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Paper best practices

COmpetence sharing in **S**ocially responsible **PRO**urement

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DOCUMENT INFORMATION

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Table of Contents

SOMMARIO

DOCUMENT INFORMATION	1
INTRODUCTION	1
BEST PRACTICES FROM 1° SEM: MUNICIPALITY OF BERGAMO (ITALY)	3
CO-PLANNING BETWEEN PUBLIC AUTHORITY AND THIRD SECTOR	4
SOCIAL INNOVATION FUND - HOLD ON: REGENERATIVE AGEING	5
BERGAMO AIUTA	6
COMMUNITY AND FAMILY NURSE	7
BEST PRACTICES FROM 2° SEM: MUNICIPALITY OF TORRES VEDRAS (PORTUGAL)	9
WOMEN'S EMPOWERMENT - THE EXPERIENCE OF THE ASSOCIATION INCLUIR +	10
THE MUNICIPAL SUSTAINABLE FOOD SCHOOL PROGRAM AND ITS 4 PILLARS	11
COMUNIDADE VIDA E PAZ. BREAKING STEREOTYPES AND STIGMA THROUGH THE DEVELOPMENT OF LOCAL POSITIVE SOCIOECONOMIC EXCHANGE	13
THE SUSTAINABLE STRATEGIC ALLIANCES OF DIANOVA ASSOCIATION	14
BEST PRACTICES FROM 3° SEM: MUNICIPALITY OF ODENSE (DENMARK)	16
THE MANAGEMENT PROCESS FOR THE PROCUREMENT UNIT: 4 STEP MODEL	17
ENVIRONMENTAL AND SOCIAL CONCERNS: GREEN TEAM	17
EMPLOYMENT CLAUSES: THE TASKFORCE	18
CASE NORDVIRK: USING A SOCIAL ENTERPRISE AS BUYER OF USED COMPUTER EQUIPMENTS.	19
CASE BERGHOLT: BUS COMPANY DRIVING FOR ODENSE KOMMUNE USING VULNERABLE PEOPLE AS CHAUFFEURS	21
CONCLUSION	22

INTRODUCTION

Social Economy is an economic intervention model that endorses, at its core, environmental sustainability. The organizing principle of primacy of people, communities, and ecosystems, puts social economy organisations at the forefront of the green transition, the major European ambition for the first half of the XXI century. The sharing of social experiences at different levels and scales is a fundamental strategy to foster different forms of social innovation towards a more sustainable development.

The COSPRO project – Competence sharing in Social responsible PROcurement – intends to implement this strategy to foster information and knowledge sharing around a very specific topic: socially responsible public procurement organising a series of Social Economy Missions to support the launch of an open community/network of practices in the field of socially responsible public procurement among consortium based in six countries of the European Union (Italy, Spain, Portugal, Sweden, Denmark and Bulgaria).

Public procurement can play an important role in the pursuit of different objectives, beyond strictly procuring goods and services for public authorities (which remains the core role). This is in particular the case of socially responsible public procurement.

COSPRO seeks to accomplish a transfer of knowledge and experience among the project partners (most of them small-medium local authorities) who managed to, or seek to shape public procurement so as to :

- support the pursuit of general social and environmental policy objectives;
- support the development of a solid tissue of social economy players;
- support the development of virtuous relationships among different economic players, on the ground;
- improve the capacity of local stakeholders to implement enhanced sustainability and social standards.

The involved partners were experienced in the implementation of the provisions of directives EU/2014/23, EU/2014/24 and EU/2014/25.

The project pursued its general objective through a learning and exchange process starting from the focus on the long lasting experience of the city of Bergamo (IT) relating to social procurement, which provided a solid basis in order to set up a multi-level interaction and collaboration among partner cities with different experiences in the domain.

The experience from Bergamo (Coordinator of the project) was compared to those of the other involved partners – Torres Vedras (PT), Cadiz (SP), Östersund (SE), Odense (DK) and Gabrovo (BG) starting from the first Social Economy Mission, organized by the city of Bergamo. The main aim was improving knowledge and sharing the experience in the field of responsible public procurement, in the social services area. The Second SEM, held virtually by the city of Torres Vedras focused on socio-environmental public procurement procedures, while the third one, arranged by Odense Municipality, analysed the introduction of employment clauses in order to enhance the social impact of public procurement procedures. In between the three Missions, REVES Réseau Européen des Villes et Régions de l'Économie Sociale held three webinar sessions aimed at deepening the achievements of the Missions themselves and identifying elements for further analysis.

What are the Social Economy Missions (SEM)?

COSPRO partners met in three virtual meetings presenting their own procedures and priorities and discussed with the other participants on common aims. The participants was public authorities, companies, social economy actors such as foundations, associations, social enterprises, cooperatives and each of them contributed with its perspective in order to reflect on joint social economy challenges that small-medium cities specifically face and so

as to support the launch of an open community of practices in the field of socially responsible public procurement,

Thanks to the open discussion format which allowed to all participants to take part and contribute, partners can understand and use different approaches pursuing social sustainability at different levels, within procurement procedures. On the other hand, this pushed stakeholders (mainly providers of services) to improve their socially responsible standards under different profiles at the same time, for instance in terms of attention to the pursuit of general interest, attention to socio environmental clauses, attention to employment quality clauses, and others.

