMFI was unsure. The organization also had no storage facility to prolong the shelf life of the chickens. Similarly, a Quezon-based SE supported by PEF was not able to sell Php1.2M worth of lapu-lapu (grouper), because the restaurants they were supplying were also closed.

On the other hand, Tambuyog cited the experience of the blue swimming crabbers in Northern Cebu who lost their main buyer in Cebu City as the processing plant there was closed. The grouper and crabs are higher value species and SEs/fishers engaged in catching and marketing these species are used to higher income.

A sustainable agriculture expert, Julian Gonsalvez of the International Institute of Rural Reconstruction (IIRR), noted that the closure of international and domestic tourism likewise affected farmers' markets in the mountains and



Photo Courtesy: PRRM

coastal areas. For instance, the fishers of Culion, Palawan who used to supply fish in the more popular tourist spot, Coron, reported how the prices of their catch dropped by almost 50% because there was no demand (Rey, 2020).

Disruption in Production and Processing

The harvest season for sugar cane just ended when ECQ was declared in Negros Occidental. Alter Trade Foundation, Inc. (ATFI) and its partner farmers' federation, the Negros Occidental Fair Trade Association (NOFTA), could not deliver the harvested sugar canes to their partner, Sagay [Sugar] Central, to process them into muscovado. They were forced to deliver in nearby sugar centrals which did not produce muscovado. The farmers were then paid in checks, which they had to encash in Bacolod. There was no way, however, for the farmers to go to Bacolod at that time. At the same time, the ATFI and NOFTA cannot deliver the products from the farm to Bacolod for packaging as packing operations ceased. They had to cancel orders as there was no assurance when the products could be packed and released.

Right after harvesting, sugarcane production had to resume within 15 to 30 days. ATFI and NOFTA narrated how production slowed down because farm workers from adjacent barangays were not allowed to leave their villages to plant sugarcane. Moreover, some of the crops planted by these farmers as part of their sustainable agriculture efforts were damaged by about 20%. Because the agriculturists from ATFI were prevented from visiting the farms, the member associations of NOFTA were also deprived of technical support and intervention necessary to keep their crops healthy.

In Davao Region, restrictions likewise reportedly led to low farm productivity for rice farmers. Because the farmers had no access to farm inputs and laborers, they were not able to plant under ideal circumstances, resulting in lower yield. The key informant also noted, that, despite being declared as frontline and essential work; and even with permits and strict adherence to protocols, farming and marketing of farm produce were made doubly difficult because the police and military managing the checkpoints interpreted the

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Our staff had to, shall we say, do acrobatic acts, just to be able to reach Bacolod, from one border to another, to transfer it to another staff from the other border, so that the checks [from the sugar centrals] could be taken to the bank. So much delay in the transactions.... From us going to the farmers, that was another problem because farmers do not have access to cash transfer facilities. We were able to make arrangements with our staff through the cash transfer systems. The staff then brought the amount to the farmers. The staff had to be locally within the area of the farmers, [otherwise], we had to contact the treasurer of the farmers associations so that they could go to, let's say, the local Palawan Express.”

- Edwin “Ted” Lopez, Alter Trade Foundation, Inc.

guidelines differently and could not be reasoned with. Farmers were not allowed to leave their villages to buy farm inputs, not even to buy fuel for their harvester.

Positive or Minimal Impact

In the SEAR survey, one cooperative marketing processed fish in Northern Mindanao reported positive impact on its enterprise. But when asked to quantify change in sales/revenues, it still reported a decline by 50% or below. On the other hand, one cooperative in Bicol involved in palay trading revealed an increase in income during the ECQ. The cooperative operated from municipal to regional levels and had other sources of income. Nonetheless, both cooperatives reported income loss for its members. The one in Bicol explained that the loss was due to the spoilage of unsold produce due to lack of transportation. It also revealed that these farmers/members experienced hunger since the relief packs from government and non-government entities were insufficient to meet the daily needs of their families.

Meanwhile, the Synergy partner, Rice Watch and Action Network (RWAN), noted that the closure of importation enabled rice farmers to earn more as the demand for the commodity was high and the supply from Vietnam and other South East Asian countries went down. Meanwhile, the Federation of Peoples' Sustainable Development Cooperative (FPSDC), a large secondary cooperative supplying over 1,000 grocery stores with organic rice and other community-produced food items, was able to meet more than 100% of its target sales for its distribution and marketing unit. It was only in March, when the ECQ in Luzon was declared that the coop did not meet its target.

Tambuyog narrated that three of their cooperative partners in Tayabas Bay, Quezon were not so affected because their enterprises support each other (e.g. one coop supplies fresh fish to another coop which processes the catch into dried fish). Moreover, Agrizkaya-supported farmers selling organic vegetables in Nueva Vizcaya were less affected as their price was Php10 higher than non-organic vegetables. At the same time, Agrizkaya was able to process the vegetables into tea or chips.

IMPACT ON SEs ENGAGED IN AGRICULTURE (NON-FOOD)

Disruption of Market Links

Similar to the disruption of the food systems chain discussed in the previous section, the Central Farmers Association (CEFA), an association of abaca farmers in Northern Samar supported by the Eastern Visayas Partnerships for Rural Development (EVPRD), was also not able to bring their produce to the market in Tacloban, even under GCQ, primarily because abaca was not considered essential goods and inter-provincial trips were still suspended. While inter-municipality trips were already allowed, check points along the municipal boundaries were strict, making it hard to transport and market the abaca even within Northern Samar.

Nonetheless, the abaca production and marketing managed by Ecosustain Solutions (Ecosol) and supported by Ecosystems Work for Essential Benefits, Inc. (ECOWEB) in Northern Mindanao was unhampered because abaca was eventually considered an essential material for making personal protective equipment (PPE) there. Hence, the market demand rose. Moreover, the world's biggest pulp processing site in the Philippines is near the production site. Hence, its market was assured.

Meanwhile, the Ekolife OFW Marketing Cooperative in Surigao which was engaged in the virgin coconut oil value chain put on hold the packaging and marketing of its products. The production and processing of the oil was in Mindanao but the materials for packaging had to come from Manila.

Changing Priorities of Market/Buyers

A Synergy partner engaged in organic fertilizer production in Northern Luzon had the Department of Agriculture (DA) as main client. However, the DA realigned its budget and prioritized procurement of food products. The cooperative lost its main buyer.

IMPACT ON SEs ENGAGED IN SERVICES

The IATF-TWG-AFP reported in May that the most affected by the pandemic are those working in the education, manufacturing, and hotel, restaurant, and tourism-related sectors.

Mandatory Closure and Lack of Market/Clients

Social enterprises in the tourism industry was hardest hit as facilities and operations were mandatorily closed down and there simply was no market. A key informant managing an ecotourism destination promoting conservation and biodiversity in Western Visayas had no income at all and their available funds to pay the wages of their service workers could only last until July 2020. Meanwhile, a cooperative managed by persons with disabilities that provides airline ticketing and tour packages was also forced to cease operations. Their workers, all persons with disabilities as well, had received no income since the ECQ. The Ekolife OFW Marketing Cooperative's coffee shop and pasalubong center in Ifugao terminated the enterprise operations there. Its counterpart in Western Visayas, on the other hand, transferred from a posh location to a cheaper area to save on costs.

In a study by PricewaterhouseCoopers (PwC) and Department of Tourism (DOT) released in July 2020, 88% of the 247 leaders in the industry expected losses of over 50% of their 2020 revenues. The same study highlighted how devastating this could be as the tourism industry contributed 12.7% of the country's GDP in 2019, and provided 5.71 million jobs in the same year.

Meanwhile, a cooperative owned and managed by persons with disabilities that offers **massage services** was not able to operate as well, even under GCQ and MGCQ. The government prohibited and still prohibits massage services because such entail close person-to-person contact.

Agrizkaya lost its main source of income which was the **provision of training** for its member cooperatives. Since gatherings were not allowed, the cooperative was not able to hold trainings for its primary cooperatives.

The Healthdev Integrative Clinics, Inc. (HealthDev Clinic), a health social enterprise based in Metro Manila, was closed during the three-month ECQ imposed in Metro Manila. The discounted annual physical exam provided by the clinic to poor entrepreneurial women and their families also stopped as a result of the pandemic. Their partner in the endeavor, an NGO providing affordable insurance products and services, had to prioritize other services in the light of COVID19. The clinic may also not be able to help provide funds (through dividends) this year to its mother NGO, Health Development Institute, known for its health system models that address community health issues and concerns.

Decrease in Collections/Payments

SE -- mostly cooperatives -- engaged in **credit and savings** reported a marked decrease in payment collections and loan releases. One study even reported ten cases of zero collection because of temporary closure (FSSI, 2020). Staff members of these organizations simply were not able to collect payments during the ECQ. By the time they could collect, individuals or groups with loans lost their jobs or source of income, thereby reducing their ability to make payments on time. PRRM's micro-finance arm, the Camiguin Micro-Finance Program which was thriving prior to COVID19, had difficulty collecting during the pandemic because all its clients relied heavily on tourism. A survey by the Center for Community Transformation (CCT) Multi-Purpose Cooperative of its over 20,000 borrowers revealed that 27% were adversely affected and 60% were slightly affected by the pandemic. The slightly affected were those businesses that can still re-open and were trying to recover while the adversely affected had been closed down and were refocusing to a new business or making changes to recover.

The more worrisome for several key informants is the major consequence on production and trading. With people and groups unable to pay their loans, they would not be able to apply for new loans that would serve as capital for production and trading. On the other hand, SEs engaged in financing are facing liquidity concerns as their receivables increase.

The Community Water Service Cooperative-Bagong Silang (CWSC), a cooperative providing **water supply** (from Maynilad) to a resettlement community in Metro Manila, did not close as utility providers, like their partner Maynilad, were not allowed to suspend services during the ECQ. But the clients of the cooperative, mostly informal workers and daily wage earners (construction workers, market/ambulant vendors, tricycle and jeepney drivers) have ran out of money to pay for their household water supply. From their average monthly receivables of Php300K, the collection went down to Php15K to Php30K during ECQ. Almost all their clients lost their source of livelihood and had difficulty meeting their basic and daily needs. Everything was put on hold.

IMPACT ON SE ENGAGED IN MANUFACTURING

Low Demand for Products

The production of tables, chairs, and furniture by cooperatives supported by the Foundation for These-Abled Persons, Inc. (FTI) totally stopped during the ECQ because the products were not considered essential. At the same time, the manufacturing was designed for bulk orders. Even if there were online orders for their products, buyers could only take in a limited number of orders.

On the other hand, the producers and suppliers of cloth and bags in IP areas supported by the Center for Agriculture and Rural Development (CARD)-Business Development Services Foundation, Inc. (BDSFI) were also hardly hit because the malls where their products were sold closed. Consumers likewise prioritized essentials such as food and health products over accessories. Consequently, the IATF-TWG-AFP estimated the foregone revenue in retail trade amounted to Php86.29 Billion in the first month of the quarantine alone.

Inability to Pay Loans

The groups discussed above had existing loans from lending institutions. If they had no income, they would remain indebted and lose the opportunity to avail of another loan for production when operations resume.

IMPACT ACROSS ECONOMIC SUB-SECTORS

Adjustment in Operations

Most of the SEs reported major adjustments to comply with the restrictions imposed by the Government. Almost two-thirds of the survey participants implemented work from home arrangements. Similarly, almost all the key informants based in the cities (e.g. Metro Manila, Bacolod) adopted the same arrangements, communicating and meeting through on-line platforms and mobile phones. Most of them closed their offices or stores for at least two weeks. When GCQ was declared, operations resumed but with a skeletal workforce.

Bote Central, Inc. recalled that they were only 20% operational from March 16 to June 15. After June 15, they adopted a three-day work week. On the other hand, *Wala Usik Tiange + Kapehan*, a social enterprise managed by the Philippine Reef and Rainforest Conservation Foundation, Inc. (PRRCF), which

sells sustainably grown and produced goods in Negros Occidental opened in June with 50% capacity. Aside from social distancing, the SE implemented public health and safety measures such as temperature check, sanitation/disinfection mechanisms, and completion of contact tracing form for all customers.

HealthDev Clinic opened on the last week of May but with strict social distancing, regular disinfection, and adherence to the guidelines set by DOH and different medical societies. Mid-May was devoted to online meetings among clinic personnel to discuss new normal arrangements; orienting staff and even role-playing to ensure that everyone knew what to do; and establishing stringent infection control protocols.

Agrizkaya and ATFI shared how they arranged transportation for their personnel. Agrizkaya used the delivery truck of the store to fetch workers who had no motorcycle or vehicle. ATFI employed car-pooling arrangements.

Loss/Reduction in Revenues and Profits

A clear majority (93.1%) of the SEs surveyed reported decline in sales/revenues since the ECQ was imposed. Almost a third experienced 100% decline in sales/revenues while 29% declined by above 50% but not entirely. The SEs with sales/revenues that declined by below 50% also comprised about a third of those surveyed.

Among the SEs interviewed, almost all in the service sectors faced deficits during the ECQ months. So did all SEs based in Mindanao. Others (Luzon and Visayas) did not meet their target revenues and lost potential income. ATFI and NOFTA estimated the income loss in the NOFTA Fair Trade House to about 80%. Bote Central, Inc. estimated the loss at 80%, a loss the company believed would be difficult to recover. DACOFARM did not meet the income needed to cover operations from April to May. FPSDC likewise projected that the decline in revenues of its credit and savings program would extend until next year. At least three more key informants were uncertain if their SEs or the SEs they support would survive given the income loss.

On the other hand, all the poverty sectors served by the SEs had little or no income at all.

Mental Health Concerns

At least three key informants mentioned mental health concerns not just for themselves but for their staff/workers and friends as well. Another two cited extreme levels of stress brought about by impacts discussed above. One mentioned having sleepless nights, along with colleagues, mulling over possible interventions to help cushion the negative effects of the pandemic, especially for the most vulnerable sectors. Another confessed to putting off the review of financial projections out of fear of discovering the worst. The immediate and more urgent concerns of reopening and adjusting operations were prioritized over longer-term concerns as this was deemed less stressful. More than closing shop, these key informants agonized over the workers who would lose their jobs, as well as the partner communities they serve who would suffer even more if they totally cease operations.

Differentiated Impact on the Poverty Sectors

A clear majority (93%) of the SEs surveyed relayed that the pandemic affected the poverty sectors they served negatively. The impacts mentioned were loss of livelihood/employment, reduced/loss of income, hunger, and mental health concerns.

Farmers and Farm Workers

As discussed in the previous sections, lack of public transportation, conflicting guidelines of local government units (LGUs), and strict inspection at checkpoints caused difficulties and delays in the movement of agricultural inputs and products. As a result, farmers in Negros Occidental and Davao Region were not able to buy the necessary inputs needed for production and processing during ECQ. The oversupply of produce drove farmgate prices down as in the case of farmers and fishers in Nueva Vizcaya, Quezon, Bicol, Northern Mindanao, and Davao Region.

Compared to their sugar cane-producing counterparts, the upland farmers in Negros Occidental, were more affected because they were harder to reach by government and non-government assistance. Most of them were not able to get food rations from the government in the beginning. Because they are based in environmentally protected areas, where there is no space for rice production, they had no access to rice.

Farmers raising broiler chickens in Northern Mindanao were forced not to harvest their chickens due to lack of market. This meant more expenses for

them (e.g. feeds). As they had yet to pay their loans, prolonging the harvest further drove them into debt.

Farm laborers were also reportedly not allowed to work in Negros Occidental and Davao del Norte.

Indigenous People

The IPs involved in organic farming in Nueva Vizcaya were hardly hit by the restrictions because they were already facing the problem of lack of water for household use and irrigation. Because they relied on rain water and the ECQ was declared during the dry months of March to April, they had no water and had trouble planting new crops. At the same time, the restrictions prevented them from working in other farms and deprived them of potential income to buy food and other needs.

Similarly, ECOWEB which supports the rubber-producing *Subanons* of North Western Mindanao reported that the tribe already did not have access to government services prior to the pandemic. ECOWEB surmised that their situation most likely worsened during the pandemic, especially since the organization could also not reach the area due to travel restrictions and limitations in communication facilities.

Artisanal Fishers

Artisanal fishers were able to catch fish but since they did not have sufficient income, they could not buy rice and vegetables. A research on the impact of the “new normal” on municipal fishers likewise revealed that the restrictions prevented them from procuring fishing requirements such as fish nets and other fishing paraphernalia (PaNaGaT, 2020). The same study also reported that the supply of ice -- a necessity for preserving their catch -- also became limited. At the same time, some areas required fishers to report to the Philippine Coast Guard before and after fishing which caused some inconvenience. Safety concerns in fish ports (*bagsakan*) and wet markets were also raised as physical distancing was difficult to observe.

Workers

The ASEAN Post reported that about 7.3 million Filipinos have become temporarily or permanently unemployed due to business closures because of the pandemic (Malindog-Uy, 2020). For the workers assisted by CCT- Working Hands Ministry, everything stopped. The helpers and housekeepers coming

from different sectors stopped working because their employers cannot pay them anymore. About 400 construction workers assisted by the Ministry also stopped working. This means no income, no power to purchase their daily needs. While the support provided by the Ministry has helped cushion the impact (benefits, insurance, savings), the displaced workers urgently need to find new sources of employment to survive.

Urban Poor

As relayed by a cooperative leader in an urban poor community, most community and cooperative members were daily-wage earners who had been forced to stop working due to mobility restrictions. Even before COVID19, their earnings were barely enough for their daily needs. They had no savings to draw from during times of crisis. While farmers, fishers, and IPs could still harness food in their environment, the urban poor could not.

Enterprising and Entrepreneurial poor

CARD-BDSFI noted that their enterprising and entrepreneurial poor clients were facing difficulties but were still able to pay their loans because of discipline. CCT likewise pointed out that the micro-entrepreneurs they supported lost revenues from business but had other sources of income as back up. Those engaged in the tourism industry, however, had no income at all.

Repatriated Overseas Filipino Workers (OFWs)

Close to 130,000 OFWs had been repatriated since the pandemic started (Aquino & Mabasa, 2020). Atikha Overseas Workers and Communities Initiative, Inc. (ATIKHA) shared that most migrant workers who came home for good in the past had their return planned, with enough investments and savings that could help them get by. Conversely, the ones who returned due to COVID19 were unprepared to come home. With so many businesses closing down, employment and economic opportunities at home are rare. Engaging in business is an option but many may lack entrepreneurial skills to manage and sustain a business, and as a consequence, might end up deep in debt. At the same time, reintegrating with their families could be a struggle, especially for those who were gone for quite some time.



Photos Courtesy: Balangay's Best

Persons with Disabilities

According to FTI, COVID19 magnified the existing vulnerabilities of the sector. The reason why they set up cooperatives is because they often cannot find employment elsewhere and have to rely on themselves and self-help groups to earn and live decently. They have no other options. With COVID19 forcing the cooperatives to close, the sector had no other place or source to provide them with their needs.

Responses and Innovations of Social Enterprises and Resource Institutions



Photo Courtesy: NCCP

RESPONSES OF SOCIAL ENTERPRISES

Unlike ordinary businesses, SE have done what they could to cushion the impact of COVID19 on the poverty sectors they serve. These responses are detailed below.

IMMEDIATE RESPONSE

Gathering Data on the Situation of Partners. All the key informants gathered data on the situation of the SEs and the poverty sectors they serve, through formal research methods (e.g. survey, rapid appraisal) and informal means (calling them, asking how they are, finding out their needs).

Providing Relief to Workers and Poverty Sectors. The survey revealed that about 38% of the SEs provided relief goods in poor communities where social enterprise operated while 17% distributed and/or mobilized food supplies for health/medical front liners. Almost all the cooperatives that participated in the key informant interview gave relief packs (mostly food items) to their staff and/or members as well. Others provided cash assistance. SEs and resource institutions likewise distributed new health essentials (face masks, gloves, alcohol), medicines, and vitamins to their staff and/or poverty sectors served. NOFTA provided food to local frontliners while a dairy cooperative in Bicol gave excess milk to frontliners as well.

“

“What saw us through was the depth and quality of relationships we have. We and the people that we serve; emphasis on personal relationships, relationship building, going back to the basics, the emphasis on transformation of lives, the emphasis on the person rather than on the enterprise; we need to help people. We need to transform lives rather than transform enterprises; If the lives have been transformed, the enterprise, whatever they do, will follow...”

- Ruth Callanta, President, Center for Community Transformation

The staff of CCT and its ministries volunteered and mobilized resources to distribute weekly food items not just to partners but the whole community as well. They did it on their own, without any prompting from the management. Their sense of volunteerism was described by organizational leaders as an outpouring of caring

because the staff took their work as a calling, beyond being just a job and source of income.

Sustaining/Reducing Workers' Salaries and Benefits. The survey revealed that close to half of the SEs surveyed paid the full salaries of staff despite reduced or no operations. For the SEs interviewed, two paid their staff in full despite the uncertainty. One did the same for a month but stopped due to limited resources. One tapped into savings and gave Php6,000 per month while another reduced the salary of staff and SE workers by half to keep them all until December. With shortened and/or flexible working hours, other SEs paid their staff based on their working hours, which was often half a month's salary.

Ensuring Work Place Safety. All the SEs set up measures to prevent the spread of the virus in their offices. They provided staff with protective gear (face shields, face masks), conducted regular disinfection, set up dividers, and imposed social distancing.

Given the nature of its services, HealthDev Clinic was even more stringent in its safety measures. Services were by appointment only. Patients had to answer an online risk assessment form before getting an appointment. All staff wore PPE and an interval between patients was necessary for disinfection and change of PPE (more necessary for dentists). Moreover, air purifiers (High Efficiency Particulate Air or HEPA filters) were installed and physical barriers were set up.

“

Communicating with your stakeholders, especially with your clientele and those who patronize your enterprise, is key to surviving this pandemic... These are our friends and community members, we need to know their names, we need to know who they are and also understand what they are going through because they will support us more than government subsidies and more than funding from foreign agencies.”

- Dave Albao, Philippine Reef and Rainforest Conservation Foundation, Inc. (PRRCF)

Soliciting the Support of Clients and Funding Agencies. After being turned down by DOLE for cash assistance for its workers and becoming frustrated over the regulatory requirements of government, PRRCF set up what it called a “future fund” where it asked supporters and loyal visitors/clients to pay their future visits to its ecotourism site in advance. The support and kind words sent by those who participated in the initiative gave hope to PRRCF,

whose ecotourism-based enterprise, Danjugan Island, lost revenues due to the pandemic.

PRRCF likewise sought support from international funding agencies offering grants for recovery. FTI likewise submitted project proposals to funding partners because the cooperatives owned by persons with disabilities did not get any support from DOLE or any other government agency.

Realigning of Plans and Budget. Most of the SEs realigned their plans and recalibrated their budget and financial targets as a response to the impact of the pandemic and implemented cost-cutting measures.

Maximizing Strong Relations with Government. DACOFARM in Mindanao was thankful for the good relations established with local government units, from barangay to provincial levels. Both the federation and primary cooperatives were readily provided with necessary permits and travel passes. Moreover, their LGUs purchased the rice needed for relief from them. Even if the federation was not able to supply rice to primary cooperatives in other provinces due to border restrictions, it was able to sell most of its stock to the LGU/s. Member coops were also able to borrow the LGU truck to haul their products and use the gym for storage.

Similarly, NOFTA attributed the good relations with the mayor and barangay officials for the facilitation of quarantine/travel passes for association leaders. Through the travel pass, they were able to slowly address the difficulties in marketing, production, transactions, and other concerns. The same attribution was made by FPSDC, which acquired a pass from the Department of Trade and Industry (DTI). The pass was shared with its suppliers, which addressed the disruption in market links early on.

Availing of Government COVID19 Support. Many SEs applied for or were planning to apply for government support. PRRM's Camiguin Micro-Finance Program, availed of Landbank's I-RESCUE, a program which aims to provide additional funds and loan restructuring under more flexible terms and conditions to eligible borrowers. Another partner, Vizcaya Fresh!, applied for a Php6,000,000 zero-interest loan from DA, through the facilitation of DA Region 1. Similarly, ATFI submitted a proposal to DA, through the Negros Occidental provincial agriculture office, to acquire stimulus funds to use as capital for both farm production and marketing.

Several SEs applied for the cash assistance program implemented by the Department of Labor and Employment (DOLE). PRRCF was informed that the



Photo Courtesy: PRRM

program had run out of funds and to apply for SSS instead. However, the letter from DOLE came two days later than the deadline set by SSS for application. HealthDev Clinic was told that they were not a priority. It also tried SSS but was rejected as well. The Foundation for These-Abled Persons, Inc. (FTI) relayed that cooperatives owned by persons with disability met the same fate. More heartbreaking was the report that most of them did not receive cash assistance from DSWD's social amelioration program (SAP). On the other hand, Agrizkaya was rejected by DOLE but was able to get Php5,500 for each regular employee for two months from SSS.



“

Try the government, puntahan natin, i-challenge natin, i-test natin... At wag nating kapaguran na gawin yun...Demand for what should be available to the public. I think dapat ganoon -- pagpupu-push that we can access... We have to speak, we have to demand, and we have to tell the government that we deserve good governance. (Let us try the Government. Let us go to them, challenge them, test them. Let us not grow tired of dealing with them. Demand from them what should be available to the public. That's what we should do -- let us push them so we can access. We have to speak, we have to demand, and we have to tell the government that we deserve good governance)."

- Marlon Palomo, Philippine Rural Reconstruction Movement

Information Dissemination on COVID19. ATFI observed that the Government did not give enough warning or orientation, especially to farmers, on COVID19 and the necessity, as well as extent, of home confinement and travel restrictions. Hence, they were not prepared for the consequences. As a way of educating their partners, ATFI launched an information-dissemination campaign meant to help the farmers understand COVID19. It used popular methods, translated orientation materials in the vernacular, and distributed them in printed form as farmers had no access to online platforms. The endeavor helped the farmers understand the situation and come up with appropriate and safe interventions to address the consequences of the lockdown.

Assisting Poverty Sectors in Accessing Government Relief. NGOs supporting community social enterprises monitored the support provided by the LGUs to their partners. They directly coordinated with the LGUs or advised their partners on what to do to ensure that they receive relief goods and/or cash assistance. EVPRD viewed the experience as a learning opportunity for CEFA to deal with the LGUs. ATFI and Bote Central likewise ensured that its partners/workers received assistance from their LGU/s.



The Microfinance Institutions (MFIs) declared a moratorium on loan collections from their 9 million program members and continued to pay the salaries of their 50,000 employees nationwide. After the ECQ, MFIs gave away vitamins and cash assistance to their clients."

- Jeng Juan, Alliance of Philippine Partners in Enterprise Development (APPEND)

Loan Payment Moratorium and Restructuring. All the SEs engaged in micro-financing/savings and credit granted a moratorium on payment, penalties, and interests, as well as restructured the loans. On the other hand, a water service cooperative went house-to-house to collect payments from members, no matter how much.

Meanwhile, those with loans were also granted moratorium on payment and penalties. However, FTI reported that the interest rate for the loan by cooperatives owned by persons with disabilities was not waived.

MOVING TOWARDS RECOVERY AND BUILDING BACK BETTER

Adjustments in SE Processes

A little over a third of the survey participants developed new/shifted marketing strategies (e.g. direct trading between cooperatives or social enterprises; online and door-to-door delivery of food packages, etc.). Those interviewed made changes on the processes involved from production, processing, marketing, or delivery of products.

Taking Advantage of Technology and Social Media for Connection, Coordination, Marketing, and Delivery.

Even with the absence of face-to face interaction, all the SEs made use of mobile phones and online platforms to regularly coordinate with their stakeholders and/or market their products. CCT remained in touch with their community partners through phone calls, text messages, and online chat groups. The chat groups among workers/laborers were primarily for counseling led by pastors. Company owners learned of the initiative and encouraged their supervisors to join, which led to expanded chat groups. It became even bigger as family members of those in the groups also joined.

Cooperatives made use of mobile phone and Facebook messenger to collect and release payments/ loans. Others adopted online mechanisms for all transactions (from registration of members to payment of loans). HealthDev Clinic, on the other hand, made use of media platforms for setting appointments and promoting its services.



Our staff connect with partner communities regularly, [they] call them. That's a very big support already because our community partners don't feel isolated, more importantly it's the continuing connection that is there."

- Ruth Callanta, President, Center for Community Transformation

INNOVATIONS AMONG SOCIAL ENTERPRISES

This section presents the process, product, and social enterprise model innovations undertaken by SEs to adapt to the effects brought about by COVID19. Most of the innovations were done primarily to minimize the impact of pandemic to the poverty sectors they serve. Distinct to these SE experiences is the adoption of one or two innovation approaches (e.g. combining process and product innovations) or doing several changes under one approach (switching to on-line marketing and delivery for urban market, combined with retailing at the local/rural level) to sustain operations and support the sectors they serve.

PROCESS INNOVATIONS

Process or system innovation takes place when enterprises utilize or apply changes or improvement in terms of equipment, technology, tools, techniques, methods of accounting or customer service. This usually results in increased productivity and possible reduction of costs of production.

“

We sustained [the work] and we became busier. We kept innovating.”

- Cherie Atilano, AGREA

Several SEs adjusted their processes to adapt to the restrictions imposed during the community quarantine, taking advantage of the opportunities for funding and utilizing networks. For instance, AGREA Agricultural Systems International (AGREA), a farm school and agricultural social enterprise serving farming and fishing communities in Luzon, initiated the Move Food Initiative. It bought produce from farmers and converted such into nutritious meals for beneficiaries in Metro Manila. Moreover, the company utilized its strong relations with the government and the private sector, successfully acquiring permits from government agencies and partnering with truck owners to transfer goods.

From selling vegetables in major outlets, Vizcaya Fresh! resorted to online selling, packaging, and delivery. Despite the closure of its coffee shop in Iloilo, the roastery owned by Ekolife OFW Marketing Cooperative continued its operations and opened its doors to delivery. It was earning enough to pay the wages of workers. Similarly, Bote Central and FPSDC strengthened their online marketing platforms. The latter now includes not only FPSDC's brand, Food and Cottages (F&C), but food and non-food products of member cooperatives and non-member coops as well. PRRCF's *Wala Usik Tianggian + Kapehan* was also about to start the delivery of sustainably produced community food products. A BDSFI-supported marketing arm for women entrepreneurs in San Pablo, *Mga Likha ni Inay*, also resorted to delivery through the use of tricycles.

Coop to Coop Support and Trading.

DACOFARM intensified the mutual cooperation between and among its member cooperatives by instituting a coordination mechanism so that primary cooperatives could supply each other's needs (e.g. one coop with sufficient rice supply could provide stocks to another in need). Cooperative partners of Agriterra, such as Soro-Soro Ibaba Development Cooperative (producing feeds and hogs) and the Highland Farmers' Association (producing vegetables also started initiatives towards coop-to-coop trading.

Strengthening of Local Markets.

Vizcaya Fresh! closed its stores outside of the province but opened/revived two more within. Others intensified the use of Facebook to sell products locally for easier deliveries. A dairy cooperative, for instance, could not deliver milk for processing so it resorted to selling the milk by household.



Photos taken from Vizcaya Fresh! Facebook Page

AGREA Agricultural Systems International Inc.

