



33rd CIRIEC – Internacional Congress

New Global Dynamics in the Post-Covid Era: Challenges for the Public, Social and Cooperative Economy

The COOPVID Project

an interdisciplinary study on the impact of COVID-19 on Portuguese Social Solidarity Cooperatives.

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COOPVID

O impacto da COVID-19 nas Cooperativas de Solidariedade Social

The COOPVID Project

an interdisciplinary study on the impact of COVID-19 on Portuguese
Social Solidarity Cooperatives

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The instrument for data collection and the sample.

RESULTS – PHASE 2 – STAGE 1

Services Provider by the Cooperatives; Human resources management;
Financial resources management; Digital transformation.

CONCLUSIONS

INTRODUCTION



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- The COVID-19 pandemic generated by the SARS-Cov2 virus probably represents one of the most significant challenges of recent decades posed to organisations, including those of the Social Economy (Strzelecki *et al.*, 2020)¹.
- Over the course of 2020, as a consequence of this pandemic, more than 200 legal diplomas were published in Portugal (laws of the parliament; decree-laws of the government, dispatches and resolutions). The countless legislative outputs covered all the sectors.
- Understanding how Social Solidarity Cooperatives have reacted and adapted to this highly disruptive environment **is essential**.
- The **COOPVID Project** is an interdisciplinary study on the impact of Covid-19 on **Portuguese Social Solidarity Cooperatives**.

¹ Strzelecki, A., Azevedo, A. & Alburquerque, A. (2020): “Correlation between the Spread of COVID-19 and the Interest in Personal Protective Measures in Poland”, Health-care, 8(3), 203. <https://doi.org/10.3390/healthcare8030203>



The project main goals



The analyses of the legislative contribution to attenuate the adverse effects and solve the challenges identified in the digital transition challenges in the context of the Pandemic;



The identification of the digital transition strategies that took place at the level of work organisation to face the challenges of social distancing and teleworking;



The understanding of how the social solidarity cooperatives are positioned for the post-covid challenges;

