

# SUPPORTING RURAL CHANGEMAKERS

## ACTION PLAN TO PROMOTE SOCIAL ENTREPRENEURSHIP IN THE REGION OF BRANDENBURG



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## LIST OF ABBREVIATIONS

BB	Brandenburg
ERDF	European Regional Development Fund
ESF	European Social Fund
HNE	Hochschule für Nachhaltige Entwicklung
IHK	Chamber of commerce
IRS	Leibniz Institute for Society and Space
KNB	Kompetenzstelle für Nachhaltige Beschaffung
MASGF	Ministry of Labor, Social Affairs, Health, Women and Family of the State of Brandenburg
MdJEV	Ministry of Justice and for Europe and Consumer Protection of the State of Brandenburg
MIK	Ministry for Interior and Municipal Affairs of the State of Brandenburg
MLUL	Ministry of Rural Development, Environment and Agriculture of the State of Brandenburg
MOOC	Massive Open Online Course
MWE	Ministry of Economic Affairs and Energy of the State of Brandenburg
NGO	Non-governmental organisation
OP	Operational Programme of the country Brandenburg for the European Social Fund (ESF) in the funding period 2014-2020
SE	Social Enterprise
SEND	Social Entrepreneurship Netzwerk Deutschland
SOCENT	Social entrepreneurship
SPA	Sparsely populated area
TTT	Train-the-Trainer
WFBB	Economic Development Agency Brandenburg
WISE	Work integration social enterprise

# LETTER OF ENDORSEMENT



LAND BRANDENBURG

The aim of the INTERREG EUROPE project „SOCENT SPAs“ is to improve the effectiveness of regional policies in actively supporting the visibility, incubation and acceleration of social entrepreneurs in sparsely populated areas (SPAs) as a driver to regional competitiveness and inclusive growth.

Brandenburg (nearly in total) is a sparsely populated region, which has experienced significant demographic upheavals throughout the last 30 years causing various challenges in terms of social infrastructure, the supply of basic goods and services as well as labour market inclusion for disadvantaged groups in society. To address these issues, committed and innovative actors, stewards of change - or social entrepreneurs - with novel ideas and entrepreneurial spirit, are needed to develop viable solutions for the development and future of their communities and regions.

However, the conditions for entrepreneurs, especially social entrepreneurs, and also social start-ups in rural areas are difficult both in terms of infrastructural aspects and the demand-side of markets. As the project showed in particular, these actors need improved access to markets and public procurement opportunities to render their businesses robust and successful. Similarly, social entrepreneurs frequently lack sufficient support to answer pressing questions concerning the idiosyncrasies of their social enterprise's development.

These insights from the SOCENT SPAs project fit properly with the current Operational Programme for the European Social Fund in Brandenburg (OP) and as the project demonstrated the increasing role of social innovation and social entrepreneurship in rural areas, we consider to include these issues in the upcoming funding period for the next OP as well (so far we can assess it from now).

The OP, first and foremost the priority axis E „Social Innovation“, aims at addressing the issue of social innovation. The measures implemented under this axis support the labour market participation of individuals (active inclusion) as well as the ability of (in particular) enterprises to react to and embrace change. The connection with the challenges of rural areas in Brandenburg is obvious. The SOCENT SPAs project is, furthermore, directly associated with the support of so-called Work Integration Social Enterprises (WISE's), promoted under the priority axis A „Promoting sustainable and quality employment and supporting labour mobility“. As such, the implementation of the Action Plan will help us to improve our practices in these fields.

Therefore, we are looking forward to the second phase of the SOCENT SPAs project and the forthcoming implementation of the Action Plan.

A stylized, handwritten signature in blue ink.

Dr. Volker Offermann  
Head of Unit  
Women and Labour Market,  
Labour market and business start-up support

A handwritten signature in blue ink, appearing to read 'Ralf Reuter'.

Ralf Reuter  
Head of Unit  
Managing Authority  
European Social Fund Brandenburg

# FOREWORD

The Action Plan is designed to initiate and implement the following measures:

1. Strengthening the capacities of business consultants to provide bespoke services to social entrepreneurs through a train-the-trainer programme.
2. Pilot Action: Creating a “Train-the-Trainer” online learning programme for social enterprise consulting.
3. Improving the integration of social criteria in the processes of public procurement for public administration.
4. Mapping Social Enterprises in Brandenburg (BB) to better understand, communicate and address their potential, needs, and challenges.

The activities and recommendations included in the Action Plan are based on discussions during the thematic workshops within the framework of the SOCENT SPAs project, good practices in the partner regions, as well as on the results of the initial baseline analysis of the ecosystem for social entrepreneurs in the region of Brandenburg (2017).

In the course of the project, multiple stakeholder meetings in BB were implemented involving public stakeholders such as MASGF, MWE, MLUL, MdJEV, WFBB as well as social entrepreneurs (CUBE. Your take on Europe, Neuland 21, Regionalwert AG Berlin-Brandenburg, MUG e.V.), related INTERREG Europe projects (iEER, STOB Regions, SPEED UP) and research institutions (IRS).

During the Action Plan elaboration phase, four thematic workshops/seminars were organized to better understand the status quo and needs of SPAs and SEs in the four project regions. Good practices from the four regions (and beyond) were shared and evaluated during the Seminar on Selected Good Practices in Lapland and showcased in the SOCENT SPAs Good Practice Guide (2019).