The exchange among partners' territories were enriched by the contribution of the REVES network. It has been active on the topic for more than twenty years and cumulated an amazing record of experience and stories that could effectively contribute to the exchange and improvement of competences. Based on this experience, REVES organised three webinars connected to thematic workshops (following them) where partners analysed more in depth the relevant issues and compared their experiences.

Considering the unprecedented situation Europe is facing currently, the partnership has had to face with unplanned and unforeseen factors that had inhibit the organization of the core activities of COSPRO project: the three Social Economy Missions. Given that partners and stakeholders couldn't travel so as to attend the SEMs, the workshops were organized in a virtual way.

In order to better disseminate the good use cases identified thanks to COSPRO, the project partners has agreed to introduce a new activity. The new activity consists in the drafting and translating a paper that collects all the good practices resulting from discussions with partners during the three SEMs and highlighted in the follow-up sessions driven by REVES. This paper will be translated from the English language into the local languages of the partners, particularly:

- into Italian language (partner in charge: Municipality of Bergamo),
- into Portuguese language (partner in charge: Municipality of Torres Vedras),
- into Danish language (partner in charge: Municipality of Odense),
- into Spanish language (partner in charge: Municipality of Cadiz),
- into Bulgarian language (partner in charge: Municipality of Gabrovo).

This paper describes the three Social Economy Missions and reports the best practices that have emerged.

BEST PRACTICES FROM 1° SEM: MUNICIPALITY OF BERGAMO (ITALY)

The open confrontation within the consortium pursued its objective through a learning and exchange process starting from the focus on the long-lasting experience of the city of Bergamo (IT), which was in charge of organizing the first project's Social Economy Mission bringing up its expertise and innovative approach in the field of social procurement.

The first SEM was held on the 18th and 19th May 2021 and it was aimed at improving knowledge and sharing the experience of the City of Bergamo in the field of responsible public procurement in social services.

The event was hosted online, in compliance with COVID-19 restrictions and following EISMEA's indications on how to organize the first Social Economy Mission. The used virtual platform was Zoom, which has been selected for its features and tools in order to guarantee also the interpretation (Italian-English-Italian) option for all participants.

The European Project Office of the Municipality of Bergamo was in charge of the coordination of the event in cooperation with the Social Services Department. Particularly the latter was responsible for the definition of the event's main topics and the Agenda.

The speakers for the two-day event have been selected among the local experts in the field of responsible public procurement, taking into account their experience of collaboration with the Municipality and their belonging to different sectors (from University, to the third sector's organization, from social cooperative to NGOs).

An open session was aimed at comparing the different contexts and situations which characterize the project consortium's countries. The visit to concrete examples in the field of public procurement for social services took place in a different modality, as previously defined in the project application form. Videos and presentations have been displayed in order to make participants aware of Bergamo's reality.

The event's moderator – Giuseppe Guerini, member of the European Economic and Social Committee – has been invited to combine the European vision to the Bergamo's dynamic, as he is an expert in the field of social economy with a long-lasting experience of collaboration with the third sector at local and European level.

The Councillor for Social Policies – Marcella Messina – took part in the event giving institutional greetings and she as a panellist presenting the case of Bergamo's co-design procedures and methods in procuring social services. Particularly, the experience of the City of Bergamo during the first wave of the Covid-19 pandemic has been illustrated as an innovative example of cooperation between the public authority and the third sector's organizations (mainly represented by social cooperatives), as well as with the contributions of citizens who gave their contribution, as volunteers, in the provision of basic social services for the elderly in need of assistance.

In the agenda of the event there was still a space for discussion of project partners, who spoke about their cities experience in the field of responsible public procurement.

The event was recorded, upon request of permission from the speakers, in order to be able to use it later and disseminate it on the internal channels of each project partner and reach the stakeholders that could not attend the Mission.

CO-PLANNING BETWEEN PUBLIC AUTHORITY AND THIRD SECTOR

- Description of the good practice

The co-planning process is a legal institution provided by the (Italian law), specifically in the “Third Sector Framework Law”, which consists of a procedural collaboration agreement between the public administration and the third sector actors involved in social services.

Its purpose is the project definition of complex and innovative initiatives, interventions and activities to be carried out in terms of partnership with Third Sector subjects identified in accordance with a public selection procedure.

It is based on the principles of “subsidiarity”, cooperation, effectiveness, efficiency and cost-effectiveness, homogeneity and transparency.

It does not fall within the scope of the service contract or the awarding of contracts in general, but within the logic of the procedural agreement, which replaces the administrative measure pursuant to Article 11 of Law 241/1990 and subsequent amendments and additions, since the procedure relating to the public inquiry of co-design is intended to end with a cooperation agreement between the proceeding body and the selected subject, which replaces the final measure of granting financial resources and other economic benefits, aimed at the activation of a partnership for the shared exercise of the function of production and provision of social services and interventions.

The co-planning process includes the following phases:

- publication of the “call for proposal”, addressed to third sector subject;
- project presented by the selected subject;
- evaluation and selection of the project/partner carried out by the public administration;
- critical discussion of the project with the selected partner/s;
- definition of variations and integrations consistent with the program of the Authority, also in relation to the supra-communal planning of the area plans;
- definition of the executive aspects, taking into account in particular the analytical and detailed definition of the objectives to be achieved;
- definition of the elements and characteristics of innovativeness, experimentation, integration with the territory and improvement of the quality of the interventions and co-designed activities;
- definition of the cost of the various services and the identification of improved services and related costs and savings.