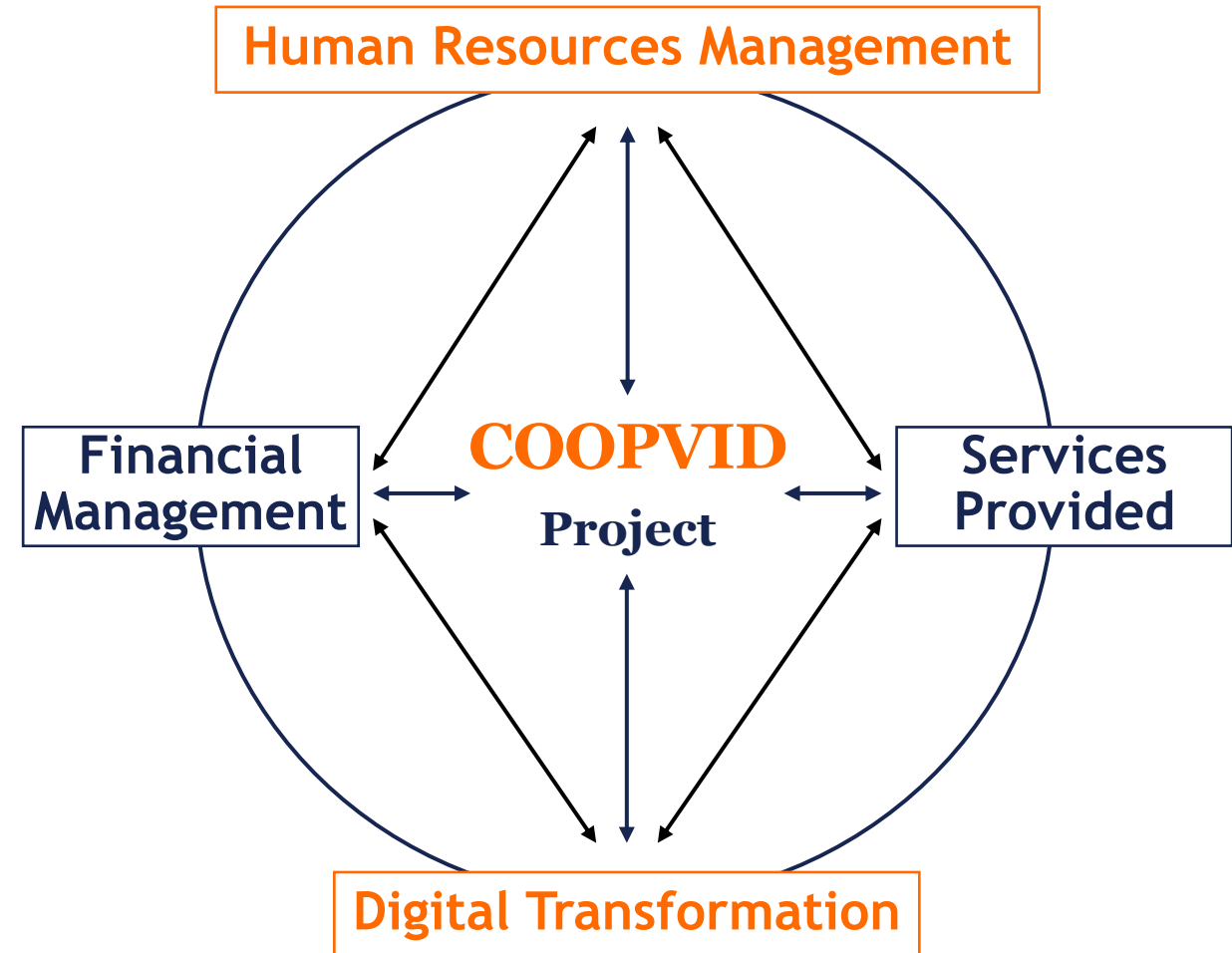


The identification of recommendations for intervention at the internal and external levels.



A multidisciplinary study, that includes 4 areas of activity:

Legal Contextualization of Social Solidarity Cooperatives and Legislation produced during the Pandemic.



METHODOLOGICAL APPROACH



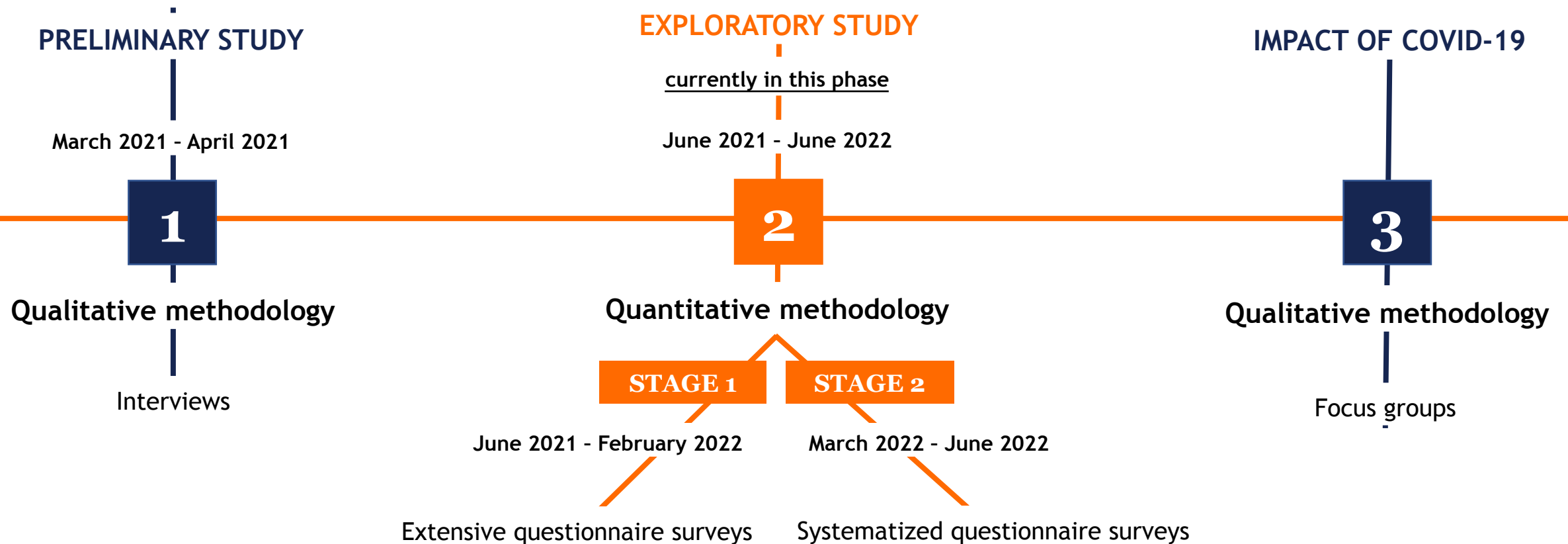
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THE 3 PHASES

