SOCENT SPAs R1.A7.: Good practice seminar

Rovaniemi & Salla, Finland

23. & 24.10. 2018

Programme

23rd October 2018

Venue: Arktikum Science Centre and Museum, Pohjoisranta 4, Rovaniemi

https://www.arktikum.fi/en/home.html

Seminar hosts: Mr. Jukka Hakola, Regional Council of Lapland

Mr. Niko Niemisalo, Lapland University of Applied Sciences

Ms. Sari Nisula, Lapland University of Applied Sciences

09.00-09.15 Registration and coffee

09.15-09.20 Welcome words

Mr Reijo Tolppi, Vice rector, Lapland University of Applied Sciences, Finland

9.20-9.45 Developing Social Economy through S3

Mr. Mikel Irujo, Delegation of the Government of Navarra to the EU, Spain

09.45-10.00 SOCENT SPAs project introduction

Ms. Paula Arribas, Project Manager, General Directorate for Social Economy and Self-Employed Persons – Regional Government of Castile and León, Spain

10.00-11.00 Key note: Creating social value through public procurement

Mr. Matthew Baquierza-Jackson, independent policy advisor, Manchester & Dr. Kevin Kane, University of Salford, United Kingdom

11.00-11.15 Lead-in to panel discussion

Mr. Jukka Hakola, Regional Council of Lapland, Finland

11.15-12.15 Panel discussion: From strategies to good practice: how to implement social values in sparsely populated areas.

Panelists:

- Mr. Erkki Parkkinen, Mayor of the municipality of Salla, Finland
- Ms. Nina-Maria Möykkynen, Leader Fell-Lapland, Finland
- Mr. Thorsten Jahnke, Social Impact, Germany
- Ms. Tanja Häyrynen, Regional Council of Lapland, Finland
- Ms. Barbora Tholtova, EPIC, Slovakia
- Mr. Mikel Irujo, Delegation of the Government of Navarra to the EU, Spain

12.15-13.45 Networking lunch buffet and chance to visit the museum

Ticket pick-up free of charge at Arktikum museum's front desk

13.45-15.00 Learning café

Strategies promoting social entrepreneurship in sparsely populated areas

15.00-15.15 Coffee break

15.15-17.00 Learning café and seminar conclusion

17.00 – 18.00 Steering Group meeting (SG members only)

19.00   Joint dinner

Roka Kitchen and Wine Bar, Koskikatu 8, 96200 Rovaniemi

http://www.rokawinebar.fi/

24th October 2018

Venue: Salla Reindeer Park, Hautajärventie 111, Salla

http://www.sallareindeerpark.fi/en/

08.00 – 10.00 Bus transfer to Salla: Departure from hotel Sokos Vaakuna

10.00 – 10.15 Coffee and welcome

10.15 – 12.00 Workshop on Action Plan,

12.00 - 13.00 Lunch

13.00 – 15.00 Workshop continues

15.00 – 17.00 Coffee break and reindeer park/cooperative presentation

17.00 Return to Hotel Sokos Vaakuna, Rovaniemi

Seminar report

Rovaniemi, Finland. 23rd of October 2018

Goal of the seminar: Presenting and discussing good practices from the project regions and other parts of Europe to help facilitate their uptake and provide ideas for the Action Plan created in each region.

The seminar took place in Rovaniemi, Finland, with 40 participants from the project's partner organizations as well as key stakeholders:

- General Directorate for Social Economy and Self-Employed Persons – Regional
- Government of Castile and Leon (Lead partner – Spain)
- NGOD Cives Mundi (Spain)
- Social Impact (Germany)
- Lapland University of Applied Sciences (Finland)
- Not-for-profit organization EPIC (Slovakia)
- Ministry of Labour, Social Affairs and Family of the Slovak Republic (Slovakia)

The programme was designed by Lapland University of Applied Sciences in cooperation with the project's lead partner and Cives Mundi as well as the Lappish key stakeholder and policy maker the Regional Council of Lapland. The seminar was co-hosted by the ERDF-funded project "Arjen turvallisuuden kansainvälinen yhteistyö", which aims at securing basic services in sparsely populated areas.

