

HKSEM

社企雜誌

創刊號

March 2010



社會企業家專訪

Dr. Jane Lee



社會企業家專訪

Ms. Eva Choi



社會企業家專訪

Dr. Kent Lee



社企雜誌

創刊號

www.hksem.net

創辦人
Co-founder

(In alphabetical order
依英文姓氏序)

許漢忠	Aaron Hui	aaron.hui@hksem.net
冼煒強	Walter Sin	walter.sin@hksem.net
徐廣恩	Yann Tu	yann.tu@hksem.net
嚴俊民	Raymond Yim	raymond.yim@hksem.net

編輯委員會
Committee

	Charlotte.Q Chan	charlotte.q.chan@hksem.net
鄭子聰	Cyrus Cheng	cyrus.cheng@hksem.net
徐曉君	Cheryl Chui	cheryl.chui@hksem.net
劉麗敏	Carrie Lau	carrie.lau@hksem.net
李展鵬	Patrick Lee	patrick.lee@hksem.net
戴英傑	Hench Tai	hench.tai@hksem.net
黃家俊	Barry Wong	barry.wong@hksem.net
黃展康	Edward Wong	edward.wong@hksem.net

出版 Publisher

Hong Kong Social Enterprise Incubation Centre Limited

香港社會企業策劃有限公司

香港上環永樂街121號永達商業大廈7樓B室

Suite 7B, Wing Tat Commercial Building,

121 Wing Lok Street, Sheung Wan, Hong Kong.

Tel : (852) 2152 2182

Fax : (852) 2893 5935

Email : editor@hksem.net

Contents

MARCH 2010

01



- 01 Letter from the editorial board
- 02 創辦人
- 04 編輯委員會
- 06 社會企業家專訪 Dr. Jane Lee
The Hong Kong Social Enterprise Summit
- 08 Hong Kong Social Enterprise -
Success & Failure Factors
- 10 社會企業家專訪 Ms. Eva Choi
The Role of NGOs in Social Enterprise
- 12 四界別合作推動社會企業
- 14 社會企業家專訪 Dr. Kent Lee
Social Enterprise and the Education Front
- 18 義工招募



Letter

from the editorial board



The successful launch of HKSEM (社企雜誌) on March 1st 2010 is attributed to the great effort made by a group of passionate individuals who values social enterprise. I must mention some here, especially my fellow Co-Founders Aaron, Walter, Yann and lots of unnamed heroes like Teresa, Cheryl, Cyrus, Carrie in recognition of their dedication and commitment. They come from different professions and all walks of life with a common goal of contributing something to Hong Kong social enterprise development. By doing so, we aim to make Hong Kong more harmonious and that justice will ensure in our society.

The vision of HKSEM is to advocate social enterprise development in Hong Kong by providing the public with free distributions of our "Social Enterprise Magazine" via the Internet. This current issue emphasizes the merits of experimental learning, general education, service learning, as well as the inaugurations of social enterprises. Such will require comprehensive plans, which consist of conceptualizing business schemes, obtaining seed money for formal corporate inceptions, and formulating exit strategies in conjunction with the government, nongovernmental organizations, the commercial, and academic sectors.

HKSEIC alliance partners and friends will gradually be invited to participate in HKSEM in their own distinctive ways. HKSEM is tremendously grateful for having the opportunity to conduct personal interviews with Dr. Jane Lee (Chairlady to HK SE Summit), Dr. Kent Lee (HKSEIC Academic Committee Chairman) and Ms. Eva Choi (Coordinator to Neighbourhood Advice-Action Council – NAAC) in this Inaugural Edition.

I take this opportunity to invite all those individuals who are interested in the feat of promoting social enterprise. By way of joining HKSEM as volunteers or supporters, rest assured that your efforts will not be made in vain. Last but not least, HKSEM must thank the HKU SPACE College & Business & Finance for its support. Information of the said institution is available in this issue, including exciting news regarding the arrival of Ms. Kim Alter, visiting scholar to the University of Oxford, who will be offering a speech as guest lecturer at HKU. Ms. Alter is a HKSEIC Global Partner.

For and on behalf of the HKSEM Editorial Board
Raymond C.M.YIM

Founder – Hong Kong Social Enterprise Incubation Centre (HKSEIC)
Co-Founder – Hong Kong Social Enterprise Magazine (HKSEM)



創辦人 co-founder



許漢忠 Aaron Hui

"Mr. Hui graduated from Middlesex University in Electronic Commerce. He is a consulting manager specializing in business process management of a multi-national information technology organization. Apart from this, he loves teaching and volunteering. Since 2008, he has been giving various lectures in electronic commerce for adult learners, and has been working as a volunteer/ business advisor for an international NGO whose aim is to improve conditions for primary and secondary school students.