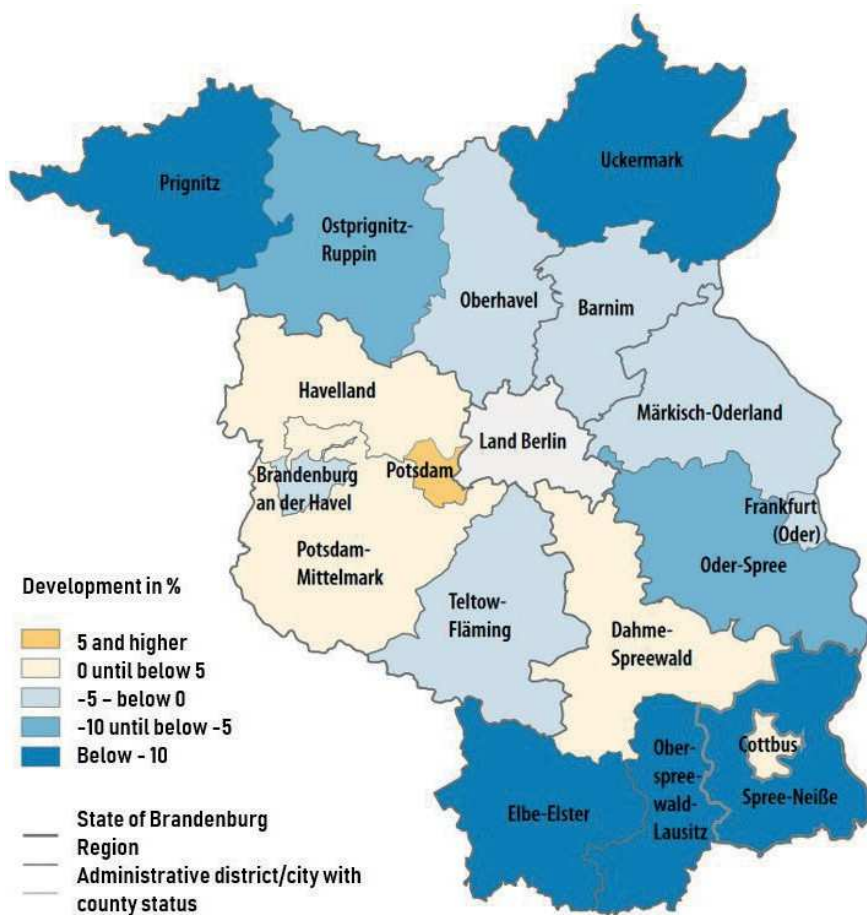
Despite more positive recent demographic trends, Brandenburg still faces significant challenges in supporting rural and sparsely populated areas.

Brandenburg is one of the sixteen federated states (Bundesländer) of Germany. It lies in the northeast of the country covering an area of 29,478 square kilometers and has ca. 2.5 million inhabitants. Averaging at a population density of 84 inhabitants per square kilometres, Brandenburg’s population density is much lower than the German average (230 inhabitants per square kilometres), rendering it the penultimate federal state on that list. Today the state ranks among the regions suffering most from structural upheavals in the labour market and adverse demographic developments such as an ageing population, particularly in the rural and sparsely populated areas that are further away from the metropolitan territory surrounding Berlin and Potsdam.

The reasons for the demographic developments in Brandenburg are manifold, but can be boiled down to a decreasing fertility rate, a drop in the mortality rate, the retirement of the baby boomer generation and partially lacking economic and labour market perspectives, particularly in the rural areas. With many of these aspects being common issues in industrialised countries, the (adverse) repercussions on demographics are more pronounced in rural, peripheral areas.

While BB experienced a small increase in inhabitants in the last years<sup>1</sup>, the latest forecast, projects the population in the state of Brandenburg to decline by 1,7 percent (just under 44,000 people) by 2030 compared to 2016<sup>2</sup>. While on the surface this does not imply dire developments, beneath this number is hidden an unequal development within BB. While areas in and around the metropolitan areas are growing, the most peripheral counties<sup>3</sup> might be facing a decline of more than 10 percent towards 2030<sup>4</sup> (see Figure 1).





Social entrepreneurship has proven to serve as a source of innovative approaches for resolving societal challenges both in urban and rural settings.

Social entrepreneurs provide useful, and potentially disruptive, tools to enhance inclusive socio-economic development and promote employment and competitiveness through the mobilisation of civil society actors and the wider population within communities (see box 1). The capacity of social enterprises to directly benefit local development and correct major socio-economic imbalances while benefiting local communities has been demonstrated in Brandenburg and beyond (see Box 2), and it remains a crucial asset to hamper depopulation tendencies in SPAs.

Figure 1: Demographic development in the state of Brandenburg 2030 vs. 2016 in administrative districts and cities with county status (average estimate)

<sup>1</sup> Kleine Brandenburg-statistik (2018): Amt für Statistik Berlin-Brandenburg

<sup>2</sup> <https://www.demografie-portal.de/SharedDocs/Aktuelles/DE/2018/181129-Brandenburg-Bevoelkerungsvorausberechnung-bis-2030-erschiene.html>

<sup>3</sup> E.g. Prignitz, Uckermark, Elbe-Elster

<sup>4</sup> Bevölkerungsvorausberechnung für das Land Brandenburg 2017 bis 2030 (2018), Amt für Statistik Berlin-Brandenburg

### Box 1: Definition of Social Entrepreneurship

This Action Plan follows and applies the definition of the European Union.

*Thus, a “social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.”*

To foster the development and longevity of such social enterprises, it is usually those instruments provided to and tailored for start-up and growth processes of regular, profit-oriented businesses, which are open to SEs too. Like other companies, social enterprises have consulting, coaching and financing needs. However, they also have specific features which distinguish them from ordinary commercial companies and which must be taken into account when designing conducive policy measures.