AGREA Agricultural Systems International Inc. (AGREA) is an agribusiness known for training farmers, financial literacy, and values formation. When the pandemic struck, a lot of farmers supported by AGREA struggled with the challenges of mobility restrictions as they were unable to transport their goods to the city. Another issue faced by AGREA was ensuring quality control, most especially since farmers were not trained in this aspect. These issues resulted in an initiative called Move Food Initiative, particularly, the AGREA Rescue Kitchen. The zero-waste initiative was supported by the Social Gastronomy Movement (SGM) Food Solidarity Fund (FSF) which selected 10 Social Gastronomy organizations to be recipients of USD\$10,000. SGM-FSF supports food-driven solutions aimed at COVID19 relief and recovery. Out of the 60 applications from 30 countries, AGREA's initiative was funded. Through the endeavor, AGREA has been enabled to assist farmers in preventing food waste and loss of income as a result of the pandemic, while serving meals to beneficiaries in Metro Manila. With the help of private truck owners, the company was able to support more than 8,000 farmers. In April 2020, the initiative shipped almost 138,000 kilograms of fruits and vegetables from almost 4,000 farmers, reaching 30,000 families (www.weforum.org). AGREA has since served over 400,000 individuals during the pandemic and saved over 173,000 metric tons of fresh produce from rotting (www.agreaph.com).

“WE launched this fund not only because it was necessary, but because it was possible. Aside from providing critical financial support, the strength of this fund lies in ensuring that organizations from opposite sides of the world are connected to each other, and feel heard and supported by a larger community. Our hope is that these organizations can grow their local impact when they become part of our global Social Gastronomy community,” said Zaya Namjildorj, SGM Strategic Partnerships and Alliances / Fund lead (www.agreaph.com).

THE Move Food Initiative became successful as well with the help of the Department of Agriculture (DA), Department of Trade and Industry (DTI), Department of Transportation (DOT), which assisted AGREA in securing the appropriate permits for food transportation. There were also farmers who came in from the Department of Agrarian Reform (DAR).

AGREA eventually started supplying several online groceries for fresh produce. Aside from this, it also started working on developing its own website, to increase customer reach. The most recent development for the company as of August 2020 is in line with AGREA's Farm School. Fortunately, it was already given the Provisional Certificate of Authority to Operate by the Local Government of Boac Marinduque (www.agreaph.com). The first farm school in Marinduque intends to resume its operations in both Boac and Torrijos in August 2020, assuring that all IATF measures and protocols in the delivery of TESDA under the new normal are followed.

“The AGREA Farm School in Marinduque is approved to resume after implementing all these new normal protocols required by the IATF. Happy to serve you again,”

Photo taken from AGREA Website



expresses Ms. Atilano.

AGREA utilized a breakthrough process innovation, as it improved online platforms and distributed to other online resellers. It was able to quickly address the problems faced by the farmers, as well as the poorest sectors in Metro Manila. Moreover, it has mobilized resources and networks to realize such endeavors.

“

“Take advantage of technology. Although a lot of people are not as accustomed nor agree with everything going digital, especially that now we are in the “new normal” setting, technology is key in making your social enterprise thrive.”

- Allister Chua, Roots Collective

Meanwhile, Roots Collective (Roots), a company that markets the products and services of other SEs, increased its online presence by shifting from retailing to “e-tailing” distribution channel. It launched its e-commerce website during the pandemic, which continued to promote

products of partner SEs which used to have physical products displayed in their retail or pop-up store. Aside from this, Roots also started selling its own products, focusing on essentials such as cleaners and sanitizers.

In a similar manner, WTH Foods, a vegetarian food processing company, also intensified its online presence by continuing to embark on deliveries of their plant-based product lines, primarily done through their e-commerce website. The company also utilized its test kitchen called “Botany,” in line with its research and development (R&D) efforts. Messy Bessy likewise shifted to

digital marketing and commerce. Whereas online sales used to take only 10% of its total revenues, it has now reached more than 50%. Thus, it has made changes in its organizational structure, adding a “data team” to its finance, sales, marketing, and information technology (IT) units. The “data team” analyzes sales and market trends.

Coffee for Peace (CFP) and Calaboo also intensified their online presence. The former has also created another social enterprise called *Kapeyapaan*, which sells the products of partner farmers online. CalaBoo, on the other hand, has shifted to online, farm-to-fridge subscription, in which milk is delivered directly to households. This was actually the original plan of CalaBoo in 2016, but it did not have the infrastructure at that time. The pandemic allowed the SE to implement both online and retail operations.

Gubat Saint Anthony Cooperative (GSAC) likewise realized that it had to go online. Prior to the pandemic, shifting to digital transactions seemed like science fiction. But many of its transactions are now being made online. This shift has helped the cooperative become more creative in the way it operates. Hence, it is now coordinating with other companies for webpage design, software, marketing, and accounting. Beyond intensifying its online presence to cater to its market, Gandang Kalikasan, Inc. (GKI) applied innovations in its processes to ensure sustained engagement with their different stakeholders despite reduced sales during the first two months of the community quarantine.

Gandang Kalikasan, Inc. (GKI)

Gandang Kalikasan, Inc.(GKI), a multi-awarded social enterprise manufacturing and selling the Human Nature brand of personal and home care products, demonstrated foresight and compassion as they innovated their way in engaging their workers, partner suppliers, franchisees, and other stakeholders amidst the pandemic.

GKI was still able to operate, since essential goods, such as soap and sanitizers form part of their product offerings. As it faced significantly reduced sales, GKI made a commitment to fulfil its “no-firing” policy, in the process assuring all its more than 600 employees their jobs. “Walang iwanan” became their compact as everyone agreed to postpone payment of salaries. In its place, every employee, regardless of rank and work situation, agreed to receive a stipend of P5,000 every 15 days until such time that sales would normalize. Some management staff gave up their stipends and offered to draw from their savings. GKI also introduced flexible working arrangements and incentives to ensure the safety of their employees. To increase its sales, GKI made its products more accessible to households by enhancing its online presence and increasing home deliveries. To address the fear of franchisees and staff to open their shops, it embarked on an education campaign to assist the process of building their confidence and capacity to re-open with adequate safety measures. After 2 months, and as travel and work restrictions eased, GKI had improved its sales to resume paying its employees regularly. This meant returning to its best practice of providing living wages to lowest paid workers, equivalent to about double the mandated daily minimum wage.

GKI also ensured that the small producers among its suppliers continued to receive payments for the products they delivered. GKI continued buying and paying for the citronella oil from its partner supplier communities using the fair price it had set with them. It stacked up for future production in anticipation of the rainy season when the bug spray would be a best seller. Moved by the potential hunger in the communities where many of their workers lived, GKI engaged its stakeholders and mobilized resources to sustain the distribution of weekly food packs to 10,000 urban poor families in Payatas over a period of 2 months.

Coffee for Peace

Coffee for Peace Inc. (CFP) is a Davao-based social enterprise supporting indigenous peoples and internally displaced persons (IDPs) due to armed conflict.

CFP’s main products are coffee beans and green beans sourced from small farmers, who are mostly women. COVID19 forced CFP to temporarily close its coffee shop, but at the same time, it was able to come up with better strategies to survive. It pivoted to delivery-based transactions, with employees as delivery staff. CFP also made sure to give commissions to employees who were able to sell its products. CFP’s farmers were also trained and supported in terms of transporting their goods to the metro, so as to increase customer reach.

CFP acknowledges the vital role of technology in business, particularly for social enterprises. Thus, it made sure to train employees on this aspect. By acknowledging the relevance of social media and e-commerce in increasing business exposure, CFP was able to create another social enterprise called *Kapeyapaan*, which serves as an avenue for partner farmers to sell their products online.

CFP utilized the social business enterprise model innovation as it was able to extend its value proposition to integrate *Kapeyapaan*, thereby serving more customers and allowing for changes in its distribution channel. It was quick to come up with contingency plans, supporting farmers while ensuring that it stays resilient in the midst of pandemic.



Photos courtesy of Bote Central



Photo Courtesy of Gandang Kalikasan, Inc.

Meanwhile, FPSDC is intensifying the establishment of F&C food kiosks in the stores/offices of its primary cooperatives. It is basically a display shelf of all the products of the cooperative. The intent is to make FPSDC's products accessible to members all over the country while educating the local consumers in each area that the brand is supplied by various cooperatives and produced through sustainable means. On the other hand, Caritas Manila has found an alternative outlet to marketing, particularly, the use of Churches to make food products accessible and affordable. It is now in the process of studying onlinepalengke.com and intends to pilot the operations in Luzon to build confidence, network, production, consolidation, and marketing.

On the other hand, Balangay's Best, a company selling dried seafood from the fishers of Bantayan Island, Cebu, improved the processing of their products by buying "fresh catch" from the fishers, thereby ensuring better quality of their product line while still helping the fishers sell their catch and avoiding spoilage. The company also set up an online store, with the help of Unionbank's Global Linker.



Photo Courtesy: FPSDC Website



Photo Courtesy: Balangay's Best

PRODUCT INNOVATIONS

Product or service innovation takes place when an enterprise develops an entirely new product or service, or improves their existing product or service. This usually results in the development or extension of new markets. In the SEAR survey conducted, over 30% of SEs surveyed shifted operations to produce personal protective equipment or PPEs such as face masks/shields, etc. A group of women sewers in Rizal, for instance, saw the opportunity and resorted to sewing facial masks and producing soap through the support of its NGO partner, ECOWEB. The masks and soap were then bought by ECOWEB for the hygiene kits distributed as relief. Two more NGOs supporting women sewers also relayed how the women transitioned to facial mask production. Meanwhile, the Salay Handmade Paper Industries, Inc. (SHAPII) raised the production of facemasks to a higher level by shifting from producing hand-made and eco-friendly paper to manufacturing PPEs using abaca fiber.

Salay Handmade Paper Industries, Inc. (SHAPII)

Salay Handmade Paper Industries Inc. (SHAPII) is located in Mindanao, specializing in the production of handmade and eco-friendly paper products. It was founded by 10 people in 1987 to form the handmade papermaking group of the People's Economic Council of Salay, Misamis Oriental.

Even before the start of the pandemic, SHAPII was already experiencing a reduction in sales and orders. It felt that there was already an extinguishing demand for stationary items as a result of changing market preferences. Thus, during the pandemic, it was forced to temporarily close and cease operations. Still, a call from the World Fair Trade Organization (WFTO)-Asia for its members to contribute in combating COVID19 by manufacturing personal protective equipment (PPE) prompted SHAPII to reopen and shift from producing hand-made stationery items to creating environment-friendly, biodegradable face masks. The innovation was made possible through the support of the Department of Science and Technology (DOST) and the Philippine Fiber Industry Development Authority (PhilFIDA). The support enabled SHAPII to add features to its purely hand-made technology by investing in hard assets such as printers, printing machines, high-speed sewing machines, big cutters, and the like.

The face masks are made from locally sourced organic materials such as abaca and grass. In April 2020, SHAPII was recognized as the very first manufacturer of abaca face masks which are more effective than regular cloth masks, in terms of filtration and protection. The masks are also cost-effective as they are washable and can be reused 8 times.

Photos Courtesy of SHAPII





The demand for SHAPII's products were on the decline prior to the pandemic, but COVID 19 provided an opportunity for the organization to do product innovation, revive and sustain operations, support local abaca producers, contribute to environmental protection, and combat the spread of the COVID19.

Meanwhile, Bote Central has launched a new coffee product that is totally different from the specialty, high-end coffee that the company is known for. It saw the pandemic as an opportunity for the poor and marginalized to try its “masang-masang” instant/powdered brewed robusta coffee that is three times more affordable than the leading brand of instant coffee in the market. Through the use of advanced technology, Bote Central has been able to produce the instant brewed coffee with no additives, flavorings, or aromatics, hence it is much healthier. Because the buying capacity of the masses has diminished even more with the pandemic, Bote Central is hoping that they are more open and willing to try a generic and much cheaper instant coffee. It has marketed/supplied the new product by bulk to entrepreneurs, NGO partners, and government agencies.

On the other hand, MAD Travels, a company providing both educational and travel packages that benefit IPs and farmers, opted to focus on education by selling online education packages. Its online experiential learning and volunteering programs directly connect participants to meet ‘real life’ social entrepreneurs. Meanwhile, the company sold its tree-planting services and expanded its support to Pangasinan fishery workers by marketing and distributing their products. From this expansion, a totally new direction has been taken by the company, adopting a new initiative called MAD Market, which seeks to support local farmers during the pandemic by buying fresh fruits and vegetables from them and delivering such to people's doorsteps.

Most of the produce are sourced from Benguet, Mountain Province, and Rizal. Moreover, small and home-grown bakeries have been tapped to serve as suppliers for delivering baked goods as part of their delivery packages.

Similarly, Circle Hostel, a tourism-based SE, built strategic partnerships with new suppliers such as a cake supplier, a kesong puti processing company, and a vegan ice cream maker. It used its database to market these new product lines. On the other hand, Messy Bessy, a social enterprise that produces environment-friendly home and personal care items, rebooted the organization's marketing by focusing on larger sizes of sanitation products. At the same time, it introduced new products, such as fruit & veggie sanitizing wash, as well as industrial cleaners for offices. Given the strong demand for these products, they are looking into enhancing their resellers' program by simply going with the flow in terms of the opportunities.

Aside from innovations in its processes, HealthDev Clinic has invested in computer tablets to open up telemedicine through the online platform, Zoom. Such minimizes the health risks for both patient and doctor. Payment for such was made through online platforms such as GCash. At the same time, the clinic has intensified the marketing of its flu shots, even offering home service for the vaccination.

SOCIAL ENTERPRISE MODEL INNOVATIONS

Social enterprise model innovation entails changes in aspects in which the product or service is brought to market, as well as adjustments in the way SEs address the different poverty groups they serve. In the case of CalaBoo, a company supporting smallholder dairy farmers and women's groups, the pandemic became an opportunity to improve its operations and fully implement its original 2016 SE model of “farm to fridge” milk subscription through on-line and retail outlets. Prior to the pandemic, CalaBoo heavily relied on the Philippine Carabao Center (PCC) for its supply of milk and dairy products. Calaboo was not able to apply its farm to fridge design as it had no control over the demand/market and logistical services were not yet available for household delivery at that time. With COVID19, the demand for milk has increased and most of PCC's milk supply has been committed to food service, institutional clients, and regular resellers, who order by bulk. As a result, CalaBoo had to find ways to get additional milk supply directly from dairy farmers who could not transport their produce due to travel restrictions. PCC provided support in the process by helping CalaBoo acquire the necessary permits and linking it to organized dairy farmers. CalaBoo also focused on

helping these farmers set up facilities for milk production and increase their stream of income. It also utilized the pandemic to train its workers, mostly women/mothers covered by the Pantawid Pamilyang Pilipino Program (4Ps), on processing quality dairy products, bookkeeping, and financial management. It also trained “riders” or logistics handlers on proper food handling, especially since dairy products are perishable products. With its supply of milk assured, CalaBoo has been able to apply its farm-to-fridge milk subscription, with more control of the market as they now have regular household subscribers to their milk and dairy products.

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Let's open our minds and our eyes on what's around us. If you want to develop or innovate something, I think we can do it. Mas talented tayong mga Pilipino and then kung ano man yung kailangan natin, I'm really confident that the government and some of the NGOs or private companies can help us with our problems, we just have to look for it, search for it, and then you know we just have to move forward, fight on and prove to ourselves na kaya natin as Filipinos.”

- Neil Rafisura, Salay Handmade Paper Industries, Inc.

Caritas Manila, Inc.

Caritas Manila, the social action arm of the Manila Archdiocese, has lived up its name, demonstrating its love for the underprivileged through innovative relief, recovery, and building back better efforts. In the words of Fr. Anton CT Pascual, “Caritas Manila is at the service of the poor, most especially during this COVID19 pandemic.”

Caritas Manila has created the campaign, Caritas Contra Covid19, which features Oplan Damayan, a fund-raising initiative led by top business groups in cooperation with the Philippine Disaster Resilience Foundation (PDRF), providing social assistance to vulnerable communities of the greater Manila area. The campaign has likewise provided hygiene kits (health essentials under the new normal), Manna bags (food relief pack), and other in-kind donations to poor families and vulnerable communities in Metro Manila and provinces (www.caritasmanila.org.ph). To further support these endeavors, Caritas Manila even created a call-to-action site specifically for cash donations that can help the organization provide LIGTAS COVID-19 kits and Caritas Manna bags to 6,000 poor communities and families in Metro Manila (www.give2asia.org). The amount of donations enabled it to expand its relief operations to even more poor families in the metro.

Meanwhile, Caritas Manila is adjusting its other programs to respond to the challenges of the pandemic. Its scholarship program for over 4,000

underprivileged youth encourages them to choose a college degree program that will help them find employment in their provinces. Hence, a fourth of these scholars are now enrolled in agri-entrepreneurship. Most of them, however, have no mobile phone, computer, and/or internet connection that hinders them from adapting to blended learning. In response, Caritas Manila is raising more funds to buy tablets for the scholars and enable them to continue their education.

Addressing food security concerns, the organization is also intensifying its farming and food production endeavors. From its three greenhouses using hydroponic technology, CARITAS Manila intends to utilize over 100 hectares of idle lands owned by the church to plant vegetables and start livelihood opportunities for the poor. It plans to work with the different dioceses, convert the empty properties of the church into farms and gardens, consolidate the produce, and engage in plant-based food processing. Such is hoped to provide livelihood for the marginalized as well. Caritas Manila intends to partner with the Department of Agriculture (DA), Department of Agrarian Reform (DAR), Department of Science and Technology (DOST), and Department of Trade and Industry (DTI) for financial, technical, and technology inputs.

Through its responses and recovery initiatives, CARITAS Manila is affirming its mission of being there for the poor and vulnerable: “With the COVID-19 pandemic, the poor and the elderly are the most vulnerable. In difficult times like this, we are called to open our hearts and be moved to do concrete acts of charity by sharing our resources with those who need it the most.”



Photo Courtesy: Caritas Manila Website

A very good social enterprise model innovation has been initiated by the Social Enterprise Development Partnerships, Inc. (SEDPI), a social enterprise working in the areas of microfinance, social entrepreneurship, and financial education. Right before the pandemic, SEDPI shifted from conventional microfinance to social microfinance where the primary strategy is to veer away from using loans, debt, or credit as a development tool. The aim has been to eradicate debt burden in low income households as mere creditors and transform them as real partners in business and development. Hence, capital has been infused to members' livelihoods rather than loans which essentially eradicated compounding and accrual of interest during the crisis. Moreover, SEDPI's integration of government economic welfare programs such as Pag-IBIG and SSS in its social microfinance program enabled its members to access social safety nets previously unavailable to them. Because of these innovations, SEDPI has a much lower portfolio at risk rate compared to others in the industry. Members have prioritized their obligations with SEDPI resulting in a portfolio at risk ratio at just 8.5% when the industry suffers as much as 70% portfolio at risk due to the pandemic.

Social Enterprise Social Partnerships, Inc. (SEDPI)

The Social Enterprise Development Partnerships, Inc. (SEDPI) works in the areas of microfinance, social entrepreneurship and financial education. On February 14, 2020, SEDPI decided to shift from conventional microfinance to social microfinance where the primary strategy is to veer away from using loans, debt or credit as a development tool. The aim is to eradicate debt burden in low income households as mere creditors and transform them as real partners in business and development.

The shift proved to be a timely response to the pandemic that bound SEDPI and its members stronger. Capital is infused to members' livelihoods rather than loans which essentially eradicated compounding and accrual of interest during the crisis. This is because at the core of SEDPI's social microfinance model is profit and risk sharing.

SEDPI's integration of government economic welfare programs such as PAG-IBIG and SSS in its social microfinance program enabled its members to access social safety nets previously unavailable to them. This complemented the market-based financial products such as savings and microinsurance and proved to be essential in addressing economic insecurity.

Seemingly counter-intuitive strategies such as consciously making its microinsurance product not-for-profit; and assurance that SEDPI will absorb 100% of losses from failed livelihoods due to external factors made members prioritize their obligations with SEDPI. As a result, its portfolio at risk ratio is 8.5% at a time when the industry suffers as much as 70% portfolio at risk.

SEDPI also experienced unprecedented growth increasing its membership from 6,300 members to almost 10,000 since the pandemic began. Although in its early stages, the model proves to be promising and worthy of replication in the microfinance industry and disaster resilience.



Photos taken from SEDPI Website

PRE-COVID SE INNOVATIONS/ MODELS PROVEN MORE RELEVANT WITH COVID

FPSDC intends to pursue its pre-COVID19 programs intended to strengthen the sustainability and innovations of primary cooperatives. The proto-type for FPSDC's social franchising endeavor, Handholding in Viable Enterprises (HIVE), is already on-going. It is intended for farmers who are not naturally entrepreneurial, hence in need of hand-holding until they achieve empowerment. The package includes processing site construction, improvement support, transfer of production techniques and technology, business development support (training, standardized operation, equipment and other logistical support, accreditation), marketing of produce, and financing and insurance. The initial products for the prototype include coconut sugar and black garlic. FPSDC is still developing the model to ensure that the learning by other interested cooperatives will not be so difficult. Related to this endeavor, is the **Youth Leading in Enterprise and Agriculture Development (YLEAD)** Program. It seeks to encourage the youth to engage in viable and sustainable agri-enterprises; address the problem of aging farmers; and develop and innovate viable and sustainable products. The program is a three-month certificate course in partnership with an endorsing coop, Xavier University, and other organizations. There have been initial talks with TESDA regarding certification of graduates. The idea is to teach the essentials of social entrepreneurship to students who, at the end of the course, will come up with their own product and offer their business pitch. The best pitch will be provided with capital to start up the business.

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Yes, it's true that there are less young people on the farm. Yes, it's true that three or four people, sons and daughters are going out. We're not expecting all of them to stay on the farm. That's the reality. We're not expecting a hundred people to be there... We notice change when there has been transformation. The question is, what are we doing to transform the farm so that it's attractive to young people?

**- Julian Gonsalvez,
Sustainable Agriculture Expert**



This program has been temporarily sidelined while awaiting Xavier University's preparations for its "new normal" arrangements and blended learning in its courses.

concoction and extracts; organic vegetable production; organic fertilizer production, etc.

- Enrollment of learners for the 14-day Organic Vegetable Training which employed actual demonstration/application, travel study/experiential learning with existing organic practitioners for motivation until post-test/feedbacking
- Access of more than 200 farmers, indigenous peoples, and out-of-school youth to programs and trainings of BGMPC since May 2020.
- Speaking engagements in webinars and other forums on practices of the coop in climate-smart agriculture and other topics.

Busikong Greenland Multi-Purpose Cooperative

Busikong Greenland Multi-Purpose Cooperative (BGMPC) is a group of 225 farmers in Upi, Maguindanao who have spearheaded the change from corn to a more diversified and integrated organic farming. The cooperative now produces multiple crops through organic farming. The cooperative believes that it yields bigger harvests and reduces the risk of total loss from typhoons, droughts, pests, and diseases. It also helps farmers maximize the materials and budget needed for production.

Having successfully established its model farm, BGMPC is now moving to replicate organic farming systems in Upi's 22 other barangays. Currently, the model farm is already producing different leafy vegetables, fruits, and other high-value crops.

Community-Based Seed Banking

Though the Institute for Social Entrepreneurship in Asia (ISEA), BGMPC was able to access open-pollinated variety (OPV) seeds of corn and vegetables (sinigang pack) from the Department of Agriculture (DA). The seeds provided were used to establish community-based and community-managed Seed Banking Systems to support food security during and even beyond the COVID-19 period. The support provided by the DA ensured a reduction of production cost as farmers will no longer buy seeds. The said seeds were shared by BGMPC with 5 technical partner organizations of farmers in Maguindanao.

The establishment of seed banks provided more opportunities for the cooperative. These include:

- Accreditation by the Agriculture Training Institute (ATI-RTC12) as a learning site for agriculture in May 2020;
- Support by the Ministry of Agriculture, Fisheries and Agrarian Reform (MAFAR) on vermiculture production.
- Accreditation by the Technical Education and Skills Development (TESDA) as Farm School under the Ministry of Basic, Higher and Technical Education (MBHTE). The cooperative now offers courses on production of organic



Photo Courtesy: BGMPC FB Page

ATFI's local economic development endeavors are likewise being intensified through the promotion of community-owned and managed food-based enterprises, anchored on a sustainable agriculture program that promotes food security/sovereignty and addresses climate change impact. The foundation has engaged farmers in capacity development endeavors toward this end. Community-based SEs owned and managed by agrarian reform beneficiaries (ARBs) are being strengthened to supply raw and processed food to the local market. Linkages with local and national government agencies

are being maximized to acquire the necessary machineries, equipment, and facilities to make the SEs become more efficient in food production and processing. To support the SEs, sustainable agriculture endeavors are being pursued, especially since the impact of the pandemic has highlighted the need for local food security. Since most of the ARBs are sugar cane farmers, ATFI has already initiated food crop diversification with the farmers, as well as the integration of climate change adaptation and mitigation measures in the farming systems.

Another pre-Covid innovation that is even more relevant now is Bote Central and Philippine Coffee Alliance's (PCA) **Kape't Buhay (Coffee for Life)**. *Kape't Buhay* advances agricultural entrepreneurship among coffee farmers, women and youth towards establishing and strengthening community-based coffee enterprises (CBCEs) as key actors in the Philippine coffee value chain. Through the support of Forest Foundation Philippines, the program has already transformed farmers into agri-entrepreneurs that supply their produce to CBCEs. The *Kape't Buhay* framework includes innovative and novel components⁶ such as: (1) Filipino-patented coffee roasting technology; (2) onsite, hands-on "coffee doctors" who mentor and coach clustered farmers on sustainable agro-ecological methods; (3) procurement fund for CBCEs; and (4) regional expansion & modernization set-up of private bulk roasting facilities to consolidate and market farmers' coffee produce.

The pre-COVID SE innovations/models proven more relevant with COVID19 could likewise help provide an enabling environment for the youth to engage in sustainable agriculture and SEs. By ensuring that such models are viable,

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After this experience, we really have to focus on food security for local communities. We will work with the local agriculturists, agencies, to find support for food production per community. When we speak of sugarcane farms, they have limited diversified products, [which is the case for most of] Negros Occidental. There should be a program for diversification outside of sugar. We should really focus on local economy development. During the lockdowns, you cannot serve the export market, it is very difficult to do that. And so, the immediate market would be the local economy. If we support local economy development, this will definitely ensure sustainability even under a situation of lockdown. Given the present situation where there will be more unemployment... especially when the OFWs return, we need local economy development built on the local wealth. Then we're thinking of more ecologically sustainable projects...[as well as] modernization of agriculture for the maximum benefit of the farmers as well as to make us self-sufficient as a country."

- Edwin "Ted" Lopez, Alter Trade Foundation, Inc.

it could encourage greater youth participation. EVPRD, for instance, related how one abaca woman farmer whose husband and son were working in Manila as construction workers, was able to convince both to return to Northern Samar to engage in abaca production. EVPRD believes that this will eventually become the trend as more youth would be encouraged to stay (or return for those who have left) because the Biodiversity-Friendly Social Enterprise (BDFSE) model it has advanced with its partner, Centralized Farmers Association (CEFA), is proving that farming could be more profitable and sustainable.



Photo Courtesy: ATFI



Photo Courtesy: Bote Central



Photo Courtesy: Bote Central

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COVID-19 was a proof of concept na yung farmers, producers na merong mga value adding, especially with roasting facilities, panalo sila. Buhay na buhay sila. Kaya dun namin nakita na yung decentralized model works. Local economy works. Communities will work. Ngayon nga hindi lang local, community na talaga ngayon, hometown. Kasi ang mga lockdown natin ngayon hindi mo na masabi. We have to see a future wherein may kanya-kanyang lockdown na tayo kaya dapat bawat community or bawat hometown mabubuhay sila. And the equipment that was provided to them was a very good balance or opportunity para tuloy pa rin sila. (COVID19 was a proof of concept that when there's value adding for farmers/producers, in this case roasting facilities, they are winners. We have seen that decentralized model works. Local economy works. Communities will work. [With COVID19], it's not just simply local, we're talking of community/home-town level. We don't know when a lockdown will be declared. We have to be ready for a lockdown declaration and each community/hometown could survive without outside support. And the equipment that was provided to them was a very good balance or opportunity for them to sustain production and processing)."

- Vie Reyes, Bote Central, Inc./ Philippine Coffee Alliance

6 Kape't Buhay Concept Note by Bote Central, Inc. and the Philippine Coffee Alliance

EFFECTS OF SE RESPONSES AND INNOVATIONS ON THE POVERTY SECTORS

While poverty sectors were severely affected by the pandemic, the ones served by SEs have coped better. As discussed in the previous sections, SEs have adjusted their operations and products to provide technical, material, financial, information, and logistical support to the poverty sectors. These include provision on relief goods and cash assistance, orientation on the pandemic, coordinating with LGUs to ensure that the sectors can access government relief and support, loan payment moratorium for micro-entrepreneurs, and adopting innovations in the SE products, processes, and business model to ensure that the poverty sectors are still supported.

As a result of the efforts of SEs, sugarcane farmers were still able to harvest and start production activities, as well as benefit from the vegetables produced out of their sustainable agriculture and diversification efforts. The products of IP farmers were still bought and processed for longer shelf life. Similarly, new market and distribution channels have been established to ensure that farmer's produce and fishers' catch were bought. Meanwhile, the workers were still provided with salaries even if such were reduced; others were able to access funds from the savings they availed through their SEs. Most cooperatives likewise distributed a portion of dividends to members to help the latter cope. The entrepreneurial poor were provided moratorium for their loans. Moreover, persons with disabilities were provided with livelihood. Moreover, these sectors were assisted in accessing local and national government support for relief, response, and recovery efforts.

As a result of pre-COVID and COVID19 interventions and support of SEs, the poor they serve have coped much better than those without SE support.



Photo Courtesy: BGMPC FB Page

RESPONSE OF SE RESOURCE INSTITUTIONS

This section reveals the adjustments made by SE resource institutions and enablers to respond to the impact of COVID19 on SEs and poverty sectors.

Immediate Response

Redefining Approaches and Models. Resource institutions are reviewing their directions and strategies given the changing landscape in trade and value chains, as well as in the overall impact of the pandemic in the country. While they affirm their mission and long-term strategies for the SE sector, they are in the process of redefining their approaches and models so that they could provide appropriate support to SEs and poverty sectors. As one key informant emphasized, “we need to reset!” Resetting means throwing away previous assumptions on SE production, processing, and marketing; helping SE start all over again; and finding new opportunities that could help the sector hurdle the challenges brought about by the pandemic. On the hand, a few key informants stressed the need to redefine their immediate roles given the negative impact on SEs and the poverty sectors they serve.

ATIKHA and PRRM have already assisted their partners “reset” enterprises, which resulted into closure of one SE, intensification of pre-COVID19 operations for another, and pivoting to adapt to the “new normal” for the rest of their partners. Meanwhile, PEF is considering taking on the role of a consolidator to shield its partners from further losses. As a consolidator, it will buy and store the goods of the SEs while the market remains uncertain. It is clear to PEF that its biggest role at this point in time is to connect their partners in the rural sector to the market. However, its main concern is the lack of competency in that area.