冼煒強 Walter Sin

曾修讀多媒體設計碩士並畢業於Middlesex University。早期修讀電子工程，繼而自修攝影科學後，從事商業攝影工作。再進修產品設計及成人教育，於香港理工學院從事攝影教學工作。亦曾參與演藝、舞臺設計及電影工作，並從事視聽設計製作及致力於影視電腦化技術，於九十年代編製多媒體設計學位課程，並從事多媒體設計教學工作多年。現加入香港社企雜誌，希望能增進自己的商業知識外，更能參與社會及服務社會，認識更多不同階層的企業。





徐廣恩 Yann Tu

Yann Tu 外籍華僑，十多年前回流香港從事時裝業務，自此愛上香港這個家。除了享受多姿多采人生之餘，亦奉行社會責任，熱心公益，盡已所能回饋社會。希望透過創辦香港社企雜誌，帶給大家更多社企訊息，使更多人認識社會企業，盼望推動香港社企發展。



嚴俊民 Raymond Yim

"Mr. Raymond C.M. Yims a professional accountant, chartered marketer, and Fellow to HKU Centre for Crimonology. His postgraduate research interests in social enterprise propelled him to establish the Hong Kong Social Enterprise Incubation Centre (www.seic.hk) in 2007. HKSEIC is fully supported by the HKU Social Sciences Research Centre and the Institute of Financial Accountants.

HKSEIC became an independent NGO in 2010. It has hitherto been engaged in incubating social enterprises in both the academic and practicum levels. In terms of academics, Raymond is Advisor to HKU and CUHK General Education development, and fellow advocate for Corporate Social Responsibility (CSR). Having a successful track record in running social enterprises, such as the Postnatal Nursing Care Social Enterprise, Café Social Enterprise (THINK) and Hong Kong Social Enterprise e-Magazine, HKSEIC is currently incubating 10 more social enterprises.

Raymond received an "Outstanding Innovative Entrepreneur Award" from the PRC Government at the Peoples' Hall in Beijing, and an "Outstanding Second Career Award" from the Tung Wah Group of Hospitals and the Junior Chamber of Commerce in 2009 in recognition of his contributions to social enterprise development in Greater China. Currently, CM sits on the Board of Director of several education, charity, and business associations. He is also one of the members in the Hong Kong Social Enterprise Summit Organizing Committee, and numerous other NGOs. Raymond also works closely with scholars in the University of Oxford, who, like himself, advocates social enterprises.



編輯委員會 COMMITTEE



Charlotte.Q Chan

Charlotte Chan is now managing a business consultant group which is helping our clients to start or to develop their own business. Her occupation specializes in business planning, which includes matching business opportunities for investors, developing ideas for their businesses to make them more profitable and she also manages brand building duties. The major responsibilities of Charlotte are buying or selling businesses, franchising, and set up new businesses for clients. Charlotte is now enrolled in a MBA course and she holds a BA (Hons) Media and Cultural Studies degree, majoring in Journalism. Her mission is to help people to set and achieve goals by having their own business.



鄭子聰 Cyrus Cheng

鄭子聰 (Cheng Tsz Chung Cyrus) 於英國密德塞克斯大學取得文化及媒體研究榮譽文學士，現於非牟利團體任職福利工作員，為社區提供長者、青少年、就業及入校服務，希望能透過加入香港社企雜誌編輯委員會，希望將社會企業的訊息帶入社區，令各服務使用者有所得益。



徐曉君 Cheryl Chui

Cheryl Chui is a fresh graduate from McGill University in Canada. As her undergraduate degree, she majored in International Development Studies Honours, and minored in East Asian Studies. Currently, she works alongside Mr. Raymond Yim in hopes to promote Social Enterprise in Hong Kong. "...She is involved with several pioneer SE projects that would hopefully serve as a model for future social endeavors." Cheryl is especially keen on strengthening the role of Universities with regards to their participation in Hong Kong Social Enterprises. She hopes that social entrepreneurship could provide an alternate channel through which less privileged individuals could use as a way to improve their livelihoods.



劉麗敏 Carrie Lau

"Carrie has been engaged in trading and manufacturing for over 10 years. Having experienced the transformation of the Hong Kong economy, Carrie has developed extensive insights regarding Hong Kong's economy, especially with regards to the economic difficulties faced by vulnerable groups. Currently, she is studying International Business and Operation management, and hopes to learn more about social enterprise and build a better world.



李展鵬 Patrick Lee

Patrick graduated from Middlesex University, major Media and Cultural Studies in 2009. He is working in Public Relation specific in media communication.



戴英傑 Hench Tai

"Hench has over 15 years of experience working with IT Sales & Technical logistics. He has not been involved in activities pertaining to Social Enterprises. Nonetheless, he hopes to explore the dynamics of SE and to contribute in any way he can."