### Box 2: Examples of successful social enterprises in Brandenburg

The non-profit association **Halle 36 e.V.** was founded in autumn 2016 in the city of Werder. The project's goal is to realize educational offers in the field of art, culture and environmental protection. Thus, Halle 36 runs various workshops (wood, bicycle, etc.), offers film screenings and other community actions, which are also open to fellow citizens from the city of Werder.

**Lobetaler Bio's** mission is the pursuit of a so-called “Social Milk Economy”. Therein, Lobetaler Bio, an organic dairy product manufacturer and innovator, reconciles two main concerns in its social business model: First, the employment and support of handicapped people and second, the development and placement of new ecologically sustainable products in the competitive organic food market.

However, such a bespoke support for social entrepreneurs is very limited in BB. Although stakeholders start recognising the need for social innovation in rural areas, social enterprises face barriers impeding them to implement satisfying solutions to social challenges.

The Action plan aims to address such barriers through the implementation of targeted actions to contribute to the long-term socio-economic development of Brandenburg and its communities.

## PART I: GENERAL INFORMATION

SOCENT SPAs Project (PGI02356)	
Partner organisation	Social Impact
Country	Germany
NUTS2 region	Brandenburg
Contact person	Florian Birk
Email address	birk@socialimpact.eu
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### About the Project

The project SOCENT SPAs (**S**ocial **E**ntrepreneurship in **S**parsely **P**opulated **A**reas) aims at fostering interregional cooperation among six public/private entities from Finland, Germany, Slovakia and Spain.

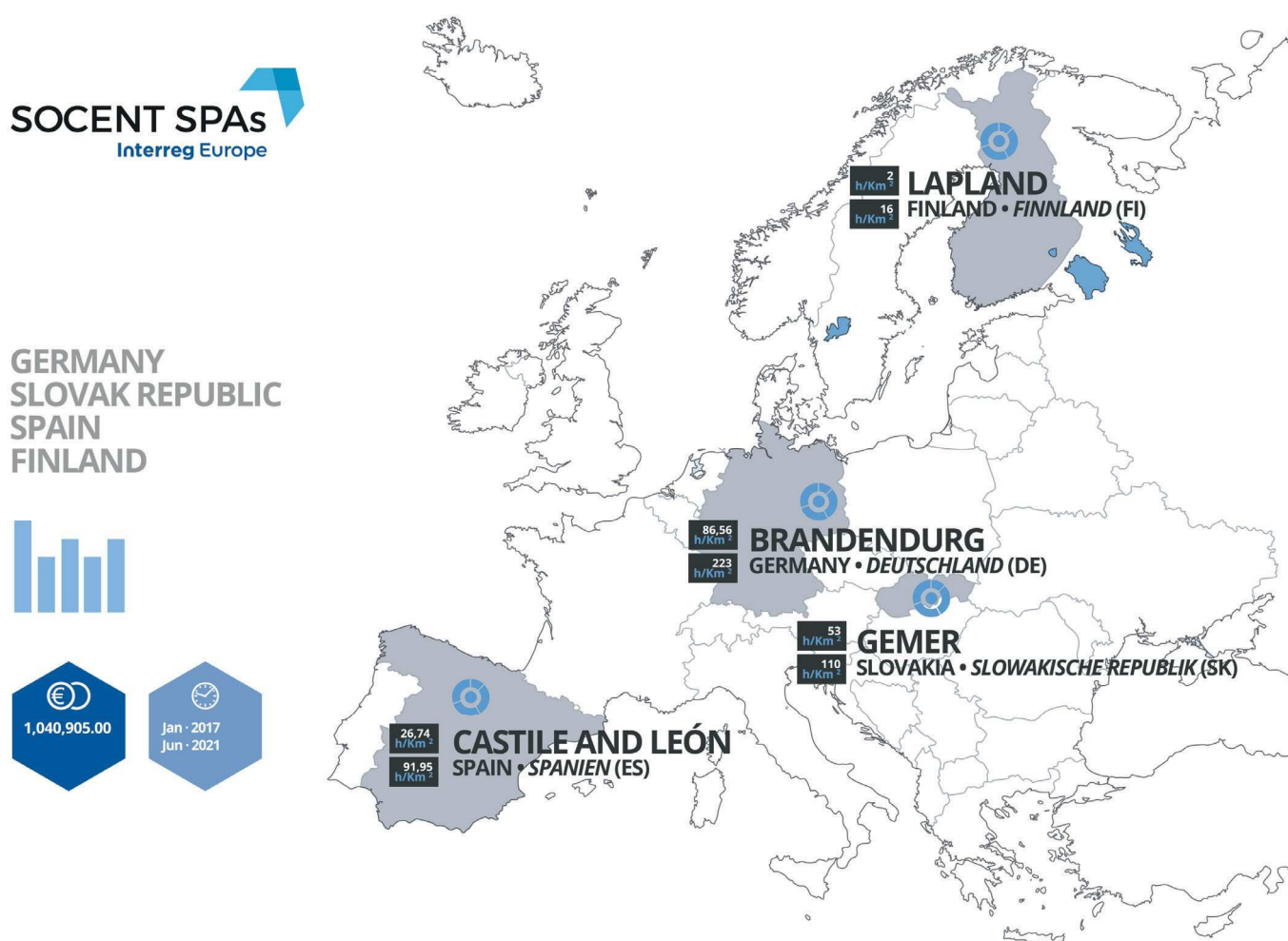


Figure 2: Overview of SOCENT SPAs project partners



In SPAs, demographic trends are a particular challenge. To address the various consequences and challenges arising from the significant demographic upheavals in all project regions, a more conducive ecosystem for socially innovative solutions needs to emerge given their potential to promote employment and competitiveness in SPAs.

Social Enterprises (SEs) directly benefit local development and correct major socio-economic imbalances while benefiting local communities, a crucial asset to secure the population in SPAs. However, bespoke support for SEs is limited and better political frameworks and measures are necessary to provide appropriate support.