In terms of operational plans and budget, most key informants have already adjusted their targets this year. Those providing loans to SEs and cooperatives have already lowered their financial projections. All have overhauled their planned interventions to respond to the immediate needs of their SE partners given the impact of the pandemic on them.

Adjusting Monitoring and Evaluation (M&E) System. Resource institutions are in the process of adjusting their M&E system to ensure that transparency and accountability issues are addressed. They are considering partnering with qualified and local-based entities to validate data on SEs applying for assistance, track their progress, and evaluate/audit their performance.

Establishing Health and Safety Measures. Similar to SEs, resource institutions have likewise installed health and safety measures in their offices and operations. They now observe work from home arrangements and operate on skeletal workforce for necessary office undertakings. For those who have to be in the workplace, all are required to use face masks and practice social distancing. The same is required for staff members who need to go on field for unavoidable face-to-face transactions. Examples given by CARD-BDSFI for such transactions include facilitation of the application for Barangay Micro-Business Enterprise (BMBE) registration as most barangays are still not equipped for on-line transactions; linking those in rural areas (e.g. farmers) to key market links as the former do not have the facility for on-line and phone meetings.

Data Gathering. At least seven of the resource institutions gathered data on their partner SEs at least a month after the ECQ was declared. One gathered data monthly from April to June. Such became the basis of their response and adjustments in interventions.

Meanwhile, two resource institutions mapped the government services that their partner SEs and poverty sectors could avail of. ATIKHA, for instance, convened the Southern Tagalog Regional Committee on Migration and Development made up of NGOs, LGUs, and regional government agencies focused on migrant workers (under the Regional Development Council). The Committee mapped all the reintegration services of the national and local government in the region. The Foundation for a Sustainable Society, Inc. (FSSI), on the other hand, mapped all the available government loans and

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We pushed for immediate support for small farmers, small farming households, and small cooperatives, to ensure that they have income. If you fill in as much as you can to meet short-term needs, you'll be able to prepare them for the long haul, and the long haul would include better adjustments, not only with the new normal health guidelines but with the new realities and that would include climate change.”

- Kairos Dela Cruz
Institute for Climate and Sustainable Cities

services of government and shared the results with partner SEs.

Financing. Synergy and FSSI are providing stimulus funds for their partners. The one from Synergy is in the form of a grant to provide production stimulus for farmers. FSSI's is in the form of rehabilitation loans for SEs at less than 2% interest its normal rates (but not less than 7%), following a diminishing balance interest rate method.

Meanwhile, all the resource institutions providing loans to partner SEs have granted a moratorium on payments, penalties, and interests for at least two months, as well as restructured the loans. In terms of loan releases, PEF consulted SE partners if they want their loans released or not given their current conditions.

Supporting SEs towards Recovery

Assisting Partners in Strategizing and Pivoting. Five of the resource institutions are helping their partner SEs assess their business models, come up with strategies given the changing landscape, and/or transform their enterprises to better adapt to the impact of the pandemic. Agriterro, an international resource institution serving agricultural cooperatives, is already assisting its partners set up a resiliency fund. The fund is intended to ensure that the coops have easy access to funds when disasters occur.

Capacity Building to Help SEs Adjust to the New Normal. ATIKHA plans to launch a webinar to enhance the capacity of SEs to access soft loans from government and other resource institutions. FSSI is in the process of training 20 partners on maximizing online platforms for communication and marketing, as well as security measures to protect computer software and online accounts.

Mentoring Potential SEs. ATIKHA has launched a mentorship program that mobilizes mentors, finances, technical assistance, and other resources from the public. It involves the national and local government, OFW organizations, CSOs, development agencies, and the private sector “to provide integrated services to the repatriated OFWs affected by the pandemic while promoting volunteerism among Filipinos to help repatriated OFWs succeed through sustainable jobs or business in the Philippines.” The idea is to have a mentor/volunteer guide the OFW in her/his efforts to set up an enterprise.⁷

⁷ <http://www.pnvsca.gov.ph/?p=1648>

Livelihood Assistance for SE Members. FTI sought assistance from its funding partners to provide livelihood opportunities to prioritized members of cooperatives that have ceased operations since the ECQ was declared. While the funds were not sufficient to cover all those in need, it was able to support livelihood efforts that can be done inside the house -- backyard gardening,

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There are some IP areas eh wala ngang ilaw doon. Aakyat ka pa roon ng puno na mataas para makakuha ng signal. So, malaking isyu yan kasi without communication, without those lines, mahirapan sila mag-transition, that's a big issue. (There are some IP areas that still don't have electricity. You need to climb a tall tree to get a good mobile phone signal. That's a big issue because without communication lines, they will not be able to transition to digital transactions)."

- Bobby R. Calingo
Peace and Equity Foundation

cooking, livestock raising. Four individuals were provided with an on-line job to promote the products and services of the cooperative. A small amount also went to persons with disability who urgently needed medicines. A cash assistance amounting to Php10,000 was also given to partner cooperatives.

Digitalization and On-line Services. Resource institutions are converting their training modules to online training. However, one resource institution emphasized the need for the development of printed materials that communities can have access

to. Resource institutions are also helping partner SEs to shift to digital marketing and transactions (e.g. application of loans, approval of loans,

Foundation for These-Abled Persons Inc: Training in the Time of COVID19

One interesting experience was shared by the Foundation for These-Abled Persons, Inc. (FTI) when it conducted a training for partners in Eastern Samar. FTI subscribed to Zoom to hold the trainings. Since the participants had no computers and internet connection, FTI rented computer shops. However, social distancing was required, so the training had to be done in batches (maximum of 10 persons at a time as required by the quarantine guidelines). Still, there was no public transportation, so FTI hired transportation for every batch of participants. The participants were grouped according to barangay/proximity to each other, and not by disability, for safety measures and to save on time. Because the disabilities of the participants differ, extra efforts were done to ensure inclusion. The training series required a sign language interpreter (for the deaf and hard of hearing) and entailed the Resource Speakers to be very descriptive (for the blind) in their discussions.

payments and mobile banking, marketing of products in online platforms, etc.).

Working with Government to Reinforce Support for SEs and Poverty Sectors.

ATIKHA harnessed its strong links with national government agencies and LGUs to launch a new program intended to support livelihood and enterprise initiatives for repatriated OFWs. ATFI and PRRM likewise linked its partners to DA for stimulus funds, through local/regional government units. CARD-BDSFI intends to tap DTI for its shared service facility for drying fish. PEF joined a loose network of business organizations, CSOs, CSO leaders, and young professionals called COVID19 Warriors. The network combines the efforts of the private sectors with the government to help address COVID-19-related concerns. The group has mapped and monitored the needs in urban areas. It lobbied with DSWD to influence the IATF to designate logistics/delivery as frontline work so food could be transported. It likewise influenced the same agency and Quezon City LGU to do the same for micro-lenders so capital could be accessed to open up micro-economies (e.g. carinderia). Moreover, the group assigned members on the relief assistance to ensure that efforts from the private sector are complementary (e.g. feeding programs, providing food to quarantine facilities, etc.).

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Seventy percent (70%) of the food in the world is produced by small farmers and 70% of all the farmers in the world are also small... So small farmers are feeding the world."

- Julian Gonsalvez, Sustainable Agriculture Expert

Models for Value Chain Strengthening. Cooperatives play a big role as SEs in agricultural value chains. Agriterra, with its cooperative partners, have endeavored to craft interventions focused on agricultural value chain development that could be integrated in the long-term efforts of cooperatives as key stakeholders. The intent is to support farmers and expand their markets through **coop-to-coop trading** during the pandemic and beyond. Coop-to-coop trading promotes mutual cooperation between and among cooperatives with coops and their members as the main stakeholders. The more developed model is producer coop-to-marketing coop partnership where a producer coop supplies agricultural goods to marketing coops that the former would not have supplied before the crisis (e.g. a coop in Cagayan Valley delivering rice to a marketing coop in Rizal; a coop in Baguio trading with another coop in Batangas). Three other models are still evolving and being studied: (1) a producer coop supplying food to the members of credit and savings coops

(members as market, especially in urban areas like Metro Manila where market coops are very few but credit and saving coops abound); (2) a producer coop supplying the clients (retailers and wholesalers) of credit and savings coops (clients as market); and (3) a producer coop supplying goods to the members of different cooperatives so the latter could sell the items to their community (members seeing the opportunity for livelihood by selling the producer coop's yield). The resource institution is studying these models, gathering actual trading results during the pandemic, to determine which model could be sustained over the long-term.

CARD-BDSFI intends to continue linking its micro-entrepreneurs partners to well-established SEs/traders but such would be limited at the local level. The uncertainty of when an area will be placed under lockdown has made partnerships with outside traders risky. Hence, limiting the partnership within a locality reduces the risk. Another ideal partner being eyed are the LGUs and government agencies which would serve as traders and distributors of the goods.

PEF is leaning towards the model of directly linking the producers to the buyers/consumers. Given the restrictions and limitations, such a model is already being applied in two ways: one is for LGUs, in partnership with other stakeholders in the locality, to establish a central buying station where producers could bring their goods and consumers could directly buy from the producers. Such entails developing mechanisms for logistical support (e.g. transportation) and safety measures (e.g. social distancing). Another way is through e-commerce similar to the "Fish Tiangge" established by Silliman University (SU) in Dumaguete. SU developed a Facebook page for fishers to sell their catch online and directly connect with buyers within Negros Oriental.⁸

Affirming and Pursuing Pre-Covid19 Sustainable Solutions. Tambuyog, an NGO engaged in the development of fishery-based social enterprises, is focused on its pre-pandemic goal of fishers accessing productive fishery resources under asset reform. This involves accessing areas designated for fishpond development that are considered abandoned, under-utilized, or underdeveloped (AUU). Through tenurial instruments, fishers could then engage in sustainable aquaculture which is mangrove-based and using mangrove-friendly culture methods. Such will entail partnerships with DA, LGU, CSOs, and the private sector through their corporate social responsibility (CSR) arm, as well as organizational and technical support to help the fishers manage their enterprises. In this way, fishers learn to be entrepreneurs while creating wealth and protecting the environment.

⁸ <http://su.edu.ph/su-led-project-fish-tiangge-helps-fishers-sell-online/>

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The Government should follow the law. They should ensure preferential treatment of fishers when it comes to accessing productive assets... a place where they could produce food. Let's pursue this before commercial and private companies/ individuals take over these assets."

**- Dinna L. Umengan,
Tambuyog Development Center**

to seed to table social enterprise systems espoused by PRRM. PRRM and ECOWEB are also promoting urban gardening among partners with the intent of transforming it to SEs even prior to COVID19. But the impact of COVID19 made it easier for them to convince their partners of the importance of such an endeavor. Not only would it ensure food on their table, they could also market excess produce.

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Yes, household food security is important. Yes, that's the end-result we want. But we have to remember that food production is very much dependent on the environment. The sustainability of agriculture and fisheries is hinged on the management and protection of the environment and natural resources. We need to manage and protect the environment for long-term security and resilience of our food systems."

**- Hazel Arandez-Tanchuling, Rice Watch and Action
Network, Synergy Partner**

Two other organizations supporting SEs with members who have limited access to food are engaging them in urban/backyard gardening. Tambuyog is assisting cooperatives in fishing communities while FTI has promoted a similar endeavor for its partner cooperatives in Eastern Samar. The intent is to ensure that there is food on the table for SE members.

“

We ...would like to develop a strong health program focusing on a plant-based advocacy... we will produce, at the same time, network all over the country and help the agri-sector....we would like to enter into production....in our dioceses...using the empty properties of the church, get support from the government and private sector....., we would like to continue our consolidation of plant and vegetable (production) with our partners... We want to make use of technology (to)..... fast track our plant-based program."

**- Father Antonio Cecilio Pascual,
Caritas Manila**

Perspectives for Building Back Better

Diversification and intensification of Small Farms

For International Institute of Rural Reconstruction's (IIRR) Senior Global Adviser, Julian Gonsalvez, COVID19 has brought forth greater consciousness and initiatives to prioritize and advance the local food systems and agro-ecological approaches. The impact of the pandemic has provided a better understanding of planetary health -- how food systems, health, and environment are interconnected and should be addressed through sustainable agriculture. To do this, Mr. Gonsalvez emphasizes the importance of biodiverse cropping that combines planting of fruit trees, livestock raising, fisheries/fish culture, all within the framework of regenerative agriculture and climate change adaptation. Such is necessary for the agriculture sector to recover and build back better.

IIRR focuses on smaller geographic agricultural areas to develop evidence-based sustainable agriculture models. Since 70% of the world's food is produced by small farmers, it is only appropriate that development models focus on their growth. Mr. Gonsalvez points out that the key to achieving the Department of Agriculture's call for an "agriculture-driven economy" is working with small farmers, systematically targeting and enabling them to gradually transition from subsistence farming to market orientation, especially in the context of the pandemic. Such entails helping them adopt diversification approaches that meet food security, nutrition goals, and market needs.

Mr. Gonsalvez further highlights the following key factors necessary for small farmers and sustainable agriculture efforts to thrive:

- Land tenurial security is the key determinant for farmers to engage in sustainable agriculture endeavors. If farmers own the land, they are better motivated to invest in long-term solutions to address economic, food security, and environmental concerns.
- Rather than farm consolidation, adopt clustering for economies of scale which entails bringing together eight to ten farmers that are in one geographic area. They retain individual ownership of their land, agree to grow a particular crop or combination of crops, while each does the work in her/his individual lot. If provided with support such as technical inputs, mechanization, low-interest credit, marketing the produce, clustering works. The key is to get together for more efficient land preparation and greater leverage in marketing bulk produce. Commodity specialization is suggested for these small groups, using a value chain approach.
- Greater support for agricultural frontliners is needed for farmers to access the necessary support for adopting sustainable agriculture and scaling up mechanisms. Such likewise entails partnership between agricultural frontline

workers -- local government units through their Municipal Agriculture Office and local non-government organizations (NGOs) directly working with farmers. These agricultural frontliners should be nurtured so that small farmers' cooperatives and associations have complementary partners.

- Asset building should be combined with field-based training and mentoring. It only requires an investment of Php50,000 (\$1,000) per village or cluster. Such will help farmers engage in biodiverse cropping which will enable them to generate a marketable surplus of fruits and other crops. The value chain part of it will follow.

At the end of the day, Mr. Gonsalvez emphasizes that programs that address the impact of COVID19 should be measured primarily by their social inclusiveness (preferential option for the poor), economic sustainability, and environmental soundness.

COLLECTIVE RESPONSE OF THE SE SECTOR TOWARDS INCLUSIVE RECOVERY

Engaging Government

The Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition, an alliance of various social enterprise practitioners, advocates, NGOs and members of the academe advancing social entrepreneurship as an approach to poverty reduction, has intensified its efforts to engage the two branches of government: (1) Congress/legislative, through the House of Representatives and the Senate; and (2) the Executive Branch of national government and local government units (LGUs).

PRESENT has lobbied Congress to fast-track the enactment of the PRESENT Bill that has been pending in Congress since 2012. If approved into law, it would institutionalize recognition of and support for SEs. In June 2020, a new stakeholders version of the PRESENT Bill was released by the Coalition to already include provisions on resilience and preparedness of the social enterprises for disaster risk reduction and management as well as the social enterprise recovery and rehabilitation fund. It has released statements calling the two houses of Congress and executive branches of government to pass the bill. The Coalition believes that having the bill passed will recognize and support SEs as partners of government in economic recovery in the face of COVID19. It will likewise strengthen SEs as partners of the marginalized in building back better in the pandemic's aftermath.

At the same time, the Coalition held dialogues with government line agencies to explore Social Enterprise Stimulus Packages and Programs as a strategy to support the recovery of the poor and marginalized sectors who have been hit the most by COVID19. As a result of these dialogues, PRESENT unearthed COVID19 government programs and services that SEs could avail of for recovery and build back better initiatives (please refer to Annex 3). At the same time, the Coalition was able to negotiate with these line agencies to pilot and mainstream support initiatives dedicated to SEs. Specifically, it was able to solicit the following support from DA, Department of Agrarian Reform (DAR), Department of Education (DepEd), DTI, and DSWD:

Under the Department of Agriculture

- 1. Piloting of SE recovery initiatives through agricultural value chain development focused on high value crops, coffee and abaca.
- 2. Developing a course on social entrepreneurship with the Agricultural Training Institute (ATI).

“

The threat of hunger is as real as the threat of COVID-19. A food secure and resilient Philippines with prosperous farmers and fisherfolks remains to be DA's call.”

**- Secretary William Dar,
Department of Agriculture**

Under the Department of Education

- 1. Partnership with SEs through the Alternative Learning System-Education and Skills Training (ALS-EST) as a venue for decent work and SE development. ALS-EST organizes its graduates into a cooperative or enterprise to serve as contractors for repair and rehabilitation of school facilities or suppliers of school furniture through the Community Procurement Process. SEs, through the PRESENT Coalition, could facilitate the integration of SE in the ALS-EST Curriculum towards organizing the learners into an SE.

While the prohibition of face-to-face learning has put ALS-EST on hold, DepEd will try to seek an exemption of the program because of its community-based context. For its part, the Coalition could tap community-based NGOs and SEs that can serve as local partners.

Once the ALS-EST Program is back on track, it could potentially engage the close to 4 million youth recently reported by DepEd to have failed to enroll in formal school due to COVID19 crisis.⁹

⁹ CNN, August 2020.

- 2. Piloting a teachers’ training on SE through the National Educators Academy of the Philippines (NEAP), with PRESENT as a learning service provider. The coalition or its member/s could submit a training course proposal for accreditation.

Under the Department of Trade and Industry

- 1. Tagging of SEs when they register or avail of the Department’s services. To assist DTI in this endeavor, the PRESENT Coalition shall operationalize the definition of SE from the PRESENT Bill and provide a checklist of its features, which shall serve as basis for tagging. Such will help provide rich data on SEs and recognize/mainstream the sector.
- 2. Hosting a virtual trade fair for SEs to help create consciousness of the SE sector while assisting them market their products in the time of pandemic.
- 3. Hosting an e-forum for the Coalition on how SEs can contribute in the recovery of the country and build back after in the aftermath of the pandemic.

“

We will start to build, together with the PRESENT Coalition, our database on social enterprises and we will share it to our regional and provincial offices so that they will be tracking our assistance..... with the consciousness that social enterprises belong to the MSME sector. In DTI, we have a lot of programs in our mandate—trainings, product design and development, marketing, loans—we would like to engage the SEs.”

**- Undersecretary Blesila A. Lantayona, Regional Operations Group,
Department of Trade and Industry**

Under the Department of Social Welfare and Development

- 1. The Sustainable Livelihood Program (SLP) is a potential platform for SEs and poverty reduction. The program possesses the potential to create SEs that are owned and managed by the poor as the beneficiaries are drawn from the Pantawid Pamilyang Pilipino Program (4Ps) and Listahanan national household targeting registry.
- 2. Procuring goods from SEs through the Community Procurement Process and Enhanced Partnership Against Hunger and Poverty (EPAHP).

With the Department of Agrarian Reform (DAR) as key proponent, EPAHP links farmers' organizations with institutional feeding programs of government in order to increase agricultural production and provide more income to farmers, all aimed at addressing hunger (e.g. food for persons deprived of liberty, patients in government hospitals, children in day care centers, students in schools, etc.), local cooperatives and other agriculture-based SEs could take advantage of the EPAHP.

Under the Department of Agrarian Reform

1. DAR has a program called "ARBold Move to fight COVID-19" and redirected the budget for Social Infrastructure Building and Enterprise Development and Economic Support. This includes market matching, productivity assistance (seeds, fertilizers), livelihood assistance for women (priority for single parents, PWDs, etc.), and food pack distribution.

2. The Department also leads the Enhanced Partnership Against Hunger and Poverty (EPAHP). It links agrarian reform beneficiaries to institutions as hospitals, jails and LGUs as markets.

- Comprehensive insurance system
- Research and Development: strategic economic subsectors; innovations
- Market development: fair trade/ethical markets
- Integration of SE content in educational system
- Social Enterprise Recovery and Rehabilitation Fund

Incentives for Social Enterprises and Social Investors

- Special allocation/preferential treatment in government procurement
- Tax exemptions and tax breaks
- Cash incentives (i.e. at least 25% of minimum wage for social enterprises employing persons with disabilities)

Multi-Stakeholder Platforms for Inclusive Recovery and Achievement of SDGs

ISEA, a regional network promoting social entrepreneurship for sustainable development, initiated a webinar series from May to August 2020 to provide a venue for SEs in Asia to share, network, and collaborate towards a responsive recovery strategy for the SE sector amid COVID-19. Aside from the challenges faced by SEs during the pandemic, the series enabled them to showcase inspiring responses to the pandemic in ways that promoted the values of social equity, solidarity, and sustainability in leaving no one behind to protect and cater to the unmet needs of the marginalized and most vulnerable sectors and communities (ISEA, 2020). Amidst the pandemic, these responses demonstrated social innovation and creatively utilized information and communication technology to provide access to health and sanitation products and services, masks and personal protective gears, fresh and healthy food, agricultural services and livelihood, information, education, and other basic needs (Ibid).

Taking off from the webinar series, ISEA held its third Social Enterprise Advocacy and Leveraging (SEAL) Asia Conference on September 16 to 17, 2020 with the theme, 'Social Entrepreneurship and Cross Sectoral Collaboration: Ensuring the Recovery of Social Enterprises towards Leaving No One Behind in Building Back Better and Achieving Sustainable Development.' From the original intent of developing and launching Social Entrepreneurship Platforms to Accelerate the SDGs (SE-SDG Acceleration Platforms) prior to the pandemic, the platforms are being reconfigured to directly contribute to the nine Sustainable Development Goals linked to pandemic recovery, namely no poverty, zero hunger, decent work and inclusive growth, health and well-

The Poverty Reduction through Social Entrepreneurship (PRESENT) Bill at a Glance

The Poverty Reduction through Social Entrepreneurship (PRESENT) Bill codifies a policy environment conducive to social entrepreneurship as a strategy for:

- Poverty reduction
- Building back better post-COVID
- Accelerating achievement of the SDGs.

Key Features:

- Recognition of social enterprises
- Qualification of SEs/Various forms of SEs; SE Resource Institutions
- National PRESENT Program: strategic economic subsectors as units of planning
- Social Enterprise Development Council: 20 agencies; 9 reps from the SE sector (key agencies: DTI, DA, DSWD, DILG/ Role of LGUs)

Support Programs for Social Enterprises

- Hybrid financing
 - > Social Enterprise Development Fund: grants
 - > Non-collateralized loans thru special credit windows with a Guarantee Fund Pool

being, reduced inequality including gender equality, responsible consumption and production, climate action, peace justice and strong institutions and partnership for the goals (Goals 1, 2, 3, 8, 10, 12, 13, 16, and 17).

The most developed of the platforms is that of WE LIVE FOOD in AVCs or Women's Empowerment, Livelihoods and Food in Agricultural Value Chains (led by ISEA in partnership with the Center for Social Innovation Promotion in Vietnam and Bina Swadaya in Indonesia). This is scheduled to be launched during the aforementioned SEAL Conference in September. The four others that are at various stages of development are: Health for All (led by Yayasan Dompot Dhuafa and the Suham Trust in India); Decent Work for All in Sustainable Value Chains (led by the World Fair Trade Organization Asia and the Asia South Pacific Association for Basic and Adult Education); Technological Innovations for Sustainable Development (led by ISEA and Chappie Tech of Hongkong); and Rural Revitalization, Youth and Social Entrepreneurship (led by Sources for Action in China and the Philippine Rural Reconstruction Movement). The SEAL Asia Conference shall build on ongoing social entrepreneurship initiatives and the interest of various sectors around these themes to harness collaboration to ensure the recovery of the SE sector amid COVID19 towards leaving no one behind in building back fairer towards achieving the nine SDGs for pandemic recovery.

All the five collaborative initiatives have the following objectives:

- serve as a platform for learning exchange and building a community of practice around inclusive recovery and building back better;
- serve as cooperation platform to synergize and project their collaborative impact in achieving inclusive recovery, building back better and contributing to the 9 SDGs relevant to pandemic recovery;
- serve as collaborative platform to develop and advocate changes in government policy and programs that promote inclusive recovery and building back better;
- serve as collaborative platform to develop partnerships and generate resources and support from the business sector, financial institutions, social investors, national governments and intergovernmental bodies to sustain and broaden the outreach and impact of the platform as a means of implementation for the achievement of the 9 SDGs relevant to pandemic recovery.

Highlights of the Concept Notes for the Multi-Stakeholder Platforms on WE LIVE FOOD in AVCs; Decent Work for All in Sustainable Value Chains (DW4ASVC) and the Rural Revitalization, Youth and Social Entrepreneurship (RRYSE) are contained in Annexes 5, 6 and 7.

The platforms for WE LIVE FOOD in AVCs and Decent Work for All in Sustainable Value Chains are considered by many of the Philippine members and partners of ISEA and the PRESENT Coalition as critical to the recovery process of a big number of social enterprises that have been severely affected by the pandemic.

In this context, an initiative towards Social Enterprise Recovery Program and Fund providing a combination of grants, soft loans and technical assistance is being jointly discussed by the stakeholders of these platforms.

The RRYSE platform is partly defined by the problem of ageing among Filipino farmers. A recent study by Palis (2020) revealed that the average age of Filipino rice farmers is 53 years old. The same study reported that most of the farmers do not want their children to follow in their footsteps, preferring that their children engage in non-farm work in urban areas or abroad and earn enough to get out of poverty. It likewise highlighted previous researches that pointed to unemployment, low wages, low profitability in farming, and lack of infrastructure facilities in the rural areas as some of the reasons for out-migration; as well as the lack of access to land, high costs of inputs, unstable and low market prices, and insufficient vocational agricultural education as discouraging factors for the youth to engage in farming.

RRYSE resonates with SEs and resource institutions, especially those supporting farmers and engaged in agricultural value chains. They are contributing to rural development by investing in agriculture, making it viable, and creating opportunities for farmers, fishers, indigenous peoples, women, and youth in rural communities to get out of poverty. At the same time, they are engaging the government and the private sector to ensure that the root causes of rural poverty are addressed, especially those concerning land ownership, mechanization and infrastructure support, access to inputs and capital, control over market prices, and protection of natural resources. They emphasize that the key to engaging the youth in agriculture and social entrepreneurship is by making these endeavors viable, profitable, and sustainable. Once they see that that they could earn decent income and benefit from such, they will stay and ensure that the gains achieved from RRYSE could be sustained and passed on to the next generations.

COVID19 and Women's Economic Empowerment

Recognizing the importance of women as stakeholders, and the weakness of many social enterprises to address the gender dimensions of their initiatives, the research made provisions for gender-disaggregated data and analysis; pro-actively gathered data on the differentiated impacts of COVID19 on women; and ensured that an adequate number of respondents and key informants have a gender perspective and/or are actively engaged in advancing women's economic empowerment (WEE). The research also made provision to ensure that the relief and recovery initiatives and recommendations in terms of policy and efforts towards building back better have a gender perspective and dimension, in the process addressing issues such as women's unpaid care and domestic work, their invisibility and inclusion in fishery and agricultural value chains, and women's role in building resilient and sustainable communities.

Issues and Challenges of Women in the Social Enterprises of the Marginalized Sectors

The pandemic has not only affected social enterprises and poverty sectors but it has its ramifications especially on gender concerns.

Women's Multiple Burden and Unpaid Care Work

Before COVID19, women already shouldered the burden of household or domestic concerns. Now they have become more burdensome especially for mothers with the presence of all family members at home. It has also become more worrisome for women as they fear that their children or any family member might get infected with COVID19. According to the Women's Legal Bureau (WLB), there is also the fear *"of getting pregnant because their husband is always at home, doing almost nothing. Family planning services are scarce, and some women cannot avail of them because most health workers at the barangay level are also busy acting as frontliners for COVID-19 that*



they forget their other services, which include reproductive and health services.”¹⁰

The limited access to primary health care facilities and services has also made the load of domestic concerns heavier for women. Moreover, thinking of ways to feed their family and meet their daily needs has been left mostly to women: *“vending, borrowing money, begging for help, looking for any work or products to sell. Above this, women are ready to sacrifice their needs for their family (children, grandchildren, and husband) whose survival is more important than their own”*.¹¹

Ka Rebing Miranda, President of Daluyong, a nation-wide federation of small farmers which was organized to promote gender equality and women empowerment in the agricultural sector, opines, *“pasan pa rin ng babae ang lahat ng usapin sa bahay at nadagdagan pa ng pag-aalaga ng may sakit at mga RH issues, kasigurahan sa pagkain sa hapag. Ang mga ito ay tumindi pa dahil hindi basta makalabas at may kaso pa rin ng VAWC [violence against women and children]. (Women carry the burden of domestic responsibilities including caring for the sick, reproductive health issues, and food security on the table. The situation worsened because women cannot just go out and there were cases of VAWC as well).”*

“

Sa akin, pakiramdam ko naging katulong ako eh... bilang isang nanay, bilang isang nagba-badyet, sobrang hirap, kasi hindi mo alam kung saan mo kukunin yung ibibili mo ng pagkain. Hindi mo alam kung paano mo ma-su-survive lahat. Sa part ko nga kahit paano, may na-save na konti, lalo pa kaya sa mga miyembro ko na umaasa lang talaga sa pagtitinda para lang may maibili ng pagkain. So talagang sobrang hirap...Nakikita mo na ang mga bata, mga kabataan, nag-bre-breastfeed na nanay, wala silang maiano sa mga anak nila. So ang ginawa namin dito sa amin, kung sino ang mayroon, bigyan muna. Tulungan talaga. (I felt like a domestic worker... being a mother, the one in-charge of budgeting, you don't know where to get the money to buy food. You don't know how you could survive all the challenges. It was really difficult for me but I am luckier because I had little savings, how about my members who totally lost their income and had no savings? It is really tough... to see children, youth, breastfeeding mothers with nothing to eat. What we do in our community is help each other. We share whatever we can).”

- Noemi Pajo, Community Water Service

Women entrepreneurs are more likely to be assuming childcare, home schooling and domestic responsibilities than male entrepreneurs and this is having a significant impact on their productivity, stress levels, and health. Before COVID19, access to affordable child care was identified as a critical need particularly for lower income women. While all women entrepreneurs are believed to be at a disadvantage by the additional childcare and household burdens, the study reveals that socio-economic class may be affecting the way women experience and perceive their unpaid care and domestic work. One woman-manager of a large rural-based cooperative, for instance, appreciated the two weeks spent at home during the lock down as it was spent bonding with her family and attending to domestic concerns that she overlooked due to her workload. Three women leaders of a big cooperative with nationwide operations likewise expressed their preference for work-from-home arrangements because they were able to accomplish more. They had more time to work, bond with family, and do other things because they no longer had to travel/commute to and from work. One shared that, prior to the pandemic, she had to travel from four to six hours a day to go to the office. It was also more economical as they no longer had to spend on transportation. Another was able to save on rent as she gave up her place in the city and moved back to her hometown to work from there. With more time to spend, they were able to pursue other interests (e.g. gardening, baking). One even relayed that it led to a better understanding of herself. When asked if their domestic and care work increased, they all agreed that they take the extra time as a chance to be productive. In contrast, two women leaders of a barangay-based cooperative in an urban poor area relayed that they felt like domestic helpers during the quarantine as their housework increased. The Chairperson who works as a volunteer even shared the dilemma of women and mothers like her who had to feed their family with very little or no resources at all. She likewise pointed out how her work at home, in the cooperative, and in the community doubled with the pandemic. Before, her concern was only food for her household. With the effects of COVID19, she tried to cook more than necessary to share a little with neighbors. She also started accompanying their meter reader when going house to house to encourage members to pay their water bills, even if it was just a small portion of the amount to be paid. Since she lived across the coop office, she was often the one to entertain groups providing relief goods or had concerns with the coop. Moreover, she and other coop leaders had to redistribute and repack the often insufficient relief goods so all members could benefit.