Research methodology: qualitative and quantitative methodological approach.





Documentary Analysis of Published Legislation

- Survey and analysis of published legislation, namely in labor matters, governance and finances associated with COVID-19.

Identification

- A survey of all related legislation that impacts SSC¹ was carried out during the period from March 2020 to December 2020 and **216 legal diplomas** were identified.

¹ SSC - Social Solidarity Cooperatives.

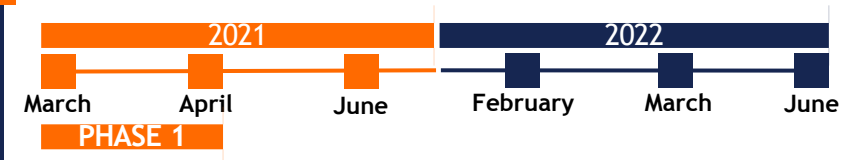
METHODOLOGICAL APPROACH

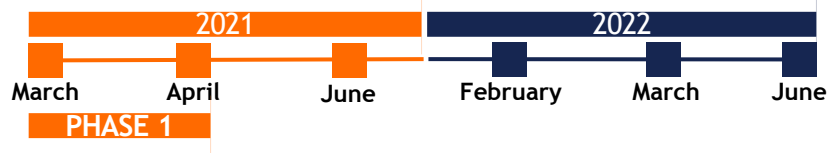
PHASE 1



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Phase One - Preliminary Study

Qualitative methodology

The instrument for data collection

- The instrument: script used in the interviews;
- The interviews were conducted in March 2021 and April 2021;
- All the interviews took place via the ZOOM platform and were recorded and transcribed.

Sample

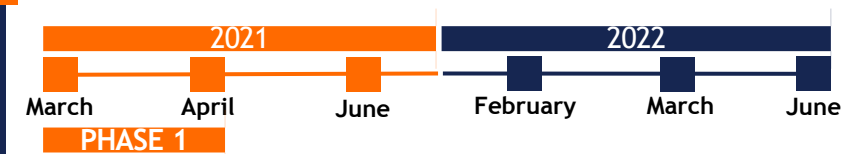
- 11 online interviews;
- Data collected in the interviews were transcribed and categorized.

RESULTS PHASE 1



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Human Resources Management

| | |
|----------------------------|---|
| Work Reorganization Issues | <ul style="list-style-type: none">■ Reorganization of teams;■ Additional staffing;■ Use of specific strategies (layoff and teleworking). |
| Staff Training | <ul style="list-style-type: none">■ Training in Occupational Health and Safety (some in the digital form). |
| Employees' Attitude | <ul style="list-style-type: none">■ Crucial for the effective functioning of cooperatives;■ Adaptability, availability and involvement of the staff. |

Services Provided by the Cooperatives

| | |
|--------------------|--|
| Felt Challenges | <ul style="list-style-type: none">■ Feeling of lack of preparation;■ Need to adapt to new requirements;■ Feeling of insecurity. |
| Strategies Adopted | <ul style="list-style-type: none">■ Distance communication (telephone, email and video call).■ Challenge: lack of technological resources and/or digital illiteracy of beneficiaries. |



Financial Resources Management

Expenditure Level Changes

- Increase in expenses (personal protection equipment and disinfection material);
- Reduction of expenses (electricity, water, other consumables, and food); Increase in investments in IT equipment.