Thus, to influence policies with the aim to enhance the visibility and competitiveness of social enterprises, whilst taking into account SPAs' conditions, interregional exchange of knowledge and successful experiences/good practices have been implemented between the partners in SOCENT SPAs.

The project has been developed with an integrated approach, a comprehensive learning process based on the identification, analysis and transfer of knowledge and experiences. This has been implemented through workshops, site visits and meetings with stakeholders. Based on the learning acquired, regional Action Plans aiming at integrating SEs in SPAs support schemes and policies have been developed.

## PART II: POLICY CONTEXT

### The Action Plan aims to impact:

- ☑ Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- ☑ Operational Programme for the European Social Fund in Brandenburg (OP)

The Action Plan addresses the Operational Programme (OP) of the country Brandenburg for the European Social Fund (ESF) in the funding period 2014-2020. The OP, particularly its priority axis E entitled „Social Innovation“, aims at addressing the issue of social innovation. The objective is to develop recommendations, suggestions, as well as to identify specific actions to support the labour market participation of individuals as well as to promote sustainable and social entrepreneurship.

The measures implemented under this Action Plan will address the OP's objectives and build upon an overall well-developed and multi-faceted business and entrepreneurship support framework in Brandenburg. A multitude of programmes, funding schemes, networks and policies promote a conducive business environment in the region. Most recently, the Entrepreneurship and Succession Strategy of the State of Brandenburg (2017) anchors these various measures within the business support framework of Brandenburg with the aim to further improve the current ecosystem for (social) entrepreneurs. As part of four different INTERREG Europe projects (SOCENT SPAs, iEER, SPEED UP, STOB Regions), SOCENT SPAs contributes to this effort by enhancing the ecosystem for social enterprises in rural areas in line with the aforementioned strategy. The actions listed below as part of this Action Plan address challenges for SEs in the region on issues such as consulting infrastructure or sustainable procurement and aim to implement pilot activities and practices in these fields. The latter shall ultimately influence policy making in Brandenburg to become more conducive to SEs and social innovation, e.g. through inspiring the design process of the upcoming ESF programming period (i.e. the succession programme of the project's policy instrument (i.e. OP)). In particular, the below-listed actions of this Action Plan aim to serve as inspirational activities for the future ESF Operational Programme for Brandenburg as well as for further regional and local policy making. As such, the Action Plan is deemed to have - inter alia - the following impact:

- Provide regional policy making with comprehensive information and tested approaches to enhance awareness and policy support for social enterprises in Brandenburg;
- Inspire regional policy making to increase support for conducive consulting structures and methods for social entrepreneurs;
- Help to increase the demand-side for regional SEs through influencing regional and local policy making to adjust their public procurement policies and practices to the needs and capacities of social enterprises.

The current policy instrument (i.e. OP) can, however, not be changed or updated (inter alia concerning relevant priority axes A and B) as this process has been finalised already. In addition, with the ESF funding period ending in 2020, no further resources have been allocated to future policies enhancing SEs in Brandenburg. Instead, it is foreseen to use the inputs of this project to amend and affect policies resulting from the novel state budget 2021/2022. At this stage, however, it is not possible to draw conclusions on the effects of this Action Plan on any specific policies in the future. These will be designed only throughout 2020/2021. What is more, with a new state government taking office in November 2019, it remains to be seen how policies and strategies will be drafted in the future.

However, this Action Plan has already influenced the design of an upcoming project entitled “Social Impact Lab Beelitz - Kompetenzzentrum für den Ländlichen Raum”. This competence centre for social innovation and rural area support aims at rejuvenating rural communities through supporting local changemakers (e.g. municipalities or SEs) in their efforts to create innovative and lasting solutions to

local challenges. In doing so, the project aims at capitalising on the results of the actions proposed in this Action Plan. In particular, it is envisaged to include the learnings and methodologies developed under Action 1 - capacity building for social business consultants - in the work of the Social Impact Lab Beelitz as a key pillar of its activities. The project has been developed in close coordination with the Ministry of Labor, Social Affairs, Health, Women and Family of the State of Brandenburg and is envisaged to be implemented beginning 2020. It will be funded under the “Soziale Innovationen Richtlinie” as part of the Operational Programme activities financed by the EFS.

The actions foreseen in this Action Plan, thereby, complement the work of related INTERREG Europe projects iEER, SPEED UP and STOB Regions, which implement measures to further promote the entrepreneurial ecosystem on a more general level, e.g. through improving and facilitating the cooperation among the actors involved in start-up support programmes both on regional and state level.

## Vision and Expected Results

SPAs face challenges of demographic change, (long-term) unemployment and an ever increasing lack of local amenities.

Consequently, the objective of this Action Plan is to contribute to the establishment of a more conducive ecosystem for social start-ups and social entrepreneurs in BB. Therein, SEs can effectively test and pursue their ideas to support quality of life and sustainability in their rural communities. Public and private stakeholders shall be aware of the existence and potentials of social entrepreneurs in Brandenburg, bespoke support services shall be accessible to social enterprises, also in peripheral areas, and the demand-side for products and services of SEs shall be improved. With this, SEs will be enabled to create viable solutions for the challenges in their communities, and contribute to the rejuvenation of their regions.

## PART III: DETAILED ACTIONS

The Action Plan includes three actions to be implemented. The Ministry of Labour, Social Affairs, Health, Women and Family of the State of Brandenburg (MASGF) is responsible for the implementation of the Action Plan and will execute the implementation independently or in cooperation with authorities of local municipalities, research institutions, NGOs and other parties. The actions will be conducted by Social Impact gGmbH as partner in the SOCENT SPAs project.

