



*Îmbunătățirea învățământului și formării
profesionale (VET) pentru impact social: punerea
în practică a achizițiilor publice sociale*

Parteneriate între întreprinderile sociale și autoritățile contractante

Modulul nr. 6



EUROPEAN CENTER
FOR SOCIAL FINANCE



EXEOLAB
CREATING SYNERGIES



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1. Social Public Procurement (SPP): Public buying focused on social goals (e.g., jobs, inclusion).
2. Contracting Authorities (CAs): Public organizations that purchase goods/services.
3. Social Enterprises (SEs): Businesses focused on social or environmental goals.
4. Consortia: Groups of businesses working together on large contracts.
5. Co-creation: Collaborating to create new solutions.
6. Partnership Readiness: The ability of both parties to work together effectively.
7. Governance & Management: How decisions are made and the partnership is run.
8. Impact Management: Measuring and tracking the social results of a partnership.

This module focuses on the role of partnerships in Social Public Procurement (SPP), where social enterprises (SE) collaborate with contracting authorities (CA) to integrate social objectives into public procurement.

The purpose of these partnerships is to ensure that social objectives, such as employment, inclusion, and environmental sustainability, are integrated into procurement processes, thereby benefiting both the public sector and society.



By the end of this module, learners will:

- Understand key partnership models (e.g., informal, strategic, consortia, co-creation).
- Develop practical skills for building and managing partnerships between SEs and CAs.
- Learn how to align social objectives with procurement goals to maximize social impact.
- Evaluate challenges in partnership implementation and propose effective solutions.



This module is divided into the following key sections:

- 1. Introduction to Social Public Procurement (SPP):** Overview of the importance of SPP and the role of partnerships.
- 2. Understanding Partnership Models:** An in-depth look at different models (informal, strategic, consortia, co-creation).

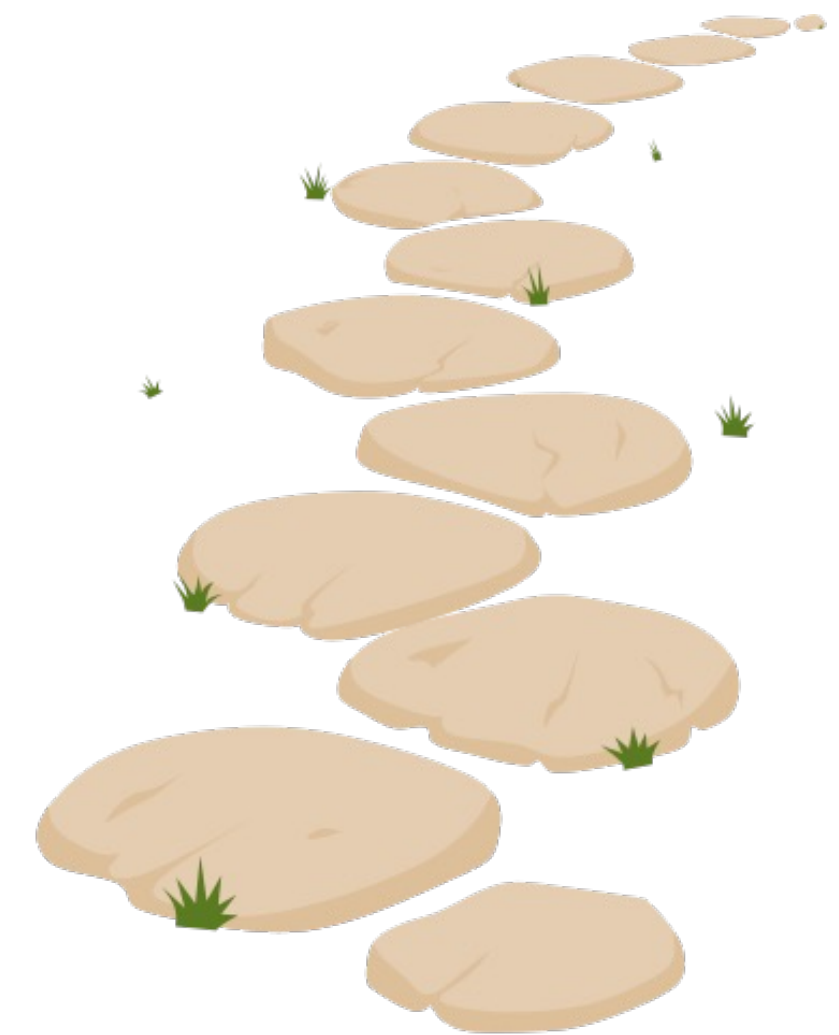
Continuing the module, we explore:

3.Partnership Readiness: Assessing the capacity of both SEs and CAs to engage in partnerships.