Lapland UAS' vice rector Reijo Tolppi opened the meeting, followed by introductions to the seminar's topic and the SOCENT SPAs project by Mikel Irujo, Delegation of the Government of Navarra to the EU and Paula Arriba, project manager, General Directorate for Social Economy and Self-Employed Persons – Regional Government of Castile and León. The seminar was divided into two parts: the morning session was used to present good practices and gain new insights into how they were implemented in sparsely populated areas. The afternoon session was dedicated to discussing the lessons learnt and how each region could benefit from them.

In the morning session, one of the focal points was on a good practice from the Greater Manchester area, UK. The Greater Manchester area's administrative bodies have focused on the impact public procurement from local resources has on the local economy. One of the main criteria in their procurement process is social impact.

During the panel discussion, the participants highlighted different points on social values in practice, also criticism was voiced. It has pointed out that a common definition of social economy and social enterprises is missing, hence making discussion and comparison difficult. Moreover, missed opportunities to promote the use of local resources and measure impact on municipalities' procurement decisions were discussed.

Nevertheless, also positive examples were brought forward, such as the new legislation on social entrepreneurship on a national level in Slovakia and the case of Salla. Salla is a very remote municipality, with very few inhabitants and high unemployment. Salla has also been a forerunner in social enterprises as it has provided a platform for the establishment of the Salla Reindeer Park cooperation.

A common theme during the discussion was also the need for cooperation between different stakeholders, such as decision makers, entrepreneurs and locals, as is being implemented by the LEADER groups on a daily basis. This is shown also by the example form the Navarra region, which is highlighting the need for new initiatives and cooperation.

In the afternoon, participants discussed new solutions to regions' challenges in view of good practices from the four project regions (see appendix 1). **The 10 main outcomes of the afternoon session were as follows:**

1. No easy solution to the problems of sparsely populated areas, otherwise the same problem would not be present all over Europe;
2. Public procurement can be used in all regions to boost social economy and social entrepreneurship, as seen in the Greater Manchester example;
3. Create good balance between qualitative and quantitative indicators for social impact measurement, as in the best practice from Spain "ROIPE";
4. Social Economy platform membership could be adopted also in other regions, as shown by the good practice from Lapland;
5. Establish social innovation/enterprise incubator, as shown by the example of Brandenburg;
6. Possibilities/sources for social investments need to be better communicated;
7. Tight cooperation with key target groups needed, to provide solutions that fit them best, as observed by the Finnish example of the 'maakuntauudistus' (municipality reform) team, which is travelling through all of Lapland to chat with inhabitants about the upcoming reform, as "when it's social business you have to socialize";
8. Engage multidisciplinary teams in the development of social economy and social enterprises, to include the human, legal as well as the technological viewpoint;
9. Attract more financing for social impact measurements and convince the community of the importance that rural areas are more than just problems;
10. Important to see that there a lot of people who deal with the same issues in Europe, so time to scale up the initiatives and confront politicians with these ideas to bring these issues even more on the political agendas.

Workshop report

Salla, Finland. 24th October 2018

The goal of the workshop held at Salla Reindeer Park was to provide participants a space to reflect on their Action Plan progress so far and give them the opportunity to plan how to continue their work, also taking into account the good practices from the previous day. Working in national as well as mixed groups helped participants to reflect on their joint needs and challenges, as well as receiving input from outside of their region, how to potentially optimize their Action Plan draft.

During the workshop, the teams answered the following questions in regards to their region's Action Plan:

1. Where have we been?
2. Where are we now?
3. Where are we going? (answered individually per region)
4. Where do we want to go?
5. How do we get there?
6. How do we know we have reached our goals?

Below please find, how the regions have answered the questions (detailed answers in appendix 2).

