

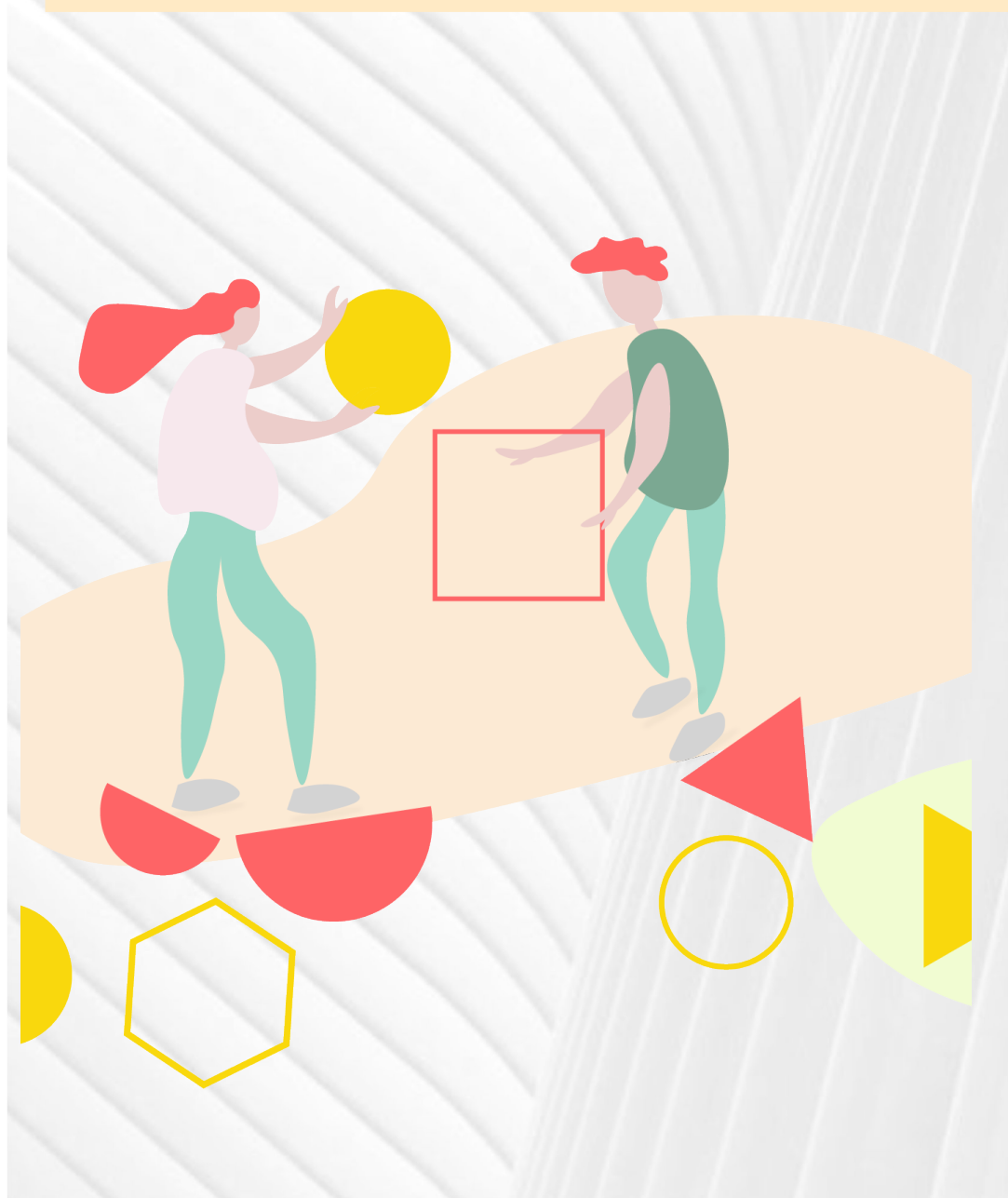


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Good Practice Guide and list of replicable  
recommendations

## Strengthening Social Economy for Innovative and Resilient Region



Good practice guide



POZnań\*



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# INTRODUCTION

Through the social economy missions, the project partners SOCRATES shared knowledge and good practises in their regions. The Good Practice Guide summarises the best regional grassroots initiatives and actions to promote the SE ecosystem in other regions facing similar changes.