¹⁰ Covid19 Crisis Is Not Gender-Neutral, April 27, 2020 `https://wlbonline.org/covid19-update1/

¹¹ Ibid

An 18-country poll conducted by Ipsos from May 1-3, 2020 reveals that “women are, indeed, taking on a lot more responsibility for household chores and care of children and family during the pandemic”.¹² The same survey confirms that COVID-19 has intensified women’s workload at home: *“more bodies at home frequently means more people to feed and take care of, often without any additional help, increasing tensions and stretching resources in households around the globe. Meanwhile, with schools, daycares and extracurricular programmes closed, the need to homeschool or keep children occupied has added significantly to workloads in a way that most parents were not prepared for.”*¹³

On the other hand, men in pandemic time have also taken on a bigger share of the responsibility at home. According to Cherry Ann Boleche, President of Cagaut Women’s Association, a barangay organization of seaweeds consolidators in the COVID-free municipality of Salcedo, Eastern Samar, domestic and livelihood work are shared among family members. Cherry Ann, with some of her members, opted to take turns to live near the mangrove area to attend to their new source of livelihood set up through the assistance of PRRM. It is in the mangrove area that Cherry Ann, together with her husband and their five children, spend the day sharing work responsibilities for the family’s daily subsistence. SILAYAN: VOICES OF THE PANDEMIC’S HIDDEN CRISES of the Commission on Human Rights (CHR) also points out that “women’s care work grew longer, on the other hand, men have taken on bigger share of the responsibility at home; longer hours of care work yet there is evidence of shared work.”¹⁴

The research findings point to unpaid care work or domestic responsibilities as women’s domain is rooted in socio-cultural norms and would entail a long process of transformation. It has likewise revealed that socio-economic class may have an effect on how women experience and perceive unpaid care and domestic work. To start the process of transformation, Ampy Miciano, Secretary General of PKKK, proposes that gender and development and human rights be mainstreamed in the elementary and high School curriculum.

Gender-Based Violence and Online Pornography

In spite of the DILG pronouncement and reminder that LGUs should never forget its role in addressing the issue of violence, cases remain under reported.

¹² Ginette Azcona, Antra Bhatt and Kaitlin Love <https://data.unwomen.org/features/ipsos-survey-confirms-covid-19-intensifying-womens-workload-home>. July 9, 2020

¹³ Ibid

¹⁴ Silayan: Voices of the Pandemic’s Hidden Crises, a webinar sponsored by the Commission on Human Rights-Gender Equality and Women’s Human Rights Center (CHR-GEWHRC)

“Women are at a loss as to which agency will they report the incidents to due to the ECQ, especially when not all government offices are open”¹⁵ and transportation is hardly available.

Women’s Added Burden in Pandemic Time

“Sino ang iniyakan ng mga bata pag walang makain? Sino ang mas sensitive sa need ng pamilya? Si Tatay sasabihan ano ang magagawa ko hindi kami pwedeng mamasada. Sa akin ang bigat na pinapasan ay nasa babae. Alam mo naman ang motherly care natin. Pag nakita na nagugutom mas sila ang most affected ang babae.

Tumaas ang gender based violence kasi ganito yan - pag na gugutom si anak, nandyan ang babae to pressure si lalaki. Ang sinasabi ng lalaki bakit tumitigil ba ako dati? Wala lang ako magawa ngayon. Ito lang ang kita ko? Ano ang magagawa ko? Bawal ang mamasada. Bawal mag multiple pasahero. Ito lang ang kita ko. Ito lang ang income. Tayo kasi mga babae mabunganga, nagkakasagutan at walang nagpapatalo, dun nananakit.

In fact, increasing ang report ng violence because of covid. Although there are evidences sa community pero kulang pa rin sa reporting. Nandyan ang kahihyan, hindi magsusumbong, at problema rin ang mobility. Yun ay naka prevent para pumunta sa barangay.”

(Who will the children run to when they are hungry? Who is more sensitive to the family’s needs? The father will only say “what can I do, I cannot drive my jeepney anymore.” The burden lies on the woman. You know how it is with mothers like us, we are most affected when we see our hungry children.

Gender-based violence has increased. It’s like this, when the child has nothing to eat, the woman pressures the husbands to find a way. The husband argues, “I did not stop working before. Now I am helpless. Our jeepneys are prohibited to operate. Multiple passengers are not allowed. You should settle with the only income I have.” We continue the pressure, which leads to a major argument, which then leads to violence.

In fact, reports of violence have increased because of COVID. There are evidences in the community but these have not been reported. Shame and mobility constraints hinder women from reporting cases).

- Olive Parilla, PATAMABA WISE

¹⁵ Covid19 Crisis is Not Gender-Neutral, April 27, 2020 ` <https://wlbonline.org/covid19-update1>

The survey conducted by the GREAT Women Project 2 with their partner Women Micro Enterprises during the ECQ indicated that the top 5 challenges emerging were economic and these were followed by gender related issues, such as, multiple burden, domestic violence, and sexual harassment. The Philippine Commission on Women (PCW) has also received reports that there has been difficulty in reporting cases of violence against women due to lack of access to transportation or mobility constraints.

The *Pambansang Kalipunan ng Kababaihan sa Kanayunan*, a coalition of women in agriculture, fishery, indigenous women, and workers in the informal economy exposed a case in Samar where a person with disability (PWD) was raped by his brother-in-law. The latter admitted the crime but was let loose and went back home while waiting for the medico legal report. This forced the rape survivor to leave the house.

Ka Rebing of Daluyong decries the alarming cases of domestic violence worsened by the rise of on-line pornography, *“bago nag COVID-19 ay may domestic violence na lalo itong lumala sa panahon ng lockdown at walang makakain ang pamilya. Alarming na rin ang online pornography na ang bilktima ay ang mga bata na 12 hanggang 17 taong gulang* (before COVID-19, there was already domestic violence but this worsened with the lockdown and food became inadequate. Another alarming problem turned out as children ages about 12 to 17 became victims of online pornography).”

The webinar, **Silayan: Voices of the Pandemic’s Hidden Crises –Gender and Inclusion Assessment of COVID-19’s Impacts**, discloses that *“during the lockdown, women were more vulnerable to domestic violence and abuse. Partly due to increased economic hardship, sexual abuse and exploitation have shifted online. Women and children have been coerced into online pornography. There are reports that the youth being more exposed to social media are also victims of online pornography.”*

Likewise, gender-based violence service delivery and access points have been severely affected by the quarantine. Abusers exploit quarantine conditions. Survivors depend on trusted yet overwhelmed LGUs.

MECHANISMS TO ADDRESS GENDER-BASED VIOLENCE

Faith-based social enterprises like *Gandang Kalikasan, Inc. (GKI)* and *Alay sa Kaunlaran, Inc. (ASKI)*, a microfinance institution, put in place a Christian values-formation program to address the gender issues and concerns in the

domestic front and in the work place. It includes relationship seminars and counselling for couples to help them navigate their relationship.

“Misunderstanding at home cannot be avoided especially if the issue is daily survival” according to Rachel Bulawit, Gender Officer of ASKI. “There are stresses and tensions in the family but have not led to domestic violence.” This she attributes to their Christian values-formation activities/trainings and marriage enrichment retreats being offered to assess the couples’ relationship.

Fear, Depression and Stress

The loss of livelihood and food insecurity brought about by the pandemic have its subsequent impact on women’s mental health.

“Before COVID, women were already having difficulty budgeting the meager take-home pay of their husbands. Now, the situation worsened because there is nothing to budget but the need has become bigger – the members of the family are all staying at home which means: more water and electric consumption, frequent hunger, and more clothes and dishes to wash. How are they going to survive without income and by relying only on the government’s promised assistance? Both the local and national governments’ promised assistance are uncertain, not to mention, selective and targeted.”¹⁶

“

Naging hati ang kanyang isip pero nagawa pa ring maghanapbuhay at nakapagplano ng oras para sa pamilya (The mother’s attention was divided with so many concerns but she was still able to work and find time for family).”

- Ka Rebing Miranda, Daluyong

Women in SEs, especially those from the marginalized sectors, are more often than not the main breadwinners in the family in pre-COVID time. Today in the “new normal” the challenge of feeding their families has been exacerbated by the poverty situation of joblessness and enterprise bankruptcy. Stress weighs heavily on them thinking when to get their next

meal, how to provide medication for their sick husbands, parents and what will she give to her children and grandchildren when they run to her when they have nothing to eat. An added stress with the COVID-19 scare is no one would like to go to the hospital thus the sick member of the family is the responsibility of the woman. In this regard, Patricia Fe Gonzales of the St. Francis Multi-Purpose Cooperative stressed the need to fast-track the implementation of the Universal Health Care Law (RA 11223). While their staff/personnel are enrolled in PhilHealth and have health cards, she related

¹⁶ Ibid

how overwhelming it is for small cooperatives to support the staff and their members should they get sick given the uncertainty brought about by the crisis. The threat of having so many people getting infected is real and could immobilize SEs and their stakeholders.

Insecurity lingers for some SEs that have survived the 3 months ECQ. Sustainability of the enterprise is still at risk. This has brought a level of fear and insecurity among the staff and the SE leadership and management of these enterprises.

Mobility Restrictions

With no transportation services, products could not be brought to the market.

For the seaweed consolidators of Eastern Samar, the Cagaut Women's Association continues to consolidate on a small scale only to store the seaweeds in their warehouse. With no transportation available, they could not bring the seaweeds to bulk consolidators, and even more so to the processing plant in Cebu. To augment their income-generating activity, the association has shifted to milkfish (bangus) culture through the help of PRRM. However, the association still could not bring the milkfish to a wider market due to mobility restrictions.

Relying solely on the local market has not been so profitable as the price there is lower due to competition. Moreover, local markets were always empty as sellers and consumers were scared to leave their houses. Agnes Bolanos, Executive Director of AADC a PO coalition in Mindanao, reported the market services were also disrupted as there were no delivery service or truck drivers available.

In the agricultural sector, the market could not absorb the volume of produce intended for the external market. There were initiatives to link with the local market and seek assistance from LGUs. Some LGUs used the vegetables for their relief goods and other LGUs extended financial assistance like loans for social enterprises to recover.

During COVID, men were given the pass as heads of their families and most of the time they are not gender-sensitive. Women had to assert their rights as farmers. The restriction did not only affect market forces but even women's need for personal relationship which is a part of their support system.

Food Security at Risk

Ka Rebing of Daluyong reported that "operations stopped during the lockdown. There was no market because people were scared of getting out of their homes. Rides were not available. With the minimal income or no income coming in, capital was also depleted and spent for the daily survival of the family. COVID-19 exacerbated women's daily struggle for food for the family, health, children's education and shelter. Food security is at risk."

The intensifying food insecurity is a big challenge to women especially in the rural areas.

Ka Rebing further noted that, "*ang kawalan ng kasiguruhan ng pagkain sa araw-araw ng pamilya ay isang malaking hamon sa mga kababaihan. Ang mga pamilya sa kanayunan ay hindi handa sa nangyayaring pandemya. Wala silang naimbak na ng pagkain, lumiit ang kanilang kita o halos wala silang kita. Nagmahal ang mga pagkain pati na ang mga gulay na galling sa Baguio. Pati na ang kapital ay nagamit para sa pangangailangan ng pamilya. Mas lalong pinalala ng mga sunod-sunod na disaster tulad ng Avian flu.*" (The lack of food for the family's daily subsistence is a big challenge to women. Families in the rural areas are not prepared for the pandemic. They have no food stored, their earnings decrease or they hardly have any income. Prices of food increased even the vegetables from Baguio. They even used their capital for the needs of the family. Their hardship was further exacerbated with other disasters like the Avian flu.)

The SEs among the poverty sectors in the rural areas embarked into diversified farming, backyard gardening and hog raising to mitigate the growing food insufficiency.

Environmental Threats and Other Disasters

Other disasters like typhoons and avian flu continue as threats to social enterprises. Even after the lockdown, the precariousness of the situation persists. A key informant from one of the leading microfinance institutions shares her fear that "*hindi pa po ganun ka-stable or di pa po ganun ka ok yung source of income within the family. Meron talagang mga worry na maririnig sa pang araw. Lalo na nakikita na nila na medyo nagiging alanganin na ang situation ng environment... may COVID tapos bigla pong magkakaroon ng bagyo. Nakaka bahala... ibig sabihin possible na tamaan pa rin po yung aming mga agri na client*" (The family's source of income is still at risk. I could hear

the worries especially with the environmental situation. There's COVID and then the typhoon. It is truly worrisome. The situation of our clients who are into agriculture is uncertain)."

Where are the Women in COVID19 Coordinating and Decision-Making Bodies?

It has to be noted that the women sector is not represented in the IATF tasked to respond to affairs concerning the COVID-19 pandemic. According to Lenlen Mesina of the UN Women WE EMPOWER ASIA (Women's Economic Empowerment in Asia), *"the Commission is being consulted by DILG by providing the data on the number of women - who, where, and how many issues and concerns.... and I think PCW is trying to have their voices heard. So, they are consciously reminding DILG of the importance of addressing women's issues on domestic or gender-based violence, sexual harassment even during lockdown."*

The invisibility of women in government-led COVID-19 response is not unique to the Philippines. The scenario is not encouraging particularly for women who remain invisible in government-led Covid-19 response throughout the region.¹⁷



Photo Courtesy: APPEND

¹⁷ Women key to Asean's Covid-19 response, economic development — Jelen Paclarin and Jocelyn Villanueva

Support Received by Women in Social Enterprises

The Social Amelioration Program (SAP) earmarked for the poor and marginalized families/ sectors is the programmatic expression of the government's provision of relief. More popularly referred to as ayuda, it has been marred with so much political accommodation.

Most affected are the SEs among poverty groups. They lament that "alam natin kung sino ang malalapit sa mga pulitiko yun ang nakakatanggap (we are aware that those who are close with politicians are the ones who get the benefits)." In some places, all households received the same amount or relief package even if there are households with 2-3 or more families. The question who then will get the relief goods? "Kung malapit ka sa banggerahan ikaw ang makatatanggap (If you are near the people who are in power then you will receive the relief)."

While the agrarian reform beneficiaries of Negros question the selective selection of beneficiaries, "Hindi kami nabigyan ng mga food packs dahil ayon sa LGU may pag-aari kaming lupa. Pero may iba sa amin na nabigyan ng SAP lalo na yung mga nakalista ang pangalan sa 4Ps (we were not given food packs because we are land owners according to the LGU)."

Government relief was irregular and not enough to feed the families. LGUs, especially in 3rd or 4th class municipalities, do not have enough budget. They get their budget from the DRRM fund which is being used for emergencies and humanitarian organizations. Nonetheless, there were SEs like Kape Maramag and Daluyong in Orion, Bataan which were beneficiaries of the local government. The former was provided with a loan while the latter got funding for online selling.

Gandang Kalikasan, St. Francis Multi-Purpose Cooperative, and ASKI facilitated the access of SAP for their personnel. There was also support from DA and the private sector like East West Bank by providing seedlings for the women farmers of ASKI.



Photo Courtesy: St Francis MPC FB Page

Accessing Government Support

St. Francis Multi-Purpose Cooperative (MPC) was able to financial support through the Social Amelioration Program (SAP) of the Department of Labor and Employment (DOLE). Its employees were able to get P5,000 per month for 2 months.

The coop also tried to apply for a loan from Land Bank. Unfortunately, it encountered problems related to accessibility in terms of distance and lack of awareness on the part of the implementors regarding the existence of said program. Pat Gonzales, Chairperson of the St. Francis MPC, shared “our account officer was told by the Branch Manager in Malolos that the office in Manila has the authority to decide. In the Head office [in Manila], the staff were not aware that such a program exists.”

Carmen Roceli Lopez of the GREAT Women Project 2 explained the limitation of the line agencies in the regions in supporting their SE partners; “they have to wrestle with the fact that they have to support the clients but then they don’t have the budget and they are not present physically also in their offices because they had to be locked down themselves and could not report for work. It entails a lot of paperwork to be able to re-align the government budget in favor of the pandemic budget.”

Rosalyn Mesina, UN Women Philippines Country Programme Manager of WeEmpower Asia, would like that “the experience of the lockdown should serve as lesson for the need to institutionalize a good template for data collection that would not require us to do it pen and paper type... a database that can come up immediately with a real situation and the number of people that you would extend particular help to maternity package, lactating package.”

From Humanitarian agencies, NGOs, SEs

There was also support from NGOs to their partners especially in the rural areas. To name a few were PRRM, ATFI, and the Korean Medical Volunteers. These were information dissemination; seminar on COVID-19 and the importance of compliance to safety measures and protocols; distribution of face masks, vitamins and alcohol; and support to set up new livelihood. ATFI sustained its counselling and mentoring services to NOFTA during the ECQ period.

Differentiated Impact

The pandemic has impacted on SEs differently. Survivors were producers of essential goods like food, homeware products, and SEs which pivoted to essential needs like face masks and PPEs and social enterprises with strategic sustainability plans in place.

Carmen Roceli Lopez, OIC Program Manager of THE GREAT Women Project of the Philippine Commission on Women, laments: “the whole economy is falling apart or has fallen apart. Some social enterprises being non-essentials had to close shop. Non-essential products were suddenly not needed anymore. During the last three years hand-made products were making waves but now who needs those handcrafted bags?”

The Philippine GDP has recorded its lowest growth at 16.5% in the second quarter of 2020. The most recent economic decline of this magnitude was seen in the third quarter of 1984, where the decline of GDP was at 10.7%. Among the major economic sections, the industry sector was hit the hardest, dropping by 22.9%, followed by the services sector which decreased by 15.8%¹⁸.

¹⁸ Ibid.



Photo Courtesy: PCW

Social Enterprises of Poverty Groups

Agriculture

The main problem of farmers in some regions in Mindanao was the market. They could not market their products. Even market services were constrained. There were no people to work with, not even truck drivers or harvesters. Except for disaster resilient crops like the casava whose harvest can be delayed, losses were big for vegetable farmers. There were no people to harvest and no market to absorb the volume of the harvest.

Among farmers who were part of a bigger organization or coalition like the Agro-Aqua Development Coalition (AADC), there were initiatives to link with local consumers and the LGUs. This was possible with supportive LGUs and with farmers' groups working closely with local government as part of local bodies in line with participatory governance. Thus, vegetables became part of the relief package of some LGUs.

There were attempts in the agricultural sector to promote and sell through digital marketing but most farmers groups were not ready for it. They do not have the digital platform and most of the areas do not have signals. Another hurdle that confronted small farmers were delivery services.

The women client farmers of ASKI in Nueva Ecija survived with delivery services in place. *“There were designated pick up points where the agricultural products were picked up and brought them to the “bagsakan” market regularly,”* according to Rachel Bulawit, Gender Officer of ASKI.

Typhoons and the avian flu also threatened the crops in Nueva Ecija.

Production had to stop for women in the interior of the Cordilleras. The vegetable growers left their vegetables rotting for harvesting would be more expensive. The P5000 which they received from SAP was not enough for the food of their family during the entire period of the lockdown. Likewise, food security was imperiled. *“It was a difficult period for the people,”* laments Cynthia Jaramillo of Cordillera Women's Education Action, Research Center (CWEARC).

Agnes Bolanos noted that heavily hit by the pandemic were **farm workers** or the **landless farmers**. There was no work and having no income made them very dependent on external support which came intermittently. On the other hand, it made them realize the importance of backyard farming to ensure food security.

The press release issued by National Rural Women Coalition (PKKK) the on March 27, 2020 calls on Government to “Protect Women in the Frontlines”:

“This crisis is especially hard for our women food producers as farm incomes are seasonal and made more challenging to the majority of rice farming families after suffering income losses with the passage of the Rice Tariffication Law. Partly relieved that the DA has exempted farmers from quarantine measures, farming families however, are still experiencing age-old difficulties working in the fields and in marketing their produce making it extremely difficult to earn a living at this time.

In this crisis, our rural households and our women need quality social protection. Many of our farming households are also relying on basic commodities from food packs that are distributed by local governments. On providing relief, we ask local governments to include in these packs essential health, hygiene and even contraceptives, and food needs of women and other vulnerable sectors, especially for pregnant and lactating women, elderly and children, and sick people who might have special dietary requirements,” Luz Bador, PKKK President said.

With stringent measures from the local government, **coffee growers and processors** in Maramag, Bukidnon had to close totally during the ECQ period according to Estela Ardon Aches, newly elected president of Kape Maramag. Production dropped and there were no buyers. Transportation was also very expensive. But it bounced back immediately after the lockdown. Through digital marketing and a loan from the local government at a low interest rate, it is now operating with special focus on promotion and marketing using social media.

In contrast with the bleak scenario in the agricultural sector, the Negros Occidental Fair Trade Alliance (NOFTA) paints a brighter picture. NOFTA is a federation of small producers' associations and cooperatives organized by Alter Trade Foundation Inc. as partners in the organic muscovado sugar value chain and beyond.

Negros Occidental Fair Trade Association (NOFTA)

The pandemic taught them important lessons, according to Imelda Cervantes, an agricultural worker who has become an entrepreneurial farmer-leader of Minoro-Isabel Agrarian Reform Beneficiaries' Association (MIARBA) and its mother organization, Negros Occidental Fair Trade Alliance (NOFTA). They saw the value of diversified farming – they had rice and other food like sweet potato, fruits and common vegetables. They also had meat from native chicken and pig. They were not hungry unlike other haciendas which depended on relief.

The pandemic showed the value of community organizing as well. NOFTA was able to distribute shares among holders of Certificate of Land Ownership Award (CLOA) amounting to P30,000 each; labor incentive to members who are non-CLOA holders, and meat to all members. The spirit of helping one another and sharing was strengthened among the members. They were able to maintain “equal work equal pay” regardless of gender. Monitoring of people from outside prevented the entry of possible virus carriers.

Going Beyond Their Own Communities

Support for others did not end with the immediate communities or organizational members. The organization was also able to help nearby communities where their postharvest truck was used by the Department of Agriculture in the distribution of food packs to other communities even in remote areas.

Unlike other enterprises, operations of NOFTA did not stop during the lockdown. Members continued weeding and fertilizing their farmland. Thus, they have maintained having income from selling their produce.

The Pandemic and Food Security

According to Imelda “*Kelangan ang produksyon ng pagkain ay mabigyan ng halaga. Kahit may palay, kamote, at gulay na tanim kami ngayon, kulang pa rin ito kung magtatagal ang pandemic. Kaya dapat palawakin pa naming ang pagtatanim ng halamang pagkain. Panatilihin ang produksyon sa baboy at manok. Maaring magproduksyon ng pagkain di lang para sa konsumo ng mga sariling pamilya kundi para maipagbili sa merkado sa local upang makatulong din sa mga konsyumer na nangangailangan ng bibilihin na pagkain*” (food production must be given importance. Even if there is palay, sweet potato and vegetables, if the pandemic gets longer, these will not be enough. There is a need to widen vegetable planting. Hog and swine raising must continue. Food production must not be limited to family consumption.

Surplus must be sold to the market to help other consumers who are in need of food).

Meanwhile, the experience of NOFTA has shown that addressing Gender Concerns in social enterprises involves a triple approach: 1) capacitating women in enterprises with value addition, like food processing and packaging; 2) community health program to answer the primary health needs and common health issues in coordination with the health program of the barangay and the municipality; and 3) production loan for families in the margins.

Imelda likewise emphasized that addressing gender concerns must also involve gender assessment and gender policy formulation on the community level.



Photos Courtesy of ATFI

Fishers and Seaweeds Consolidators

“The fisherfolk suffered most from the ECQ restrictions” claims Agnes Bolanos, of AADC with members in six provinces in Mindanao. They were restricted to go fishing, thus, affecting even their food security. On the other hand, the seaweed consolidator of Cagaut Women Association in Salcedo, Eastern Samar had no market and transportation to bring the seaweeds to the processing plant in Cebu. Their seaweeds were sourced from small fisherfolk in their municipality. COVID19 had threatened their basic needs like food security. Even their remaining capital was used for family survival. Their children could no longer go to school.

To mitigate the vulnerabilities brought about by the pandemic, the organizations sought the support of PRRM for an alternative source of income - milkfish culture. They also resorted to planting root crops.



Photo taken from Oxfam sa Pilipinas Webpage

IP Handloom Weavers

Handloom weaving industry in Kalinga lost a major market when the annual Trade Fair was cancelled with the start of the lockdown. Handloom weaving is part of the rich cultural tradition of the Kalinga people. Their products that are finding competitive demand in international markets include dining accessories such as table runners and place mats. Common items produced are skirts, loincloths, sashes, capes, headbands, blankets, blouses and underskirts, bags and pouches.¹⁹



The industry is women’s domain with women as primary handloom weavers among the Kalinga tribe.

The Face “Peace” Mask Towards Preservation of Handloom Weaving and the Rich Cultural Heritage

The cancellation of the annual trade fair in Tabuk last April which is the biggest market of handwoven fabrics produced served as the challenge for Wanay Bulayan to change her coffee enterprise into face “PEACE” mask making. The table runners with exquisite indigenous design were turned into face masks. To date, the handloom weavers of Kalinga supply the handwoven fabrics. Sewers in the city are paid above fair price to produce the face masks. When there is a surge in demand, the husbands extend a helping hand in sewing the face masks. The face masks from indigenous handwoven fabrics have found markets from the different parts of the Philippines and abroad. Digital marketing has been used for promotion and marketing. Wanay did some “repurposing” and redirecting existing local knowledge and skills. She has also begun designing new products to sustain the handloom industry in Kalinga.

A sustainability plan has already been crafted to sustain handloom weavers and the handloom weaving industry as a truly profitable source of income for women and their families. Support local is their call and challenge to Filipino consumers. Through the LGU, NCCA’s School of Living Tradition and the Department of Education, handloom weaving has been integrated into the curriculum of the schools in Kalinga. (new product design. Kalinga culture – respect for women).

On the other hand, women Higaonons supported by Ecossol and ECOWEB continued earning wages in processing abaca. It was the first time for these women to be employed and paid the same rate as their husbands. For ECOWEB, it was a way of breaking traditions and proving that women can also contribute to economic endeavors and income of the family. At the same time, it was a way of encouraging couples to support each other in meeting the needs of their families.

Meanwhile, Maranao women assisted by KPMFI were not able to start their enterprise as planned (sewing wedding curtains), which prolonged their incomeless state.

Homebased Workers: Adapting and Innovating

Self-employed as well as sub-contracted home-based workers who are subcontracted by global supply chains (often called homeworkers) have not received orders long before the pandemic was formally announced. Regular orders have not been renewed for weeks, even months. In both South Asia and Southeast Asia, for example, where millions of women do piecework for national and international brands, work began to fall off in January as fears of

¹⁹ Fibre2Fashion. Kalinga textile products among world’s best. Retrieved from www.fibre2fashion.com

the virus spread. Since many raw materials these workers rely on come from China, they were unable to get supplies early on in the global crisis or had to pay more for inputs. This affected those who produce garments as well as those who assemble electronics, games and other products.

The members of PATAMABA WISE, an organization of self-employed homebased workers in Angono, Rizal found three modes of survival and non-survival during the lockdown.

Social enterprises with sizable raw materials and stock inventory seized the opportunity and continued production/ processing and marketing. For Olive Parilla, President of PATAMABA WISE and former Sectoral Representative of Workers in the Informal Sector representative to the National Anti-Poverty Commission (NAPC), PATAMABA WISE was “able to operate but not fully operational” due to limited movement. Mobility was impaired even in the semi-rural communities. There were no transportation facilities to bring the workers to the production/processing plant and to deliver the products to the wholesale and retail outlets. When eventually stocks dwindled, production had to stop as well. Sources of raw material were also closed.

“
Ang ibig sabihin hindi lahat ng gumagawa noon ay gumagawa ngayon pero kung ang sinasabi in terms of economic activities nagpatuloy sya pero hindi sya full blast. Hindi sya gaya ng dati na mas marami ang gumagawa mas marami ang volume.
Nag-umpisa kami ng facemask during the Taal Volcano ashfall dahil me nag-order sa amin. Nagproduction kami. After a while nang mag-lie low na ang eruption at ang humina na ang order sa Taal Volcano pinagpatuloy pa rin namin dahil naisip ng PATAMABA-WISE na magdodonate sa Taal pa rin. Pero dumating itong si COVID at ipinagpatuloy namin ang paggawa ng face mask ganun din ang mga homecare products tulad ng soap, alcohol, disinfectant.”
- Olive Parilla, PATAMABA WISE

Pivoting is the key for another member of PATAMABA WISE and Homenet Producers Cooperative in Taytay, Rizal from services to the production of PPEs for frontliners. When the town mayor called for a meeting of local entrepreneurs as the big players were closing down their businesses, Lucette de la Rosa, a young entrepreneur saw the rich potential of her hometown – the jobless sewers and the thriving garment industry in pre-pandemic time. In April 2020 she started with 9 sewers. Today she has 30 subcontracted homebased workers from the town center and the remote barrios of Taytay. Lucette now supplies well-known hospitals like St. Luke’s Medical Center, Lourdes Hospital, Kidney Transplant Institute, the Armed Forces of the Philippines,



Photo Courtesy: Patamaba Website



Photo Courtesy: FPSDC Website

among others.

Meanwhile, another member who had a lucrative business in non-essential goods prior to COVID19 could no longer find a market for her products. She had no other recourse but to stop operations.

Small and Medium-Sized Social Enterprises Grapple with Workers Security of Tenure

Unlike other enterprises which had to close shop and stop operation during the lockdown, producers of essential commodities like food and home care products were allowed to operate.

As a social enterprise, the owners and management of *Gandang Kalikasan* were faced with the dilemma of how to pay their entire workforce when operation was only partial? They were forced to explore letting some people go to protect the others. Still, *Gandang Kalikasan* stood firm with their no firing policy. It opted to take the “road less travelled” and kept everyone “STAND UP TOGETHER; NO ONE WAS LEFT BEHIND.”



Photo Courtesy: Human Nature

Women's Economic Empowerment and Economic Recovery

This section presents the gender and Development (GAD) and/or WEE/women inclusion agenda of the selected SE resource institutions in pre-COVID 19 pandemic and some women's issues they focus on.

Philippine Commission on Women

The Philippine Commission on Women (PCW), formerly known as the National Commission on the Role of Filipino Women (NCRFW), has its story linked to the history of Philippine feminism, women's movements, and gender mainstreaming.