4.Governance and Management: Key principles of partnership governance, roles, and decision-making.

5.Case Studies and Best Practices: Real-world examples showcasing successful partnerships.

6.Exercises and Key Takeaways: Activities for reinforcing learning and reflecting on partnership effectiveness.



Partnerships in SPP

What is a Partnership in SPP?

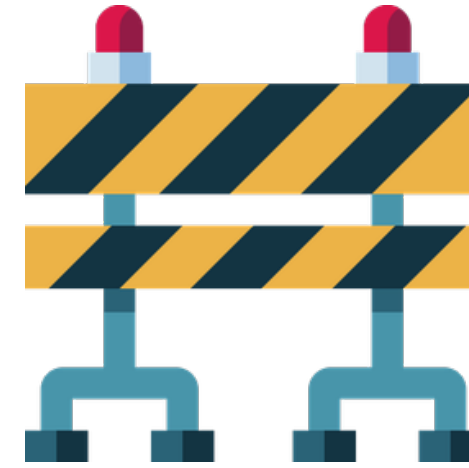
A partnership in Social Public Procurement is defined as a cooperative relationship between a social enterprise (SE) and a contracting authority (CA). This cooperation is aimed at achieving both procurement objectives and social impact, such as promoting sustainability, social inclusion, and employment.

⌘ Unlike traditional procurement, where the focus is simply on fulfilling the contract, partnerships in SPP involve shared goals and long-term engagement.

- Challenges for social enterprises (SE):

- limited financial resources
- lack of access to procurement
- capacity constraints.

public



Benefits of partnerships for SEs:

- Access to larger, sustainable contracts
- Benefits for contracting authorities (CAs):
- Fulfill social policy goals:
 - Community development
 - Environmental sustainability
 - Inclusive growth
- Meet procurement needs

- 1. Informal Cooperation:** Early-stage cooperation where partners begin to work together without formal agreements. This type helps build trust.
- 2. Strategic Partnerships:** Long-term collaborations with defined roles, mutual goals, and formal agreements.
- 3. Consortia and Networks:** SEs collaborate in groups to respond to larger procurement needs.
- 4. Public-Social Co-Creation:** Joint creation of solutions, where SEs and CAs co-design projects together to maximize social impact.

Types:

Informal Partnerships: These are typically initial collaborations with lower commitment, often used to test ideas or build trust. They allow for flexibility but may lack structure.

Strategic Partnerships:

These involve formalized agreements, long-term planning, and shared objectives. They are essential for achieving larger-scale impact and are more sustainable.

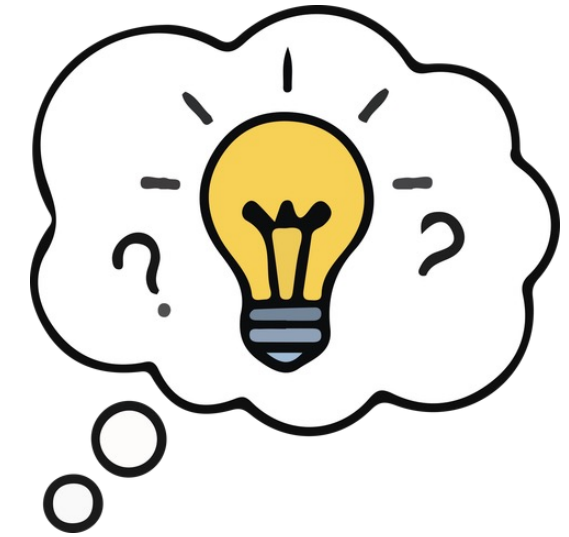


- **Consortia** allow social enterprises to pool their resources, share risks, and access larger contracts that would otherwise be out of their reach.
- **Networks** provide platforms for SEs to collaborate, share knowledge, and access more opportunities, enabling them to respond to public procurement needs collectively.