Where have we been?	Where are we now?	Where do we want to go?	How do we get there?	How do we know we have reached our goal?
Exchange of information	Key areas identified	Create favourable environment for SE	Create APs for SPAs	Measuring/moni-toring
Learning from experience	Benchmark		Engage stakeholders	Threshold vs. progress
Engagement of stakeholders	Financial tools access	Measurable indicators	Communicate to policy makers	Awareness & capacity building

Research of SE environment Internal coordination and collaboration Extending the scope of the project Need for strategies to face demographic change SI/SE as promising solution: • Studies • Documents • Exchanges • Talks • Workshops Players: • Administration • Local authorities	Analysis of every region Workshops Interregional cooperation Good practices are appearing Priority actions identifies	• Quantitative • Qualitative (social impact) Promote social entrepreneurships in SPAs Regional network creation Social franchises Best practice sharing Promote advantages in rural areas: living, starting a social enterprise Supply chains Creation of maintenance of basic service Assessment support, financial support: • Social innovation • Social entrepreneurship • Raising awareness for local products	Promote the SE objectives and measures in SE Works Talks Awareness Communication Public procurement Coops Supporting regional network of SOCENTs Think about how to incentivize SOCENT to use programmes Education, training Simplify SOCENT processes Expert consulting KPIs defined Social impact measurement Network access to expert finance	Demographic numbers Success stories Employment SOCENT SPAs label Kids Happy people in town Indicators Monitoring. Internal, external

6

Appendix 1: Good practice fact sheets

Castille y Leon, Spain

STRATEGIES PROMOTING SOCIAL ENTREPRENEURSHIP IN SPARSELY POPULATED AREAS

ROIpe. Return Of Investment for Entrepreneurship Policies

App that allows Public Administrations evaluating the impact of their policies regarding entrepreneurs and entrepreneurship as well as the impact that all these programs have towards their beneficiaries and the society

Strategy background

ROIpe is a tool developed by Deusto Business School and Ibermática and funded by Cotec. This is an online application that allows Public Administrations evaluating the impact of their policies regarding entrepreneurs and entrepreneurship as well as the impact that all these programs have towards their beneficiaries and the society. This online app is currently used by three public administrations in Spain, i.e. Burgos, Logroño and Canarias.

The ROIpe result is a ratio that shows how each euro spent on actions to support entrepreneurs' returns to the public purse in the form of taxes, social contributions and non-compulsory income in a given period.

Practical implication for the business sector i.e. concrete case how it affects/might affect a business

Why it is important to measure Social Impact and what advantages it can offer to entrepreneurs:

- Allows to present tangible results and impact indicators.

- Allows monitoring the progress of the expected impact.

- Facilitates access to finance. Funders, whether they are social investors or donors, want to channel their money to the enterprise, program or project that has the best balance between social and economic return.

- Allows governments and public administrations to demonstrate that they have channelled public money to projects that have a clear social return.

- Allows social entrepreneurs to demonstrate all the benefits of their entrepreneurship, either to society (using the media) or to their financiers and other actors who have contributed directly or indirectly to its success.

- Allows meeting the principles of responsibility and transparency as well as addressing the citizens' concern for the proper use of public money and the need for rationality in the management of budget allocations.

GOOD PRACTICES IN SOCIAL ECONOMY AND ENTREPRISES IN GEMER REGION
Case: Municipality of Gemer

Strategic background:

In 2016, the Slovak Government adopted action plans for the support of least-developed districts in Slovakia – the districts with highest unemployment rates. The strategy also covers the three districts composing the Gemer region (Revúca, Rožňava, Rimavská Sobota). The action plans stipulate plans for various areas – development of regional infrastructure, economy, education and training centres, and include objectives for development of **social economy**.

Starting point in social economy in Gemer region (Action plans 2016):

- The potential of social economy is not fulfilled
- Social element in public procurement is not applied
- Other measures to support the long-term unemployed other disadvantaged groups in the labour market are absent

Social enterprises in Gemer will be primarily aiming to employ the members of marginalised Roma communities.

The APs envisage the establishing of at least 21 social enterprises in the region by 2020, but there is only limited progress thus far.