The Commission is the primary policymaking and coordinating body on women and gender equality concerns. It continues to build upon the past efforts and achievements in advancing the status of women. It acts as a catalyst for gender mainstreaming, authority on women's concerns, and lead advocate on women's empowerment, gender equity and gender equality in the country. It is also tasked to monitor and oversight the implementation of the Magna Carta, as well as to ensure that government agencies are capacitated in its effective implementation.

Women's economic empowerment is a key agenda of the Commission which encompasses the following:

- Access to and control over high-value productive resources, such as information, credit, loans or financial assistance, services training, markets and technology, and increased control over the business environment;
- Decent jobs and humane working conditions, while enjoying benefits from wealth-creating opportunities;
- Works to raise the level of participation that will enable women to make decisions based on their own views and perspectives;

- Increased access to economic and/or enterprise-related programs and services;
- Better support services for women's economic and enterprise endeavors;
- Less constraints on women as a result of gender responsive roles and expectations; and
- Better incomes, expanded capabilities and life opportunities

Oxfam in the Philippines

Oxfam's vision is a just world without poverty: a world in which people can influence decisions that affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally.

Oxfam sa Pilipinas has been working in the country for over 25 years. In the Philippines, our goal is to contribute to the eradication of poverty by supporting women and other vulnerable groups in saving lives and building livelihoods, enhancing their resilience to crises, shocks and stresses, and making their voices heard to hold duty-bearers accountable.

Oxfam's WEE agenda is guided by the following principles:

- Increasing women's voice in the household, in communities, in economic institutions and political spaces;
- Taking a systems approach to overturn the barriers to realizing women's economic rights;
- Harnessing multiple entry points to ensure meaningful WEE and support women's empowerment more broadly;
- Building partnerships that embed ownership in local systems; and
- Strengthening internal capacity to ensure programme quality

Women's Legal and Human Rights Bureau (WLB)

The Women's Legal and Human Rights Bureau (WLB) is a feminist legal non-government organization composed of women's rights activists and advocates. Its main thrust is to engage in feminist legal advocacy and development work –pursuing policies and programs that uphold the rights and interests of Filipino women, conducting information- education communication campaigns to raise public awareness and actions on women's issues, undertaking training and research with other women's groups to build knowledge and capabilities for stronger campaigning and advocacy engagements on women's rights, and promoting feminist lawyering to defend and advance women's rights.

Today the challenge for WLB is to strategically expand their focus on women's economic, social and cultural rights. WLB seeks to maximize gains won by women in such arenas as the Committee for the Elimination of Discrimination Against Women and other UN agencies and international organizations.

Feminist economic justice agenda (FEJA) for WLB addresses economic development holistically and structurally is critical. It adheres to the principle that no one must be left behind and the differentiated impact of the pandemic on women and girls must be a central agenda. It calls for the:

- Development of economic policies that take into consideration the distinct experiences and contexts of women and girls to prevent and eliminate discrimination, gender stereotyping, violence against women and girls, and reduce women's unpaid care work in the region;
- Implementation of economic policies and strategies that will promote the empowerment of women and girls by ensuring that they are recognized as important economic players. Economic policies must improve their disadvantaged position in society;
- Recognition that sexual violence and any forms of violence must be prevented and addressed; and,
- There must be a mechanism for the meaningful and substantive participation of women in designing the policies and programs on economic integration.



Photo Courtesy: WLB

A FEJA Recovery Program²⁰

A post pandemic recovery must have a transformative approach and must address inequalities. The specific contexts and distinct experiences of women must be reconsidered in planning and budgeting.

“Business as usual” is unacceptable whether during and post-COVID19.

The Women's Legal Bureau (WLB) believes that development aid and funding donors should be an opening for changes to adjust some of the activities of its NGO partners to address the immediate concerns of women in the communities, especially post-COVID19.

“Targets and deliverables are important; but donors should provide flexibility to respond to the demands and needs of the communities post-COVID19 based on consultations between the partner NGO and its community partners. After all, these aid/grants aim to empower them whether with or without a crisis.”

WLB is committed to continue documenting issues faced by women on the ground until the crisis ends. It calls for responding to the practical needs of women in the communities and this consists of gender responsive relief packages and support systems.”

United Nations Women

Rosalyn Mesina of UN Women sees Women's Economic Empowerment as a plan and an agenda that really puts the situation of women at the center. “Women's agenda is not just an add-on or an afterthought. It is mindful of the context of women and how they have struggled in this pandemic and translated into more actionable points in the different agencies and stakeholders.” She says further that economic recovery should adopt a comprehensive approach linked with the value chain system where the different needs of the different players in the chain are addressed. An integrated approach to sustainable livelihoods should not be import dependent.

²⁰ WLB

Enabling Policies for Women and Women's Enterprises

“We have seen a lot of blanket work or blanket response which were not well thought out like checkpoints, stop of operations or access to transportation. It's the men who can navigate moving around. Women are most vulnerable in checkpoints where harassment and abuse are opened up. We must hear women's voices in the recovery planning and programming efforts.

WE Empower Asia commits itself to putting in place enabling policies for women to participate, access and provide increasing opportunities for economic empowerment and work. This is either through new policies or policy refinements linked to making sure that current policies are really sensitive to the situation of women especially at this time with the work from arrangement and the flexibility that needs to be extended for those who are formally employed. New policies would be in the emerging kind of work for example freelancing, gig economy and online work now being promoted.

The creation of an enabling environment for women enterprises to grow and to scale up and try to find links and markets and opportunities where they can supply their produce and market linkaging. There is also opportunity creation and scaling up through capacity building and enhancement

UN Women in the Philippines is also into enhancement and promotion of women's empowerment principles in the private sector groups.

Ms. Mesina acknowledges that the Magna Carta for Workers in the Informal Economy (MACWIE) is strongly being lobbied and its passage is crucial.

Likewise, it is also advocating for loans with interest rates friendly to entrepreneurs.

Rosalyn Mesina, WE Empower Asia



Photo Courtesy: PRESENT Coalition FB Page



Photo Courtesy: pef.ph

Woman Health and Freedom from Debt Coalition

Princess Nemenzo, National Coordinator of Woman Health and Freedom from Debt Coalition, sees recovery from the pandemic as wholistic addressing health and socio-economic issues. The community must be the locus of recovery which is putting money and resources to building communities and community infrastructures. The community must be the 1st point of care according to Princess. Attention must be on primary and preventive health care.

She also recognizes that we are on a survival mode, therefore, the only way to recovery is putting money into people's hands. Rebuilding the economy should focus on domestic production and domestic needs at this time.

“

The values of indigenous people such as mutual support and collectivism, self-reliance, nothing goes to waste (everything has a purpose) and we shall overcome, can serve as edifying values.”

- Cynthia Jaramillo,

Cordillera Women's Education and Action Research Center

Indigenous People's Culture as Source of Edifying Values in Social Entrepreneurship Initiatives

Cordillera Women's Education and Action Research Center

Cynthia Jaramillo, Executive Director of the Cordillera Women's Education and Action Research Center (CWEARC) expressed the importance of learning from indigenous people's culture for social entrepreneurship initiatives to effectively respond to the devastating impact of COVID19. She articulates that in times like the COVID-19 pandemic, “the values of indigenous people such as mutual support and collectivism, self-reliance, nothing goes to waste (everything has a purpose) and we shall overcome can serve as edifying values”. She further states that imbibing these values “call for awareness-raising, organization building, and community mobilization for action to help others.”

Context and Factors Influencing Impacts, Response and Innovations

The findings reveal that SEs have experienced various levels of downturn, some more severely than others. They have also differed in dealing with the challenges, with most of them adopting mechanisms to immediately respond to the situation while others have already adjusted their products and/or processes towards recovery. One thing is common among them though, they have persisted in advancing the welfare of the poverty sectors they serve, ensuring that their needs were met, with some fully absorbing the losses to shield these sectors from the harsh impact of the pandemic.

This section discusses the broader context, as well as the internal and external factors, that have contributed to the extent and nature by which SEs were affected by the pandemic and how they responded to these impacts.

The Broader Context

Social entrepreneurship cannot be viewed apart from the larger societal context which is fueling its development. Most of the key informants related systemic issues and barriers that have affected the way SEs were impacted and the way they navigated their operations throughout the pandemic, as well as how such will affect recovery and build back better efforts for the sector.

Systemic issues such as the lack of access and control of the poor over resources have affected SEs. For instance, several key informants emphasized that the pandemic magnified issues and problems in agriculture and agriculture-based SEs that were existing prior to COVID -- landlessness, lack of access to capital for production by farmers and fishers, limited production (irrigation, mechanization) and post-production infrastructure (for processing, storage), price and market control/manipulation by traders, and the need to address the impact of disasters and climate change. The lack of production and post-production infrastructure, for example, revealed how difficult it was for upland farmers to sustain production due to lack of water for irrigation when the pandemic struck, thus even making it harder for them to meet their daily needs. The limited number of farm laborers due to restrictions highlighted the need for mechanization and modernization. Stories of hunger in urban areas while vegetables were thrown and fish rot in rural communities showed the



need to keep perishable goods longer. Unfortunately, very few SEs, farmers, and fishers have access to storage, processing technology, and other post-production facilities that could keep the shelf life of commodities longer.

FSSI and PEF likewise underscored the digital divide that has affected responses and innovations of SEs as the pandemic has made information and communication technology (ICT) a basic need.

Findings reveal how SEs that better coped with the pandemic resorted to digital marketing to sell their goods and services. With social distancing and travel limitations, digitizing transactions is also a necessity. Unfortunately, remote rural areas, especially those in small islands and mountainous regions, still do not have the infrastructure, even for mobile connectivity. On the other hand, while the urban areas have stronger connectivity, the poor and SEs with limited resources still cannot afford internet access. Having a strong affordable ICT could link the producers directly to buyers through online platforms or mobile communication. At the same time, SEs in these areas will have access to information that could help their SEs grow and expand (e.g. links to government programs and services, to other SEs, to learning platforms, to trends and opportunities, etc.).

Government laws, policies, and systems are also part of the bigger context that have either enabled or disabled SEs and resource institutions prior and during the pandemic, and may continue to do so in the building back better process. One key informant mentioned provisions in the Insurance Code that have long prevented banks and finance institutions to provide support to small farmers. Others mentioned local and national government support the cash crops and mono-cropping that negatively affects food security, health, and the environment. Several key informants likewise lamented that some government agencies are focusing on imposing regulatory measures, instead of providing greater support, as shown by the call of the government to register on-line businesses and other restrictive measures. While regulation is important, now may not be the time to constrain people from doing business. Efforts to support emerging SEs and ways to earn are more needed right now to keep people spending and keep the economy afloat. Moreover, the government's lengthy bureaucratic processes have not addressed the urgency despite the growing needs of poverty sectors and businesses given the impact of COVID19. Processes such as loan releases; responses to applications (whether approved or denied); issuance of Certificate of Tax Exemption for cooperatives; and release of certification from the Food and Drug Administration (FDA) for SE products, etc. even reportedly took longer during the pandemic.

The way society views and treats women is also rooted in socio-cultural norms and such has affected women's participation in SEs and other productive endeavors before and during the pandemic.

Hence, as SEs and resource institutions strive to recover and build back better, they recognize that the endeavor should be parallel to the efforts to address the root causes of poverty, marginalization, inequality and sustainability that SEs and resource institutions alone could not solve.

External Factors

Nature of Pandemic and National Government Response. Despite the limitations in government policies and systems before and during COVID19, the pandemic seems to have influenced the programs and policies of the agencies included in the research. Due perhaps to how the pandemic highlighted the plight of the farmers and fishers, DA seems to be intensifying sustainable agriculture and food security efforts with the distribution of OPVs, promotion of urban/backyard gardening, and provision on zero-interest loans for individual farmers/fishers and their organizations. DTI is suddenly interested in determining the number of IPs benefiting from the support of the agency. DSWD is suggesting how local farmers/producers can take advantage of the community procurement process and EHPAP to supply food items to the government with feeding programs. Meanwhile, DepEd is thinking of utilizing its ALS-EST to promote decent work and help ALS-EST graduates form SEs. Moreover, the COVID19 government support has enabled several SEs to sustain its operations and innovate (e.g. Agrea, Caritas Manila, SHAPII). Moreover, national government agencies provided permits and other forms of support to SE partners and resource institutions (e.g. FPSDC with DTI, ATIKHA with NEDA).

Nature/Type of Product/Service or Value Chain/Economic Subsector Where SE is Situated. The SEs involved in the production, processing, and/or trading/marketing of essential goods (food, especially rice) have been able to resume operations and cut their losses faster than those engaged in non-essential products. Those in the manufacturing of non-food/health products and in hotel, restaurant, travel, and tourism-related sectors have been the hardest hit.

Nature of Market and Distance from Sources of Inputs. The data show that those catering to the local market (municipal to provincial) have fared better than those exporting goods outside of their provinces and the country. The latter included SEs distributing perishable food items to urban areas from the provinces and even non-perishable agricultural products from one province to another (e.g. Northern Samar to Leyte). As one key informant noted, “the farther the market is from the source, the more vulnerable the SE is.” In the same way, those relying for inputs (to process, package, or sell) from within the locality are also less vulnerable and are able to adjust faster than those getting their inputs from outside. Even SEs and resource institutions with local branches or local staff reported that they were able to gather data on the ground and have provided better support to the poverty sectors they serve (e.g. CCT, DACOFARM, Tambuyog).

Location (urban vs rural) and Access to Infrastructure Support. As mentioned earlier, the lack of access to production and post-production infrastructure has made SEs engaged in the production and trading of agricultural products even more vulnerable to the impact of COVID19. SEs supporting or are owned by upland farmers without irrigation, farmer-entrepreneurs relying on farm labor, fishers with no supply of ice or access to cold storage, producers without access to post-production facilities faced even more difficulties when the restrictions were imposed. Still, food security in rural areas was much better compared to urban areas.

Meanwhile, SEs in urban areas with better internet and mobile connectivity have been able to conduct on-line and/or mobile transactions. They effectively mobilized stakeholders and community assets, networks and cadres to bridge the digital divide, reaching the farthest and most vulnerable, and disrupting markets for the common good (ISEA, 2020). Those in GIDAs where information and communication facilities are lacking, have been deprived of this opportunity.

Local Government leadership, Capacity, and Response. Those with LGUs that are supportive of the SEs have facilitated the permits necessary for travel as well as the procurement of relief goods from SEs. There are also LGUs that have come up with innovative means to ensure that the SEs and the business sector in the locality are able to operate or sell their goods.

Meanwhile, several SEs, through the facilitation of resource institutions assisting them (e.g. ATFI, PRRM) have already applied for loans or assistance from DA through their LGUs. Others are considering availing of the stimulus packages from DTI.

Presence of SE Resource Institutions. The presence or absence of SE resource institutions was a big factor in how the SEs have coped/survived and innovated. These institutions have helped the SEs re-strategize and innovate. They have provided SEs with data, funding support, livelihood assistance, advice on how to access relief and assistance, moratorium on payments, etc.

Resource institutions likewise influenced how SEs have coped. World Fair Trade-Asia influenced SHAPII to produce face masks made of abaca fiber which have been certified 7x more effective than cloth masks by the DOST. Meanwhile, PEF and the COVID19 Warriors, were able to lobby for the IATF and Quezon City Government to designate logistics/delivery and micro-lending as frontline work, respectively. Consequently, food has been transported and microfinance institutions in Quezon City were able to operate and provide the entrepreneurial/enterprising poor with the much needed capital for their small businesses.

Internal Factors

Nature of SE and SE Model before the Pandemic. The condition of the SEs prior to the pandemic has influenced the way it dealt with consequences of the restrictions. SEs in transition (e.g. new leadership), for instance, took longer to respond as they were still adjusting internally when the pandemic hit them. Similarly, those that were already problematic prior to COVID 19 have had a harder time to adapt and re-strategize.

Level of SE Maturity/Sustainability. The interviews have revealed that the more mature SEs seem to be more resilient than SEs established much later. Those in its mature years have shown better flexibility to navigate the changing landscape brought about by the pandemic. They were the ones that immediately looked for and took advantage of the opportunities in the environment. Moreover, their knowledge of the industry as well as the recognition of them by the government helped them get by and come up with innovations not just to restart or sustain operations but to ensure support for the poverty sectors they serve.

Nature and Extent of Partnership/Relations with Resource Institutions and Government. The ones with established relations with resource institutions and/or government entities have also been provided with a more enabling environment to respond to and recover from the impact of the pandemic.

Level of Leadership/Organizational Agility and Entrepreneurial Management Competencies. The findings likewise indicate that SEs with leaders possessing entrepreneurial competencies, the ones capable of seeing the bigger picture and looking beyond the present, are better able to make hard decisions and make adjustments with longer-term implications. Beyond overseeing the daily operations of the SEs, they are able to anticipate setbacks in the light of the changing rules of the pandemic, respond to these effectively, and redirect the SEs towards innovation and recovery.

Nature as SE. Beyond gaining profits, the mission of SEs that promotes the values of social equity, solidarity, and sustainability to respond to the needs of the poor and vulnerable sectors and communities is in itself a factor that influenced the way they responded to the pandemic. They immediately provided food, cash relief, new normal necessities (face masks, hygiene kits, etc.), and information to the poverty sectors and larger community as well. They are installing mechanisms for recovery and build-back better that would redound to better lives for the poor.

Multiple Income Sources and Size of Enterprise. The findings reveal that medium to big SEs and those with multiple income sources have adjusted better than the micro and single-income SEs. Similarly, a study by CCT of its more than 20,000 borrower-enterprises (as of 29 June), adversely affected²¹ by the pandemic are those engaged in community-based trading with single enterprise; in small scale agricultural production with no other source of income; and in service based livelihood. Meanwhile, those that have been slightly affected are community-based trading with other sources of income; small scale agricultural production with other sources of income; and service based livelihood with other sources of income.

Meanwhile, not affected at all are those involved in medium-sized community based trading with delivery; medium-scale agricultural production with other business; and service-based livelihood with delivery service. Those that have been positively affected are medium to big, multi-business community-based trading with continuing access to market; agricultural production with combined trading business and access to regular market; and service-based businesses with combination of other essential business.

Size and Nature/Composition of Poverty/Vulnerable Sector(s) Served. SEs owned and managed by farmers and fishers seem to have recovered faster than



Photo Courtesy: AGREA

those owned and managed by persons with disabilities, urban poor/daily wage earners, and IPs. A big factor that contributed to the adverse effects of the pandemic to the coops ran by persons with disabilities are the products/services they provide, which have been considered non-essentials (e.g. manufacturing of wood crafts, massage services, travel agency). IPs were more affected because of their geographic isolation, hence the difficulty in reaching them to provide relief and technical assistance during the pandemic. On the other hand, the coop managed by urban poor settlers/daily wage earners simply did not have enough reserve when members lost their source/s of income.

At least two resource institutions likewise shared that the entrepreneurial/enterprising poor they serve were able to find ways to earn and pay their loans.

Presence/Absence and Nature of Gender Agenda. Women in SEs with gender-based interventions coped better than those without one. Faith-based SEs with gender-responsive support (GKI, ASKI) have put in place a Christian formation program to address gender issues and concerns in the domestic front and in the work place, helping women workers to manage their relationship with their husbands even prior to COVID19. On the other hand, SEs that espouse gender-transformative agenda (as compared to gender-inclusive and gender-responsive SEs) have transcended traditional gender roles both at home and in their organizations (e.g. MIARBA/NOFTA; Cagaut Women's Association). Hence, even if unpaid care and domestic work increased during the pandemic, the burden was shared in the household for association members.

²¹ CCT defined the adversely affected as businesses that have closed down and are refocusing to a new business or making changes to recover. Slightly affected are those that can still re-open and are trying to recover.

Conclusions and Recommendations

Before the pandemic, there was a growing recognition that social enterprises in the Philippines and Asia were potential game changers in accelerating the achievement of the Sustainable Development Goals (SDGs). This was manifested by an evolving partnership between the United Nations Economic and Social Commission on Asia and the Pacific (UNESCAP) and the Institute for Social Entrepreneurship in Asia (ISEA) in co-convening a conference in March 2020 that was going to develop and launch Social Entrepreneurship SDG Acceleration Platforms. As a regional organization with its headquarters in the Philippines, ISEA has a strong membership base of social enterprises and social enterprise resource institutions in the country, some of whom were actively involved or leading the SE-SDG Acceleration Platforms. However, the gains achieved by SEs in showing models for leaving no one behind, which was the spirit behind the SE-SDG Acceleration Platforms, has been set back by the negative impacts of the pandemic on social enterprises and the poverty sectors they serve.

As shown by this study, the impact of the pandemic on the social enterprise sector in the Philippines has been wide ranging with most experiencing various levels of downturn. Philippine social enterprises responded in various ways with most of them adopting mechanisms to immediately respond to the drastically changed situation. A bright spot in relation to social enterprise responses were those who pursued product and process innovations as well as innovations in their social enterprise models towards recovery. One thing is common among all the social enterprise responses: they have persisted in advancing the welfare of the poverty sectors they serve, ensuring that their needs came first, with the more mature and sustainable among them even absorbing the losses to shield the most vulnerable from the harsh impact of the pandemic.

Social enterprises now face the challenge of reimagining how to sustain serving poverty and marginalized groups that are being hit the most by the pandemic while the sector itself recovers. At the same time, they are already playing a crucial role towards the country's inclusive recovery as they harness their experience and expertise in developing innovative solutions towards equitable and sustainable economic development. Hence, this research was undertaken to inform the development of a responsive relief and recovery effort for the social enterprise sector in the Philippines and an agenda for the sector to make a significant contribution towards building back better.

The findings reveal that social enterprises and social enterprise resource institutions are playing and can play a significant role as partners or the poor, civil society organizations, businesses, and the government in the country's recovery and endeavors to build back better.

Unique to the sector is its transformational relationship with poverty/vulnerable sectors that ordinary businesses don't have. While poverty sectors were severely affected by the pandemic, the ones served by SEs have coped better. SEs have adjusted their operations and products to provide technical, material, financial, information, and logistical support to the poverty sectors. Others reconfigured their social enterprise model altogether. As a result of their efforts and innovations in their products, processes and social enterprise models, the poor they serve have coped and have been served much better than those without SE support. Women small producers who were part of or served by SEs that had effectively pursued a gender-transformative agenda and have successfully invested in food security initiatives exhibited resilience in providing for food requirements of families and their communities and gave positive feedback about sharing the burden of increased unpaid care work with men in their families.

The responses of SEs and resource institutions through bilateral and multilateral partnerships, while helpful, are still not enough given the magnitude of the problem, as well as the existing issues and barriers in the broader environment that need to be addressed. The wide-ranging impact of the pandemic and the exacerbation of pre-existing inequities have dramatized the importance of pursuing platforms for cross-sectoral collaboration as well as institutionalizing government support for SEs. An enabling ecosystem and environment for SEs would lead to further innovations in the SE sector, help provide wide-ranging and sustainable solutions, and accelerate the process of recovery and building back better.

This study has shown that amidst a devastating pandemic, social enterprises and social enterprise resource institutions, through bilateral or multilateral partnerships, and together in coalitions and platforms, have risen to the challenge of innovating their way to recover and to become a positive force in leaving no one behind towards building back better. It has likewise revealed that SEs and resource institutions have started to transform threats and recognize the new opportunities for social entrepreneurship and enterprise development created by the pandemic. These opportunities include the recognition by government and multilateral agencies as well as their positive outlook, and attitudes towards the social enterprise sector and the many advocacies SEs carry; openness of key government agencies in working with

the social enterprise sector, in optimizing current programs and supporting initiatives towards Poverty Reduction through Social Entrepreneurship and the PRESENT Bill; new vistas and initiatives among social enterprises and SE resource institutions; and the many threats that can be transformed into opportunities for social entrepreneurship and enterprise development including a soaring unemployment rate, closure of many MSMEs in various subsectors and thousands of returning OFWs.

Photo Courtesy: PRESENT Coalition FB Page



Based on the responses of the sector and the opportunities for social entrepreneurship and enterprise development created by the pandemic, five levels of collaborative endeavors and partnerships are ongoing and can serve as the inspiration for pursuing social entrepreneurship as a major strategy for inclusive recovery and building back better in the Philippines:

1. Partnerships for Sustainable, Agile and Gender-transformative Enterprises (Partnerships for SAGE)

This is all about partnerships between and among existing social enterprises and their partner resource institutions to work towards ensuring the recovery of SEs and the poor they serve, in the process helping them to be sustainable, agile and gender-transformative enterprises (SAGE). This requires programs to assist social enterprises undertake and build their capacities to do an analysis of their strengths, weaknesses, opportunities

and threats (SWOT Analysis) towards developing options and choosing the best strategy for their recovery; assisting them undertake and build capacities for planning and implementation of these chosen strategies; and building competencies required to effectively implement the chosen strategy under a drastically changed context resulting from the pandemic. As indicated by the social enterprises that were able to quickly respond during the pandemic, these new competencies would need to include developing an agile and resilient organization with entrepreneurial management capacities including managing change, innovation and digital transformation.

As revealed in the findings, Partnerships for SAGE are already being done by the resource institutions and their partner SEs. Agriterra, ATFI, ATIKHA, and PRRM, for instance, immediately worked with their partners to assess the latter's internal and external environment to re-strategize and adjust their processes, products, and/or SE models. FSSI, PEF, and Tambuyog immediately appraised the needs of their partners to provide immediate support and capacity-building needs under the new normal. Hence, Partnerships for SAGE will build on the existing initiatives of resource institutions with their partner SEs. Even prior to COVID19, all the resource institutions covered by the research provided capacity development interventions to strengthen the competencies of their partner SEs. What this recommendation entails, is assisting partners in the crafting of their recovery plans and implementing a systematic/programmatic management and entrepreneurship capacity development effort for SEs. This needs to emanate from an assessment of the long-term competencies necessary to manage change (due to the pandemic and other future shocks) vis a vis the existing competencies of partners, and implementing a capacity development program addressing the gaps in competencies.

Several competencies towards inclusive recovery and building back better have already been identified by the research participants. Agriterra, for instance, stressed the importance of enhancing entrepreneurship competencies, especially for micro and small SEs. SEs need to learn strategic business thinking and management, which could entail strengthening their capacity not just on transactions, pricing, or quality management, but on managing internal organizational needs as well (e.g. financial systems and controls, workable and efficient structure, etc.). Meanwhile, all the SEs and resource institutions recognize the need to build the capacity of SEs on the use of information and communications technology (ICT), specifically on digital marketing and systems. The research findings reveal how many of the SEs that better coped with the pandemic were those

who resorted to digital marketing to sell their goods and services. With social distancing and travel limitations, digitizing transactions has also become a necessity. Such entails the use of electronic tools, systems, and resources to generate, store, and process data. While resource institutions and government agencies are already making adjustments to assist SEs towards digitalization, the effort needs to be intensified. SEs recognize their need to be taught how to use digital technology in their operations and transactions, especially in marketing, communications, and training. Part of the process is not just knowledge and skills building, but having access to computers, smart phones, mobile phone reception, and/or internet connectivity, as emphasized by FSSI and PEF. Learning how to take advantage of ICT could also help address the uncertainty of having areas placed under quarantine without any warning. A supplier's area may suddenly be declared under lockdown and commitments would not be met. Using a computer program or application that could track the lockdown status of communities and map alternative suppliers and markets could help address the uncertainty and cushion sudden changes in the supply chain.

Even when COVID19 is eradicated, disasters are still most likely to occur due to the country's exposure to natural hazards and social/economic vulnerabilities. Hence, resource institutions like FSSI and the Synergy Program/Partners emphasized the development of a business continuity plan for SEs that would help them anticipate and prepare for disasters that could hurt their enterprises. Such should integrate climate change risk planning, especially for agriculture and fishery-based SEs because of their high vulnerability to climate-related hazards. When these SEs learn business continuity and climate change risk planning, they could reinforce their efforts by influencing their LGUs to integrate climate change and disaster risk reduction in their local development plans (or take part in the formulation of the Disaster Risk Reduction and Management Plan and Local Climate Change Action Plan).

Ensuring that no one is left behind in the recovery process likewise entails integrating a gender inclusive, responsive or transformative perspective in recovery plans of and capacity development programs for SEs. As shown by the efforts of some social enterprises that have pursued gender-transformative strategies in their respective social enterprises, the women in these social enterprises did not experience the usual difficulties of gender-based violence or increasing their multiple burden with unpaid care work because their husbands and family members shared in bearing the increase in unpaid care work resulting from everyone locked down

or working from home. Hence, it is crucial that Partnerships for SAGE mainstream gender concerns to ensure that the growth and development of social enterprises equitably benefit women and men, and their households and communities.

Partnerships for SAGE should likewise target the youth as a successor generation of current and future social enterprises. They should be trained and mentored early to ensure there are capable and competent second-liners to take over the SEs. FPSDC has already started such efforts through its YLEAD program that promotes social entrepreneurship and innovations among the youth in cooperatives. ATFI has started its college scholarship program for the children of farmers, requiring the scholars to serve farmers organizations and their social enterprises during summer vacations and immediately after graduation. The scholars could share their learnings from school, as well as provide technical support (e.g. digitalization), while learning from the farmers and farmers' organizations. DACOFARM and NOFTA have likewise encouraged member cooperatives/organizations to ensure that the youth occupy leadership positions so that they could be trained early in organizational management and social entrepreneurship. In fact, NOFTA has already identified the youth graduates per member organization who could serve as second-liners.

2. A Massive Initiative towards New Social Entrepreneurship and Enterprise Development (New SEED)

All the key informants believed that the developmental efforts of resource institutions and SEs should result in transformed lives of the poor. The stories of bayanihan among the poverty sectors despite hunger and hardships reveal that SE support should not merely lead to higher income for them but to greater concern and care for others and the environment. A massive initiative towards New Social Entrepreneurship and Enterprise Development (New SEED) builds on bilateral and multilateral partnerships between the social enterprise sector and other sectors to develop new social enterprises to assist the recovery and transformation of lives of the growing number of poor and marginalized sectors who have lost their sources of livelihood.

With returning OFWs in the thousands; soaring unemployment given the closure of many micro, small and medium enterprises; displacement of agricultural workers given the ongoing mechanization program of government; close to 4 million out-of-school youth; the Balik Probinsya Program that has no clear program for providing sustainable livelihoods;

microfinance institutions having very high portfolio at risk given that the many entrepreneurial poor they serve have lost their sources of livelihood, initiatives towards New SEED have become even more urgent and relevant. SEs and resource institutions have already started or are already planning to invest in New SEED endeavors: Caritas Manila's intent to make parishes centers for community-based agriculture and livelihood development; CARD-BDSFI and PEF emphasizing the need for livelihood initiatives and SEs to be linked to local value chains including but not limited to optimizing local governments as markets or as facilitators of markets; ATIKHA harnessing volunteer experts and government resources to help OFWs set up livelihood projects which have the potential to become SEs; several key informants calling for LGUs to help new SEs access government resources for production needs and meeting the market demand; the government's Community Procurement Program through the Enhanced Partnership Against Hunger and Poverty (EPAHP) where farmers' cooperatives/organizations are tapped to supply goods to the institutional feeding programs of different government agencies.