Public-Social Co-Creation

- Collaborative process
- Encourages innovation
- Better alignment with public needs
- Practical and relevant solutions
- Impactful outcomes



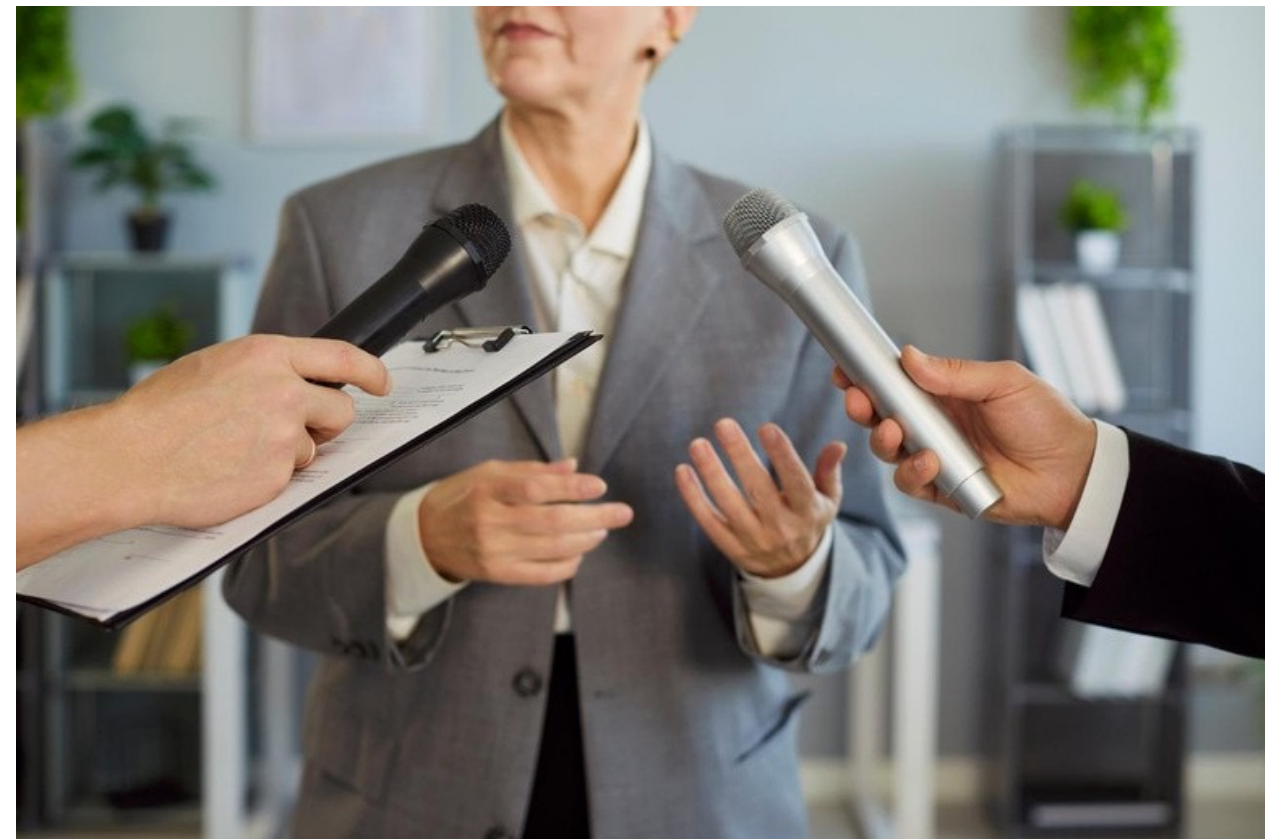
Partnership readiness definition:

Partnership readiness refers to the capacity and willingness of both social enterprises and contracting authorities to effectively engage in a partnership. This includes having the necessary skills, resources, and organizational alignment to ensure a successful collaboration.



Effective governance definition:

Effective governance ensures that both partners are accountable for their roles and responsibilities. This includes decision-making structures, clear communication, and the ability to resolve conflicts constructively.