District	No. of enterprises envisaged in AP	Progress report (10-2017)
Revúca	6	City Enterprise of Jelšava – initiation not in line with the action plan Municipality of Muránska Dlhá Lúka – progress on budget issues Mun. of Gemer – pasta production - ad hoc zaslanie ziadosti o pomoc
Rimavská Sobota	7	No progress
Rožňava	8	Municipal enterprise in Rejdová – 1 business in progress, others no progress

Smart Specialisation Platform for Industrial Modernisation - Thematic Partnership on Social Economy

Background

Since 2010, European Commission has asked European regions to create smart specialisation strategies (S3) that are based on regions' existing strengths and areas of expertise. The aim is to enhance cooperation of the regional actors and to make the allocation of EU and regional funds more focused and effective. "Lapland's Arctic Specialisation Programme" was drawn up in 2013 and updated in 2018. Sustainable development and social sustainability are one of the crosscutting elements in Lapland's smart specialisation.

Thematic partnerships under Smart Specialisation Platform are established by bringing together regions with matching S3 priorities. Lapland is taking part in six thematic platforms. In 2018, with the lead of Navarra region, six European regions established a partnership in social economy. The aim of the partnership is to encourage cooperation between partner regions and their local stakeholders (i.a. businesses, clusters, civil sector organisations and research institutes) to contribute to the transition towards new social economy business models.

How can Lapland benefit?

The European Commission supports the thematic partnerships (16 different themes under industrial modernisation) with advice and support services. The thematic platform for social economy also gives the local and regional stakeholders in Lapland a chance to network and cooperate with partner regions.

For Lapland, the participation in this thematic platform helps to develop framework for activities.

With the help of experts approved by the commission, partner regions and local stakeholders work together, to develop new business models and joint investment projects. By sharing expertise and best practises, the partner regions are co-creating new interregional business plans and funding mixes.

Thematic platforms can bring the voice of local stakeholders to be heard on EU-level and have their views factored in to EU policies. The platform also improves the regions' opportunities for direct EU funding such as Horison2020, Eramus+, Cosme and Interreg Europe.

More info: http://s3platform.jrc.ec.europa.eu/social-economy

Fact sheet Brandenburg

**New uses for old busses: KombiBus**

History & Rationale

In 2011, the Uckermarck region in Brandenburg Germany (see graph) faced the following challenges: Decline in population, drop in school bus traffic and local shopping options, cost pressures on local public transport, etc. As a consequence, the regional government supported the roll-out of a pilot project in the Uckermarck region in Brandenburg, Germany (see graph).

The Project: The *Kombibus*

Since 2012 a bus company brings people and goods to their destination and puts rural supplies in the fast lane. The public busses of the Uckermärkische Verkehrsgesellschaft (regional public transport company) not only carry passengers. They also transport packages and frozen food. As so-called combination busses, they serve all of the bus stops in the local public transport network. They deliver goods to shops, restaurants, hotels and companies several times a day, and return bicycles to the shops where they were rented.

The KombiBus is useful for the sparsely populated region: Companies are spared long journeys and high costs for purchasing and shipping goods. And local residents can rest assured that the shelves of the shops will always be full. Figure 1 gives an overview of the success factors of the project.

Figure 1: Success factors of the KombiBus
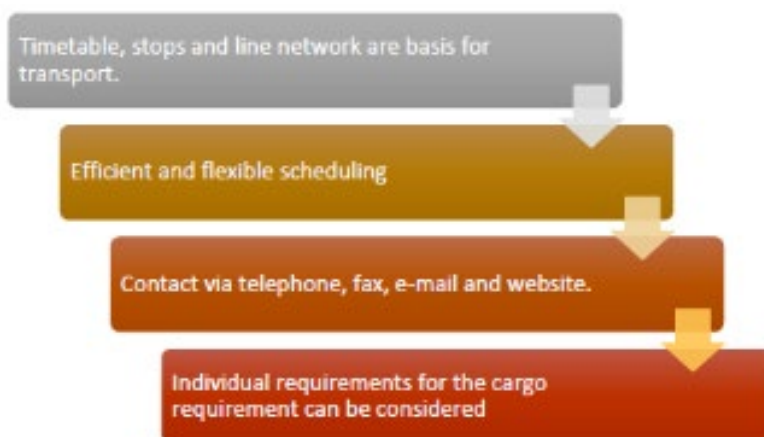
Political support for the project and spread to other regions

Since 2016 all transport companies in Brandenburg have the opportunity to receive a grant of EUR 70,000 for the introduction of the KombiBus approach to existing lines in their service area.
Support is provided for:

- Planning services for development and development of the KombiBus concept.
- Expenses for the practical implementation and concrete measures related to the KombiBus principle.