- Reason why is it considered a good practice

The co-planning process has an intrinsic generative value, in as much as it allows to build synergies in the process of planning and managing among the partners.

It facilitates multidisciplinary team working and gives the opportunity as well to discuss experience, competences and different points of view.

The co-planning fosters the integration of the resources, also informal, on the territory, with the aim of designing services where citizens are an active part within the process and not mere users.

It is worth mentioning that, compared to public-procurement, co-planning is a more flexible tool when it comes to making modifications in order to better respond to mutating social needs.

SOCIAL INNOVATION FUND - HOLD ON: REGENERATIVE AGEING

- Description of the good practice

The Ministry for Public Administration - Department of Public Function has started the experimentation of activities related to the Social Innovation Fund, governed by the Decree of the Presidency of the Council of Ministers of the 21st December 2018, for the promotion of innovative models aiming at the satisfaction of emerging social needs, with the involvement of actors and funding also from the private sector, according to the impact finance scheme.

The actors are:

- Promoter and coordinator: Municipality of Bergamo;
- Partners: Third sector organizations ("Il Solco" Consortium, "Ribes" Consortium), research organizations (Bocconi University and Bergamo University), Bergamo Health Agency Protection.

The project "hOLD: regenerative aging" aims at addressing the challenge of active aging through the integration of social and socio-health services by leveraging the strengthening of community relations and exploiting the opportunities of digital technology.

The project has two main objectives:

- delaying by at least 5 years the tendency to enter the system of non-self-sufficiency services, with a preventive and proactive approach;
- to contain the demand for care, reducing the costs of the system by at least 25% and improving the quality of life of the elderly and their caregivers.

The points identified to achieve the objectives are:

1. promote the development of a system of supply chain services, optimizing the supply on the territory;
2. create physical and virtual platforms for market-driven social networks, also envisaging the involvement of the private sector;
3. adopt innovative solutions for the outsourcing of public services through the introduction of new enabling technologies;
4. encourage forms of mutual solidarity at the micro community level;
5. supporting aggregation logics both on the demand and on the supply side.

The project will be implemented over a three-year period. A feasibility study is currently being carried out. If approved by the Ministry, experimentation and actual implementation will follow.

- Reason why is it considered a good practice

In Bergamo there are 25,002 people aged between 65 and 79, with an incidence of the total population of about 23%. People over 80 years old are 11,992, with an incidence equal to 8.5% of the population.

Expenditure on the provision of social services to the population has a considerable impact on local economic policy, both in terms of the resources used and in terms of efficiency with regard to the effects on users.

It is therefore necessary for administrations to organize themselves in order to provide a better solution, not only through a purely welfare offer, but also through answers able to emancipate people from need, working so that it comes late or occurs with less intensity.

It is necessary to create a new culture of senescence which on the one hand strengthens the capacity of the Public Administration to create new working routines on the planning of interventions on the territory, in partnership with the bodies of the Third Sector, and on the other promotes the social engagement of the Silver Age within the community in which they live in order to implement preventive policies.

BERGAMO AIUTA

○ Description of the good practice

Bergamo Aiuta (Bergamo Helps) is the instrument that has made it possible to deal with the Covid-19 health emergency on the social front, and has thus made it possible to respond to all situations of need that have occurred from the first lock down onwards, not only with reference to the frail population but also to all those who, confined to their homes, have found themselves in situations of difficulty.

The actors are:

- Municipality of Bergamo;
- Third sector organizations (“Il Solco” Consortium, “Ribes” Consortium, “Cesvi” NGO);
- Volunteers of “BergamoXBergamo” group.

In order to respond to the needs of the population at the end of February 2020, the Municipal Emergency Number was activated. Subsequently, a website was set up to collect all useful information for citizens regarding the emergency.

The Single Number was set up to respond to urgent requests for the delivery of food shopping, medicines, masks at home through the engagement of volunteers.

In the first lockdown phase, the asset has provided for the engagement of more than 20 professional operators distributed on the reception lines and management of requests in the area, operationally handled by volunteers.

In the period February-June 2020, 3200 people contacted the Single Emergency Number, of whom 66% were over 65 years old.

There were almost 5,500 requests for groceries and almost 2,500 for medicines.

From the summer of 2020 onwards, the trend in reports and requests gradually decreased, in line with a situation on the territory of a gradual exit from the acute phase, thanks also to the contextual and continuous application of anti-Covid-19 restrictive measures by the population.

However, a close and constant connection was maintained between the municipalities.

However, a close and constant link was maintained between the municipal administration and the Third Sector Coordination in order to carefully monitor any sudden changes of scenario on the emergency front.

At the same time as the number of emergency requests is gradually decreasing, a series of general information useful to citizens has been channeled to the Single Number, allowing it to become a reference point for the most vulnerable citizens.

In January 2020, a project was also launched to include volunteers in the Single Number service, alongside professional operators, with a view to providing a response to the local area that would also include direct support from the service, provided by volunteers who would be given responsibility and accompanied in their growth, not only on the operational front but also in terms of dialogue and reading the needs of citizens in the pre-intervention phase.

○ Reason why is it considered a good practice

The pandemic was a dramatic experience that hit our city particularly hard. However, the co-planning already in place between the public administration and the Third Sector has made it possible to provide faster responses, through prompt services for all those in need.