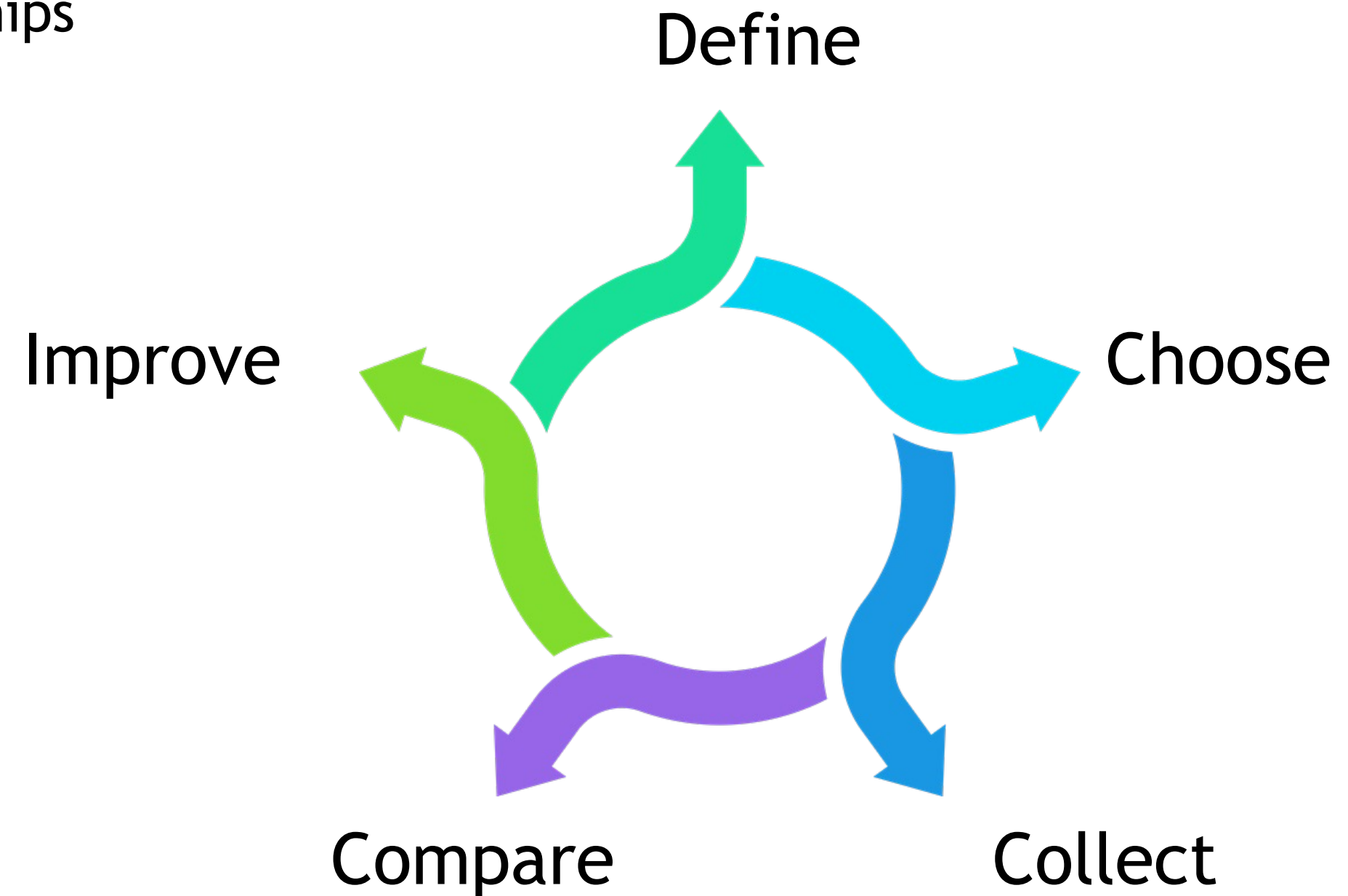


Why monitor social outcomes?

- Shows the social value created through partnerships
- Supports better decisions and improvements
- Increases transparency and credibility

Simple process (5 steps):

1. Define social goals
2. Choose indicators
3. Collect data
4. Compare to targets
5. Improve and adapt



Impact Chain

**Inputs → Activities → Outputs → Outcomes →
Impact**

Prioritize outcomes and long-term social change

Key Indicators

- Employment
- Inclusion
- Skills
- Community

Measure what matters to demonstrate social
value

Case study

Case study: Inclusive School Catering

- **SE:** Cook & Care (inclusive catering lab)
- **Partner:** Municipal procurement unit
- **Challenge:** SE lacked access to large contracts; CA needed social criteria
- **Approach:** Early dialogue, co-creation of tender requirements, capacity support
- **Results:**
 - +30% employment for people with disabilities
 - High service quality and community satisfaction
 - Recognised as a regional best practice





1. Social Value Created:

- +30% Employment for people with disabilities.
- Increased Community Engagement and support for local initiatives.