The content of the document is based on a justification of each action, identifying the activities and measures to be implemented as well as the identification of stakeholders and institutions in the implementation of priority activities.

Each action line contains the following sections:

- ✦ Source or inspiration from project activities and workshops describing the identified challenges, context and how each activity has been inspired by project activities;
- ✦ Description of activities and sub-activities;
- ✦ Stakeholders involved in the implementation of priority actions;
- ✦ Timeframe during which the identified priority actions should be implemented;
- ✦ Costs and funding sources or the necessary financial resources for the implementation of identified priority actions within the set timeframe.

The following actions have been developed within the SOCENT SPAs project:

### Box 3: Overview of Priority Actions

1. Strengthening the capacities of business consultants to provide bespoke services to social entrepreneurs through a train-the-trainer programme.
2. Improving the integration of social criteria in the processes of public procurement for public administration.
3. Mapping Social Enterprises in Brandenburg to better understand, communicate and address their potential, needs, and challenges.

The three activities included in the Action Plan address the following challenges for social entrepreneurs in Brandenburg:

- ✦ Lack of information and awareness among public and private stakeholders about the potential, needs and challenges of SEs operating in SPAs;
- ✦ Lack of consulting infrastructure and business development support for SEs, which hampers them to start and grow their enterprises;
- ✦ Lack of access to steady demand and financing streams to establish and continuously grow SEs product offerings and services to magnify their impact and contribute to positive change within their communities.

Figure 3 depicts the logic and framework of the approach of the Action Plan to address the aforementioned challenges for SEs in Brandenburg using the Golden Circle approach.

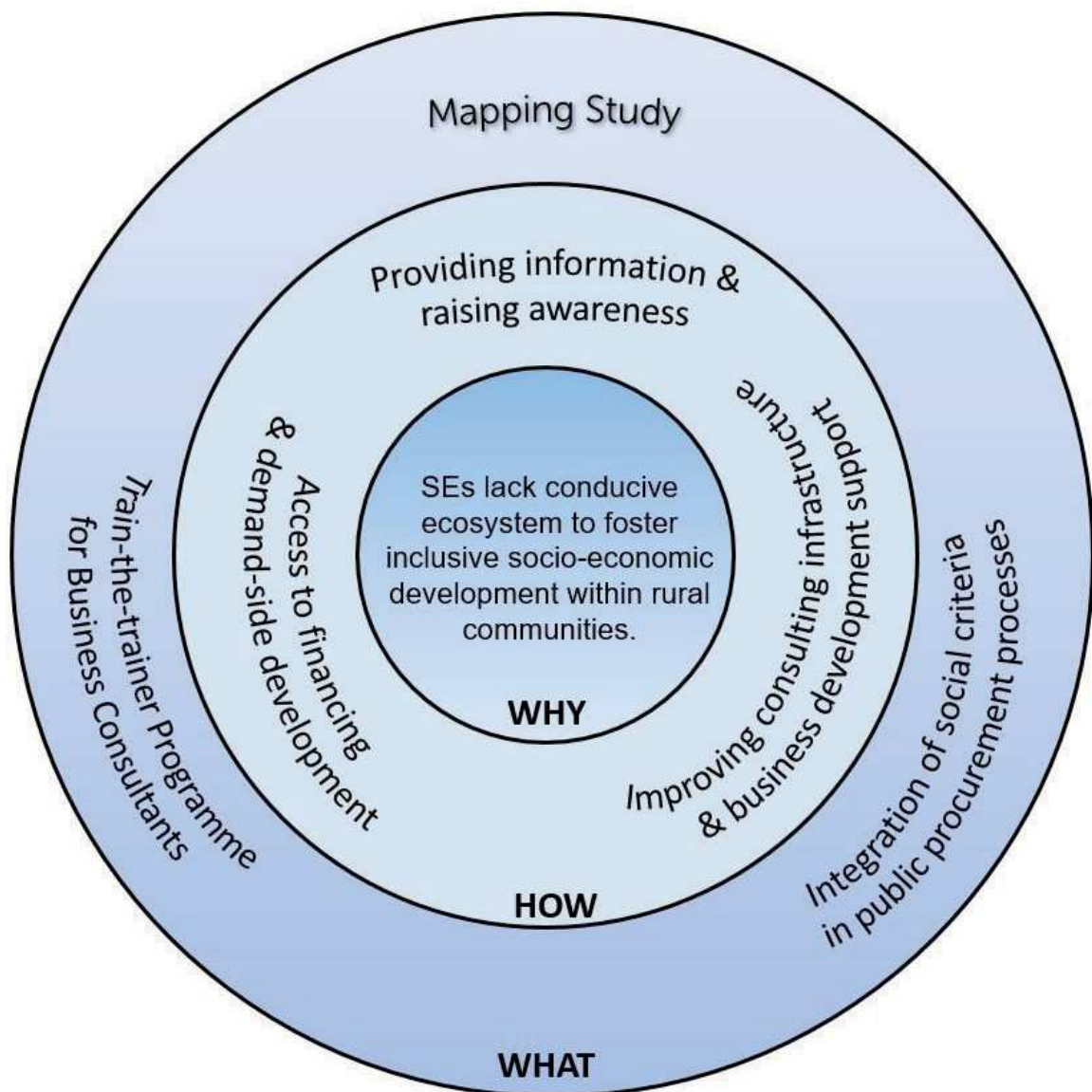


Figure 3: Strategy for how to promote social enterprises in Brandenburg



## ACTION NO. 1

### Strengthening the capacities of business consultants to provide bespoke services to social entrepreneurs through a train-the-trainer programme.