The know-how that has been experimented should be valorised and implemented above all with a view to building a community of people (not only operators) who actively inhabit the territory.

COMMUNITY AND FAMILY NURSE

○ Description of the good practice

The Community Nurse is a project that is part of the co-design of services for the elderly of the City of Bergamo, already active in the territory since 2017 with different services such as: home care, social custody, “Tornare a Casa” – a practice of protective discharge, dealing with the well-being and health of the most fragile population.

The actors are:

- Municipality of Bergamo
- Municipality of Ponteranica
- “Il Solco” Consortium
- “Ribes” Consortium
- Social Cooperative “Generazioni Famiglie & Accoglienza”
- Social Cooperative “Se.Re.Na.”
- “Don Luigi Palazzolo” nursing home
- ACLI - Italian Christian Workers Associations
- ALIL
- Senior Citizens’ Center “San Tomaso de' Calvi”.

Community Nurse is a project which supports the elderly, particularly in the direction of prevention, monitoring and good practices in support of health, and which goes beyond the simple health service logic. The perspective is broader and is part of the framework of social and health integration, which is not always easy to achieve.

The involvement of the local area, and in particular the neighbourhood, is fundamental: medicine is brought closer to the citizen and goes beyond the traditional health centres.

The project is currently active in 9 neighbourhoods of the city and in 1 town of the “Ambito Territoriale” (i.e. the social services area) 1 of Bergamo.

The community nurses are part of a multidisciplinary team that works in close contact with the local area and are an important reference point for frail persons, not only for health problems but also for more preventive ones.

In addition to working on frail persons, the Community Nurse project promotes information on prevention and corrects lifestyles to keep the elderly population healthy for as long as possible.

○ Reason why is it considered a good practice

The health demands that reach the Community Nurse often bring with them more social demands concerning the prevention of loneliness or the planning of one's future. The multidisciplinary team is able to support a global approach to the person that allows to work not only on the person, but also on the family and on the context of reference in an

integrated way, crossing in a preventive way the situations of possible fragility, to which give a targeted response thanks to the comparison with the resources on the territory (general practitioners, associations...), social-aggregative centres.

BEST PRACTICES FROM 2° SEM: MUNICIPALITY OF TORRES VEDRAS (PORTUGAL)

The 2nd Social Economy Mission of the COSPRO project, hosted by the Torres Vedras Municipality (Portugal) on 22nd and 23rd September 2021, aimed at reporting on the Portuguese context and experiences regarding Co-planning and Social Responsible Public Procurement, as well as analysing them, in comparison with the realities of the other European partners that participate in the COSPRO project.

The main objective of the workshop has been to promote and reinforce the need of a paradigm change towards social economy organisations, from a unilateral perspective that mainly considers social economy organisations as welfare providers, to co-builders of solutions. The first session aimed at providing a description of the Portuguese context regarding co-planning and responsible public procurement: CASES – Cooperativa António Sérgio para a Economia Social (Portugal), focused on the Public Procurement Portuguese macro political and legislative framework. The second presentation was conducted by the Torres Vedras Municipality (Portugal). It presented the social economy municipal public policy, with a special highlight in the co-planning mechanisms and public procurement principles and rules.

The presentation was illustrated by several programs and projects, promoted, or supported by the Municipality. The presentations were followed by a short debate with the speakers, REVES and all the COSPRO territorial partners. The 2nd webinar session opened with the participation of all COSPRO territorial partners that summarized their present situation and future challenges regarding co-planning and responsible development.

It was then followed by 4 best practice presentations of the Torres Vedras territory: Association INCLUIR +, Torres Vedras Municipality, Association Comunidade Vida e Paz and Association Dianova. All the stakeholders provided a detailed description of a co-planning and/or public procurement experience, reflecting simultaneously on the reasons for such classification and future challenges that the practices face.

WOMEN'S EMPOWERMENT - THE EXPERIENCE OF THE ASSOCIATION INCLUIR +

o Description of the good practice

The Association INCLUIR + is situated in the Torres Vedras Municipality (Portugal). It is a non-profit organization that develops several projects and activities to empower older citizens. Its core activity is manufacturer artwork. Manufacturer artwork is a strong local tradition in the territory (as well as on a national scale) and a significant number of older adults had lives linked to it. Therefore, they detain a very solid knowledge and practice on several domains of manufacturer artwork.

o Reason why it is considered a good practice

The Association INCLUIR + tries to actively recover that precious knowledge and abilities, by providing an arts workshop (that also works as an important social meeting place), guidance and support, and the necessary materials, to produce different pieces of artwork.

Additionally, the Association develops the necessary commercial circuits to sell the production. The older adults that participate in these projects, mainly women, not only are involved in artwork production, but also, they can see the social and economic value of it, once they have the market feedback.

To establish production and commercial circuits, the Association INCLUIR + has been developing several partnerships with agencies that relate to and believe in their mission.

Small businesses, foundations, other associations, have been very helpful in donating materials and equipment. Despite this support, the commercial demand has been requiring more feedstock.

The Association resorts to the local market to get it, valuing local economic relations. From the demand perspective, the Association INCLUIR + has been innovating, in the sense that clients that order/buy the production originate from all economic sectors: public, social economy and private for-profit. Recently, the women's group had the opportunity to produce pieces for the Foundation Joana Vasconcelos, a Portuguese artist of international reputation.