1. Social Enterprise Growth:

- SE scaled operations, increasing capacity to serve more clients.
- The partnership opened doors for SE to compete for larger public contracts.



1. Public Authority Achievements:

- The CA successfully met social inclusion goals.
- Delivered high-quality services while creating sustainable jobs.



1. Recognition and Best Practice:

- Recognized as a best practice for integrating social value into procurement.

Exercise

Group activity 1: Design a partnership proposal

- Break into small groups.
- Define a public need (e.g., inclusive education, sustainable community projects, affordable housing).
- Identify potential partners (social enterprises and contracting authorities).
- Create a partnership proposal outlining:
 - Roles and responsibilities of each partner.
 - Governance structure and decision-making processes.
- Present your partnership model: Each group will explain how the partnership integrates social value and achieves its objectives (e.g., employment, inclusion, sustainability).

Group Activity 2: Stakeholder Mapping

- Map all relevant stakeholders in the partnership scenario: SEs, CAs, intermediaries, funders, community members, and beneficiaries.
- Assess their roles, interests, and level of influence on the project.
- Discuss how the roles and interests of each stakeholder might impact the partnership's success.



Individual Activity: Partnership Readiness Assessment

- Use a readiness checklist to assess the preparedness of both SE and CA for a partnership.
Criteria to consider:
 - **Governance capacity** (Are roles and responsibilities clearly defined?)
 - **Legal knowledge** (Do both parties understand the legal requirements?)
 - **Financial capacity** (Do both parties have the resources to engage in the partnership?)
 - **Operational capacity** (Are both parties ready to implement the partnership effectively?)
- Based on your assessment, identify gaps in readiness and propose solutions to address them.

Social Procurement Simulation

Scenario:

- A municipality is launching a €400,000 school catering contract and wants to include strong social criteria (employment, inclusion, sustainability).
- Three social enterprises have submitted bids.

Your Role:

- You are members of the procurement evaluation committee.

Task:

- Evaluate the bids and select the supplier that offers the best balance between social value and service capacity.

Be ready to justify your decision.

Time: 15 minutes

Reflection

Reflection:

- What makes a partnership successful? Discuss in small groups and share your insights.
- Reflection Prompts:
 - What are the key factors that make a partnership work?
 - How do governance and decision-making affect the outcomes of a partnership?
 - What barriers might arise, and how can they be overcome in practice?

Key Takeaways:

- Partnerships in Social Public Procurement drive social value and create tangible outcomes.
- Skills gained:
 - **Partnership building:** Creating and maintaining strong relationships between social enterprises and contracting authorities.
 - **Governance:** Establishing clear roles, decision-making processes, and shared responsibilities.
 - **Impact management:** Measuring and tracking the social value created through partnerships.