黃家俊 Barry Wong

黃家俊 (Barry Wong), 畢業於澳洲紐卡斯爾大學商學碩士學位, 現為跨國電腦公司業務推擴經理。2007年開始, 積極推動青少年事業發展, 曾為不同非牟利團體擔任義務顧問。希望透過加入香港社企雜誌編輯委員會, 鼓勵更多青少年參與社會服務, 及增加社會上不同階層對社會企業的了解。



黃展康 Edward Wong

Hiya, I am a MBA alumnus of the University of Adelaide and am currently working in the Institutional Advancement profession for an overseas university. I come to the NGO sector from the commercial marketing field with years of managerial experience. For almost 10 years recently, I develop my competence in the areas of professional fundraising and alumni/donors relationship management through working with various charities, professional organization and higher education institutes. In addition, I dedicate a significant portion of my time on volunteer coaching and being a mentor at one local institute and consequently develop my interests in CSR and Social Entrepreneurships.

社會企業家專訪 Interview

Dr. Jane Lee

The Hong Kong Social Enterprise Summit



The following excerpt consists of an interview with Dr. Jane Lee of the University of Hong Kong. Dr. Lee is the Chairlady of the Hong Kong Social Enterprise Summit (HKSE); she also holds the positions of Deputy Director of HKU SPACE, and the Head of College of Professional and Continuing Education, University of Hong Kong, and the former Chief Executive of the Hong Kong Policy Research Institute.

When asked about the general background of the HKSE Summit, Dr. Lee has this to say,

Dr. Lee "The first HKSE Summit was held in 2007, wherein around ten civil society groups collaborated with the government in hopes to foster a partnership that promotes the concept of social entrepreneurship. However, because Hong Kong was in the midst of a financial crisis at that time, it was challenging to harness support from the commercial sector. Nonetheless, a meaningful dialogue was created between the government and civil society groups that would undoubtedly benefit future social enterprise endeavors.

Indeed, Social Enterprise is a relatively new concept in Hong Kong. In its most ideal form, it creates a forum through which four main sectors-education, commerce, civil society (mainly non-governmental organizations, NGOs) and government-espouse and operationalize social enterprise projects. When asked how this collaboration can be realized, Dr. Lee replied,



"Because of the financial crisis in the past, the commercial sector has been rather indifferent to HKSE. Ever since the first inception of the Summit, though, there has been a growing interest in the said sector. The rate of which new concepts such as Corporate Social Responsibility is proliferating across businesses is unprecedented. In 2009, for example, we managed to get the support from over forty corporations. This has diversified the identity compositions of SE significantly. And not only is SE a concept contained within Hong Kong, we have participants coming from Taiwan, Singapore, and Mainland China by the second SE Summit."

While the commercial sector has clearly taken heed to the promotion of social enterprise, the education sector has yet to strengthen its position vis-à-vis HKSE. Dr. Lee envisions the potential role University students can play in this meaningful social endeavor by "raising awareness among university students to these new social concepts and paradigms, especially in today's world where there's much talk of integrated societies in globalized contexts."

The next Social Enterprise Summit will be held in November 2010. To this, Dr. Lee says,

"There has been undoubtedly a change in our global environment with regards to technological advancement and proliferation of ideas such as equality, freedom, civil participation and democracy. In turn, these have affected all levels of societies. This being said, Social Enterprise precisely enacts and endorses these values. There are tremendous benefits in developing SE. To say the least, it can bridge the gaps between four seemingly conflicting sectors. It does not need to be so."



以下是一編有關香港社會企業發展的訪問。被訪者是香港大學專業進修學院商學院院長，民間社企高峰會主席李正儀博士。對於社企運作，李博士很有研究；被問到相關社企在香港實施的潛能，她有這樣的看法：

"民間社企高峰會有建於二零零七年，是一件很有意義的事。尤其因為這行動是由民間發動起來，和政府合作的項目，因此鼓吹了新的氣象。過去兩年我們已成功舉辦了兩次社企高峰會，並得到各界支持。這兩年來社企發展迅速，但因金融海嘯的影響，當時商界為了自保，卻無法推行社企工作。現在經濟恢復，商界亦因應對社企有重新投入的動態。它們卻在海嘯中自我檢討，結果開始提到一些社企相關的理念；例如商界的社會責任，管理等。另一方面，他們亦開始明白社企並不是純粹在於扶貧。大家的觀點不可一致，但至少他們對社企工作關注得多。到了二零零九年的高峰會，可以明顯的感受到商界的支持。"