The Association also works on a regular basis for the Torres Vedras Municipality, representing an example of public procurement that values older adults' empowerment, quality of life and wellbeing, as well as local commerce and cultural traditions.

Environmental concerns are also an integral part of the production system. Recycling and reutilisation of materials is a mandatory principle. Presently, the female artists group is responding to a large order of ecological products for a Portuguese company (Pegada Verde), that strongly defends a more sustainable way of life.

This company chose the Association products and manufacturing ways to demonstrate to their clients how we can all be more ecological and socially responsible.

THE MUNICIPAL SUSTAINABLE FOOD SCHOOL PROGRAM AND ITS 4 PILLARS

o Description of the good practice

The Sustainable School Food Program, set up by the Municipality of Torres Vedras in 2014, aims to provide healthy school meals in a social, ecological and sustainable way, taking into account the products' freshness, territorial development and job creation. The Program is based on 4 pillars:

Pillar n. ° 1 - Production

The Program promotes the direct contact with the vegetable cultivation process consistent with organic farming techniques, through school gardens and study visits to organic farms, managed by the Municipality ("Programa BioHorta Escolar"), with the support of the Environmental Education Centre that contributes with vegetable gardens in small boxes for some schools. "BioHorta" currently reaches an estimation of 1.250 students enrolled at preschool and primary school.

Pillar n. ° 2 – Acquisition

The program exclusively purchases high quality and fresh raw food materials, preferably from local small and medium producers and suppliers, and demands bulk products. Consequently, the programme promotes territorial development by increasing the turnover for this sector in the region, as well as increasing job creation. For this to be possible, the Municipality divides the product demand into lots, which generates multiple and specific tenders. The division generates a smaller economic value for each tender and consequently inspires a lesser economic interest to large companies, which increases economic opportunities of small and medium suppliers.

Pillar n. ° 3 – Cooking

The Municipality has two central kitchens which supply around 1.700 meals/day. Additionally, it develops a network strategy that delegates competences to the 12 local council's authorities. Local councils contract local private social institutions for the management (cooking and distribution) of the school meals (around 2.900 meals/day). The menus are carefully prepared with the support of a nutritionist, respecting the nutritional balance, considering anthropometric values and favouring local seasonal foods, traditional dishes or the most appreciated in each location, according to the Mediterranean Diet. The municipal kitchens work as "laboratory kitchens" creating the guidelines for the private social institutions' ones.

Pillar n. ° 4 – Consumption & Healthy Eating Habits

Concomitantly, other programs for the development of healthy food and the promotion of physical activity are being developed:

- The European program 'school fruit and vegetables' and 'school milk' - free distribution of fruit and vegetables to the kindergarten and primary school students (twice a week) and daily milk distribution;
- The 'Lunch With Me in my Birthday' set up by the Municipality - which consists of inviting families to have lunch at school on their children's birthday. This activity also intends to raise families' awareness of healthy eating practices and give them the opportunity to evaluate the program and provide suggestions for daily meals through an anonymous survey. Families have the chance to talk about the importance of food and their role in promoting healthy food habits.

- The Active School - promotion of correct eating habits and increased physical activity to combat childhood obesity, with periodic monitoring of Body Mass Index at schools, by Physical Education teachers of the 1st cycle (Basic education).
- The Food Waste Separation after the meal – Children can play an active part in separating food leftovers, which are then daily monitored and weighed to adapt menus and ensure significant food waste reduction. Sensitizing the youngest for the impacts of the food waste in natural resources, is another important goal of this action.
- October – The Food Month. October is annually the “Food Month”, when several events related to food take place, especially focused on schools, but also to the general population, although at a smaller scale. The events program changes and it is improved every year. Some examples of developed actions:
 1. For schools: awareness actions of healthy food, salt and sugar, good snacks to bring to school, sustainable and organic food; games related with the promotion of food knowledge; tasting activities; study visits to the Municipal Market and to organic farms; the beginning of school gardens new cultivations; special activities related with robotics (for example by programming robots to choose healthy instead of not healthy food) and science experiences on food; special thematic lunches; show cooking's.
 2. For general population: Awareness actions on Organic Farming/Organic Food; dedicated sessions for parents on Food, integrated into the “Talks with the parents” - monthly evening event dedicated to parents, where several themes are discussed and presented, counting always with some external reference speakers; dedicated awareness actions of healthy food for the women of the Gipsy community, due to the high level of obesity in this population group.

- Reason why it is considered a good practice

In 2015, the Municipality signed the Milan Urban Food Policy Pact and, in 2016, was distinguished by the Food Nutrition Awards (in the item of Food Sustainability, obtaining the 2nd Honorable Mention prize). In 2018 joined the CityFood Network and became a partner of the URBACT BioCanteens Transfer Network.

In 2019 it has been distinguished with the European Commission recognition as ‘Best practice to help reach the Sustainable Development Goals’, in the ‘Healthy and Sustainable Food Systems’ category. It has been recognised in the shortlist of 5 candidates for the ‘2019 Procura+ Awards’ of the ICLEI network, in the category of ‘Sustainable Procurement of the Year’.

The program implementation highly depends on the strategic vision and the political commitment of the Torres Vedras City Council executive, which has already resulted in a budget increase. This program is a clear example of how public procurement was used in a socially responsible way. Nevertheless, present public procurement norms impose several restrictions that need to be identified and analysed, so that public authorities can pursue sustainable development goals at local level.