This guide serves as a comprehensive resource for policymakers, practitioners, and social economy stakeholders seeking to understand, promote, and scale the impact of the social economy. It draws upon a wealth of knowledge, best practices, and case studies from Slovenia, Croatia, Hungary and Poland, offering insights into the diverse and innovative ways in which social economy organizations operate. By distilling these insights into actionable strategies, we aim to empower individuals and communities to leverage the social economy as a catalyst for positive change.

# Good practice 1

## Support of the City of Zagreb for the development of social entrepreneurship (Zagreb, Croatia)

### Context and a Challenge - situation overview, key data, goals of the action

Given that social entrepreneurship contributes to a more responsible, socially balanced and fairer approach to the economy, the City of Zagreb recognized its importance, especially the aspect of inclusion in entrepreneurship and the labour market of marginalized, socially vulnerable groups such as persons with disabilities, persons with reduced working capacity, victims of domestic violence, parents or guardians of children with disabilities, members of the Roma national minority and other less employable persons.

Therefore, with the purpose of developing and promoting social entrepreneurship, i.e., social entrepreneurial initiatives, the City of Zagreb initiated activities for granting financial support to social entrepreneurs, and a special measure was created for granting support for the development of social entrepreneurship in cooperation with relevant stakeholders and social entrepreneurs. The measure was established in the currently valid Programme for the Promotion of the Development of Crafts, Small and Medium-Sized Enterprises in the City of Zagreb 2019-2023, adopted by the City Assembly of the City of Zagreb in March 2019, and was also established in the previous programme applicable in the period from 2013 to 2018.

In accordance with the aforementioned programme, the Mayor of the City of Zagreb adopts an ordinance specifying the conditions and procedure for granting assistance to social entrepreneurs, on the basis of which tenders for grants for the development of social entrepreneurship are announced.



## Solution - action, implementation, timeline, stakeholders

In the period from 2015 to now, 5 calls for proposals for grants for the development of social entrepreneurship have been launched, on the basis of which grants in the total amount of EUR 1,083,834 have been approved for 27 social entrepreneurship projects. These grants enabled the start-up of social entrepreneurs, as well as new social entrepreneurship projects and further strengthening the capacity of existing social entrepreneurs.

One of the beneficiaries of the support of the City of Zagreb is the social enterprise PUTEM OAZAe d.o.o. and we highlight them as an example of good practice, i.e., cooperation between the local administration and the social enterprise, since the business of this enterprise was launched with the support of the City of Zagreb from 2018. It is important to emphasize that significant own funds have also been invested in starting this business. The enterprise was founded as a socio-entrepreneurial idea with the aim of developing a self-sustaining company that establishes the principles of socially responsible business in everyday practice. The founder is the Association O.A.Z.A. – Održiva Alternativa ZAjednici whose members implement projects in the field of informal education of young people, especially in the field of social entrepreneurship.

The main activity is a vegetarian and vegan fast-food restaurant "OAZA Joyful Kitchen" with an accompanying educational program intended for young people and citizens of the City of Zagreb. In addition to

the consumption of food in the restaurant itself and through delivery services, catering services are also offered, as well as vegan cooking workshops. Likewise, within the restaurant there is a multifunctional educational hall that is available for rent for education, training, meetings, and other events in order to promote healthy nutrition, environmental awareness and social entrepreneurship.

The company has 9 permanent employees, of which 4 persons belong to hard to employ and marginalised groups, out of which 2 persons over 50 years of age, 1 being a refugee from Ukraine, and 1 being a migrant from India. In addition to permanent employees, the company has 5 permanent external associates.

The arrangement of restaurants and the procurement of equipment was co-financed from the support of the City of Zagreb, and the company was also granted an ESF project in the field of social entrepreneurship with the aim of promoting social entrepreneurship and raising the level of awareness of citizens about healthy nutrition.