What is needed is a systematic study to map where these marginalized and poverty sectors are situated and invest in gender- inclusive Situation and Needs Assessment (SNA). The SNA would aid in surfacing the knowledge, skills, attitudes and aspirations (KSAA) which can be matched with opportunities for social enterprise development in identified strategic economic subsectors and value chains with the potential of growth and where these marginalized groups/poverty sectors are concentrated or could be major players. The SNA would need to give attention to mapping the women in these poverty sectors, assessing their needs and capacities and exploring opportunities for SE development that would respond to the needs and capacities of women not only in economic value chains but also in exploring what the United Nations refers to as "transforming the inequities of unpaid care work into a new, inclusive care economy that works for everyone." A similar attention should be given to the youth in all poverty sectors to determine opportunities to enhance and harness their competencies for social enterprise development including how digital technology can assist new social enterprise development. The mapping could then be followed by a purposive investment in feasibility studies towards setting up these SEs or social enterprise-led value chains. All these can be undertaken by bilateral and multilateral partnerships between the social enterprise sector with LGUs, NGAs, inclusive businesses and corporations pursuing CSR initiatives and multilateral agencies wanting to invest in recovery programs.

3. Co-Creation of an enabling ecosystem for social entrepreneurship and enterprise development amidst COVID19 (Enabling SEED)

Co-creation of an enabling ecosystem for the recovery of existing social enterprises affected by COVID19 and to support the development of new social enterprises is already being pursued by a number of social enterprise resource institutions in partnership with their social enterprise partners. What is needed is to build on these initiatives towards developing customized or specialized support programs for various segments of the social enterprise sector given the varying contexts of existing and potential social enterprises that are undergoing recovery or are needing to be set up.

The study indicated many opportunities with some initiatives that are being pursued in response to the pandemic: shifting to the manufacturing and marketing of face masks and PPEs by social enterprises engaged in crafts; efforts that were started as initiatives and innovations even before the pandemic that have shown greater relevance given the drastically changed context brought about by the pandemic such as community seed banking of OPV and inbred seeds linked to seed-to-table social enterprise systems founded on sustainable agriculture towards food security being pursued by PRRM; IIRR's agro-ecological approaches in small farms; EVPRD's biodiversity-friendly social enterprises (BDSFEs) in forest/upland areas which promote climate-resilient and diversified native indigenous trees and crops; Bote Central and PCA's agricultural entrepreneurship for coffee farmers and community-based coffee enterprises; Tambuyog's fishery-based environment-friendly social enterprises in capture fisheries and aquaculture; Busikong Multipurpose Cooperative's efforts to develop organic and sustainable agriculture-based value chains and services; FPSDC's initiatives in social franchising; and ATFI's Sustainable Local Economic Development endeavors. These pre-COVID19 initiatives and innovations seek to make agriculture viable and sustainable which could provide a conducive environment for the youth to engage in agriculture and agriculture-based SEs.

These initiatives could be focused on building and strengthening social enterprises supporting the recovery of major poverty groups such as farmers, agricultural workers, fishers, indigenous people, overseas Filipino workers, persons with disabilities, the entrepreneurial poor and the women and youth from these poverty groups. They could also be focused on the recovery of social enterprises in specific subsectors or value chains. Value chains or subsectors that suffered gravely as a result

of the pandemic are important focal points of these initiatives. These include the crafts subsector; the ecotourism subsector; microfinance; and subsectors related to hotels, restaurants, events venues and travel. Significantly affected because of the disruptions in the procurement of inputs or in selling to markets beyond localities are food and non-food agricultural value chains or economic subsectors including fisheries, rice, corn, vegetables, fruits, coffee, muscovado sugar, coco sugar, abaca, to name some of the subsectors where social enterprises covered by this research are situated.

Building enabling ecosystems for social entrepreneurship and enterprise development amidst COVID19 would also entail addressing relevant cross-cutting initiatives that have been shown and/or emphasized by the research participants: focus on capacity building on ICT and digital transformation; the promotion of product, process and social enterprise model innovations; addressing gender issues and women's economic empowerment in social enterprise development; enhancing youth participation and leadership in SEs, especially in the area of digital technology and transformation; intensifying local food systems, including the need to address the impact of climate change; and the setting up of a Social Enterprise Recovery Fund providing hybrid financing or a combination of grants and soft loans required by social enterprises to effectively engage the poor in their recovery process. On the development of an inclusive care economy in the sector, SEs like Day Care Centers could be strengthened or set up to help reduce the amount of unpaid care work performed by women and provide more time and opportunity for women to participate in SE endeavors.

4. Harnessing the Power of Social Entrepreneurship and Cross Sectoral Collaboration (SE and Cross Sectoral Collaboration)

The first 3 recommendations could be best pursued if the power of cross sectoral collaboration is fully harnessed. This means that social enterprises would engage in collaboration efforts with civil society organizations, financial institutions and social investors, government agencies and LGUs, inclusive businesses and corporations pursuing corporate social responsibility, multilateral banks and agencies -- all towards achieving greater impact in efforts to recover and build back better. The research has already uncovered several building blocks for such collaborations. For instance, FSSI and PEF have pursued Sustainable Local Economic Development efforts with two other endowment organizations such as Forest Foundation and Foundation for the Philippine Environment. The four foundations, or "F4" as they call themselves, have worked together

and complemented each other to optimize resources in Palawan. The Synergy Program has likewise promoted collaborative initiatives among its partners and key local players (LGU, academe) in the fields of SE, sustainable agriculture, and climate change which they consider to be interlinked concerns of the agriculture-based cooperatives they serve.

The Multi-Stakeholder Platforms (MSPs) being initiated by ISEA could also serve as potential anchors for systematic national efforts focused on specific sectoral agenda that are critical to inclusive recovery and building back better. Three MSPs at the regional level where Philippine social enterprises and resource institutions are taking lead roles are in the following:

- **Women's Empowerment, Livelihood and Food (WE LIVE FOOD) in AVCs** where Alter Trade Foundation Inc and Negros Organic Fair Trade Association, Bote Central and Philippine Coffee Alliance, Gandang Kalikasan Inc. and Philippine Business for Social Progress are stakeholders or Organizing Committee members.
- **Decent Work for All in Sustainable Value Chains** where Gandang Kalikasan Inc., members of the World Fair Trade Organization-Asia such as Salay Handmade Paper Inc and Community Crafts Association of the Philippines; as well as members and partners of the Asia South Pacific Bureau for Basic and Adult Education in the Philippines, are current and potential champions.
- **Rural Revitalization, Youth and Social Entrepreneurship** which is co-convened by the Philippine Rural Reconstruction Movement. This could be linked to Social Entrepreneurship and Local Economic Development, which are already being pursued by a number of Philippine social enterprises and social enterprise resource institutions including Alter Trade Foundation Inc. This could also help address the ageing population of farmers and provide an enabling environment for the youth to engage in and lead rural revitalization and social entrepreneurship endeavors.

Two other Multi Stakeholder Platforms that are still in the process of being evolved, which could also become potentially important as cross sectoral collaboration platforms are Health for All and Technological Innovations for Sustainable Development. The Health for all Platform could push for the implementation of the Universal Health Care Law in the Philippines to ensure that the poor have access to timely, appropriate, and responsive

health and medical care given the current health crisis now and in preparation for future disasters. It could also develop new vistas towards community-managed health systems that focus more on preventive rather than curative health care, and optimizing local resources and indigenous knowledge systems for the holistic promotion of health and well-being.

While the MSP on Rural Revitalization, Youth and Social Entrepreneurship has a special emphasis in engaging the youth, a cross cutting initiative across platforms should harness, educate, coach and mentor the youth as the successor generation of social innovators, social entrepreneurs and change agents working towards building back fairer and achieving the SDGs.

A Social Enterprise Recovery Fund Joint Working Group has also been set up at the regional level by the WE LIVE FOOD in AVCs and the Decent Work for All in Sustainable Value Chains platforms. This initiative has Philippine social enterprises taking lead roles.

There is an on-going initiative led by ISEA and PRESENT Coalition members to put together a Philippine Convener's Group for Inclusive Recovery and Building Back Fairer focused on decent work and sustainable livelihoods through social entrepreneurship. A first meeting has been convened and plans are underway to engage government agencies to pursue opportunities for social innovation given existing programs; exploring the idea of a Social Enterprise Recovery Fund for the Philippines; and developing a qualification system/undertaking a mapping of social enterprises nationwide to pursue social entrepreneurship and social enterprise development as a major initiative towards providing decent work and sustainable livelihoods.

5. Pursuit of social innovation with government towards institutionalizing PRESENT (Social Innovation towards PRESENT)

For the aforementioned collaborative partnerships to fully prosper, government would need to play a critical developmental role.

Although government agencies do not have dedicated programs for social enterprises, existing government programs can be potentially utilized by social enterprises and social enterprise resource institutions. Opportunities for this have been surfaced by the initial commitments generated by the PRESENT Coalition during dialogues with 5 government agencies namely the DA, DTI, DSWD, DAR and DepEd. The willingness of these 5 agencies to undertake innovative pilot initiatives is a welcome development.

The whole idea of utilizing strategic economic subsectors where the poor or marginalized are concentrated or could be major players, as units of planning, is actually a key provision of the National Poverty Reduction through Social Entrepreneurship (PRESENT) Program enshrined in the PRESENT Bill that has been pending in both houses of Congress since 2012. If social innovations utilizing existing government programs in agricultural and non-agricultural value chains could be pursued to co-create sustainable livelihoods and decent work, these could assist in building a case for fast tracking the enactment of the PRESENT Bill.

The PRESENT Coalition has embarked on a renewed lobby effort to push for the enactment of the PRESENT Bill so that social enterprises may be recognized and effectively supported to become partners of government in the recovery of the poor and building back better. The coalition has also reviewed the provisions of the bill and has made efforts to strengthen the bill's provisions to assist in building resilience of the sector and instituting mechanisms such as a Social Enterprise Recovery and Rehabilitation Fund so that social enterprises could be effectively assisted to recover during pandemics such as that of COVID19.

The PRESENT Bill likewise covers a number of the recovery and building back better needs/support articulated by the SEs and resource institutions who participated in the research. The PRESENT Bill has provisions promoting access of SEs to hybrid financing which combines grants for capacity building and technical inputs with non-collateralized loans through special credit windows with a guarantee fund pool. The Bill also provides for a comprehensive insurance system for SEs; incentives for SEs through special allocation/ preferential treatment in government procurement; tax exemptions and tax breaks; and cash incentives.

The PRESENT Coalition recognizes the importance of the youth in the SE movement to sustain the next generation of SEs and pursue the recommendations and provisions in the PRESENT Bill. In this regard, the integration of social entrepreneurship content in the curricula of schools and universities at all levels is an important provision in the PRESENT Bill. The positive response of the Department of Education to pilot initiatives in curriculum development and training teachers on social entrepreneurship is a welcome development. At the same time, the enactment of the PRESENT Bill could dynamize the implementation of existing laws such as the Youth Entrepreneurship Act (RA 10679) and Philippine Innovation Act

(RA 11293). The former seeks to promote entrepreneurship and financial education among the youth while the latter aims to foster innovation as a vital component of national development and sustainable economic growth.

As articulated by the Coalition in its statement in response to COVID 19: "The Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition looks forward to working with the Legislative and Executive branches of national government to fast track the enactment of the Poverty Reduction through Social Entrepreneurship Bill. The PRESENT Coalition looks forward to working with the Executive Branch of the national government and local government units (LGUs) to immediately develop dedicated Social Enterprise Stimulus Packages and Programs to assist the sector recover and build back better. ...A PRESENT Law, together with dedicated Social Enterprise Stimulus Packages and Programs, will go a long way in assisting the sector to be recognized and supported as partners of government in economic recovery in the face of COVID19. These will go a long way in enabling social enterprises as partners of the marginalized in building back better towards the acceleration of the Sustainable Development Goals of zero poverty, no hunger, reduced inequality, women's economic empowerment and building resilient and sustainable communities."

As social entrepreneurship and social enterprise development cannot be separated from the broader process of societal transformation, it is essential that SEs and resource institutions participate in efforts to address systemic issues and barriers impacting on the sector. As part of collaborative endeavors and SE sectoral and cross sectoral initiatives, addressing systemic issues and barriers such as but not limited to the lack of control of the poor over productive resources including land; environmental stewardship and climate change; good governance; the digital divide; cultural norms that overburden women with unpaid care work --- all these need to be pursued side by side with broader efforts to transform society and address the root causes of poverty, inequality and sustainability.

**PRESENT Coalition Statement on the Impact of COVID19
on Social Enterprises and their Role in Economic
Recovery and Building Back Better (Excerpt)**

More than ever, we need a National Poverty Reduction through Social Entrepreneurship Program, as enshrined in the proposed Bill, to create decent jobs and sustainable livelihoods in strategic economic subsectors and value chains where the poor are concentrated and could be major players. More than ever, social enterprises need a package of support in the form of hybrid financing – a combination of loans and grants – to enable the creation of new and the recovery of existing social enterprises, towards effectively engaging the poor as workers, suppliers, clients, co-owners and partners in economic recovery and building back better. More than ever, social enterprises need national and local governments to provide market development support as well as to become markets of social enterprises through provisions that give preferential treatment and special allocations to them in government procurement of goods and services. Indeed, national and local governments can catalyze the creation of decent jobs and ensure sustainable livelihoods to many of our people by using their power of procurement: from their daily requirement for coffee, tea, juice and sugar; to the huge requirements for rice, vegetables, fruits, fish and meat for healthier relief packages and feeding programs in schools and communities; to their requirements for geotextile nets for erosion control in the building of roads and rehabilitation of slopes and river banks; for educational toys and chairs for schools; and for personal protective equipment for medical and frontline personnel, just to give some examples. Given the social value that social enterprises create and contribute to society, social enterprises more than ever also need the tax breaks and incentives, as enshrined in the PRESENT Bill, to allow them to use their hard earned cash in recovery efforts and building back better.





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Annex 1:

Social Enterprises that Participated in the Key Informant Interviews and Focus Group Discussions

Cluster 1: Social Enterprise Survivors and Rebuilders

Organization	Year Established	Location	Description of Enterprise/ Support to Enterprises	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
1. Agrizkaya Cooperative Foundation (Agrizkaya)	1993	Luzon	Capacity development of primary cooperatives; and organic rice and vegetable trading, processing marketing, and promotion	Provincial (Nueva Vizcaya); national (through trade fairs)	Organic Farmers, Upland Farmers, Indigenous Peoples, agricultural workers, entrepreneuria l poor	5,000	Eden D. Lacar	F	Manager	25 June 2020
2. Alter Trade Foundation, Inc. (ATFI)	1997	Visayas	Muscovado/food production, processing, distribution and marketing in partnership with NOFTA; capacity building/mentoring of partners; promotion of sustainable agriculture	Provincial/ national	Agrarian reform beneficiaries, upland farmers, agricultural workers, women, youth	4,000	Edwin Marthine "Ted" Lopez	M	Executive Director	12 June 2020
3. Bote Central, Inc. (Bote)	2004	NCR	Coffee trading, processing, distribution, marketing; Café ownership and management; establishment of community-based coffee enterprises	National	Coffee farmers, IPs, community-based coffee enterprises, enterprising poor	5,000	Vie Reyes	F	CEO	15 June 2020
4. Center for Community Transformation (CCT)- Working Hands Ministry	1991 (CCT Group)	NCR	Supporting workers and their families through relationship building, financial and commodities assistance, retreats, and training	National	Workers and their families	50,125	Ruth Callanta	F	President	16 July 2020
							Froi Parado	M	Executive Director	
							Anna Mae Labanero	F	Senior Staff	

Organization	Year Established	Location	Description of Enterprise/ Support to Enterprises	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
5. Community Water Service Cooperative (CWSC) Bagong Silang	2008	NCR	Level 3 water services in a resettlement area through bulk water system	Barangay	Informal settlers or people living in marginalized communities; informal workers; entrepreneuria l poor	758	Amelia Conti	F	Manager	18 June 2020
							Noemi Pajo	F	Chairperson	
6. Davao Federation of Fishers and Farmers' Cooperative (DACOFARM)	2012	Mindanao	Rice trading and marketing; vermicast production; lending	Regional	Farmers, agricultural workers, fishers, entrepreneuria l poor, women	3,000	Apologeo Tabigue	M	Operations Manager	6/17/2020
7. Eastern Visayas Partnerships for Rural Development (EVPRD)	2002	Visayas	Specializes in Biodiversity-Friendly Social Enterprises (BDSFE)	Regional	Farmers, agricultural workers, fishers, entrepreneuria l poor, women	300	Greg Sarmiento	M	Executive Director	16 June 2020
8. Ecosystems Work for Essential Benefits, Inc (ECOWEB)	2006	Mindanao	Engages survivors of disasters and vulnerable communities in livelihood; established a social enterprise focusing on abaca and rubber production and processing with IPs as primary stakeholders	National	Disaster survivors, agricultural workers, entrepreneuria l poor, Indigenous peoples, small farmers, Women, youth	30,000	Regina "Nanette" Salvador-Antequisa	F	Executive Director	9 July 2020
9. Federation of Peoples' Sustainable Development		NCR	Socialized credit, investment facility, product distribution and marketing, and	National	Small farmers and agricultural workers,		Christie Rowena "Tetay" Plantilla	F	CEO	3 August 2020

Organization	Year Established	Location	Description of Enterprise/ Support to Enterprises	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
Cooperative (FPSDC)			cooperative housing facility for member organizations; known for its brand, Farms and Cottages (F&C), sold in groceries all over the country		entrepreneuria l poor, women, youth		Haydee Bernal	F	Chief Operating Officer	
							Sam Subida	F	Junior Institution Building Program Officer	
10. Health Integrated Clinics, Inc. (Health Dev)	2008	NCR	Operation of a health clinic that integrates conventional and traditional modalities of care; with mobile clinic facility	NCR and nearby regions	Entrepreneuria l women in marginalized communities		Merce Tuano	F	CEO	7/20/2020
11. Katilingbanong Pamahandi sa Mindanaw Foundation Inc, (KPMFI)	2006	Mindanao	Social enterprise franchising modeling; capacity building and value chain strengthening for the entrepreneurial poor	Visayas and Mindanao	Human-induced disaster survivors, small farmers, entrepreneuria l poor, women, youth	5,000	Richard Rejas	M	Executive Director	7/14/2020
12. Negros Occidental Fair Trade Association (NOFTA)		Visayas	Muscovado/food production, processing, distribution and marketing in partnership with ATFI	Provincial/ National	Agrarian reform beneficiaries, upland farmers, agricultural workers, women, youth		Angelito Estama	M	President (NOFTA), Chairperson (HECARBA)	7/16/2020
13. Philippine Reef and Rainforest Conservation Foundation, Inc. (PRRCF)		Visayas	Management of an ecotourism and conservation site and coffee shop selling sustainably sourced community products	City/ National/ Internation al			Dave Albao	M	Executive Director	6/18/2020

Cluster 2: Social Enterprise Sustainers and Innovators

Organization	Year Established	Location	Description of/ Support to Social Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
AGREA	2015	Luzon	Agricultural social enterprise serving farming and fishing communities mostly in Luzon; operating a farm school with women as its enrollees	Regional	Farmers, Women Groups	250,000	Cherie Atilano	F	CEO	June 23
Balangay's Best	2014	Visayas	A social enterprise selling seafood products from the fisherfolks of Bantayan Island, Cebu.	Regional	Fishers, Womens groups	300	Dhang Tecson	F	Co-Founder	June 14
Calaboo	2016	Luzon	Sells dairy products from milk of grass-fed carabaos, cared for by smallholder farmers in CALABARZON. They also serve women's groups communities in Magdalena and Laguna.	Regional	Farmers, Women Groups		Marie Carsovera	F	Founder	July 17
Coffee for Peace	2006	Mindanao	Serves indigenous people groups in Mindanao namely the Manobo, Bagobo Tagabawa and Talaandig tribes, who are usually victims of government-rebel group conflicts. This social enterprise gives high priority to serving women groups since most of their coffee farmers are women.	Regional	Farmers, Indigenous Groups, Women Groups	600	Joji Pantoja	F	CEO	June 19
Circle Hostel	2016	NCR	A sister company of MAD Travels, provides accommodation, tour packages, restaurant services and items for sale, such as bamboo straws. They serve the Aetas of Zambales and the local surfing and fishing communities of Zambales, Baler and Aurora	Regional	Indigenous Groups	180	Rafael Dionisio	M	Co-Founder	July 7
Gubat Saint Anthony Cooperative (GSAC)	1964	Luzon	A multi-purpose cooperative in Sorsogon that provides a wide array of loans (e.g. collateral, micro-finance, productive loan), financial and other services.	Regional	Cooperative		Nonito Collingwood	M	Co-Founder	June 26

Organization	Year Established	Location	Description of/ Support to Social Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
Human Nature	2008	Luzon	A household name in the Philippines, has been in operations for 11 years. Popularized for their cosmetic and hygiene products, they are mostly known for locally-sourced ingredients such as virgin coconut oil (VCO), citronella and the like. The owners of this social enterprise are also women's rights advocates, with most of their employees being women.	National	Farmers	8,000 individuals	Anna Meloto-Wilk	F	Co-Founder	June 23, 2020
Labo Multipurpose Cooperative (Labo)	1987	Luzon	A community-based cooperative based in Labo, Camarines Norte, primarily focuses on debit and savings. They eventually diversified into agribusiness, with pineapple processing as their main operations.	Regional	Cooperative	661	Mario Espeso	M	Operations Manager	June 25
MAD Travels	2015	NCR	A social enterprise providing both educational and travel packages. They serve the Aetas of Zambales, Dumagat of Rizal, Aetas of Bataan, some farmers in Bohol, GK Enchanted Farm, GK silver heights and a number of GK villages in Negros.	Regional	Farmers, Indigenous Groups	180	Rafael Dionisio	M	Founder	July 7
Messy Bessy	2007	NCR	A non-profit organization that focuses on green products, particularly home and personal care items. Since 2007, they have been serving the poverty group labeled as NEETs or Youth Not in Employment, Education, or Training, by providing programs in support of working students. More importantly, they provide	Regional	NEETs	500	Krie Lopez	M	Founder	July 13

Organization	Year Established	Location	Description of/ Support to Social Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			rehabilitation for at-risk youth, part of their main thrusts when they started.							
Roots Collective (Roots)	2016	NCR	A social enterprise with the goal of making products and services of fellow social enterprises more accessible to the end market. They provide brick-and-mortar space and engage in brand collaborations. One particular example is that of Tsaa Laya. With the help of Roots Collective, women groups have been trained by <i>Proudly Promdi</i> , resulting in improvement of skills. They learned how to create mocktails and cocktails.	National	Indirectly supporting groups served by other social enterprises	300	Allister Chua	M	Co-Founder	July 13
Salay Handmade Paper Industries Inc. (SHAPII)	1987	Mindanao	Located in Salay, Misamis Oriental, Mindanao, their main line of business involves handmade paper production.	Regional	Farmers	191	Neil Rafisura	M	President	June 18
Caritas Manila	1953	NCR	Also known as Caritas in Kind, is a fund-raising project that collects items you no longer need, whether used or unused. It was launched on October 27, 2007 by Caritas Manila, the latter primarily focusing on education for the poor. Proceeds from sale of donated items help fund Caritas Manila's programs for the poor. Apart from this initiative, Caritas Margins also spearheaded the <i>Youth Servant Education Leadership Program</i> , which is an integrated program that not only	National	Sectoral	12,719,405	Fr. Anton Pascual	M	Executive Director	July 15, 2020

Organization	Year Established	Location	Description of/ Support to Social Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			focuses on academic education programs, but highlights servant leadership programs as well. They also offer health programs that integrate plant-based food products.							
Tsaa Laya	2012	Luzon	A social enterprise that sells herbal products such as tea. They work alongside coffee and herbal farmers.	Regional	Farmers	65	Jamir Ocampo	Male	President	June 16
WTH Foods	2015	NCR	A food-processing company, focusing on plant-based meat. They work hand-in-hand with another social enterprise known as Good Food Community, the latter serving farmers in Benguet, Tarlac and Bulacan.	Regional	Farmers	1,500	Stephen Michael Co.	Male	Founder	July 6

Cluster 3: Social Enterprise Enablers and Policy Movers/Influencers

Organization	Year Founded	Location	Description of Organization	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
1. Agriterra Philippines		NCR	Specializes in agricultural cooperative development	National	Farmers, agricultural workers		Rene Guarin	M	Business Advisor	20 July 2020
2. Atikha Overseas Workers and Communities Initiative, Inc. (ATIKHA)	1995	Luzon	Provides economic and social services to overseas Filipinos and their families	National/ International	Small farmers, agricultural workers, women, overseas Filipino workers (OFWs) and their families		Estrella "Mai" Dizon-Anonuevo	F	Executive Director	22 June 2020
3. Center for Agriculture and Rural Development (CARD) Business Development Services Foundation, Inc. (BDSFI)	2008	NCR	Provides marketing, business development, linkage, and networking for CARD Mutually Reinforcing Institutions (MRI) clients and different communities	National	Women, entrepreneurial poor, small farmers, artisans/ home-based small producers	400,000 ()	Julius Adrian Alip	M	Executive Director	6 July 2020
4. Foundation for a Sustainable Society, Inc. (FSSI)	1995	NCR	Offers financial and non-financial products and services to social enterprises	National	Poverty groups served by client cooperatives, people's organizations, micro-finance institutions, NGOs, private business entities		Sixto Donato "Dodo" Macasaet	M	Executive Director	17 July 2020
5. Foundation for These-Abled Persons, Inc. (FTI)	2009	NCR	Works for the economic self-sufficiency and inclusive and supportive environment for persons with disability	National	Persons with disability from different poverty groups	1,000	Lolita Gelle	F	Executive Director	22 June 2020

Organization	Year Founded	Location	Description of Organization	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
6. International Institute of Rural Reconstruction (IIRR)	1960	Luzon	Applies community-led development approach in developing innovative and practical solutions to poverty	National	Rural poor: small farmers and agricultural workers, entrepreneurial poor, women		Julian Gonsalvez	M	Senior Global Adviser/ Sustainable Agriculture Expert	26 June 2020
7. Peace and Equity Foundation (PEF)	2001	NCR	Invests in social enterprises that provide viable livelihood and better access to basic services towards model building and scaling up	National	Small farmers, agricultural workers, fishers, women, Indigenous Peoples, entrepreneurial poor	40,000	Roberto "Bobby" R. Calingo	M	Executive Director	30 June 2020
8. Philippine Rural Reconstruction Movement (PRRM)	1952	NCR	Enhances the capacity of rural communities in the planning, advocacy and implementation of sustainable development	National	Small farmers, agricultural workers, fishers, women, entrepreneurial poor		Marlon Palomo	M	Executive Director	24 June 2020
9. Tambuyog Development Center (Tambuyog)	1984	NCR	Works for the enhancement of community property rights, community-based social enterprises, and effective fishery resource governance.	National	Fishers, fish workers, women, enterprising poor		Dinna L. Umengan	F	Executive Director	14 July 2020
10. West Flanders Synergy Program and Partners (Synergy) and partners	2019	NCR	Supports efforts to build safe, sustainable, and resilient communities and enterprises	Luzon	Small farmers and agricultural workers		Kairos Dela Cruz	M	Institute for climate and Sustainable Cities (ICSC)	15 July 2020

Organization	Year Founded	Location	Description of Organization	Extent of Operation/ Reach	Poverty Sector Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
							Elvie Gayosa	M	Trias	
							Hazel Tanchuling	F	Rice Watch and Action Network (R1)	
							Mae A. Valdez	F	Program Manager	

Cluster 4: WEE Actors and Enablers

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
Aqri Aqua Development Coalition (AADC)	1994	Mindanao	Provides technical services to members: - For start-up SEs: setting up of proper system like business discipline, drafting the business plan, and facilitating value chain analysis - For on-going enterprises and upscaling: mentoring and coaching, assessing gaps in the operation, facilitating linkage with financial services and the market.	Mindanao (Rural areas of Davao del Norte, Davao de Oro, Agusan del Norte, Bukidnon, Zamboanga Sibugay and Zamboanga del Norte)	Rural women, small farmers, fisherfolk, indigenous people	204 people's organizations	Agnes Bolanos	F	Executive Director	July 13, 2020
Alay sa kaunlaran, Inc. (ASKI)	Founded in 1986; officially launched or registered with SEC in 1987	Luzon	Promotes socio-economic development through client focused financial and non-financial services anchored on Christian principles. Its products and services are designed to assist low income and disadvantaged communities and bring them into the financial inclusive system.	Luzon (Regions I, II, and III, Cabanatuan City)	Farmers Women microentrepreneurs, Youth	106,979	Rachel Bulawit	F	Gender Officer	July 14, 2020
Cagaut Women's Association	Organized in 2013; registered with DOLE April 2014	Visayas	Seaweeds consolidators bought from small seaweed farmers in the barangay and other barangay in	35 women members; 18 men		53	Cherry Ann Abud Boleche	F	President	August 7, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			Salcedo bought by SPPI (an Eastern Samar wide NGO consolidator) who in turn bring the seaweeds to Cebu for processing							
Cordillera Women's Education Action Research (CWEARC)	1987	Luzon	Rights-based institution which upholds the advancement of the rights of women and indigenous people; provides support and services by awareness raising, evidence based research, advocacy and networking; Also supports socio-economic endeavors women which upholds indigenous values		Indigenous women		Cynthia Jaramillo	F	Executive Director	July 31, 2020
Daluyong	2001	Luzon	Promotes gender equality and women empowerment. It serves as a hub for sharing information and improving knowledge and organizational and leadership skills for effective participation in community affairs and local governance. They are into fishing, farming and food processing like bagoong and patis	National (50 member organizations from Luzon (Ifugao, Nueva Ecija, Quezon, Marinduque, Camarines Norte, Albay, Sorsogon), Negros Occidental in the Visayas and North	Rural women – farmers, fisherfolk, and health workers		Rebecca Miranda	F	President	July 28, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			making, dried fish, oyster sauce making, and herbal brew. There are also community health workers.	Cotabato, Camiguin Mindanao)						
Gandang Kalikasan, Inc. (GK)	2008	NCR	Production and processing of natural beauty and homecare and wellness products and food and drinks. It is a social enterprise which centers on the core values of being pro-Philippines, pro-poor and pro-environment,	National/ International	Women and men from urban poor communities		April Ritual	F		July 15, 2020
Gender Responsive Economic Actions for the Transformation of Women (GREAT Women Project 2)		NCR	Brings together different stakeholders from national government agencies, regional agencies, private sector to improve the delivery of services to MSEs. Builds the capacity of public and private sector development institutions to address specific barriers that keep women from growing their business The services rendered to SEs by government agencies are	National			Carmen Roceli M. Lopez	F	OIC Program Manager	June 29, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			assistance in certification and registration, design and product development, market expansion, improving entrepreneurial management skills.							
Kalinga Woven Fabric and “Peace” Mask	2020	Luzon	Creation/ manufacturing of face masks and hand-woven Kalinga fabrics		Women handloom weavers and sewers	50	Wanay Baluyan	F	Owner	Aug. 2, 2020
Kape Maramag RIC Maramag	2012	Mindanao	Community-based coffee enterprise that could process, roast, and market their own brand of coffee	RIC Maramag is in the town of Maramag, Bukidnon. It has 1200 members coming from the 20 barangays of the municipality	All-women coffee farmers and women processors	1200	Estela Ardon Aches	F	President	Aug. 3, 2020
Negros Occidental Fair Trade Association (NOFTA MIARBA)	2011	Visayas	Federation of small producers’ associations and cooperatives organized by Alter Trade Foundation Inc. as partners in the organic muscovado sugar value chain and beyond; supplier of organic sugar and a vehicle for crop and income diversification				Imelda Cervantes	F	Secretary and Finance Manager	July 16, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			and community development; owns 60% of NOFTA Fair Trade Haus, the marketing arm of the social enterprise system initiated by Alter Trade Foundation Inc.							
Pambansang Koalisyon ng Kababihan sa Kanayunan (PKKK)		NCR	Strives for gender-responsive policy making processes that ensure political space for rural women to speak out and be heard, and demands the democratization of access to economic resources (land, natural resources, national/local budgets) to benefit the rural economy and women.	National	Farmers, fishers, indigenous women, homebased workers	426 rural women organizations in 32 provinces in Luzon, Visayas and Mindanao	Amparo Miciano	F	Secretary General	July 13, 2020
PATAMABA-Women in the Informal Sector Enterprise (WISE)	2009	Luzon (Region 4)	Economic arm of PATAMABA Rizal; 67 members are into homebased production (homecare products like alcohol, sanitizer, housewares and decors, fashion accessories, boxes,		Homebased workers and other workers in the informal economy	WISE has 135 primary members (127 female and 8 male) either as investor or worker;	Josephine Parilla	F	President of PATAMABA WISE; Rizal Informal Sector Coalition, President;	July 2, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			candles) managed by the organization			183 affiliate members who were under WISE/DOLE (Department of Labor & Employment) Child Labour Program;			Provincial Local Council of Women President; Region IV Development Council Chairperson	
St. Francis Multi-Purpose Cooperative (St. Francis MPC)	1980	Luzon (Region 3)	Savings and credit for production and providential loan. It is also into eco-brick making and catering			Around 10,000	Patricia Gonzales	F	Chairperson	July 7, 2020
UN WOMEN Philippines		NCR	WE Empower Asia under UN Women in the Philippines seeks to ensure that there are enabling policies for women to participate, to access, and provide increasing opportunities for economic empowerment and work; seeks for an enabling environment for women enterprises to grow and to scale up and trying to find links and markets and opportunities where they can supply their produce; promotion and enhancement and		women		Rosalyn Mesina	F	Country Programme Manager, WeEmpower Asia Philippines	June 29, 2020

Organization	Year Established	Location	Description of Enterprise	Extent of Operation/ Reach	Poverty Sectors Served	Number of Individuals from Poverty Sectors Served	Key Informant	Sex	Designation	Date of Interview
			promotion of women's empowerment principles in the private sector							
Woman Health		NCR	Into advocacy for women's reproductive health like the Universal Health Care		Women		Princess Nemenzo	F	National Coordinator	July 3, 2020
Women's Legal Bureau (WLB) * Due to poor signal we were not able to proceed with the interview. She sent WLB documents instead.	1989	NCR	A feminist legal non-government organization that engages in feminist legal advocacy and development work by conducting information-education communication campaigns to raise public awareness and actions on women's issues, campaigning and advocacy engagements on women's rights, and promoting feminist lawyering to defend and advance women's rights.		Women		Myrna Dominguez	F	Project Officer	July 1, 2020

Annex 2: Survey Results

The on-line survey was conducted from April 6 to May 31, 2020; and was reopened for Synergy Project²² partners from 07 to 28 July 2020. A total of 58 social enterprises (SEs) participated in the survey. Earliest response was made on April 6 while the last response was made on July 28. Thirty two (32) completed the survey form in April; twenty three (23) in May, one (1) in June, and two (2) in July. Of the representatives of SEs who participated in the survey, 25 are female while 32 are male. One did not reveal her/his gender.