The food production existing in the Torres Vedras’ territory permits the development of short food chains. By introducing organic vegetables (and fruits), an adaptation of menus was needed, according to the seasonality of the products and by introducing new vegetables that weren’t contemplated before. Despite this, the quantity and variety of organic products are not enough in the region (for example, there is a lack of livestock products). The Municipality is working directly with organic local farmers to create production plans according to the canteens’ needs. It is also evaluating other options to improve organic farming in the territory.

COMUNIDADE VIDA E PAZ. BREAKING STEREOTYPES AND STIGMA THROUGH THE DEVELOPMENT OF LOCAL POSITIVE SOCIOECONOMIC EXCHANGE

○ Description of the good practice

The Association Comunidade Vida e Paz aims at the social integration of homeless people. It maintains a center (Quinta do Espírito Santo), located in a rural area of Torres Vedras Municipality, although its services are open to people from all around the country.

The Association serves a social group that faces extreme poverty, presents none or very few social ties, low educational level and professional skills, and consequently carries a profound social stigma. The Association historically says that every effort towards the social integration of this social group normally collides with strong social stereotypes and stigmas. Also, the Association team realized that the local community and agencies didn't have much knowledge of their work, strategies, and target-group. Therefore, the association established as one of its main strategies promoting the proximity to the local community, through real and useful communities' ties. The focus cannot be disability, but instead placed on the creation of social opportunities (occupational, professional or of social nature) for the homeless people, so that they could have the chance to acquire skills and develop positive social relations.

With that aim, the Association celebrated a partnership with the Local Council, to promote local development, community participation and social integration of the beneficiary users. According to the agreement, the association was responsible for ensuring the cleaning, conservation, and maintenance of a public structure. The Local Council pays for the provision of this service based on market values.

This work is carried out by users who are in the process of rehabilitation, allowing them to train their social, occupational and employment skills in a real context. A staff member of the association monitors and provides support to users and mediates with the entity. By carrying out these activities in the local community, interaction between users and people living in the community is promoted, reducing isolation, segregation and the stigma associated with these social group

○ Reasons why it is considered a good practice

Among the project's benefits, the following stand out:

- access to resources by an extremely economically vulnerable group, with a double impact: access to financial income and social gains;
- the development of users' empowerment and of the local community, as a territory that enhances development and social cohesion;
- the sustainability of the project, as it does not depend on external financing, but instead generates them, at the same time it responds to the satisfaction of local need;
- the development of social and emotional competences of users, in a real context.

THE SUSTAINABLE STRATEGIC ALLIANCES OF DIANOVA ASSOCIATION

○ Description of the good practice

Following the approval of the Torres Vedras City Council project by the Asylum, Migration, and Integration Fund, in 2019, DIANOVA association was contacted to present a training program and budget for the migrant population of the municipality west coast, mainly agricultural workers from Thailand and Nepal.

The DIANOVA association was selected because it is a certified training entity, with a history of work carried out over more than 35 years with vulnerable population groups. This partnership has developed 2 courses in Language, Culture and Citizenship, aiming at the acquisition of language skills in Portuguese, the integration of the target audience in the surrounding community, knowledge and application of their rights and duties as citizens and as workers in Portugal.

This good practice contributes to the operationalization of several Goals for Sustainable Development of the 2030 Agenda, since both the Torres Vedras City Council and DIANOVA have a proactive role in supporting its strategic implementation in favour of the local, national, and international community.

○ Reasons why it is considered a good practice

The association designated this good practice as «Sustainable Strategic Alliances» because it promotes:

- SDG 17 – Partnerships for the Goals – Strengthening the means of implementation and revitalizing the partnerships for a sustainable development.
- SDG 16 - Peace, Justice and Strong Institutions – Promoting peaceful and inclusive societies for SD, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels.
- SDG 10 – Reduced inequalities – Reducing inequality within and among countries.
- SDG 8 – Decent work and economic growth – Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- SDG 4 - Quality Education – Ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.
- SDG 3 – Good Health and Well-being – By empowering migrants with language skills and information about their rights and resources where they can get help.
- SDG 2 – Zero hunger – By empowering the most vulnerable ones with information about their rights, reducing the danger of being harmed, plundered, or extorted by unethical employers.
- SDG 1 – No poverty - By empowering the most vulnerable ones with information about their rights, reducing the danger of being harmed, plundered, or extorted by unethical employers.

In addition to both entities contributing with this project to the operationalization of 8 important SDGs, it is felt as a good practice since the Municipal Council has hired an NGO for the development of training projects instead of having done it with a for-profit private entity. The revenues obtained by DIANOVA from the project are reinvested in social, community, health, and education development projects, benefiting other vulnerable groups in a circular social economy.

- Additional comments

One of the final products of this project should be the elaboration of a Guide of Good Practices for Sustainable Purchasing in the Municipality of Torres Vedras, where all social economy entities with their products and services are identified and that the Municipality promotes the sustainability of the Organizations, privileging the acquisition of goods and services from these entities to the detriment of others for profit. Additionally, this Guide should be disseminated in the Municipality, with the Council being a vehicle for creating value in the Third Sector, inviting other public and private entities to follow their example.