Income Generation Changes

- Total or partial reduction through monthly user fees;
- Reduction in other sources (events, fundraising campaigns, merchandising sales); Concern about a possible change in donor behaviour in the future.

Digital Transformation

Digitalization of Processes

- Occurred after first impact and improved performance.

Use of ICT¹

- At different paces, depending on the target audiences.

Teleworking

- Legal imposition;
- Challenges with the acquisition of equipment, managing working hours and the impacts on the work/family balance.

Institutions' Communication

- Adoption of communication through videoconferencing;
- Considering the use of the hybrid model for general meetings.

¹ ICT - Information and Communication Technologies.

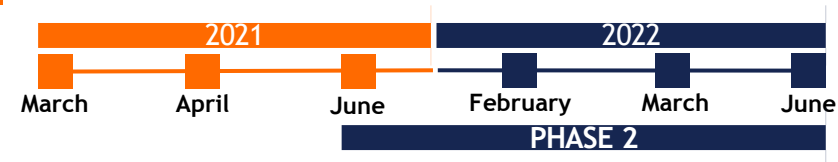
METHODOLOGICAL APPROACH

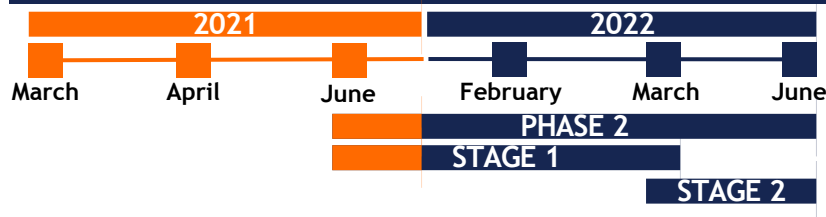
PHASE 2



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Phase Two - Exploratory Study

Quantitative methodology

STAGE 1

The instrument for data collection

- The instrument: **extensive questionnaire surveys;**
- The questionnaire surveys took place between June 2021 and February 2022.

Sample

- **24 Cooperatives.**

STAGE 2

The instrument for data collection

- The instrument: **systematized questionnaire surveys;**
- The questionnaire surveys are open between March 2022 and June 2022.