After the strong earthquakes that hit Zagreb in 2020, which occurred during the lockdown caused by the COVID-19 pandemic, as a socially responsible company, they used their resources to help the citizens in need, for whom they prepared and delivered over 10,400 free meals within the "Food for Life" project. Due to the earthquake, many citizens lost their homes, while due to the lockdown, some citizens lost their jobs and found themselves in very dire conditions. Since the restaurant was closed during this period, they decided, in cooperation with the association that is the founder of the company, to organize a fundraising



campaign and the distribution of hot meals to those in need within the City of Zagreb. On the account of the association and through the crowdfunding campaign, donations in the amount of about EUR 12,000 were collected, and 21 volunteers participated in this action. These activities have significantly contributed to the visibility of social entrepreneurship, as well as to the promotion of the integration of the civil and economic sectors.

In order to stabilize overall operations after the COVID-19 pandemic, i.e., to further support the operations and capacity building, the company was granted another support based on the tender of the City of Zagreb in 2022 and the implementation of the project is underway.

## Lessons learned - from the example and potential for a replication

The realization of the project aims to strengthen the production capacities, increase the competences of employees, increase the number of customers, create new jobs especially for people from groups that gain employment more difficultly and marginalised persons, in order to support and help prevent social exclusion, as well as to continue to help the needy (socially disadvantaged, physically disabled, homeless, poor, etc.) in meeting basic living needs through the sharing of meals in cooperation with local associations that have direct contact with the target group.

The company also wants to promote social entrepreneurship and sustainable development through information, promotion, organization, and implementation of free non-formal education workshops during the implementation of the project.

## References:

- Programme for the Promotion of the Development of Crafts, Small and Medium-Sized Enterprises in the City of Zagreb 2019-2023

<https://www1.zagreb.hr/sluzbeni-glasnik/#/app/akt?id=11393c01-f004-4901-8ff5-91252fb24169>

- Rules on granting support for the development of social entrepreneurship

<https://www1.zagreb.hr/sluzbeni-glasnik/#/app/akt?id=f440d881-0cfa-4002-b0c6-f6df2298435b>

- Putem OAZAe d.o.o.

<https://joyful-kitchen.com/o-nama/>

<https://oazainfo.hr/food-for-life-projekti/>

## Good practice 2

### Public work activities for unemployed Croatian war veterans and other unemployed citizens of the City of Zagreb

#### Context and a Challenge - situation overview, key data, goals of the action

With the aim of social and economic integration into the community, as well as strengthening the self-esteem of unemployed Croatian war veterans and other unemployed citizens, the City of Zagreb has been continuously implementing the measure of public work activities for unemployed Croatian war veterans and other unemployed citizens of the City of Zagreb since 2005. Participation in this program also has a beneficial effect on their health.

The measure is implemented in accordance with the Decision on the participation of unemployed Croatian war veterans and unemployed citizens of the City of Zagreb in public work activities adopted by the City Assembly of the City of Zagreb, in cooperation with the Croatian Employment Service through the Regional Office Zagreb, the Public Open University Zagreb and the Public Institution Maksimir.

#### Solution - action, implementation, timeline, stakeholders

Unemployed Croatian veterans and citizens of the city of Zagreb, who are registered in the records of the Employment Service, can participate in socially beneficial environmental activities lasting 40 hours in Maksimir Park, and as a benefit to their work, they can choose free education and training in various educational programs or medical rehabilitation in a specialized institution/health resort.

New qualifications, i.e., acquired vocational training, contribute to better competitiveness and easier employment on the labour market. It was also observed that participation in public work activities has positive effects on strengthening the self-esteem of unemployed Croatian veterans and other unemployed citizens who, through participation in this program, are socially and economically integrated into the community, which also has a beneficial effect on their health.

In public work activities, a partnership was established between local government and unemployed Croatian veterans, with multiple benefits for the city of Zagreb and its inhabitants based on the work of the veterans, as well as for the Croatian veterans themselves, who gained the opportunity to raise their quality of life through participation and facilitate finding work in the newly acquired occupation.

#### References:

- Decision on the participation of unemployed Croatian war veterans and unemployed citizens of the City of Zagreb in public work activities.