BEST PRACTICES FROM 3° SEM: MUNICIPALITY OF ODENSE (DENMARK)

At the third workshop, the policy of the City of Odense (Denmark) in terms of employment clauses provided a special focus on work insertion and maintaining of employment levels through devoted clauses in public procurement. This also engenders the relationship between procurement policy-employability and vocational training.

The 3rd Social Economy Mission held virtually on the 22nd and 23rd of November 2021, aimed at improving knowledge and sharing the experience of the City of Odense in the field of Employment clauses in socially responsible public procurement.

The workshop has been conducted by Lene Høxbro Larsen (Odense Municipality) together with Luigi Martignetti (REVES) who both coordinate the presentations during the event, and also the Social Services Department and Procurement department from the Municipality of Odense have been involved in the Mission.

The first part of the workshop was aimed at presenting how Odense is working with social clauses on a national background and how it creates inspiration for other cities to reach common goals in socially public procurement.

The 2nd day workshop focused on how employment clauses are built into public tenders and how they are enforced both in theory and in practice thanks to the interventions by Mrs. Hindberg and Mr. Køppen, both part of Odense Municipality.

The program was wrapped up by seeing a short film produced for the purpose of showing a real case on how the companies are dealing with the social clauses. In the video Mr. John Bergholt showed his bus company as a good use case: he has hired more people with disabilities to his business than he actually had to, stating that for their organization it is a natural way of operating particularly during Covid-19 pandemic.

On the basis of the information provided during the first day and the experience of Odense Municipality, each project partner contributed to the discussion on the last session on the different models of employment clauses in socially responsible public procurement, focusing on the specific city's perspective but also from the associations and cooperatives perspectives.

THE MANAGEMENT PROCESS FOR THE PROCUREMENT UNIT: 4 STEP MODEL

○ Description of the good practice

In order to ensure that the public tender manager/consultant has made a thorough research, the procurement unit in the Municipality of Odense has developed a 4-step model to Identify, prioritize, qualify and implement different environmental and social responsibilities. This model has resulted in a strategic focus on social responsibility and UN Sustainable Development Goals

Odense's 4 step model:

- First step is to identify and assess any risks related to the tender.
- Second step is to research and enter into dialogue with the marked/potential bidders and get their feedback as well as positive actions to address the risks.
- Third step is to link risks and actions to UN SDGs.
- Fourth step is to translate the first three steps into contract requirements or evaluations criteria.

This model can be used with all tenders and both environmental and social concerns on a national level and e.g. production sites abroad.

○ Reasons why it is considered a good practice

This management process has many positive aspects, such as:

- having a method for identifying the potential for employment clauses in each contract;
- discussing employment demands as part of market dialog with suppliers;
- agreeing on an acceptable and ambitious level of employment demand;
- supporting the supplier in finding the right employees.

ENVIRONMENTAL AND SOCIAL CONCERNS: GREEN TEAM

○ Description of the good practice

The Municipality of Odense has dedicated two full-time employees (The Green team) to support the public tender managers/consultants and contract managers in their work with sustainability and social responsibility. This also includes employment clauses, where Green Team is involved early in the procurement process and the 4-step model, as well as having the primary responsibility and communication with suppliers in terms of the employment clause during the contract term.

A lot of work goes into assessing relevance and potential for an employment clause including the tasks reserved for the vulnerable employees.

Green Team therefore offers to attend start-up meetings with the supplier or arrange for a separate meeting with the supplier, where employment demands, job description etc. is discussed. The supplier must provide the Green Team with a job description. This will be relayed to the Taskforce, which is described in the following good practice.

The argument for "outsourcing" these tasks to Green Team rather than letting the procurement manager or contract manager continue the dialog and follow-up is that they can remain "good cop" and ensure a good collaboration on the essential elements in the

contract. Instead, Green Team is the “bad cop” that makes sure that the supplier upholds its agreement – often unwillingly – without interfering with other contract matters.

- Reasons why it is considered a good practice
 - early dialog with the supplier allows Green Team to adapt the job on the contract to meet both the wishes and competencies of the unemployed people and jobs that are beneficial to the supplier;
 - a good match it is a win-win for everybody;
 - green team is the “bad cob” and the one pushing the supplier to fulfil the contract;
 - roughly 60 vulnerable people have received a job because of employment clauses.

EMPLOYMENT CLAUSES: THE TASKFORCE

- Description of the good practice

Once Green Team has received a job description from the supplier, this is relayed to The Taskforce which comprises 5 job consultants from different departments. These work closely with the Green Team and provide important information about the skills of unemployed people and sought-after jobs.

Unemployment rate in Odense is approximately 5% of its ~200.00 citizens which means that there is 8-10.000 unemployed. Of these, approximately 2.500 are categorized as “people on the edge of the labour marked”. They have all kind of challenges: mental and physical disabilities, chronic illness, abuse etc.; some have been unemployed for too long or arrived from a foreign country wherefore they have difficulties adapting to the Danish way.

The Taskforce is key to finding unemployed people within the relevant target groups, to match the job descriptions in the employment clause. Often it will be jobs within cleaning, bus driving, gardening and green keeping in public areas, renovation in public areas, roadwork, and different service jobs. The Odense Municipality helps with guidance, tools and other equipment, up-qualifications.

Having dedicated employees on the task means that it is given a strategic focus and work is very effective and successful.