民間社企要得四大界別的參與才算是真正的社企概念；這四界包括學界，商界，民界和政府。對於怎能將這四界有效的聯繫起來，李博士亦有一些看法：

"我們現在希望能透過不同的網絡強化大學在社企的角色。在二零零九年，我們已成立了兩個學生計劃：一個是名為《學生大使計劃》，另外的名為《學生義工計劃》。學生就此計劃能得到一些培訓，意識上的交流，和體驗實踐社企必經的階段。我們希望這些計劃能夠強化更多學生對社企的認識和興趣。"

現今的香港，政治文化和風氣變得愈來愈沮喪。好像大家提到《八十後》，年輕人要面對的問題，相信也會無奈的嘆氣一聲。社企能否有效改良如此現象？李博士對於這方面亦有她獨特的意見。她說："社企是包含了改善願景的潛力。社企最終的精神就是能將官商學民連繫，令不同背景的人也認同社企的理念。尤其在過往數十年，世界談及了全球化發展。隨著科技的發展，社會不同階層的人也受影響；籍著社企，李博士希望能激發起年輕人克服八十後浮現的種種社會問題。現今社會常談及如和平、平等、自由、民主這些概念，社企本身就是穩健於這些概念上吧。"



HONG KONG SOCIAL ENTERPRISE - SUCCESS & FAILURE FACTORS

Mr. Raymond C.M. Yim

INTRODUCTION

"How do you measure the success and failure of a social enterprise? Such is always an interesting and debatable issue. Theorists often examine the following dilemma which involves a social enterprise that provide training for young ex-inmates: SE 1 earns \$100,000 in profit but 6 out of 10 employees end up back in prison. SE 2 suffers a loss of \$500,000 but all employees are thereafter crime-free. Which of the two is "successful"? It is clear that the answer depends on how one evaluates "success". In your opinion, which is more successful: to have accomplished a social mission or to have made a profit? Or both?

SOCIAL ENTERPRISE SUCCESS FACTORS

There are at least 9 factors leading to the success of social enterprise:

"1. Creativity. Creativity means having a vision. Of this, "big picture" thinkers are required in order to get things started. Successful social enterprises are usually laden with innovative new products and services. Initiators are usually extremely capable of leveraging their rights to create wealth (social innovation), and in turn, maximizing the effectiveness of a social enterprise endeavor. One of such envisioning thinkers is that of the Board Member of the Methodist Centre, who began launching numerous self-financing services a few decades earlier, by which time other NGOs are still completely dependent on government funds.

"2. Networking. Networking entails the construction of relationships. As a Founder of the Hong Kong Social Enterprise Incubation Centre, I cannot stress more incessantly the importance of having strong support from the four sectors of commercial, academics, NGOs, and the government. Many SE projects would not have been viable without such support.

3. Leadership. Having leadership in Social Enterprise

means positioning ourselves as market leaders as opposed to market followers. Being the Founding Director of TWGH New SOHO New Life Association, my rationale behind forming a pioneer Consulting Corporate Clinic Social Enterprise is to integrate various professional knowledge into Social Enterprise operations in order to strengthen our competitive edge, and in turn, be a leading player in the incubation of social enterprises.

4. Appropriate Transactions. Appropriate Transactions means doing the right deals with the right people at the right time. This is one of the greatest lessons learned from the Tom.com debacle. This being said, all potential projects submitted to HKSEIC each week thus undergo a vigorous examination process on the basis of the said attributes.

5. Planning. Planning means thinking ahead. At present, there appears to be many so-called "social enterprises" in operation. Yet, when closely examined, do not seem to fit the criteria of social enterprise. Consequently, in 2007, the Employees Retraining Board (ERB) sought cooperation opportunities with HKU and HKSEIC in hopes to define and assess the credibility and legitimacy of potential social enterprise candidates.

6. Effective Management. Effective management requires the ability to manage the dynamics of both volunteers and employees. As past Principal Consultant to Media Evangelism Limited, this point cannot be more potently emphasized. We must both attract newcomers as volunteers, and appeal to the Finance Committee and Social Services Committee in order to harness support.

7. As mentioned above, cultivating investor relations is key to ensuring social enterprise success. However, clear distinctions must be made between proceeds derived from donation, sponsorship, and business income lest interests conflict. Such is crucial to good governance and internal morale.

8. The approach adopting by HKSEIC towards successful social enterprise is "spin off strategy". This means plan and invest for the next stage of development. The idea is those successfully incubated social enterprises are expected to pay "royalty" to the HKSEIC as "Incubating Funds" to incubate more social enterprises with the ultimate goal in getting a chain of social enterprises under the umbrella of a Holding Company aiming at public listing.

9. Setting clear goal, focus and have a humble start. HKSEIC is setting up District Office in Hong Kong 18 districts and each set-up has its unique social mission and financial goal.