*A “train-the-trainer” programme (TTT) will use existing business and start-up/management consultancy structures and resources available to test and establish a curriculum to train (social) business consultants in order to respond better to the needs of social entrepreneurs in SPAs in the future.*

#### Source or inspiration from the project:

- ✦ In the project’s baseline study on the situation and legal framework for social entrepreneurship in Brandenburg, it was found that the business consultant ecosystem lacks the right tools needed to support social entrepreneurs in SPAs. This is both the case when looking at typical support centers (such as chambers of commerce and economic development), private consultants as well as the support services at regional universities within the region.
- ✦ Through the last two years of workshops in the framework of SOCENT SPAs, this issue of lacking capacities for business consultants to support social entrepreneurs in their development has been a continuous subject during project-related discussions, for instance during the bilateral visit to Soria in Spring 2019.
- ✦ While overall the business consulting services in BB work well to support traditional business development, for promoting social entrepreneurs, and especially in the context of starting social businesses in SPAs, more bespoke and contextualised support is needed.
- ✦ The proposed train-the-trainer programme will contribute to the development of a conducive SE ecosystem helping enterprises to start as well as to scale and grow.

#### Action:

1. To better assess what training or skills are needed among business consultants in Brandenburg, a survey will be conducted (Month 1-2).
2. Using the survey results the development of the curriculum as well as the methodology of the TTT starts with a Design Thinking Workshop with relevant stakeholders to accommodate the identified needs among different target groups. The aim of the workshop is to develop a framework for the TTT curriculum that follows a modular structure, i.e. the TTT curriculum will define a portfolio of content and educational methodologies effective in educating consultants on crucial aspects and organising principles concerning social business development. From this set of content and methods the activity will choose the training content as well as methods best suitable for given training needs of the consultant cohort. Similarly, the workshop will develop fundamental elements of a quality management framework (including a certification process) and design an approach to incentivise consultants to participate in the TTT programme (Month 3-6).
3. Development of the curriculum and the quality management system. To support the development of the TTT, it is intended that the activity draws from other (open) sources like the open online course “Social Innovation Academy” from the EU INTERREG CE project Social(i)Makers and the activities implemented under the Pilot Action No. 2 within the realm of this Action Plan (Month 3-6).

4. Proof of concept of the curriculum: The fit of the curriculum using formats such as webinars, workshops, and/or innovation sprints depending on identified resources, needs and infrastructure will be tested by piloting the curriculum among a selected group of consultants. The MOOC, which is being developed under Action No. 2 will be used complementary and will be embedded in the curriculum developed under Action No. 1 to provide a comprehensive learning environment for the target group of this Action, which will also be responsive to the particular challenges to deliver trainings in SPAs (e.g. long distances).
5. Finalisation of the curriculum (Month 7-9).
6. A sustainability strategy and transfer concept will be implemented. It is intended to include relevant organisations in this process to further support the usage and development of the TTT (e.g. SEND) (Month 9-12).
7. A stakeholder event will be organised to inform relevant actors, SEs and the wider public about the action and to build up sustainable partnerships with potential support and multiplier organisations (e.g. Ashoka, PHINEO, welfare associations, etc.) (Month 7).

### Relevance:

In BB, business consultants have been identified as important actors when it comes to supporting the labour market participation of individuals, as well as to ensure the long-term sustainability of social enterprises. Against this background, the Action aims at strengthening the capacities of business consultants to become better skilled at reacting to the particular needs of SEs in SPAs and thus addresses the objectives of the OP.

### Indicative list of stakeholders involved:

- Ministry of Labour, Social Affairs, Health, Women and Family of the State of Brandenburg (supervision of activities);
- Social Impact gGmbH (Coordination and implementation of activities);
- Ministry of Rural Development, Environment and Agriculture of the State of Brandenburg (Advisory body);
- Ministry of Economic Affairs and Energy of the State of Brandenburg (Advisory body);
- Economic Development Agency Brandenburg (WFBB) (Advisory body);
- Social Entrepreneurship Netzwerk Deutschland (SEND) (Quality assurance of concept and trainers after project phase 2; dissemination and adoption of concept beyond Brandenburg, ensure sustainability of concept);
- Chamber of Commerce Brandenburg (IHK Brandenburg) (involved in needs assessment and concept design and participation as trainees);
- Lotsendienste (involved in needs assessment, concept design and participation as trainees);
- Social Business support organisations (involved in needs assessment and concept design);
- Ashoka;
- PHINEO (Advisory body);
- Welfare associations (participation in TTT programme).

**Timeframe:** 09/2019 - 12/2020

**Indicative costs:** 200.000,00 €

**Funding source (if relevant):** ESF

### Result indicators:

#### *Quantitative indicators:*

- ✦ A developed curriculum for to training (social) business consultants;
- ✦ Number of exemplary test workshop(s) of curriculum;
- ✦ The number of media appearances covering and showcasing the activities and output of the action:

#### *Qualitative indicators:*

- ✦ Assessment of relevance of the curriculum among the target group;
- ✦ Assessment of the curriculum among potential support and multiplier organisations (e.g. Ashoka, PHINEO, welfare associations, etc.)

## ACTION NO. 2

### Improved integration of social and sustainability criteria in the processes of public procurement for public administration.