The process in short:

- Job description with tasks and wishes from the supplier
 - Find Candidates
 - Do Job interview
 - Hire the right one
 - Help in the beginning
 - Follow up
- Reasons why it is considered a good practice
 - Collaboration between municipal departments, contract requirements to ordinary companies, a system of follow-up and enforcement, independent of supplier profile.
 - Non-employment related benefits:
 - steep learning curve and greater understanding across political administrations/departments
 - acknowledgement that employment clauses affect and benefit real people
 - Comparing municipalities and learning from each other.

CASE NORDVIRK: USING A SOCIAL ENTERPRISE AS BUYER OF USED COMPUTER EQUIPMENTS.

o Description of the good practice

NordVirk is a Non-profit social economic Company that started in august 2013.

They have observed that people with autism encounter great difficulty in relation to gaining and keeping employment. As a consequence, they know that people with autism possess good levels of skills which could, with support, be successfully used in employment situations. However, these skills need to be developed in a secure, specially designed environment with the focus on autism.

Their mission is Job creation for young people with autism by means of education and job training, by buying and selling refurbished IT-equipment.

As the main part of the target group experiences major problems with following traditional education forms, it is up to NordVirk to offer non-traditional learning opportunities by accommodating their natural interest for IT and other IT-based work areas while strengthening their professional skills and maintaining already existing work skills.

They practice learning by doing and therefore the target group is involved in a major part of the company's activities using the company as a centre for learning.

Throughout their work training activities, for example performance of customer services, Odense Municipality experienced that the target group develops useful work skills by solving meaningful assignments and also preparing them for working life.

NordVirk has several commercial firms collaborating with Odense Municipality since they donate or sell used IT-equipment to the Town hall. These equipment is erased of all data, refurbished, and subsequently resold. The projected income from these sales will form part of the financial basis of the project along with local authority specialist employment schemes.

The target group is people with autism, local resident in Denmark. Statistically, it is claimed that approximately 1% of the Danish population has some sort of autism. Autism is a term that covers diagnoses such as Asperger's Syndrome, Infantile Autism, non-typical autism etc.

Currently there are very few people with autism in employment and therefore we see an urgent need for creating an environment and organization in which they can demonstrate their working skills.

o Reasons why it is considered a good practice

The partnership with Odense has been fruitful, as the contract has secured a steady flow of IT-products for our work training activities that are close to normal work assignments. The surplus of revenue gives NordVirk the opportunity to hire people with autism in the organization, as we have the professional pedagogic skills in house to facilitate their special needs.

Odense made an active choice of improving opportunities for social economic companies, but it is also up to the social economic company to live up to the quality standards that are needed to fulfil contracts.

The Tender agreement process was educational for NordVirk, showing them the need to professionalize the business by understanding and working after Tender laws and obligations as well as ISO certified standards within data destruction that follow GDPR rules and regulations. This is probably one of the largest hurdles social economic companies must overcome.

NordVirk naturally hoped that the partnership with Odense Municipality could proceed, but nonetheless they have used the knowledge gained to establish new contracts with other Municipalities and Companies within Denmark's boundary.

In 2021, NordVirk functions as an organization based on 60% income from computer sales and 40% income from work scheme programs. The main goal of Odense Municipality is to lift this distribution of revenue to 70%/30%, thus lifting our commercial activities, but being true to their main mission.

By the end of 2021 they have 13 staff members and 25-27 people with autism are working within a variety of supportive work placements at NordVirk. Five members of staff in NordVirk have jobs on special terms. Four of them have autism. Currently they have had 100 people with autism through the program, where about 30% have started an education or started in employment (full time or on special terms).

CASE BERGHOLT: BUS COMPANY DRIVING FOR ODENSE KOMMUNE USING VULNERABLE PEOPLE AS CHAUFFEURSo Description of the good practice

Bergholt is a bus-company and they have been in the market for 28 years as a privately owned company. They have 167 buses, 80 minibuses and tourist buses. These buses allow to take up till 14 wheelchairs on a ride. So, wheelchair users are treated in the same way as normal people.

Bergholt started to drive more for the public sector, and they started getting tenders with Odense in 2009. Two years ago, Odense Municipality included social clauses in the contract concerning the combination of the workforce and the re-think of how challenged people could be part of the company. Before 2019 Bergholt was employing people in flex-jobs (small jobs in max. 20 hours per week) but now they did it even more because of the tender with social clauses. Even though the COVID-19 pandemic interfered with the startup of the project, now it's up and running.

o Reasons why it is considered a good practice

Bergholt gave the opportunity to people in wheelchairs to use public transport and to be treated in the same way as normal people. Moreover, the main aspects of the use case are:

- sick leave is very low - less than 1%;
- very committed employees;
- flexible workforce: Bus Company business asks for flexibility and these people can easily work in this field as chauffeurs for even small trips for an hour or two mornings or evening;
- no stress workforce: they have the slogan "The less you hurry the better it gets" and talk the pressure out of the job. You must be calm and easy in this business and its good for everybody;
- happy workforce and a win-win situation when you look into the personal needs.

CONCLUSION

COSPRO project gave the opportunity to the participants to deepen the challenges and also the opportunities that the public authorities from one side, and the social economy entities, from the other, face concerning the social public procurement processes. Particularly, partners identified gaps between the different territories and different procedures for the implementation of public procurement rules depending on the country.

The outcome that the project obtained is the network of practices that resulted from the discussion of some key provisions, such as reserved contracts, social clauses, sustainability clauses, special regime for social services, linked to the experience of each project partner.