Sample

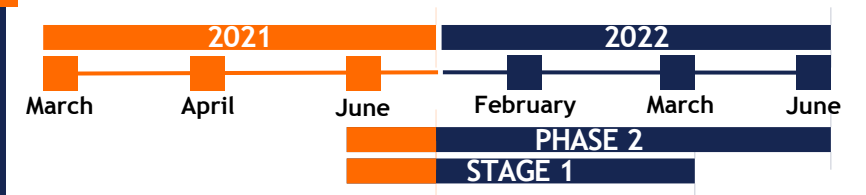
- **In progress.**

RESULTS PHASE 2 - STAGE 1



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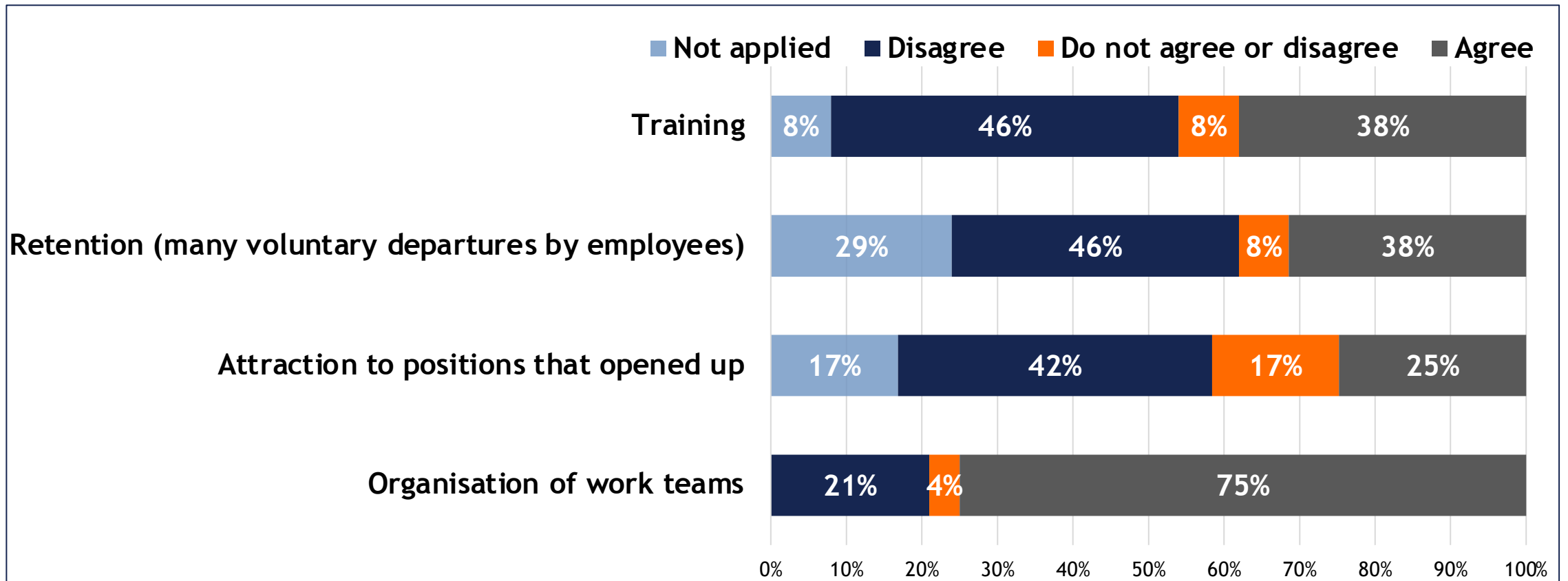
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Human Resources Management

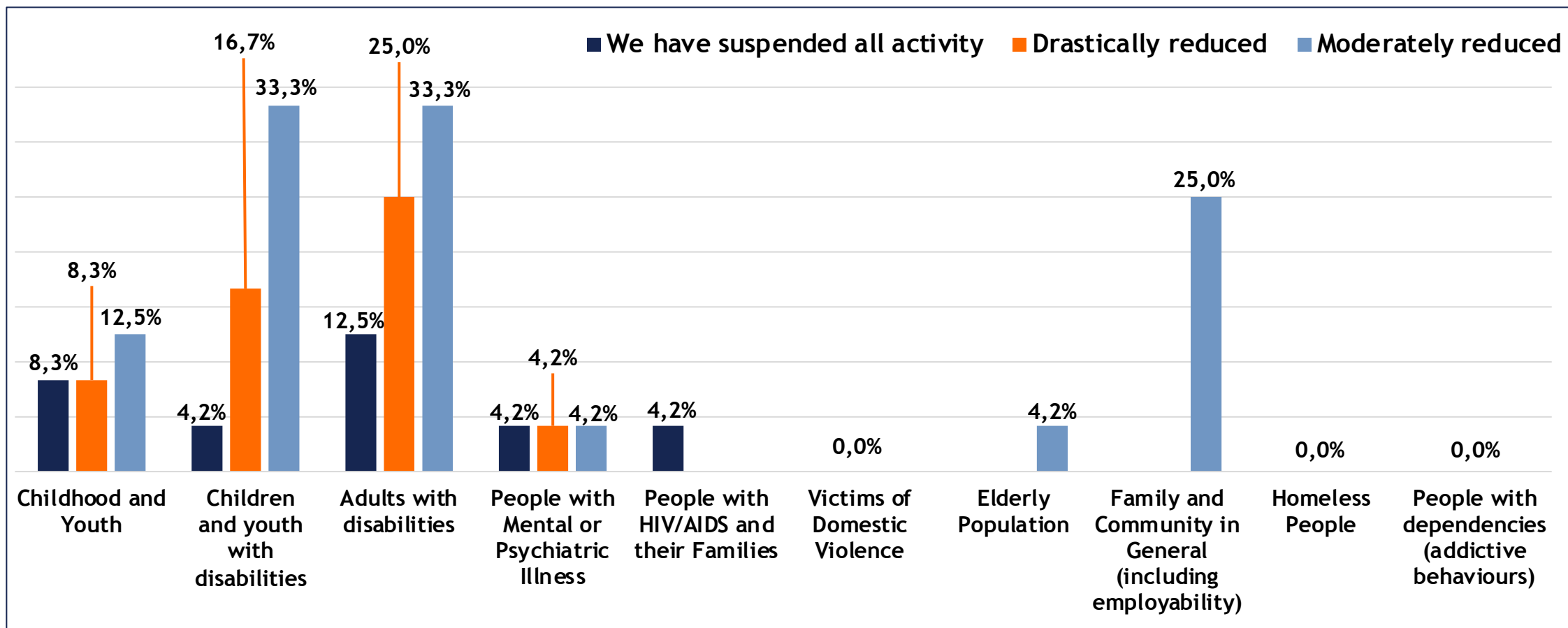
Negative impacts of the Pandemic on Human Recourses Management.