<https://www1.zagreb.hr/sluzbeni-glasnik/#/app/akt?id=fafcb77-ba13-419d-80a6-d78a6ccdb3df>

<https://www1.zagreb.hr/sluzbeni-glasnik/#/app/akt?id=73420f76-30cf-4a7c-a3bf-3b770721691c>

<https://www1.zagreb.hr/sluzbeni-glasnik/#/app/akt?id=c03c998d-0424-4703-8dc0-a6f7a2714822>





## Good practice 3

### Balmaz Pasta – social enterprise (Debrecen, Hungary)

#### Context and a Challenge - situation overview, key data, goals of the action

In the period between December 1, 2014 and March 31, 2015, a dry pasta preparation course taught in Balmazújváros within the framework of the implementable winter and other value-creating public employment programs was launched with the involvement of 20 jobseekers. In this way, locals with skillful hands who wanted to work were given the opportunity. Upon successful completion of the course, a freshly trained workforce was provided. After selecting a suitable place to perform the planned tasks, within the framework of the above-mentioned programs, the dry pasta preparation working group was able to start with the involvement of those who had now successfully completed the course.

#### Solution - action, implementation, timeline, stakeholders

Thus, within the framework of public employment, dry pasta production has been operating in Balmazújváros since 2015. They have developed and used the experience of recent years to develop their plant. A demanding and consciously nourished customer base has been established. Meeting the needs of conscious customers required continuous development and modernization, which had already gone beyond the scope of the public works program, making the establishment of a social cooperative more appropriate. The company continued to produce the dry pasta varieties it had

started. Most of these pasta is also made from durum wheat flour.

In August 2016, the Balmaz Social Cooperative was established. The composition of the new form was fixed with 8 natural persons (3 public employees and 5 municipal employees) and the membership of the Municipality. As part of this, they now employed 3 people on a part-time basis.

In 2017, in addition to the existing one, another drying chamber with an even larger capacity was purchased from a municipal loan.

They work continuously, developing their pasta offerings while being present in more and more places in the markets to sell their products.

#### Lessons learned - from the example and potential for a replication

It is a great step forward in the life of a social enterprise that they are already being kept in the production of pasta that helps a healthy diet. Their products are tested by the University of Debrecen.

Balmaz Pasta provides an excellent example of solutions to reduce unemployment rates in rural areas. With local community cooperation, appropriate training and the committed attitude of the employees who want to participate, a long-term, regular income and successful business has been created.



## Good practice 4

### Hajdúság Éléskamrája/Pantry of Hajdúság (Debrecen, Hungary)

#### Context and a Challenge - situation overview, key data, goals of the action

Recognizing that Hajdú-Bihar County is full of many treasure-worthy products that are made with serious expertise and a glowing passion, but somehow do not reach the general public, the need for change has been articulated.

The initiative not only helps and protects Hungarian handicraft producers, but also serves customers with high-quality domestic products.

#### Solution - action, implementation, timeline, stakeholders

At the end of 2020, the Pantry of Hajdúság was established. The goal of the idea owners is to organize a consumer community where producers meet consumers interested in domestic products.

With the help of social media, during the pandemic, the owner set out to organize an online producer market and build a serious group of followers around him; add to all this with zero marketing costs. Although the members of the system are largely primary producers, this model it offers can also be a viable alternative for small producers. He realized that producers produce in a professional way, but that way they don't have time to deal with marketing, and the mysteries of various social media interfaces pose a lot of challenges for them.

This is where the Pantry of Hajdúság's Instagram and Facebook page come into the

the picture, as well as a Facebook group, on the basis of which the products produced by the producers connected to the system can be widely promoted.

A good product not necessarily needs a brand, but in today's world, even premium products need to be introduced to potential customers.

Social media is now one of the best solutions for this purpose.

And for the younger generation, an online presence can not only be natural, but can even be a guarantee of authenticity.

In December 2020, an exciting thing happened in the life of the online producer community of the Pantry of Hajdúság: the market, which until then was only available online, was suddenly stepped into reality. Today, the products of 14 producers are available on the periodically organized market, and the stands and the producer market itself will be set up and maintained in strict compliance with epidemiological rules. Although the Pantry of Hajdúság is still present in Debrecen and Hajdú-Bihar County, as its name suggests, the owners are already drafting national plans.