SOCIAL ENTERPRISE FAILURE FACTORS

There are also at least 9 factors leading to the failure of social enterprise:

1. Some NGO Board members have the mind set that see money as evil as well as strong resistance to business operations. As former NGO Head, it has occasionally been personally criticized by the Chairman as "too commercial" when assuming this role to a medium size Christian NGO. This is reality not exceptions.

2. Commercial world is a jungle and businesses compete brutally. Customers are finding the highest value at the lowest price while suppliers are trying to move stock and balance cash flow. Those who only know "caring" may end up like the writer's experience in re-engineering a sheltered workshop and end up in being terminated the contract by a Christian social worker supervisor because she thinks commercial is evil.

3. Mainstream business fail because lack of management skills and or lack of capital. Social enterprise failed is mainly because lack of marketing and financial management skills. A classical example is a reputable NGO that claims to be one of the successful social enterprises when placing a recruitment advertisement for Project Director on 2008 South China Morning Post listed out the first requirement is holding business management or social work degree. Are these 2 degrees the same - "Social" element seems can never leave the mindset of social workers in running "social enterprise. Further elaborations can refer to the writer's article published on February 2008 Hong Kong Journal www.hkjournal.org.

4. Government grants cutbacks may spur a NGO to reassess its role in the community, but creating a business, not to say social enterprise almost always create more problems than it solves.

5. Business ventures should not be an excuse for pursuing personal agendas or "pet" ideas. When assuming the role of General Secretary, some Board

members always want to open a 7-11 shop for mentally-handicapped clients at busy districts. This is political clout, emotional investment or just a joke.

6. Social workers like to talk about "empowerment" but when come to business, they place "doing good" on top of marketing. When discussing with a big NGO Director, she thinks lack of marketing skills is one of the crucial factors leading to social enterprise failure.

7. Seed money granted to NGO starting social enterprise often ends up in liquidation after one or two years. Non-sustainability is the "norm" because their first goal is not identify a demand in the market or provide the highest quality service or product at the most competitive price.

8. Discussions have been made with NGO Board members and businessman starting "organic food" social enterprise. The former is a medical practitioner intending to get better quality food while the latter's idea is to make use of the deprived group to make handsome profits. Not to say the fact that middle or even upper middle class may need quality organic produce is one thing; whether or not general public can afford to pay for organic produce is another.

9. Transforming a NGO into a social entrepreneur organization takes time, which means money. As practitioner, rounds of negotiations have been made with a NGO starting pregnant women services that are going quite well. Unfortunately upon closing, the HKSEIC requests charges for cost recovery then the deal lapsed because the NGO never think of paying for services.

CONCLUSION

During the past 2 years, HKSEIC has interviewed several social enterprises with the intention to identify the successful and failure ones. Definitely this is not a very successful experience. Without the blessing of government who appears the major funding source for seed money, the successful social enterprise owners are reluctant to share exposures. And it is quite obvious that nearly no chance to interview the failure ones.

For the way ahead, HKSEIC is working hard to "preach" the social enterprise idea to Hong Kong university students. As Chief Judge to "Hong Kong Social Enterprise Social Challenge 2009 - 2010", the semi-finalists presentations are really impressive. Besides, the encouraging feedback from holding a "Social Enterprise Forum" jointly with The Chinese University of Hong Kong - Shaw College on January this year is a strong indication that social enterprise / social entrepreneurship courses that are so popular in overseas reputable universities should start in Hong Kong soonest. Last but not least, the writer sincerely wish Social Enterprise can really provide a positive way out (both career path and caring for the society) for our university students.

社會企業家專訪 Interview

Our second interviewee is Ms. Eva Choi of the Hong Kong Neighbourhood Advice-Action Council (NAAC), a registered nongovernmental organization (NGO) operating in Hong Kong. Its main duty is to provide consulting services to those in need, especially the less privileged. NAAC welcomes individuals from all sectors and backgrounds to seek assistance. Its motto is that "wherever help is needed, that is our neighbourhood". In the following, Ms. Choi explains the role of NGOs in relation to Social Enterprises.

"Ever since 2008, the government has been encouraging NGO to initiate Social Enterprise projects. Employment does not come easy these days, what with the financial crises and economic downturns. But it is also precisely because of the financial downturn that the government has increased its support for NGOs to incept social enterprise. NGOs, by creating various social enterprises, can provide an opportunity for those in need to improve whatever skills and more importantly, the attitude needed to seek better employment. Clearly, NGOs in themselves are inadequate in running businesses. We therefore foster partnerships with businesses and corporate organizations to enhance our likelihood of success in commercial endeavors."