Services Provided by the Cooperatives

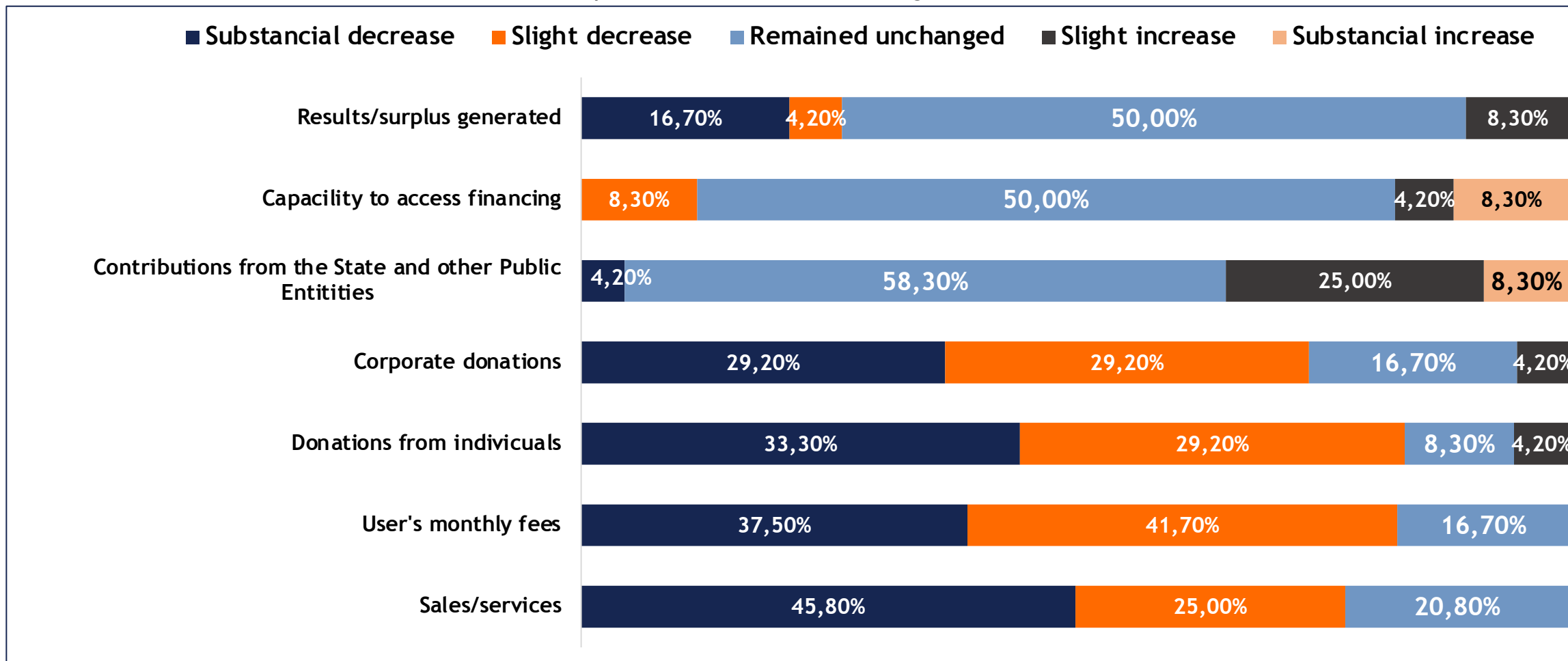
Changes in volume of activity in relation to target audiences