Module 5: Contract Management & Social Impact Monitoring

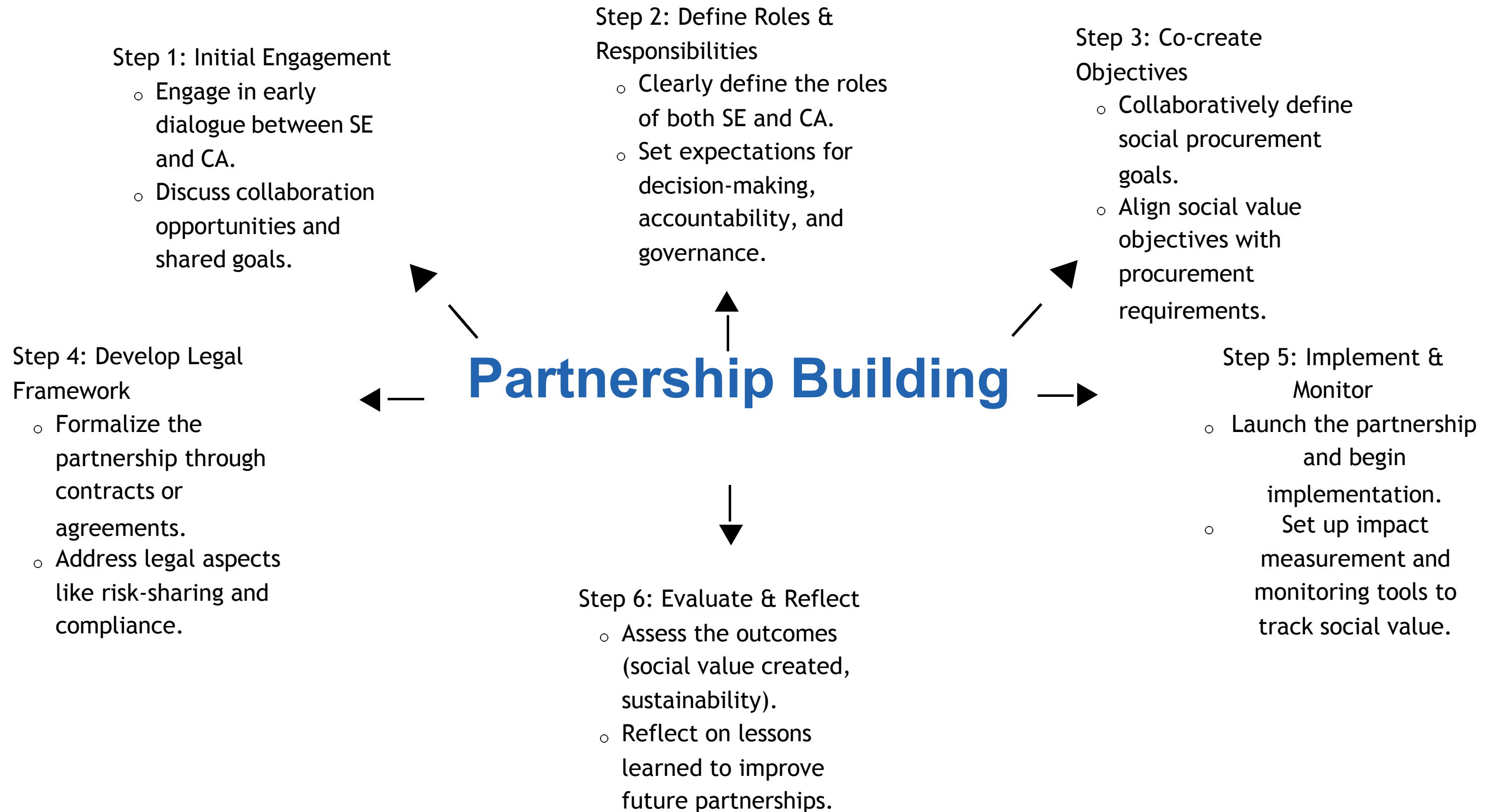
- Focus on managing contracts and tracking the social impact created through procurement.

Module 8: Advocacy & Policy Influence

- Learn how to advocate for social procurement policies and influence public procurement at the policy level.



Mind maps



Social Value

- Employment: Creating jobs, especially for marginalized groups.
- Social Inclusion: Promoting diversity and equality.
- Community Empowerment: Supporting local communities through targeted initiatives.

Procurement Objectives

- Efficiency: Getting value for money.
- Sustainability: Ensuring environmentally and socially responsible procurement.
- Quality Assurance: Meeting the needs of the public while ensuring high standards.

Social Public Procurement (SPP)

Collaboration

- Co-creation: Working together to design solutions that meet both social and procurement goals.
- Governance: Ensuring clear roles and decision-making processes.
- Trust & Communication: Building mutual understanding and cooperation to overcome challenges.

Video

Video: Introduction to Social Procurement



This video provides an overview of how public procurement can be used to achieve social value, fostering inclusive growth and employment through collaborative processes.

Source: "Introduction to Procurement - Module 10 - What is Social Procurement?"

Available on YouTube: <https://www.youtube.com/watch?v=8unRezJa9y0>

Video: How do you measure social impact?



This video provides an overview of how to measure social impact, emphasizing the importance of aligning measurement efforts with your organization's theory of change and utilizing appropriate data collection methods.

Source: "How do you measure social impact?"

Available on YouTube: https://www.youtube.com/watch?v=KDCYc_0h13



1. Key Takeaways:

- Partnerships in Social Public Procurement (SPP) drive social value and create tangible impacts.
- Skills gained:
 - **Partnership building**: Creating strong relationships between social enterprises and contracting authorities.
 - **Governance**: Clear roles, decision-making, and shared responsibilities.
 - **Impact management**: Measuring and tracking social value.



END OF MODULE 6

Congratulations!

You have completed Module 6 “Partnerships Between Social Enterprises and Contracting Authorities”



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