Matrix 1. Frequency/Percentage Distribution of Survey Respondents by Sex

Gender	Frequency	Percentage
Male	32	55 %
Female	25	43 %
No Response	1	2 %
GRAND TOTAL	58	100 %

Characteristics of SEs Surveyed

Beginning of SE Operations

SEs in their early stages or those established 6 to 15 years ago (2006 to 2015) comprised 40% of the SEs surveyed. On the other hand, mature and start-up SEs were equally distributed with each comprising 31% of the survey participants.

Matrix 2. Frequency/Percentage Distribution of SEs by Year Established

Year Established	Frequency	Percentage
Established from 1960 to 2005 (Mature)	18	31 %
Established from 2006 to 2015 (Early Stage)	22	38 %
Established in 2016 to 2020 (Start-up)	18	31 %
GRAND TOTAL	58	100 %

²² The project supports 27 non-government organizations and cooperatives in the Philippines with the aim of building safe, sustainable, and resilient communities and enterprises, focusing in the provinces of Camarines Norte, Camarines Sur, Sorsogon, Nueva Vizcaya, and Isabela.

Location

The location of the headquarters of the SEs that participated in the survey were spread across Luzon, Visayas, and Mindanao. Those in the National Capital Region (NCR) were treated separately from those based in Luzon because of its high population rate and asset value. Majority of the SEs were based in Luzon and NCR (33% and 31%, respectively). About a Quarter (24%) were based in Mindanao while the smallest number of SEs came from the Visayas (12%).

Matrix 3. Frequency/Percentage Distribution of SEs by Location of Headquarters

Location of Headquarters	Frequency	Percentage
Luzon	19	33 %
National Capital Region (NCR)	18	31 %
Mindanao	14	24 %
Visayas	7	12 %
GRAND TOTAL	58	100 %

Size of SE

In terms of size of enterprise, majority of SEs surveyed were micro, with asset not exceeding Php3M (51.72%). About a quarter were small enterprises (24.24%). The rest fell under the medium (13.79%) and large (10.34%) categories.

Matrix 4. Frequency/Percentage Distribution of SEs by Size

Size of Social Enterprise	Frequency	Percentage
Micro (<Php3,000,000 asset size)	30	51.72 %
Small (between Php3,000,001 – Php15,000,000 asset range)	14	24.14 %
Medium (between Php15,000,001 – Php100,000,000 asset range)	8	13.79 %
Large (>Php 100,000,000 asset size)	6	10.34 %
GRAND TOTAL	58	100 %

Number of Employees

Except for one organization that indicated no employee, the survey revealed that the number of employees per SE ranged from 1 to 845, averaging at 63.84 per SE. The number of women employed per SE ranged from 1 to 447. The average number of employed women per SE is 34.19 while the median is 10.

Legal Form

A third of the SEs that participated in the survey were registered as a cooperative. Those which were legally recognized as non-stock, non-profit corporations made up one-fourth of the survey participants, closely followed by non-stock for-profit corporations comprising 24%. Meanwhile, about a sixth (15.53%) of SEs were in the form of single proprietorship.

Matrix 5. Frequency/Percentage Distribution of SEs by Legal Form

Legal Registration	Frequency	Percentage
Cooperative	20	34 %
Corporation: non-stock, non-profit	15	26 %
Corporation: stock for-profit	14	24 %
Single Proprietorship	9	16 %
GRAND TOTAL	58	100 %

Economic Sub-Sector

Majority of the SEs surveyed were operating in more than two economic sub-sectors. Nonetheless, most (64%) of them were in agriculture and fisheries (food). A little more than a third were in marketing and retailing, as well as those in business development services and entrepreneurship support (both at 36%). Equally proportioned at almost a third of the SEs surveyed were into manufacturing (non-food), food and nutrition, and livelihoods and employment creations. Meanwhile, a significant number were into manufacturing (non-food), food and nutrition, livelihoods and employment creation, and/or financial services. Above 10% to less than 20% of the SEs were in food and nutrition (including restaurants, catering), arts, crafts and culture, manufacturing (food and beverages), education, hotel/lodging, conference, facilities, and services), or tourism (ecotourism, agritourism,

adventure tourism, resorts etc.). On the other hand, 10% or less of the SEs were in housing, energy, water, utilities; health and social care; gift, toys and houseware; mobility and transport; and/or information technology.

Matrix 6. Number/Percentage of SEs by Economic Sub-Sector

Main Sectors that SEs Operate In	Frequency	Percentage (to 58)
Agriculture (food) and Fisheries	37	64%
Marketing and retailing	21	36%
Business development services and entrepreneurship support	21	36%
Manufacturing (non-food, including arts, crafts and culture)	19	33%
Food and Nutrition (including manufacturing of food and beverages, restaurants, catering)	19	33%
Livelihoods and employment creation	18	31%
Agriculture (non-food)	14	24%
Financial services	13	22%
Education and Training	10	17%
Hotel/Lodging, conference facilities and services	7	12%
Tourism (ecotourism, agritourism, adventure tourism, resorts etc.)	7	12%
Housing, energy, water, utilities	6	10%
Health and social care	5	9%
Gift, toys and houseware	2	3%
Mobility and transport	2	3%
Information Technology	1	2%

Market

The SEs surveyed selected more than one market option for their products and/or services. A significant number of the SEs (95%) sold their products/ services to individuals. Majority likewise traded with private companies (67%) and/or with SEs (53%). Meanwhile, over 40% sold their products/ services to NGOs and/or government agencies/units.

Matrix 7. Frequency/Percentage Distribution of SEs by Market

Main Sectors that SEs Operate In	Frequency	Percentage (to 58)
Individuals	55	95%
Private companies	39	67%
Social enterprises	31	53%
Non-government Institutions	28	48%
Government agencies/units	25	43%

Geographical Reach/Extent of Operations

A clear majority of the SEs surveyed marketed their products at the local level (88%). Meanwhile, more than half of them were operating at the national level. More than a third were trading at the regional level (36%). A fourth of the SEs were dealing with international market/s.

Matrix 8. Frequency/Percentage Distribution of SEs by Geographical Reach

Geographical Scope of Markets/ Extent of Operations	Frequency	Percentage (to 58)
Local	51	88%
National	31	53%
Regional	21	36%
International	15	26%

Mode of Product/Service Distribution/Provision

A clear majority of the SEs sold their products through direct selling or retail. On the other hand, more than half of them were into wholesale trading. A little less than half were into on-line selling and/or product distribution through intermediaries/partners (56.55% and 43.10%, respectively). Meanwhile, almost a third distributed their goods/services through branches (31.03%). Those engaged in export comprised almost 14% of the SEs surveyed.

Matrix 9. Frequency/Percentage Distribution of SEs by Mode of Product/Service Distribution/Provision

Mode of Product/Service Distribution	Frequency	Percentage (to 58)
Direct selling/retailing	50	82%
Wholesale	30	52%
Online selling (e.g. through mobile apps, websites, etc.)	27	47%
Distribution through intermediaries/partners	25	43%
Distribution through branches	18	31%
Export	8	14%

Service to Poverty/Vulnerable Sectors

Most of the SEs surveyed paid their workers living wages (79%), followed closely by those providing capacity building and other services to marginalized stakeholders (78%). More than 60% used all or a significant part of profits to fulfill social missions (e.g. transformational programs and social services to stakeholder groups and communities). A majority (55.17%) likewise engaged

Matrix 10. Frequency/Percentage Distribution of SEs by Service Provided to Poverty/Vulnerable Sectors

Service Provided to Poverty/ Vulnerable Sectors	Frequency	Percentage (to 58)
Pay workers living wages	46	79%
Provide capacity building and other services to marginalized stakeholders +3	45	78%
Use all or significant part of profits to fulfill social mission (e.g. transformational programs and social services to stakeholder groups and communities)	39	67%
Engage in transparent negotiations with supplier communities	32	55%
Pay premium/fair price to suppliers	28	48%
Distribute dividends to members/co-owners from poverty sectors annually	20	34%
Distribute Fair Trade premium/profit-share to supplier-communities + 1	16	28%

in transparent negotiations with supplier communities. Moreover, close to 50% of the SEs paid premium/fair prices to suppliers. A third distributed dividends to members/co-owners from poverty sectors annually while more than a quarter of them distributed fair trade premium/profit-share to supplier-communities.

Financial Situation before Covid19

More than half of the SEs considered themselves profitable and sustainable prior to COVID19. Those at the break-even point and below break-even point were comprised at 45% of the respondents.

Matrix 11. Frequency/Percentage Distribution of SEs by Pre-COVID19 Financial Situation

Financial Situation of the SE Before COVID19	Frequency	Percentage
Profitable and sustainable	32	55%
At the break-even point and below break-even point	26	45%
GRAND TOTAL	58	100 %

Poverty Sectors Served

The survey revealed that majority of the survey participants supported small farmers and fishers in realizing their social mission. More than 70% assisted micro-entrepreneurs/small scale entrepreneurs/artisans/home-based small producers and/or women (78% and 71%, respectively). Meanwhile, 40% to 50% helped agricultural workers, children and youth, and/or IPs. More than 30% engaged the informal settlers or people living in marginalized communities and/or unemployed/displaced workers. More than twenty percent were composed of SEs supporting victims of disasters and calamities (18.97%) and/or overseas Filipino workers (OFWs) and their families (12.07). At the same time, 17% of the SE respondents supported persons with disabilities while 14% served senior citizens.

Matrix 12. Frequency/Percentage Distribution of SEs by Poverty Sectors Served

Poverty Sector/s Served by SEs	Frequency	Percentage (to 58)
Small farmers and fishers	52	90%
Micro-entrepreneurs/small scale entrepreneurs/ artisans/home-based small producers	46	79%
Women	41	71%
Agricultural workers	29	50%
Children and youth	28	48%
Indigenous peoples	25	43%
Informal settlers or people living in marginalized communities	20	34%
Unemployed or displaced workers	18	31%
Victims of disasters and calamities	12	21%
Overseas Filipino Workers and their families	12	21%
Persons with disabilities	10	17%
Senior citizens	8	14%

Engagement with Poverty/Vulnerable Sectors

Majority of the SEs engaged the poverty/vulnerable sectors as workers (66%), as suppliers/producers (60%), and/or as co-owners/members (57%). Meanwhile, 48% involved the poverty/vulnerable sectors as clients while the rest (9%) engaged them as partners.

Matrix 13. Frequency/Percentage Distribution of SEs by Engagement with Poverty/Vulnerable Sectors

Engagement with Poverty/Vulnerable Sectors	Frequency	Percentage (to 58)
As workers	38	66%
As suppliers/producers	35	60%
As co-owners/members	33	57%
As clients	28	48%
As partners	5	9%

Number of Individuals from Poverty Sectors Served

All 58 of the SEs surveyed were serving a total of 430,000 individuals from different poverty sectors.

IMPACT OF COVID19 ON THE SE

Overall Impact of COVID 19

Over half (55.17%) of the SEs surveyed experienced a major downturn as a result of the restrictions imposed during the quarantine period/s. Those who had some downturn were a little over 40%. Still, a small number (3.45%) reported positive impact on their SEs.

Matrix 14. Frequency/Percentage Distribution of SEs by Impact of COVID19

Overall Impact of COVID19	Frequency	Percentage
Major downturn	32	55.17%
Some downturn	24	41.38%
Positive impact	2	3.45%
GRAND TOTAL	58	100 %

Sales/Revenues

A clear majority of the SEs (93.1%) reported decline in sales/revenues since the ECQ was imposed. Almost a third (31.03%) experienced 100% decline in sales/revenues while 29.31% declined by above 50% but not entirely. The SEs with sales/revenues that declined by below 50% also comprised about a third of those surveyed. About 7% claimed their sales increased or were not affected at all.

Matrix 15. Frequency/Percentage Distribution of SEs by Sales/Revenues Since the Imposition of Community Quarantine

Sales/Revenues Since the Community Quarantine	Frequency	Percentage
Declined 100%	18	31.03%
Declined above 50% but not entirely	17	29.31%
Declined by 50% or below	19	32.76%
Increased	2	3.45%
No effect	2	3.45%
GRAND TOTAL	58	100 %

Immediate Actions

Majority of the SEs surveyed gave multiple answers in relation to their immediate response to the impact of the pandemic. The most common was the implementation of work from home arrangement (60) while half paid the full salaries of staff despite reduced or no operations. A little over 40% undertook relief operations for staff, suppliers, clients, and/or members and families while almost the same number reached into savings to sustain operations. Meanwhile, more than a third reduced marketing/distribution channels/outlets while 33% reduced the number of staff or staff hours. Another 29% canceled some services to/orders from clients/customers while a similar proportion put enterprise operations entirely on hold. Less than 20% canceled SOME orders from suppliers (17%), borrowed to sustain operations (15%), reduced staff salaries (15%), canceled ALL orders from suppliers (12%), shifted products and marketing approaches (9%), stopped payment of staff salaries (7%), and/or provided cash assistance to staff.

**Matrix 16. Frequency/Percentage Distribution of SEs
by Immediate Actions Taken to Respond to the Impact of COVID19**

Immediate Actions in Response to the Impact of COVID-19	Frequency	Percentage
Implemented work from home arrangement, where possible	35	60%
Paid full salaries of staff despite reduced or no operations	29	50%
Undertook relief operations for staff, suppliers, clients, and/or members and families	24	41%
Reached into savings to sustain operations	23	40%
Reduced marketing/distribution channels/outlets	21	36%
Reduced the number of staff/staff hours	19	33%
Canceled some services to/orders from clients/customers	17	29%
Put enterprise operations entirely on hold	17	29%
Canceled SOME orders from suppliers	10	17%
Borrowed to sustain operations	9	15%
Reduced the salaries of staff	9	15%
Canceled ALL orders from suppliers	7	12%
Shifted products or marketing	5	9%
Stopped payment of staff salaries	4	7%
Provided cash assistance for staff	3	5%

Other Actions Taken for Enterprise Stakeholders, Community, Sector, Broader Society

The survey revealed that about 38% of the SEs provided relief goods in poor communities where social enterprise operated. The same proportion of SEs developed new/shifted marketing strategies (e.g. direct trading between cooperatives or social enterprises; on line and door to door delivery of food packages, etc.). Meanwhile, 22% distributed and/or mobilized relief and support for frontliners. The same proportion shifted operations to produce personal protective equipment or PPEs or shifted to a different product. About 10% sustained their support to poverty sectors by buying their produce,

providing training, assessing needs, etc. Meanwhile, 3% provided financial-related support such as moratorium on loan payments and provision of cash assistance.

Matrix 17. Other Actions Taken for Enterprise Stakeholders, Community, Sector, Broader Society

Other Actions Taken in Response to COVID-19 for the SE Stakeholders, Community, Sector, or Broader Society	Frequency	Percentage
Provided relief goods in poor communities where social enterprise operates	22	38%
Developed new/shifted marketing strategies (e.g. direct trading between cooperatives or social enterprises; online and door-to-door delivery of food packages etc.)	22	38%
Distributed and/or mobilized food supplies, hygiene kits, percentage of sales for front liners	13	22%
Shifted operations to produce personal protective equipment or PPEs or other products	11	19%
Sustained support/engagement with poverty sectors by buying their produce, providing training, assessing needs, etc.	6	10%
Finance-related support (moratorium on loan payment, extended cash assistance)	2	3%
None	5	8.62

Post-Covid19 Scenario Plan

Fifty three percent of the SEs surveyed shared their intent to **recover but make changes in social enterprise models and operations**. Most did not expound their response but seven SEs combined this intent with **rethinking/ shifting social enterprise models or operations to something else**. On the other hand, four SEs shared the changes they would implement:

- Intensification of organic agriculture and local food security through the production/distribution of open pollinated varieties OPV);
- Diversification of product line;
- Intensification of livelihood development support for clients, as well as strengthening child protection mechanisms; and

- Promotion of online transactions

Meanwhile, 38% planned to recover and put social enterprise back on track as before. Ten of these SEs planned to combine this intent with the options of recovering but make changes in social enterprise model and operations and/or rethinking/shifting SE model or operations to something else.

The rest planned to solely rethink/shift social enterprise model or operations to something else but did not give details (7%) or to continue to strengthen the SE operation since it just revived its trading operations last year after three years of focusing on subsidizing productivity of farmers (2%).

Assistance/Actions Needed towards Recovery

A clear majority of the SEs expressed the need for grants to help them or the poverty/vulnerable sectors they serve recover from the impacts of COVID19. Most of them also mentioned the need to develop common strategies/responses with other social enterprises to undertake innovations given 'new normal' (63.79), as well as assistance in opportunity assessment, evaluation and planning (56.9%). Half were in need of technological/technical/networking assistance to adjust operations given 'new normal' while 45% shared the need for technical/ networking assistance to shift marketing approaches/strategies given 'new normal'. Moreover, more than 40% needed emergency loans (41%) and/or tax relief (41%) while 36% related the need for debt relief (36.21). Seven percent shared the need to pursue sustainable agriculture/development and food security measures.

Matrix 18. Assistance/Actions Needed to Recover from COVID19

Assistance/Action Needed to Recover from the Impacts of COVID-19	Number	Percentage
Grants	43	74%
Develop common strategies/responses with other social enterprises to undertake innovations given 'new normal'	39	67%
Opportunity assessment, evaluation and planning assistance	33	57%
Technological/technical/networking assistance to adjust operations given 'new normal'	29	50%
Technical/ networking assistance to shift marketing approaches/strategies given 'new normal'	26	45%
Emergency Loans	24	41%

Assistance/Action Needed to Recover from the Impacts of COVID-19	Number	Percentage
Tax relief	24	41%
Debt relief	21	36
Pursuing sustainable agriculture/development and food security initiatives	4	7%

Awareness of COVID19 SE Support Programs

Most (60%) of the survey respondents were aware of government program/s or a private sector initiative/s (or other forms of assistance) to support their SEs at the time of the survey. The rest (40%) were not.

Matrix19. Number/Percentage of SEs Aware of Government/Private Sector Initiative/Assistance for SEs

Awareness of Government/Private Sector Initiative/Assistance for SEs	Frequency	Percentage
No	23	39.66%
Yes	35	60.34%
GRAND TOTAL	58	100 %

Support Received

Since the COVID-19 outbreak, most of the SEs surveyed (77.59%) had not received any government subsidy, support from a financial institution, or support from an NGO or any other institution. The rest (22.42%) claimed they received support related to COVID19.

Matrix 20. Number/Percentage of SEs that Received Support

Support Received by SE	Frequency	Percentage
No	45	77.59%
Yes	13	22.41%
GRAND TOTAL	58	100 %

Networking with Other SEs

When asked if they had connected with other social entrepreneurs or networks to assess or develop common response in the context of COVID-19, over 50% maintained that they had not. On the other hand, 44.83% claimed they had.

Matrix 21. Number/Percentage of SEs that Connected with Other SEs or Networks

Networking with Other SEs	Frequency	Percentage
No	32	55.17%
Yes	26	44.83%
GRAND TOTAL	58	100 %

Annex 3:
COVID 19 Programs and Services
of Key Government Agencies

As Related by SEs

SEs that participated in the research recounted the following support provided by the government to them and the poverty sectors they serve:

Procurement of Local Products for Relief. Key informants shared how some LGUs stepped up and bought relief goods from small local producers and SEs.

Provision of Platform to Market Local Produce. Agrizkaya divulged how the Nueva Vizcaya provincial agricultural office, in partnership with DA and DTI, helped market their organic products through Diskwento Caravans. The office took some products from them to be sold elsewhere. Whatever remained was returned to them. On the other hand, Tambuyog narrated how one LGU showed its support to fishers by setting up a fish stall in front of the municipal hall where fishers could directly bring their catch and residents could buy fish.

Food subsidy and Cash Assistance. Most of the poverty sectors served by the SEs received food packs from the LGUs. While most noted that these were not sufficient, it was better than nothing.

Tambuyog relayed that most of the fishers they work with received cash relief as beneficiaries of the *Pantawid Pamilyang Pilipino Program* (4Ps). CWSC-Bagong Silang relayed the same experience for their community.

Availability of Low-Interest Loans. Several SEs applied for low interest loans from Land Bank and DA.

Based on Secondary Data and Participant Observation of Dialogues
with Key Agencies

Department of Agriculture (DA)

Free Seeds and Farm/Gardening Inputs. A sustainable agriculture expert noted that it was the first time since he arrived in the country in 1984 to witness DA distributing open pollinated varieties (OPVs). Unlike hybrid seeds, the seeds harvested from the open pollinated variety can be used

for the succeeding production cycles and the farmer will no longer need to buy new seeds. The variety is also more adapted to climate change and unstable environmental conditions. Rice self-sufficiency could be achieved as a result of focusing on inbred seeds. While it will take time, inbred seeds will eventually mainstream. Such is a big step in the promotion for food security and sustainable agriculture.

The distribution of inbred seeds is part of DA's Plant, Plant, Plant Program or Ahon Lahat, Pagkaing Sapat (ALPAS) Laban sa Covid-19 program launched in April 2020 in response to food shortages during the early days of the ECQ. Aside from the seeds, sustainable farm inputs and technical assistance have been provided to farmers and backyard/urban gardeners through the LGUs, DA regional offices, and the Agricultural Training Institute (ATI). The goal is to “increase levels of productivity across all commodities, and thus ensure food productivity, availability, accessibility and affordability amidst the threat of COVID-19 pandemic.”

Implementation of Stimulus Packages and Programs. The resources of DA have been redirected towards increasing food sufficiency level for the year 2020. Should a vaccine be developed by 2021, it would be an opportunity for what the agency calls “rebooting” Philippine agriculture. Department secretary, William Dar, has proclaimed that to rise stronger from this Covid-19 crisis, the government must encourage the development of an agriculture-driven economy.” Matrix 1 exhibits the priority areas and corresponding stimulus packages and programs of the department that are hoped to help the agricultural sector reboot and pave the way for an agriculture-driven economy. These were/are also meant for SEs engaged in agriculture towards their recovery and build back better.

Matrix 1. COVID 19 Stimulus Packages and Programs of the Department of Agriculture

Priority Area	Program/Project	Description
1. Job Generation & Entrepreneurial Activities	Expanded SURE Aid and Recovery Project	<u>For Micro and Small Enterprises(MSEs)</u> <ul style="list-style-type: none"> - Up to P 10M loanable amount - Zero (0%) interest rate - Payable in five (5) years
		<u>For Marginalized, Small Farmers and Fishers (MSFF)</u> <ul style="list-style-type: none"> - P25,000 loanable amount per household - Zero (0%) interest rate - No collateral - Payable in ten (10) years

Priority Area	Program/Project	Description
1. Job Generation & Entrepreneurial Activities	Amelioration for Farmers	<u>Rice Farmer Financial Assistance</u> <ul style="list-style-type: none"> - Unconditional cash transfer worth Php5,000 to eligible farmers registered with the Registry System for Basic Sectors in Agriculture (RSBSA) tilling .5 to 2 hectares <u>Financial Subsidy for Rice Farmers</u> <ul style="list-style-type: none"> - Unconditional cash transfer worth Php5,000 to eligible farmers registered with the Registry System for Basic Sectors in Agriculture (RSBSA) tilling 1 hectare and below
	DA Loan Programs	<u>Kapital Access for Young Agripreneuers (KAYA)</u> <ul style="list-style-type: none"> - Up to P 500,000 loanable amount - Zero (0%) interest rate - Payable in five (5) years <u>Agri-Negosyo (ANYO)</u> <ul style="list-style-type: none"> - Micro AgriNegosyoloan - Up to P 300,000 loanable amount - Payable in five (5) years <u>Small Agri-Negosyo Loan</u> <ul style="list-style-type: none"> - P300,000 -P15 million loanable amount - Zero (0%) interest rate - Payable in ten (10) years
	Mentoring and Attracting Youth in Agribusiness (MAYA)	<u>Intended for Young Minds</u> <ul style="list-style-type: none"> - Graduates of a 4-year degree course - 20-30 years old - 6-month internship - Php20,000 monthly allowance
	Business Incubation in Agriculture (BIAG)	Platform in establishing business incubators to: <ul style="list-style-type: none"> - assist start-ups during their infancy stage - assist struggling MSEs and cooperatives which may include prototyping, IP protection, access to market/credit - provide strong network for regional/ international partnerships and business expansion
	Support for Balik Probinsya, Balik Pag-asa Program	<u>Capacity Building</u> <ul style="list-style-type: none"> - Skills training, social preparation and values formation - 1,136 trainings to be conducted

Priority Area	Program/Project	Description
1. Job Generation & Entrepreneurial Activities	Support for Balik Probinsya, Balik Pag-asa Program	<u>Household Livelihood Development</u> - Distribution of fruits, assorted vegetables, planting materials, swine, small ruminants, poultry fingerlings, feeds, and other aquaculture technology - 1,066 integrated modules to be distributed <u>Collective Agri-fishery Enterprise</u> - Cluster and capacitate farming communities to gain economies of scale - Build climate-resilient communities - Form farmer cooperatives and associations
2. Strengthened partnership with private sector	DA KADIWA ni Ani at Kita	On-site and on-line marketing platform that directly links producers & agripreneurs to consumers
	Big Brother-Small Brother Partnership	Linking small farmers associations and cooperatives with the private sector for mutually beneficial support across value chains
3. Strengthened partnership with private sector	DA-BCDA Agri-Industrial Business Corridor at Clark	Establishment of an inclusive agro-industrial hub to increase the number of farmers and fishers' enterprises with value-adding products that are integrated in the particular agro-industry subsector and establish sustainable business relationships among the chain players in Luzon <u>Objectives:</u> - Revitalizing back-to-basics sectors like agriculture and fisheries - Food Resiliency and Security - Increased profitability and productivity for farmers and fishers
	Agri-Industrial Business Corridor at Baguio	Will feature modern agribusiness and multi-purpose facilities to support and boost local business incubation, locators of processing or manufacturing companies and many other innovation systems.
	Agri-aqua Industrial Business Corridor at Taguig	Will feature post-harvest facilities and infrastructure for storage, processing, and marketing.

Department of Trade and Industry (DTI)

DTI considers SEs as a subset of micro, small, medium enterprises (MSMEs). Its COVID19-related interventions and assistance for MSMEs seek to contribute to: fostering an enabling business environment, improving access to finance, enhancing labor and management capacities; and improving access to technology and innovation; and (5) access to market.

Guidelines for Business. Over the period of the ECQ, MECQ, and GCQ, DTI released several memorandum circulars to provide guidelines for business establishments related to movement of workers, compliance with required public health standards, health protocols for each economic sub-sector, business registration requirements, extension of validity of business-related certificates and licenses and suspension of penalties/fees, grace period on commercial and residential rents, and refunding of payments for cancelled events due to quarantine restrictions.

Financial Assistance to MSMEs. The following matrix lists the stimulus packages and programs implemented to help MSMEs respond to and recover from the crisis. These programs are not necessarily implemented by DTI.