Ms. Eva Choi

The Role of NGOs in Social Enterprise



Ms. Choi points out that one of the obvious benefits by having an NGO run a social enterprise is the fact that NGOs are not simply concerned with reaping profits or maximizing gains. If so, this would by all means run against their own mandates. Through social enterprise, not only can participants gain real employment and thereby becoming more self-sufficient, it can help them better integrate into society."

Ms. Choi also briefly described one of the successful social enterprises - a salon named "FLY FLY Hair Salon". Having the support of several business entures, as well as the Hong Kong government, its success is a living testament to the tremendous potential and sustainability through which social enterprises are capable of. Ms. Choi, as well as Mr. Raymond Yim, are founding members of the Social Enterprise Committee. To this end, she says:

"The function of this committee is to harness the participation of potential business partners. We need professional opinions when it comes to running a business. There is an extensive network by which this Committee can reach out to, and hopefully provide the underprivileged a chance to improve their skills and in turn, their employment opportunities."

被訪者Ms. Eva Choi 是鄰舍輔導會代表。鄰舍輔導會是一間非牟利機構，為本港各階層年齡的人士和弱勢社群提供服務。服務包括安老服務，復康服務，青少年服務等。鄰舍對於社企工作亦有一定的認識，早已在十多年前從事社企。

被問到怎樣將非牟利機構與社企撮合？

“須知非牟利機構需有政府資助。二零零七年金融海嘯就業機會減少。影響最深的則是邊緣青少年，智障人士，精神病康復者等等。我們希望能透過社企計劃，培訓有需要人士重新投入社會。經過培訓，他們能學懂怎樣經營生意和有效地處理工商業務。一方面能增加就業機會，另一方面能減少社會負擔。自從金融風暴以後，政府亦積極鼓勵非牟利機構多點舉辦社企有關的工作。”

說到非牟利機構經營社企的好處，蔡女士說：

“由非牟利組織托管或從事社企可以確保我們的出發點不限於賺錢那麼單向。在經營社企的期間真的能夠幫助一些弱勢社群。”

鄰舍已有一間相當成功的社企，名《花花 Salon》。因為非牟利機構經商的經驗尚淺，開始的時候，政府亦有鼓勵我們跟商界合作。幸好又遇上了有心人。這樣便成功發展這間社企。培訓工作，除了教導有關技能之外，最重要是教懂他們面對工作應有的態度。”

蔡女士亦提到剛成立的《社企委員會》。這個委員會的意義在於它擁有可以能夠在不同網絡中找到商業伙伴的潛力。商業伙伴經常為他們提供寶貴意見，好讓他們能更有效地發展社企業務。蔡女士說，如有興趣參與社企工作，可從事義務工作或加入委員會擔任商業伙伴的角色。



四界別合作推動社會企業

2009 年底報章報導香港貧富懸殊亞洲之冠，堅尼系數0.53，同時更存在不少「十無」人士即未能受惠於任何政府紓困措施的社群。作為社企先行者，應該怎樣回應「貧窮」問題？盼望與讀者分享一直倡導的「四界別合作」即商界、學界、社福界及政府四方面推動社會企業，將政府提出的「官、商、民」合作發展到更深層次，而「香港社會企業策劃中心」(HKSEIC) 自從 2007 年一直積極推動這理念。

商界參與是一個重要成功因素，香港不是要發展「非政府機構企業」(NGO Enterprise) 而是推動可達至雙底線 (double bottom line) 的社會企業。一月份在「中小企國際聯盟」分享任何生意都可以成為社會企業，但必須持續發展 (sustainable)、賺錢及完成某種社會目標，同時更提出筆者創出的「中小企變社企、社企變中小企」理論 (SME to SE to SME)，務求促進社企發展而不是局限於家居服務、美容按摩、設計及市場推廣等狹窄範圍。為配合孵化不同社企，筆者正積極與財團磋商成立「社會企業創投基金」(Social Enterprise Venture Capital Fund) 發展社企，一方面幫助企業成長而另一方面製造就業機會，達至雙贏局面。



學界方面則不能不提已成功舉辦兩年的「民間社企高峰會」，作為籌委會成員，知悉民政事務局高度支持，另外，分別在中文大學及嶺南大學倡導社企課程及於香港大學專業進修學院協助創辦「虛擬網上社企」(Virtual Social Enterprise Club)，給予本港大學生透過不同渠道認識社企。隨此之外，筆者亦於 2008 年提出 3E Awards (Empowerment + Enhancement = Entrepreneurship) 即 3E 獎項目的是結合社工提出的充權，商界企業社會責任 (CSR Corporate Social Responsibility)，最終達至社會企業家 (Social Entrepreneur) 境界。第三方面，為了保證政府撥出的種籽基金用得其所，每個批出項目應該有一份學術報告分析成敗得失。