*Action No. 3 aims at making public stakeholders an active actor in supporting social entrepreneurship in SPAs by helping them to adjust their public procurement practices in a way that is apt to pay increased attention to social and sustainability criteria in their purchasing decisions.*

#### Source or inspiration from the project:

- ✦ An important vision for the SOCENT SPAs action plan for Brandenburg is that in the future, public stakeholders, e.g. local administrations and politicians, will assume a direct role in supporting social entrepreneurship through more social and sustainably-oriented public procurement procedures.
- ✦ As a tool for local development and community support, public procurement can be a way to bring together the business and policy arms of the government by adding a social and sustainability dimension to the tendering processes, and not just focus exclusively on the most cost-effective offers. In this way, by using their purchasing power as a way to decrease market barriers for SEs, public stakeholders can support their local communities to reach environmental or social goals.
- ✦ Project workshops (Lapland (2018)) and stakeholder meetings in Brandenburg (2019) provided useful information on and raised awareness for the impact of social and sustainably-oriented procurement policies on furthering sustainable development in SPAs. Particularly during the seminar in Rovaniemi (2018) sustainable procurement strategies pursued by the Manchester City Council have been showcased. Here, the city council committed to long-term social, ethical, environmental and economic sustainability both through weighting social value considerations in public tenders higher, and by providing guidance for businesses regarding how these can add social value to their bids. Bilateral visits to the municipalities of Kittilä and Sodankylä in Lapland as well as to Eberswalde and Beelitz (Brandenburg), where project managers and stakeholders learned about viable sustainable procurement strategies, have further influenced the decision to address the topic in the Action Plan.
- ✦ From the initial project baseline study concerning the region of Brandenburg, it was inferred that social entrepreneurship to some extent lacks a wider acceptance among the wider public and among public stakeholders. By supporting social enterprises through sustainable procurement, the social enterprises will find larger social recognition as viable economic actors.
- ✦ The idea to implement similar strategies in the region of Brandenburg has been discussed with local stakeholders (i.e. representatives from public institutions and expert groups), and the approach to use sustainable procurement policies, as a way to support social entrepreneurship in the region has been fully supported.

## Action:

1. A status quo workshop will be implemented to analyse and map the relevant actors, policies, legislation, programmes and best practices in the field of public procurement in (or relevant to) Brandenburg (Month 1-3).
2. Systematic analysis of how social criteria can be better integrated into public tenders (Month 2-5).
3. Following the analysis phase, a toolbox will be devised with advice regarding (Month 6-12):
  - ✦ Inclusion of social dimensions in public procurement tenders;
  - ✦ Approaches to the supply-side of social criteria in public procurement procedures, i.e. how to locate suppliers (social enterprises), how to engage with local organisations and enterprises regarding social procurement and how to ensure sustainable partnership between public administration and social enterprises which provide goods and services.
  - ✦ Ensuring legal conduct in tendering procedures when included social dimension therein. This will include a code of conduct regarding the legal options and framework, as well as how to ensure public tendering processes are feasible for social enterprises to apply for, as they often have less resources and expertise when it comes to these.
  - ✦ Communicating the social and sustainability criteria in public tenders.
4. A launch event for the toolbox will be implemented showcasing and raising awareness related to the opportunities and methods to realise more sustainable public procurement processes (Month 10-12).
5. Devising a transfer concept and communication strategy addressing the following issues (Month 13-16):
  - ✦ Define the means of dissemination and communication of the results, methods and tools defined in the project output, e.g. educational events and workshops on the topic of „including social criteria in public procurement“. These will provide information and inspiration for stakeholders, but will also be a forum for sharing and discussing ideas and experiences regarding social procurement (e.g. potentials and barriers).
  - ✦ Develop an approach to provide bespoke consulting services for public procurement units interested in learning more about and implementing the suggested methods and tools.

## Relevance:

Best practices within and beyond Europe have shown the relevance of social and sustainable procurement policies to improve the market conditions for enterprises which provide social and ecological value. This contributes to the sustainable development of regions.

Public authorities (e.g. Federal State of Brandenburg and its municipalities) spend significant resources each year on purchasing goods and services. Social entrepreneurs can benefit from a greater esteem for the sustainable and social production and service delivery in such public procurement processes as sustainable production and service delivery standards are core to their business models. Thus, this activity aims at public authorities to decrease market barriers for SEs by paying more attention to social/ecological considerations and to purchase more goods and services from SEs.

This is in line with the OP's objectives. The activity will contribute to the promotion of SEs as well as to the integration of disadvantaged individuals in the labour market once public authorities, too, prefer more (socially) inclusive producers.



### Indicative list of stakeholders involved:

- ✦ MASGF (Supervision of activities);
- ✦ MWE (Advisory and expertise);
- ✦ Social Impact gGmbH (Coordination and implementation of activities);
- ✦ MIK (Advisory and expertise);
- ✦ Municipalities (Advisory and expertise);
- ✦ Kompetenzstelle für Nachhaltige Beschaffung (KNB) (Advisory body and expertise);
- ✦ HNE (Advisory body and expertise);
- ✦ WEED e.V. (Advisory body and expertise).

**Timeframe:** 10/2019 - 12/2020

**Indicative costs:** 100.000,00 €

**Financing sources:** ESF

### Result indicators:

#### *Quantitative indicators:*

- ✦ Developed toolbox;
- ✦ Developed transfer concept and communication strategy;
- ✦ The number of media appearances covering and showcasing the launch event;
- ✦ Number of downloads of toolbox on social procurement (if developed as an online publication);
- ✦ Numbers of public administrations that have included social dimensions in their procurement strategies and practices.

#### *Qualitative indicators:*

- ✦ Raised awareness concerning the importance and potential and needs of social enterprises in Brandenburg.
- ✦ Assessment of the feasibility of the integration of social criteria in the processes of public procurement among public stakeholders.

## ACTION NO. 3

### Mapping Social Enterprises in Brandenburg to better understand, communicate and address their potential, needs and challenges.