Matrix 2. COVID 19 Programs and Interventions of the Department of Trade and Industry to Reestablish an Enabling Business Environment

Assistance	Description
1. COVID-19 Assistance to Restart Enterprises (CARES) Program	<p>Php1.0 billion Enterprise Rehabilitation Financing (ERF) facility under the <i>Pondo sa Pagbabago at Pag-aseño</i> for micro and small businesses</p> <p><u>For Micro Enterprises</u> - Up to Php200,00) loanable amount</p> <p><u>For Small Enterprises</u> - Up to Php200,00) loanable amount</p> <p>Assistance in finding new supply sources and non-traditional markets for industries affected by supply chain disruptions</p> <p>Conduct of trade and investment missions to support the continued operation of industry.</p> <p>One-month moratorium of SB Corporation on loan payments covering the period of 16 March to 14 April 2020</p>

Assistance	Description
2. Livelihood Seeding Program – Negosyo sa Barangay (LSP-NSB)	Allotted funding is Php203 million to provide a package of livelihood kits and business advisory assistance and services, amounting to at least PhP5,000 up to PhP8,000 to MSMEs affected by natural and human-induced calamities including health disasters.
3. COVID-19 Adjustment Measures Program (CAMP)	A safety net program of the DOLE for affected workers in the formal sector that includes a one-time financial assistance of PhP5,000 and employment facilitation. Note: DOLE-CAMP has temporarily stopped accepting applications. Program funds are for replenishment.
4. Tulong Panghanapbuhay sa ating Disadvantaged/ Displaced Workers Barangay Ko, Bahay Ko Disinfection/Sanitation Project (TUPAD #BKBK)	A community-based safety net program of DOLE that provides temporary wage employment to the affected informal economy workers
5. DOLE Integrated Livelihood Program (DILP) or KABUHAYAN Program	<ul style="list-style-type: none"> - Transitional emergency employment and promotion of livelihood and entrepreneurship - Beneficiaries provided with training on how to plan, set-up, start and operate their livelihood undertakings; working capital in the form of raw materials, equipment, tools and jigs, and other support services necessary in setting-up the business; and continuing technical and business advisory services to ensure efficiency, productivity, and sustainability of the business/enterprise.
6. Small Business Wage Subsidy Program	<ul style="list-style-type: none"> - Wage subsidy for affected employees of small businesses, through the Social Security System (SSS) - Subsidy is between 5,000 to 8,000 pesos (based on the regional minimum wage) per month per eligible employee - Given for up to two months so that affected small businesses are able to retain their employees during the quarantine period. - Applications from April 16, 2020 to April 30, 2020 only
7. Mobilization of an existing PhP1.2 billion in the Social Security System (SSS) to cover unemployment benefits for dislocated workers	- The Unemployment Insurance or Involuntary Separation Benefit is a cash benefit granted to covered employees, including domestic workers and overseas Filipino workers who are involuntarily separated from employment.

Assistance	Description
8. Development Bank of the Philippines (DBP)'s Rehabilitation Support Program on Severe Events (RESPONSE)	- Provides public and private institutions in areas declared under a state of calamity with low-interest loans under a simplified application procedure
9. Landbank Interim Rehabilitation Support to Cushion Unfavorably-affected Enterprises by COVID-19 (I-RESCUE)	<ul style="list-style-type: none"> - Provision of additional funds and loan restructuring under more flexible terms and conditions. - A PhP10-billion initial internal fund which will be made available up to December 31, 2020 for different types of credit assistance
10. Other forms of assistance	<ul style="list-style-type: none"> - Extension of the deadline of filing and payment of 2019 Annual Income Tax Return to 30 May 2020, availing of Tax Amnesty Return on Delinquencies to 08 June 2020 without the imposition of penalties to taxpayers. - The grant of temporary and rediscounting relief measures to include the provision of financial assistance, grace period/moratorium on loans, non-imposition of penalties, among others, for BSP Supervised Financial Institutions - Loan moratorium for the client beneficiaries of Microfinance Council of the Philippines (MCPI) and the Alliance of Philippine Partners in Enterprise Development (APPEND); there will be no loan payment collections, and no penalties or fines - DiskarTech Mobile App is an all-in-one inclusion super app which allows users to open a Basic Deposit Account with Rizal Commercial Banking Corporation (RCBC), and to use this account to perform various financial transactions, such as transfers, bill payments, and mobile load purchases, etc.

Capacity Building for MSMEs. DTI, other government agencies, and multi-lateral partners have provided capacity building interventions to help MSMEs navigate in the midst of restrictions and uncertainties. These interventions include access to technology tools, applications, platforms and resources, as well as on-line trainings/webinars, mentoring, and resources on business management, digitalization of businesses, technical skills training, and business continuity and recovery planning.

Market Support. DTI piloted an online national food fair for 29 participants including MSME exhibitors. A series of Diskwento Caravan and Rolling Stores were conducted, some of which were done jointly with DA and LGUs in cooperation with MSME suppliers. At the same time, DTI's partner, EasyBuilder. Pro, waived subscription fees for MSMEs for developing a website using their platform. The platform has been designed to enable non-IT professionals to create a website for their business and personal needs.

Department of Social Welfare and Development (DSWD)

Cash Assistance for the Poor. DSWD has provided cash assistance to low-income households under the Emergency Subsidy Program (ESP) through its social amelioration programs (SAP) -- Assistance to Individuals in Crisis Situation (AICS) and Livelihood Assistance Grants (LAG). AICS has provided Php5,000 to P8,000 monthly for low income households for two months, primarily to help the families meet their basic needs during the quarantine. On the other hand, LAG has been designed to support the livelihood and employment of a family-beneficiary of DSWD's Sustainable Livelihood Program (SLP) with at least one member who is a worker in the informal sector and has been displaced due to the quarantine restrictions.

The amount of LAG per family is not more than Php15,000, intended to provide seed or additional capital to micro-enterprises, or to pay for pre-employment requirements. Beneficiaries for LAG are LGU-endorsed and must still undergo assessment by DSWD. Whereas the AICS was provided during the ECQ/MECQ, LAG has been provided only after GCQ has been declared. At the same time, the number of families under LAG is limited only to 741 LGUs all over the country. Longer term support for livelihood would be provided in 2021 under the regular Sustainable Livelihood Program (SLP) of the Department.

Local Government Units²³

IATF Resolution No. 25 issued on 17 April 2020, where it adopted "a national government-enabled, local government unit-led, and people-centered response to the COVID-19 health event." Even prior to the resolution, much of the burden of addressing the impact of the pandemic was placed on the shoulders of LGUs. LGUs came up with interventions to provide financial

assistance, education, food, healthcare, and transportation (Villanueva, 2020). Most LGUs realigned their Disaster Risk Reduction Fund, Quick Response Fund, and 20% Development Fund for these interventions.

Several LGUs came up with innovative services for their constituents. In distributing relief goods, for instance, the municipality of Nueva Valencia, Guimaras purchased 18.4 tons of bangus from local fishers and locally-raised hogs from hog raisers which were distributed to over 12,000 families. Mandaluyong City, on the other hand, partnered with the province of Nueva Ecija to procure fresh vegetables for Mandaluzon residents, along with canned goods, instant noodles, rice, and water. In terms of financial assistance, a localized version of the national SAP was provided by the LGUs of Makati and Pasig in Metro Manila. For healthcare, Marikina set up its own testing center to ensure that frontliners are regularly tested. Meanwhile, many LGUs established their own contact tracing teams. Some, like Ormoc City and South Cotabato, came up with contact tracing apps. For transportation support, Cabadbaran City in Agusan del Norte provided free transportation per barangay (libreng Sakay sa Kada Barangay) while Maguindanao City provided ship transportation services to deliver goods to far-flung areas.

Limitations of Government Support

Nonetheless, key informants have pointed out the painfully slow processes of government interventions; poor information dissemination of government support that gave people false hopes; unclear criteria for prioritization and selection in the provision of cash assistance and loans; and the very small proportion of funds in relation to the number of people, as well as SEs and businesses, in need of support.

Moreover, key informants from the Synergy Program are concerned about the realignment of budget because funds for disaster risk reduction and management (DRRM) and climate change adaptation measures have been the first to be realigned. LGUs likewise exhausted similar funds for the distribution of relief packs. However, the tropical cyclone season is not yet over and PAGASA is still expecting 10-15 tropical cyclones this year. The concern is how prepared a government is if a strong natural hazard hits the country within the year. Where will the government, especially the LGUs, get the resources for response? Moreover, how prepared is the government in evacuation management given the health risks of COVID19?

²³ Innovations by LGUs were culled from lguvscovid.ph (<https://www.lguvscovid.ph>), an information portal designed to equip local government officials and staff with updates, innovations, and best practices in battling COVID19. It was initiated by volunteers and expanded and redesigned by the Asia Foundation in cooperation with the Department of Interior and Local Government (DILG).

Annex 4:

STATEMENT ON THE IMPACT OF COVID19 ON SOCIAL ENTERPRISES AND THEIR ROLE IN ECONOMIC RECOVERY AND BUILDING BACK BETTER

June 2020

The Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition enjoins the Philippine House of Representatives and the Senate to fast-track the enactment of the Poverty Reduction through Social Entrepreneurship Bill that has been pending in Congress since 2012. The PRESENT Coalition calls on the Executive Branch of national government and local government units (LGUs) to set up dedicated Social Enterprise Stimulus Packages and Programs as a strategy to support the recovery of the poor and marginalized sectors who have been hit the most by COVID19.

Before the COVID19 pandemic, the Senate Committee on Trade, Commerce and Entrepreneurship had already directed the creation of a Technical Working Group to reconcile the various versions of the PRESENT Bill that had been filed in the Senate. A number of members of the House of Representatives (HoR) have also filed various versions of the PRESENT Bill. We view this as part of the growing recognition of the importance of social enterprises as partners of government in making good its commitment to accelerate the achievement of the Sustainable Development Goals of zero poverty, food security, reduced inequality, women's economic empowerment and building resilient and sustainable communities. We are pleased that an increasing number of Senators and members of the HoR, as well as some officials of the Executive Branch including LGUs, have recognized the transformative role of social enterprises as social mission driven businesses that create and distribute wealth as they collaborate and empower the poor in economic development.

Before the pandemic, social enterprises numbered around 164,000 representing more than 15% of all enterprises in the country. They come in the form of cooperatives and associations of farmers, agrarian reform beneficiaries, fishers, indigenous people, women, persons with disabilities and overseas Filipino workers and their families; microfinance institutions serving the enterprising and entrepreneurial poor; trading development organizations practicing ethical and fair trade; and social-mission driven corporations and foundations providing decent jobs and services, sustainable livelihoods and access to markets to women and men small producers and various segments of the rural and urban poor.

An ongoing study of the Institute for Social Entrepreneurship in Asia (ISEA) provides an indication of the impact of COVID19 on these social enterprises: More than 50% have experienced a major downturn; close to 40% have experienced some downturn

and less than 10% managed to sustain their operations. Those who sustained their operations were mainly in agriculture and essential services such as rice trading and social enterprise accounting.

Amidst the downturn in their operations, it is heartwarming that social enterprises did their best to sustain support to their workers and their families and did their share in distributing food and relief packages for the communities of their partner suppliers and workers. Amidst the challenges of Enhanced Community Quarantine, a number of social enterprises found ways to sustain their operations or pursue innovations. These included the production and distribution of personal protective equipment and face masks to provide livelihood to their partner craft communities; cooperative-to-cooperative trading to provide mutual support to their farmer-members and sustain the sales of their respective agricultural products; engaging the Department of Agriculture in securing and distributing open pollinated varieties of corn and vegetable seeds to strengthen community-based seed banking; continuing with organic and sustainable agriculture production and marketing; implementing a moratorium on loan collections; shifting to e-marketing and/or door-to-door delivery of their products to reach households and sustain or expand their customer base; shifting to social microfinance by transforming all loans as capital invested with their clients as business partners; and developing proposals for responsive relief and recovery measures that government and private sector players can implement in partnership with social enterprises.

More than ever, social enterprises need to be given the recognition and support as innovative partners of government in assisting the recovery of the poor who have been affected the most, and whose ranks are growing amidst COVID19 and its aftermath.

More than ever, we need a National Poverty Reduction through Social Entrepreneurship Program, as enshrined in the proposed Bill, to create decent jobs and sustainable livelihoods in strategic economic subsectors and value chains where the poor are concentrated and could be major players. More than ever, social enterprises need a package of support in the form of hybrid financing – a combination of loans and grants – to enable the creation of new and the recovery of existing social enterprises, towards effectively engaging the poor as workers, suppliers, clients, co-owners and partners in economic recovery and building back better. More than ever, social enterprises need national and local governments to provide market development support as well as to become markets of social enterprises through provisions that give preferential treatment and special allocations to them in government procurement of goods and services. Indeed, national and local governments can catalyze the creation of decent jobs and ensure sustainable livelihoods to many of our people by using their power of procurement: from their daily requirement for coffee, tea, juice and sugar; to the huge requirements for rice, vegetables, fruits, fish and meat for healthier relief packages and feeding programs in schools and communities; to their requirements for geotextile nets for erosion control in the building of roads and rehabilitation of slopes and river banks; for educational toys and chairs for schools; and for personal protective equipment for

medical and frontline personnel, just to give some examples. Given the social value that social enterprises create and contribute to society, social enterprises more than ever also need the tax breaks and incentives, as enshrined in the PRESENT Bill, to allow them to use their hard earned cash in recovery efforts and building back better.

Given that COVID19 will probably not be the only health pandemic and given the many challenges posed by severe weather disturbances and climate change on an annual basis, it is also prudent to review and strengthen the PRESENT Bill's provisions for building the capability of social enterprises and the poverty sectors they serve to undertake disaster risk reduction and management and to build their resilience to all types of disasters. This may include not only the development of appropriate social insurance and food security schemes as well as the provision of relief and recovery funds and stimulus packages in the face of these disasters and pandemics.

The Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition looks forward to working with the Legislative and Executive branches of national government to fast track the enactment of the Poverty Reduction through Social Entrepreneurship Bill. The PRESENT Coalition looks forward to working with the Executive Branch of the national government and local government units (LGUs) to immediately develop dedicated Social Enterprise Stimulus Packages and Programs to assist the sector recover and build back better.

A PRESENT Law, together with dedicated Social Enterprise Stimulus Packages and Programs, will go a long way in assisting the sector to be recognized and supported as partners of government in economic recovery in the face of COVID19. These will go a long way in enabling social enterprises as partners of the marginalized in building back better towards the acceleration of the Sustainable Development Goals of zero poverty, no hunger, reduced inequality, women's economic empowerment and building resilient and sustainable communities.

Annex 5:

Multi-stakeholder Platform on WE LIVE FOOD in AVCs Concept Note Excerpts

Multi-stakeholder Platform (MSP) on WE LIVE FOOD in Agricultural Value Chains (AVCs)

The Multi Stakeholder Platform (MSP) on WE LIVE FOOD or Women's Empowerment, Livelihoods and Food in Agricultural Value Chains shall consolidate and build on the gains of the initiative in Southeast Asia towards creating a movement to promote and enable inclusive recovery and building back fairer. It shall do this through the promotion of a set of Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains (BTP WEE in AVCs) and engaging governments to enshrine policies and measures that would enable and incentivize the practice of such benchmarks. This is geared towards optimizing the contributions of AVC stakeholders in ensuring that no one is left behind in building back better and achieving the SDGs in Asia and the Pacific. The platform directly contributes to promoting partnerships among stakeholders of agricultural value chains to contribute to the 9 SDGs relevant to pandemic recovery: no poverty; zero hunger; health and well-being; decent work and inclusive economic growth; reduced inequality specially addressing the rich-poor gap and gender equality; responsible consumption and production; climate action; peace justice and strong institutions; and partnership for the goals.

The MSP shall seek to:

- serve as a platform for learning exchange and building a community of practice around inclusive recovery and the BTP WEE in AVCs towards building back better;
- serve as cooperation platform among AVC stakeholders to synergize and project their collaborative impact in achieving inclusive recovery and practicing the BTP WEE in AVCs towards building back better and contributing to the 9 SDGs relevant to pandemic recovery;

- serve as collaborative platform among AVC stakeholders to develop and advocate changes in government policy and programs that promote inclusive recovery and enable or incentivize the practice of the BTP WEE in AVCs in ASEAN, ASEAN Member States and beyond;
- serve as collaborative platform among AVC stakeholders to develop partnerships and generate resources and support from the business sector, financial institutions, social investors, national governments and intergovernmental bodies to sustain and broaden the outreach and impact of the MSP as a means of implementation for the achievement of the 9 SDGs relevant to pandemic recovery.

Initial Plan of Action

1. Inclusive Recovery in AVCs

- 1.1. Assist social enterprises, SMEs and corporates in AVCs to evaluate the impact of COVID19 on the women and men small scale producers in their respective supply chains and provide assistance for inclusive recovery planning.
- 1.2. Promote efforts towards inclusive recovery initiatives in agricultural value chains to ensure women and men small producers are not left behind with SMEs, corporate agribusinesses, governments and multilateral agencies.
- 1.3. Co-create with the Decent Work for All in Sustainable Value Chains Platform a Social Enterprise Recovery Program and Fund that would assist social enterprises as critical stakeholders in the recovery of women and men small scale producers in agricultural value chains. Explore and build on the Made 51 Model of UNHCR as a potential starting point for a cross sectoral collaborative endeavor in pursuit of a Social Enterprise Recovery Program and Fund at the regional level, with a possible pilot at the country level in the Philippines.
- 1.4. Document and promote best practices around inclusive recovery initiatives being undertaken by social enterprises, SMEs, corporate agribusinesses and governments in agricultural value chains, consistent with WE LIVE FOOD aspirations.

2. Learning exchange and building a Community of Practice (COP)

- 2.1. Complete the piloting initiatives to test/refine the BTP WEE in AVCs Scorecards and the WEE TRAIN Package of Services with SMEs, SEs, corporate agribusinesses and multi-stakeholder AVC Interventions in ASEAN and beyond.
- 2.2. Develop relevant learning and communication materials to introduce the BTP WEE in AVCs and WE LIVE FOOD to various audiences in ASEAN and beyond.
- 2.3. Organize orientation and learning sessions on the BTP WEE in AVCs and WE LIVE FOOD in ASEAN and beyond.
- 2.4. Optimize the WE LIVE FOOD webpage as a venue for learning exchange among AVC stakeholders.
- 2.5. Co-develop with ISEA and IDEACORP the ICT infrastructure for learning exchange that is needed to effectively support WE LIVE FOOD.
- 2.6. Organize the COP on the BTP WEE in AVCs in ASEAN and beyond.

3. M&E and projection of collective impact

- 3.1. Develop a monitoring and evaluation system for measuring and reporting progress of WE LIVE FOOD initiatives using the Scorecards and the 9 SDGs related to pandemic recovery.
- 3.2. Co-create with ISEA and IDEACORP the ICT infrastructure for monitoring, evaluation and projection of collective impact of WE LIVE FOOD.

4. Engaging governments

- 4.1. Asia-Pacific Level
 - 4.1.1. Engage UNESCAP and other multilateral agencies in efforts to develop a Social Enterprise Recovery Fund and Program for social enterprises and the women and men small scale producers they serve

4.1.2. Work with relevant multilateral agencies to enable and capacitate governments to enshrine enabling policies incentivizing the practice of the BTP WEE in AVCs in Asia-Pacific.

4.2. ASEAN Level:

4.2.1. Lobby for the adoption of a set of ASEAN Guidelines for Transformational Partnerships and WEE (GTP WEE) in AVCs.

4.2.2. Develop and launch the policy paper promoting the GTP WEE in AVCs during a learning event timed with the ASEAN Summit on November 11-15, 2020.

4.2.3. Hold an ASEAN Multi-Stakeholder Conference on WE LIVE FOOD featuring the SMEs/SEs and corporate agribusinesses that piloted the use of the BTP WEE in AVCs and engagements with ASEAN and ASEAN Member States to incentivize or enable its practice

4.3. At the Country Level:

4.3.1. Engage with relevant National Government Agencies to promote inclusive recovery in AVCs in the short term and to mainstream the BTP WEE in AVCs and the GTP WEE in AVCs in the medium to long term.

4.3.2. In the Philippines: Engage with the Department of Agriculture (DA) and Department of Trade and Industry (DTI) to support inclusive recovery initiatives in AVCs in partnership with social enterprises. Introduce the BTP WEE in AVCs in a course officially offered by the Agricultural Training Institute to orient and capacitate Department of Agriculture or DA stakeholders on the BTP WEE in AVCs framework and tools. Use the BTP WEE in AVCs as a framework in collaborative programs with the DA in AVC development, with pilot initiatives in the coffee and abaca subsectors. Engage the UNDP GEF SGP7 to replicate the use of the BTP WEE in AVCs in assisting the scaling up of biodiversity-friendly enterprises in the Philippines and beyond.

4.3.3. Identify potential initiatives for engaging the Indonesian and

Vietnamese governments in promoting inclusive recovery in AVCs and in mainstreaming the BTP WEE in AVCs and the GTP WEE in AVCs.

5. Cross-sectoral collaboration and mobilizing partnerships/resources

5.1. Pursue collaboration with GROW Asia, OECD, UNESCAP and other relevant multilateral agencies, platforms and strategic organizations/initiatives to promote the BTP WEE in AVCs and WE LIVE FOOD in AVCs

5.2. Pursue resource mobilization and partnership building to sustain and broaden participation and support for WE LIVE FOOD in ASEAN and other sub-regions in Asia-Pacific (e.g. South Asia, Pacific).

Annex 6: Multi-stakeholder Platform on Decent Work for All in Sustainable Value Chains Concept Note Excerpts

Multi-stakeholder Platform (MSP) on Decent Work for All in Sustainable Value Chains (DW4AinSVCs)

Social enterprises, as vehicles for decent work have the potential of transforming the lives of many marginalized people, especially women. In Asia, women are on average 70% less likely than men to be in the labor force, with the country-to-country percentage varying anywhere from 3% to 80%. This gap persists despite economic growth, decreasing fertility rates, and increasing education. Many are in the informal economy. Surveys suggest that, relative to men, women are often perceived to have lower skills for the labor market. Further, social norms that emphasize domestic work as the primary responsibility of women constitute a significant constraint to their opportunities for employment, social activities and mobility, with the time spent on unpaid care work and domestic tasks identified as a major barrier to their economic empowerment.²⁴ At the same time, of the 750 million illiterates globally, 2/3 are women and 68% of illiterates are in Asia Pacific. To enable women to engage in decent work, gender-just skills education, including social enterprise education, is a must.

The Multi-Stakeholder Platform (MSP) on Decent Work for All in Sustainable Value Chains (DW4AinSVCs) would enable Social Enterprises (SEs) working in sustainable value chains to seek help as well as to provide help to other SEs in building their respective enterprises in the post-COVID19 scenario. A lot of emphasis has been given to building sustainable value chains with the pandemic exposing the gaps in the current value chains.

This platform would enable SEs to bridge those gaps while furthering their mission to provide decent work.

²⁴ Elaine Butler. ASPBAE Regional Scoping Paper on Policy, Governance and Financing Options for Skills for Marginalised Women, 2019

This platform seeks to:

- Showcase case studies of strong SE models that exemplify decent work and sustainable production and consumption, and gender-just education in support of social enterprises and decent work;
- Serve as a venue for sharing (real) experiences related to DW4inSVCs;
- Initiate and support research on decent work, sustainable production, and consumption (impact assessment of Fair Trade/ Social Enterprise vis-a-vis DC4AinSVCs in uplifting/transforming lives of the poor);
- Serve as an education mechanism for decent work and sustainable production and consumption that covers the 'ecosystem' of SEs and Fair Trade Community; and
- Implement the Accelerator Program that would help prepare SMEs/SEs to become full-pledged Fair Trade Enterprises (FTEs) that are practicing DW4AinSCVs;

The MSP on DW4AinSVCs has three (3) components which will function independently but synchronously:

- 1. Information Sharing, Education, and Community Building Platform.** A digital platform to facilitate information sharing, education, collaborations, and community building. This digital interface will be hosted on the web and members of this platforms will be able to login to this platform to access information, learn, view and connect with other organizations, access case studies on relevant leading innovations and creative business models and overall, build a community of like-minded individuals to broaden the impact of achieving the targeted SDGs.
- 2. Gender Just Skills Education for Decent Work.**²⁵ The DW4AinSCVs Platform will promote the integral role of gender just skills education

²⁵ From the International Non-Traditional Livelihood Network Conference, 2019.

(GJSE) for decent work and social enterprises. It will be a platform to exchange experiences and peer mentoring in GJSE – looking at the successes and hurdles in implementing this practice. NGOs and community-based organizations are mostly the ones at the forefront of GJSE. From their experiences, the principles and practices on GJSE can be scaled up by governments towards policies and programs that not only address economic productivity but are interventions that will help transform the lived realities of women.

3. The Fair Trade Accelerator. The MSP on DW4AinSVCs proposes the creation of a Fair Trade Accelerator where social enterprises demonstrating exceptional social responsibility and high community impact potential for our target SDGs will have the opportunity to take their partnership further with this program. The Fair Trade Artisan Accelerator will be an intensive accelerator program designed to give promising and engaged artisan businesses. The Fair Trade Accelerator will guide and support the enterprises on their journey of becoming Fair Trade compliant and provide the support they need to become vital players in the international marketplace for fashion and home design. The selected organizations would engage in a series of intensive business development programs over the course of a minimum 3-month period. Participating accelerator businesses automatically become part of the above digital platform which will have a team of highly motivated like-minded enterprises from around Asia.

Annex 7:

Multi-stakeholder Platform on Rural Revitalization Youth and Social Entrepreneurship Concept Note Excerpts

Multi-stakeholder Platform (MSP) on Rural Revitalization, Youth and Social Entrepreneurship (RRYSE)

The Multi-Stakeholder Platform (MSP) on Rural Revitalization, Youth and Social Entrepreneurship (RRYSE) aims to make an influence in bringing rural reconstruction practice and policy into a sustainable and resilient path. Specifically, this platform intends to:

- Serve as a platform for learning exchange on rural revitalization, youth, and social entrepreneurship (RRYSE);
- Project collective impact on the recovery of SEs engaged in RRYSE initiatives;
- Develop and advocate changes in government policy and programs that would promote RRYSE initiatives towards inclusive recovery and building back better;
- Generate support from private donors, financial institutions, national and intergovernmental bodies to broaden the impact and practice of social entrepreneurship and cross sectoral collaboration promotive of youth engagement in rural revitalization.

The platform intends to project rural revitalization (RR), especially among the youths who would hopefully take up the path of RR. It will also be a venue for sharing of knowledge and experiences among the youths. The overall goal of the platform is ultimately to engage youth to support and be of service to local rural communities and contribute to the acceleration of the Sustainable Development Goals (SDGs).

Proposed strategies and actions of the platform include:

- cultural exchange and studies on RR practices and systems such as on food production, storage, and distribution, and on ecological design thinking;
- social enterprise development at community and institutional levels; and,
- mobilization and capacity building of youth to provide a venue for sharing traditional wisdom and experiences on rural regeneration and to build a foundation for people-to-people collaboration.

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Marie Lisa Dacanay, Ph.D. is the founding President of the Institute for Social Entrepreneurship in Asia (ISEA) and is a pioneer in social entrepreneurship education and research in the region. She is a Social Innovation Thought Leader of the Year 2019 Awardee of the Schwab Foundation for Social Entrepreneurship. Dr. Dacanay has authored many books and articles on social entrepreneurship in the Philippines and Asia, among them *Social Enterprise in the Philippines: Social Enterprises with the Poor as Primary Stakeholders* (2019); *Social Enterprises and Agricultural Value Chains in Southeast Asia* (2019); *Social Enterprises and the Poor: Transforming Wealth* (2013) and *Measuring Social Enterprise: A Resource Book on Social Enterprise Performance Measurement* (2009).

Dr. Dacanay is a coach and mentor of social entrepreneurship practitioners and resource institutions and a bridging leader promoting dialogue and collaboration between the social enterprise sector with government, business, civil society and academe to achieve greater impact.

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Ria Toquero's involvement with grassroots and non-government organizations in the Philippines started more than 25 years ago as a community organizer. Since then, she has been involved in participatory research and evaluation, organizational development (OD) and management, youth formation and development, and disaster risk reduction and management (DRRM) endeavors. She holds a Bachelor of Science degree in Community Development and a Master of Arts (MA) degree in Psychology, both from the University of the Philippines.

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Zonia C. Narito has been in development and pastoral work for more than 4 decades as a researcher, women's empowerment advocate, and organizer covering the Philippines and Asia Pacific through the Asian Cultural Forum on Development. A graduate of AB History of St. Theresa's College in Quezon City and with units in Sociology from the Asian Social Institute and Women and Development from the University of the Philippines. At present she is the Managing Editor of Homenet SEA newsletter. She does consultancy work with government agencies, NGOs, workers in the informal economy and community-based and church-based organizations on gender and entrepreneurship and microfinance.

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About the Partners



The **Institute for Social Entrepreneurship in Asia (ISEA)** is a learning and action network set up in 2008 by social enterprises and social enterprise resource institutions and scholars to catalyze knowledge creation, capacity development and movement-building for social entrepreneurship in the region.

ISEA has undertaken pioneering research, education and platform building initiatives towards making social entrepreneurship a major pathway to achieve the Sustainable Development Goals (SDGs). It undertook the policy research that catalyzed the lobby for the Poverty Reduction through Social Entrepreneurship (PRESENT) Law and setting up of the PRESENT Coalition in 2012. ISEA led the action research and a multi-stakeholder platform building initiative promoting a set of Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains in Southeast Asia. In response to the COVID19 pandemic, it initiated a Social Enterprise Response and Visioning Effort (SERVE) that resulted in the launch and development of Multi-Stakeholder Platforms for Inclusive Recovery and Building Back Fairer in the Asia-Pacific region.



The **PRESENT Coalition** is an alliance of various social enterprise practitioners, advocates, NGOs and members of the academe who have joined to advance social entrepreneurship as an approach to poverty and economic development.

It was formed in 2012 as an initiative to unite what was once a fragmented sector. It now serves as a microcosm, voice, and action network of the emerging Social Enterprise sector.

Its bases of unity and action are to:

- Push for the enactment and implementation of the PRESENT Bill;
- Undertake a nationwide education campaign on SE as vehicles for poverty reduction;
- Develop standards and benchmarks for self-regulation and development of sector.



Oxfam's vision is a just world without poverty: a world in which people can influence decisions that affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally.

Oxfam sa Pilipinas has been working in the country for over 25 years. In the Philippines, our goal is to contribute to the eradication of poverty by supporting women and other vulnerable groups in saving lives and building livelihoods, enhancing their resilience to crises, shocks and stresses, and making their voices heard to hold duty-bearers accountable.



The **Asia Center**, established within the **Japan Foundation** in April 2014, is a specialized unit with the goal to connect people, expand networks, and develop cultural programs across Asia.



West Flanders Synergy Program Pilipinas is a partnership of 27 organizations (cooperatives, non-government organizations (NGOs), membership-based organizations, and higher education institutions) that promotes sustainable agriculture, entrepreneurship and climate resilience. The program is supported by the Province of West Flanders (Belgium) and its secretariat is held by 11.11.11.



Trias Southeast Asia, the regional office and branch office Trias NGO, a Belgian INGO initiated by the rural and small business movements in Belgium. Together with our partner organisations, we work to improve the lives of family farmers and small-scale entrepreneurs by supporting their membership-based organisations (MBOs). Trias also stimulates worldwide exchange and cooperation between farmers and entrepreneurs. In the Philippines, Trias is implementing the 5-year programme, “Connecting, Empowering and Transforming For a More Sustainable and Inclusive World” 2017-2021.



The **Peace and Equity Foundation** aspires to drive positive change in poor Filipino household communities by investing in social enterprises that will provide them with viable livelihood and better access to basic services. We work with partners who share this vision by developing models and best practices that will steer social enterprises to scale up.



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