社福界方面，早於 2007 年已於 Hong Kong Journal 發表文章指出社企是一盤要賺錢的生意，若只注重服務最終只會成為慈善企業而絕對不是社會企業。非政府機構 (NGO) 擁有大量弱勢社群，加上政府不斷撥款提供培訓課程，它們可考慮成為企業培訓夥伙的「培訓社企」。





政府角色絕對不是派錢，而是善用資源 (Social Capital)、發揮創意 (Social Innovations)，最後達至正面的社會影響 (Social Impact)。於2009年11月「民間社企高峰會」論壇已提出政府撥款發展社企一定不能向非政府機構傾斜，絕對需要商界支持及溝通，而且應該有長遠規劃，例如在公司法及稅制方面的配合，鼓勵更多商界朋友成立社企，英國的CIC (Community Interest Company) 可作借鏡用。

現在香港處於表面經濟復甦及民間有不同怨氣，再加上大學生面對前途的挑戰，盼望透過四界別合作推動香港社企發展，做到僱主及僱員同樣受惠，因著社會各階層共同參與，對貧窮人及弱勢社群以至整個社會作適切的回應，和諧社會才有機會出現。

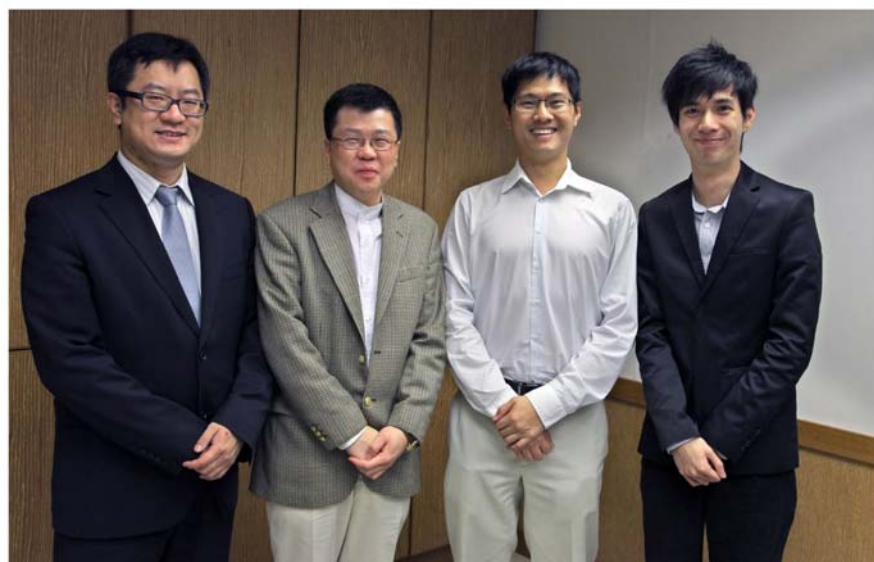
HKSEM
Hong Kong Social
Enterprise Magazine
HKSEM Hong Kong
Social Enterprise
Magazine HKSEM
Hong Kong Social
Enterprise Magazine
HKSEM Hong Kong

嚴俊民
香港社會企業策劃中心創辦人
社企雜誌創辦人

社會企業家專訪 Interview

Dr. Kent Lee

Social Enterprise and the Education Front



Pertaining to the relation between the education front and social enterprise, this issue featured an interview with Dr. Kent Lee of the Chinese University of Hong Kong. Dr. Lee is the lecturer in the said University. Together with Mr. Raymond Yim, he is to launch a summer course titled "Hong Kong Social Enterprise". The purpose of such course is to provide exposure to students interested in learning more about the undertakings of social entrepreneurship and enterprises.

"What distinguishes our course from others is that ours is open to students ranging from any faculty or discipline, whereas other similar courses are generally confined to students majoring in Social Work. We welcome students from the Arts, Sciences, Businesses alike. Moreover, through formal training and hands-on experiences, students are able to learn more about social enterprise. Keynote speakers, ones that are experienced in running social enterprises, are indispensable in the learning experience. However, we also hope that students can contribute their own knowledge and skills to whatever their internships take them," says Dr. Lee.





Experienced individuals would act as mentors in order to guide students in this new learning experience. Knowledge transfer does not simply entail the transmitting skills, but also values and morals. The described course is part of the overall programme that many universities in Hong Kong are now beginning to embrace, that being "Service Learning". Social Services, such as the ones entailed by social enterprise,

"will teach students not only of the skills needed to run a successful business. Our focus is not simply on profit-making. Rather, students can realize that running businesses can accomplish much more than generating money. Indeed, it can significantly help the underprivileged. Through this program, students will also be better equipped to face whatever adversities that await them when they graduate."