*A mapping study will be conducted to generate information on the potential, needs and challenges of social entrepreneurs in BB and to inform about and communicate SEs' potential for regional development.*

#### Source or inspiration from the project:

- ✦ To continue improving the conditions for founding new social enterprises in Brandenburg (and/or successfully operating already existing SEs), there is a need to understand the current status of social entrepreneurship in the region. To achieve the vision embedded in the SOCENT SPAs Action Plan for Brandenburg, it is crucial that the road forward is built on sound knowledge of the challenges social enterprises face.
- ✦ Previous studies examining the state of the art of social entrepreneurship in BB and/or Germany have not been able to accurately assess the size and quality of the sector, given its often complex legal and financial embeddedness in the German legal and tax codes. This is also true for the SOCENT SPAs baseline study on Brandenburg. Given its limited resources the baseline study can only provide for a general assessment of the status quo of social enterprises in Germany and Brandenburg. It bases most of its findings on already existing data and information available, which, however, is not specific to the situation in Brandenburg. However, in order to receive a detailed picture of the situation of social enterprises in the region, a more methodological and thorough examination is needed.
- ✦ A mapping study on the ecosystem and status quo of social enterprises, which are currently active in the region, will demonstrate the nature, size and potential of social enterprises in BB as well as the needs for support they have.
- ✦ The mapping of the social entrepreneurship landscape in Brandenburg will be a valuable asset in the work to frame a narrative and create materials that can explain and communicate the work of social enterprises.
- ✦ The need to conduct a mapping study to better understand, communicate and address the multi-faceted potentials and challenges of social entrepreneurs in Brandenburg emerged as a consequence of various stakeholder discussions related to the issue of public procurement during and after the thematic Workshop on Selected Good Practices in Lapland (October 2018) as well as the Stakeholder Meeting at the Social Impact Lab in Potsdam (March 2019). Therein, stakeholders agreed that a reformed public procurement process more sensitive to social criteria also requires a better understanding of the supply side, i.e. (social) enterprises able to fulfil higher social and/or environmental criteria.
- ✦ Ultimately, through generating novel and methodologically sound knowledge on the status quo and potential of SEs in Brandenburg, regional policy making shall be influenced. In particular, this knowledge - especially about the needs of SEs - shall serve as a basis for the design of the new programming period of the ESF programme (Operational Programme) for Brandenburg 2021-2027, which shall dedicate resources to the support of social entrepreneurship in Brandenburg.

## Action:

1. Design and implement the tendering process (Month 1-4):
  - ✦ Define research method by examining existing research and devising the relevant research categories to be studied;
  - ✦ Draft and finalise tender;
  - ✦ Coordinate tendering process with relevant stakeholders;
  - ✦ Selection of contractor.
2. Conduct study (Month 5-14);
3. Devise and execute communication and dissemination strategy (Month 12-15);
4. Presentation of findings as part of a launch event (Month 16).

## Relevance:

The activities embedded in the action aim at supporting the OP, especially with regard to the identification of specific practices and policies conducive to the development and scaling of social innovations in Brandenburg. So far, no mapping study for the state of Brandenburg (or Germany) has provided sufficient (or accurate) data to serve as a sound basis for designing more bespoke policies and support mechanisms for SEs. While the most recently published country report, commissioned by the European Commission, “Social Entrepreneurs and their ecosystems in Europe. Country Report Germany” (2018) presented an in-depth discussion and attempt to map the size and nature of social enterprises in Germany, it does not provide information specific to any of Germany’s 16 Bundesländer. Hence, the report does not allow for conclusions related to the needs of SEs in BB. Another study conducted by the Social Entrepreneurship Netzwerk Deutschland (SEND) entitled “Deutscher Social Entrepreneurship Monitor 2018” did not include any SE from BB in its analysis. The SOCENT SPAs baseline study on Brandenburg bases most of its findings on previous assessments for Germany (and/or Brandenburg). However, these appraisals provided merely for a general assessment of the sector and could not give a detailed insight into the number, size, nature, potential and needs of the SEs active in Brandenburg. This information, however, is a crucial pillar for the development of a sound policy framework (e.g. through support measures in the new ESF programming period 2021 - 2027) for the region. As a consequence, the mapping study is thought to provide novel and appropriate data related to the nature, number and potential of social enterprises in BB. Furthermore, the output of the action will, too, be useful as a tool to communicate the value of SEs for rural and regional development, thus enhancing the SEs visibility and demand-side.

### Indicative list of stakeholders involved:

- MASGF (Supervision of activities);
- Social Impact gGmbH  
(Coordination and implementation of activities);
- Leibniz Institute for Society and Space  
(advisory organisation, research partner);
- Neuland 21  
(advisory organisation, research partner);
- Kreativorte Brandenburg  
(advisory organisation, research partner, expert organisation);
- Zukunftskommunen e.V.  
(advisory organisation, expert organisation);
- Zukunftsorte  
(advisory organisation, expert organisation);
- Centre for Social Investment (CSI)  
(advisory organisation, expert organisation);
- Public procurement officers  
(Interviewees, dissemination of results, dissemination of results);
- Social enterprise support organisations  
(Interviewees);
- Municipalities  
(Interviewees, dissemination of results);
- Public officials  
(Interviewees, dissemination of results);
- Political parties  
(Interviewees, dissemination of results).

**Indicative costs:** 100.000,00 €

**Financing sources:** To be determined

**Timeframe:** 10/2019 - 04/2021

**Result indicators:**

If the project would be finalised already in December 2020, the time to implement the Action was 14 months only (instead of 3 full semesters, i.e. 18 months). However, to ensure a successful implementation of the Action it seems necessary to plan the project to end in April 2021.

- ✦ Mapping study delivered;
- ✦ Event to present findings of mapping study implemented;
- ✦ Media coverage;
- ✦ Communication strategy executed.

**Date:** 22.12.2019

**Signature:**

**Stamp of the organisation (if available):**



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