Financial Resources Management

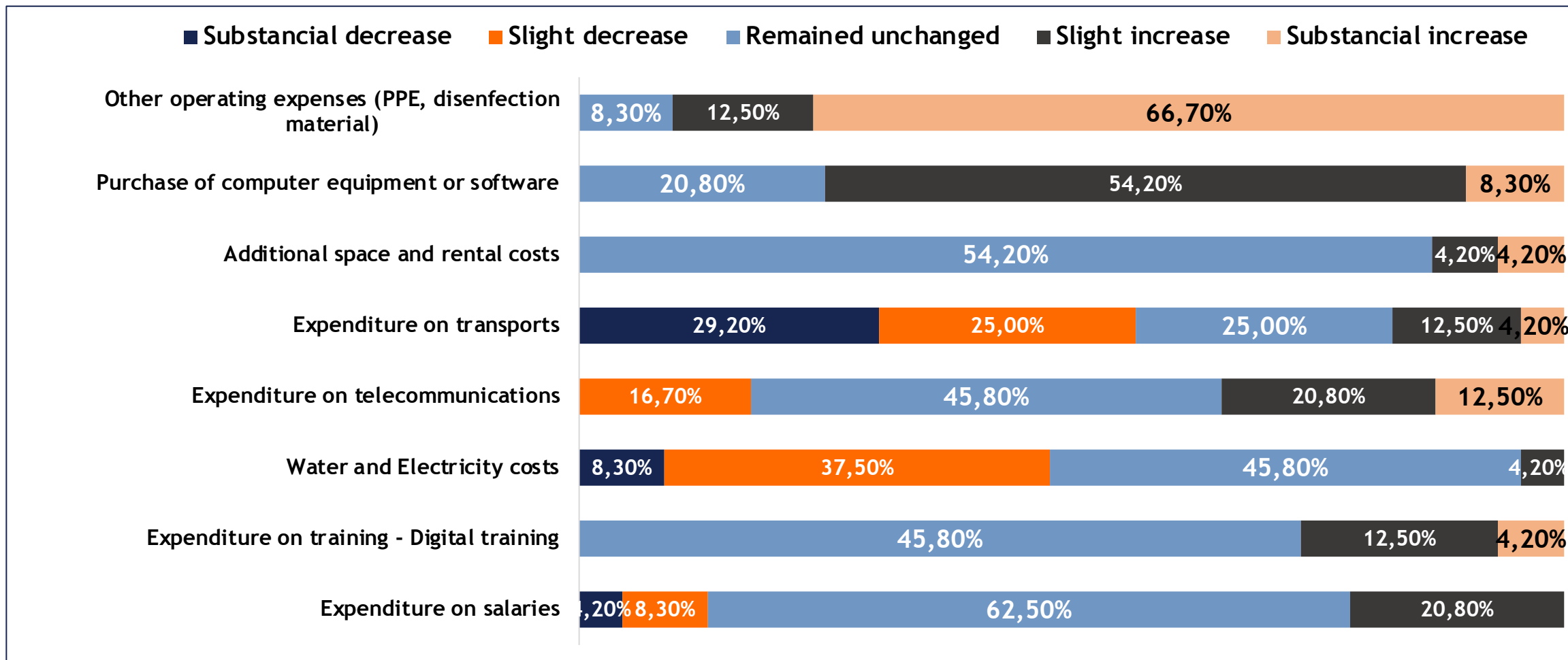
Expenses - Most relevant changes





Financial Resources Management

Income - Most relevant changes

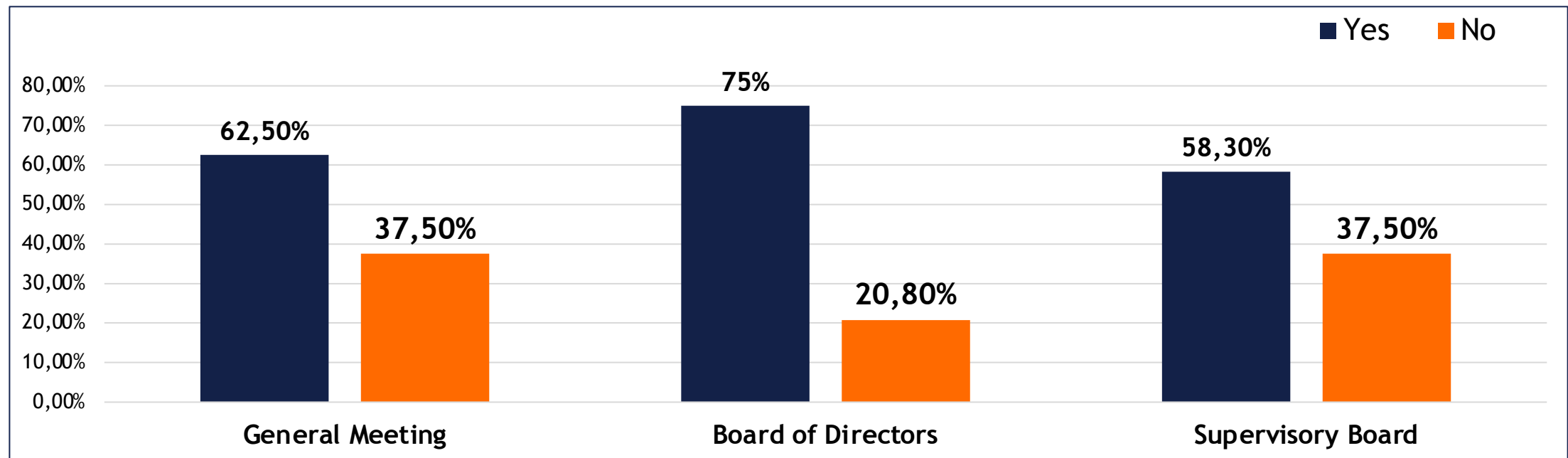




Digital Transformation

- The pandemic accelerated the adoption of digital technology also in the context of the meetings of the Cooperative Boards (General Meeting, the Board of Directors and the Supervisory Board).

Did the Cooperatives hold meetings of the governing bodies via videoconference and/or mixed arrangements (in person and at a distance)?



CONCLUSIONS



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Human Resources Management

- Human Resources had to improvise, as there was a significant disruption in the institutions' Working processes.
- Use of specific strategies (teleworking).

Services Provided by the Cooperatives

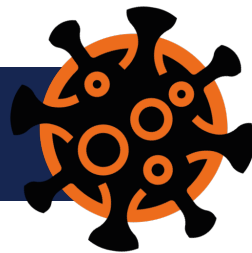
- It showed a total or partial reduction in the monthly fees of users in activities suspended during the pandemic period.
- Reduction of most services provided.

Financial Resources Management

- An increase in the expenditure during the pandemic was due to the need to buy personal protective equipment, disinfection material and technological equipment.
- Strong reductions in all practically types of income, except income from state or public subsidies.

Digital Transformation

- Rapidly incorporated ICT in several areas.
- Cooperatives found strategies to deal with the situation by using tools to communicate at a distance.
- There was a significant increase in meetings on a mixed regime and by videoconference.
- Many institutions are already considering changing the model of meetings are held for the period post-pandemic.



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THANK YOU VERY MUCH!

¡MUCHAS GRACIAS!

MERCI BEAUCOUP!

MUITO OBRIGADA!



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