In the long-run, operating social enterprises can serve as a stepping stone towards building a harmonious and democratic society, wherein business ventures, students and various non-governmental organizations can come together and foster partnerships. In order to strengthen the stance of social enterprise, we must therefore encourage youngsters to participate in such endeavors.



至於學界方面，本刊訪問了中文大學社會學講師 Dr. Kent Lee 以下內容談及到由中文大學舉辦的一個社企課程。該課程是在香港首次實行；對於這課程，有此看法：

"這個社企課程特別之處是能夠讓學生充份地體驗社企的運作。以往中大亦有類似的課程，但集中點卻是徘徊在進修社工系的同學。今次的新課程，不論學生背景是商或理或文，都可以報讀此課程。"

該課程將包括社企簡介，由從事社企多年的前線工作者提供各種的講座。籍著這課程，希望能成為一個平台，令各界人士可以更深入了解社企的工作和背後的意義。明白到前者和後者均使學生好好的準備將來投身社會時要面對的各種困難。

"我們將這類課程稱為《服務學習》，英文是 "Service Learning"。服務社企之餘，希望同學能夠運用自己的知識貢獻出來。"

服務學習是一行非常實在的經驗。不單令學生體會到經營社企生意的運作，或許使他們明白到，從商亦不只是純粹賺錢的工具。透過社企，獲益良多。長遠來看，社企也許會有助建立公民社會。

Dr. Lee 說："除了令學生得到充實的夏天外，希望透過社企傳達正確的價值觀。"

現時香港各間大學也開始力行相關的通識教育；課程範圍因而越來越大。學生接觸到的亦相對地增加。



Postgraduate Diploma in Entrepreneurship and Business Innovations

Business Innovation is the key to success for Entrepreneurs



Sutia Kim Alter - Special Guest Speaker
(21 and 22 April 2010)

Founder and Managing Director of Virtue Ventures LLC and
the Social Entrepreneur-in-Residence, Skoll Centre for Social
Entrepreneurship, Oxford University



The Postgraduate Diploma in Entrepreneurship and Business Innovations programme emphasizes on developing potential entrepreneurs with innovative business mindset and management solutions.

The Programme

- To develop and upgrade the knowledge, skills and mentality of the adult learner in Entrepreneurship and Business Innovation.
- To develop managerial competence for entrepreneurs in Hong Kong and the region (both business and social entrepreneurship) to deliberate their ventures and improve their effectiveness, efficiency as well as social impact.
- To equip students who want to develop, to start, to acquire and subsequently to operate their own venture, whether it is a profit-oriented SME, a venture capitalistic project or a social enterprise to manage their business environment with innovative approach and mindset.

The Programme Content and Delivery

- The programme will be taught in English supplemented with Chinese. Lecture notes and teaching materials will be in English.
- Classes will be conducted mainly on weekday evenings, Saturdays and Sundays. All assessment will be in English.
- The duration of the programme is in the range of 12-18 months. Students have to complete 5 compulsory modules and 1 elective module to be awarded the Postgraduate Diploma. Students may choose to exit with the Postgraduate Certificate award upon completion of 3 core component modules.

Compulsory Modules:	Electives (Choose one of the following)
<u>Core components</u> <ul style="list-style-type: none">• Introduction to business and social entrepreneurship• New Venture Financial Management• Strategic Issues for Entrepreneur	<ul style="list-style-type: none">• Social Entrepreneurship• Corporate Social Responsibility
<u>Multi-intelligence components</u> <ul style="list-style-type: none">• Leadership & Team Building• Creativity and Innovation	

Assessment & Award

Assessment method for each module is subject to the specific learning outcomes of that module. As a non-prescriptive norm, it could be based on a combination of coursework (including assignments and/or test) and a final examination. Weightings for coursework and examination are 50% and 50% respectively but are subject to change and design of the module.

Minimum Entry Requirement

Applicants should:

- (a) hold a bachelor's degree awarded by a recognized university;

OR

- (b) hold a QF level 4 or 5 diploma awarded by a recognized institution, and have at least 5 years of work experience, including 3 years at the managerial or supervisory level;

OR

- (c) hold relevant and recognized professional qualifications, and have 3 years of work experience.

Applicants with other qualifications and credentials will be considered on individual merits.

Tuition Fee

HK\$4,050 per module; HK\$24,300 for the programme

Application & Enquiries

Dr. Paul Leung
Programme Director
paul.leung@hkuspace.hku.hk

Ms. Lydia Kan
Programme Executive
lydia.kan@hkuspace.hku.hk

Tel : 2867 8473

Fax : 2861 0278

<http://hkuspace.hku.hk/cbf/>

義

工

招

募



recruit@hksem.net

若閣下對**社會企業**有興趣，
歡迎加入我們的團隊。