Appendix 2: Action Plan Workshop summary per country

Where have we been?

Spain	Slovakia	Finland	Germany
Lack of legal form for social companies Lack of infrastructure Exchanges Talks Workshops Players: administration, local authorities Strategies to face demographic change -> SE as promising solution studies	Lack of financial infrastructure Lack of: Entrepreneurial skills Entrepreneurial education Legal framework SOCENT ecosystem grant dependence: sustainable bigger	Stakeholder meetings Meetings with regional administration Creation of Lapland model	Negative demographic trend SOCENT rural improvement potential: unemployment, poverty, hard access to services Strategies to face demographic change -> SE as promising solution studies

Where are we now?

Spain	Slovakia	Finland	Germany
Created a draft of AP - Objectives - 6 priority action lines and measures Regional government involved in the AP Events Work on awareness	New legal framework on social economy: translate the legal changes into the AP objectives New Law on SE New action plans for structurally weak regions Financial instruments (in progress)	Public procurement in Lapland Lack of awareness New legislation on SE New action plan for less developed regions Financial instruments	CSR (corporate social responsibility?) Established discussion Competitions Media Established discussions Competition Media discourses

Where are we going?

Spain	Slovakia	Finland	Germany
Regional development with SE/SI Solve demographic change Regional development with SI/SE Solve demographic change	Regional development Social franchise Demographic changes Social bonds Regional development with SI/SE Social franchises Fight against demographic change Social bonds	Increase no. SE Intrapreneurship Maintain "good life" in rural areas Increase the number of SE Intrapreneurship Maintain the conditions for a "good life" in rural areas	Ecosystem for SE Establish start-ups • Intrapreneurship • Cooperation • Transfer, adaptation Ecosystem for SE Establish start-ups (intrapreneurship, cooperatives, transfer, adaption)

How do we get there?

Spain	Slovakia	Finland	Germany
Policy talks Events Talks Interaction/ Communication Networking	Update the new law interactions?	Best / good practices talks	Talk at conferences regarding SI/SE Bring it on the public agenda Workshops

How do we know we have reached our goals?

Spain	Slovakia	Finland	Germany
Demographic numbers (?)	Demographic numbers SE established	Decrease the number of long term unemployed / disabilities	Innovation fund Number of qualified trainers coaches

Thing and ideas to consider in the Action Plan development

Spain	Slovakia	Germany	Finland
Awareness people	Restart of SOC-ENT	Social business consulting service	Regional level coordination of multiple activities
Tomorrow is late	Financial Literacy		
Have a more realistic action plan, Action plan too ambitious)	SOC-ENT agenda setting after municipal elections	Curriculum	Awareness political/public
Measure our actions	Wake up region (Gemer)	Train the trainer	pilots, success stories
Bask services	Develop region Gemer • SE up • SPAS down	Competition	
Stop ostracizing rural areas		Regional supply chain managers	
I love rural	Sustainable impact projects	Public procurement project	
Budget the action as far as possible	Inclusive action plan	Policy papers	
Culture to promote social economy	Municipal enterprises	Centre of competence of social enterprises	
Training	Regional development	Innovation fund	
Use of local products	Human capital		
Promote interrelations between actors	Cooperate		
Continue thinking and planning but acting	Networking		
Make bureaucracy easier	Self-sufficient region • Supply chain • Public procurement		
Indicators	Readiness to solve social issues		
Green entrepreneurs			
Give visibility to real actors and impulse			

Connect urban- rural Capacity building Specific indicators definition Change the view of rural areas and rural people Cooperatives real support Facilities to promote people want to move to rural areas Join regions to pressure national government Internet for all Focus on maintaining local population and attracting new ones Energy transition will help Governance transparency local-regional indicators			