At the same time, organizing a national fair is not a goal, they would rather create a local market for each county.

As for the Pantry of Hajdúság, one can meet a wide variety of people in the market. There are growers who offer chili grown in their small apartment for sale, but there are also some who already work with 6-7 people. There are young people and there are also enthusiastic marketers who have lived to retire.

If farmers' digital literacy grows and they learn a few tricks about using social media, they can get into the top 5% of small producers.

# Good practice 5

## Focus Programme (Debrecen, Hungary)

The goal of Focus Programme was to help the existing social cooperatives to maintain their market position and economic outturn. The programme helped the enterprises to adapt marketing approach, to use the adequate marketing tools to gain market access and increase demand.

Actors involved: Ministry of Interior, Ministry of National Economy, National Employment Public Benefit Ltd (OFA).

Source of funding: National Employment Fund 10 billion HUF (31 M EUR) has been separated for this purpose in 2016

Further sources for sub-programme "Market in Focus" in 2019 - 843.000 EUR (1st round: 460.000 EUR; max 31.000 EUR/SC)  
Maximum grant per cooperative: 200.000 EUR

To receive the funding, a marketing plan and financial plan had to be submitted and 1 member of the social cooperative had to be employed as process manager.

Fundable eligible activities:

- Staff cost
- Investment, services
- Material cost

Focus Programme was an intersectoral cooperation between Ministry of Internal Affairs, Ministry of National Economy and OFA.

The programme aimed to support social cooperatives built upon public employment and among the members of which there is a local government.

The most significant results of the first stage of the implementations of the programme are

as follows. Concerning operational experiences, the sustainability of 200 social cooperatives funded with a complex tool kit in the framework of the 'Focus' Programme (with an average amount of HUF 53.7 billion) depends to a great extent on project-level factors such as the expertise of the management, its entrepreneurial experiences, the socio-demographic characteristics of the employees, their physical, mental health status, availability of resources and different types of capital, furthermore presence of partnerships providing access to inputs and being able to treat risks.

People reached by social cooperatives have first access to products with higher value added and in certain cases even to innovative services or services filling gaps, while in addition they gain adaptation patterns and future visions. This is especially important for social groups which need to be reintegrated into the primary labour market. Moreover, direct beneficiaries are local input suppliers or input suppliers living in neighbouring areas and enterprises providing business services.

To facilitate the progress towards their sustainability, there is a need for widening the provision of continuous mentoring and advisory activities, dissemination of good practices, innovations and provision of guidance and assistance to increase the financial absorption capacity of the beneficiaries.

The programme managed to bridge the gap between entrepreneurship and public authorities.



# Good practice 6

## Iris Novo mesto d.o.o. – employment centre (Novo Mesto, Slovenia)

### Context and a Challenge - situation overview, key data, goals of the action

IRIS NOVO MESTO d.o.o. is a company with the status of an employment center. It is a social enterprise de facto and not de iure. It has more than 30 years of tradition and was founded by the Inter-Municipal Association of the Blind and Visually Impaired Novo mesto. The association management tried to provide members of the association with job opportunities, which is still the case today. The initial vision grew into a company with several branches working in the printing industry in the local environment. In 2017, the company acquired the status of an employment center. Special status has enabled the company to continue to employ disabled people with reduced working capacity from the local environment and get subsidies from the state due to the reduced working capacity of people with disability. Nowadays, the company has twelve employees, seven of them people with disability. IRIS Novo mesto d.o.o. plans to expand its business in terms of revenues and the number of employed people with disability. Due to infrastructure problems in the building where they operate, currently, expansion is not an option.

### Solution - action, implementation, timeline, stakeholders

Iris Novo mesto, d.o.o. runs a business with a vision to provide job opportunities for people with disabilities. The company had to adjust to the market situation to enable this practice in the last 30 years. The company, its owners, directors, and core business (from only

photocopying to different printing solutions) gained the special status of employed center in 2017.

To obtain its original path and provide social impact through the employment of a vulnerable group of people company went through the following steps:

- **change of owners and leadership** (the leadership of the small company providing job opportunities to people with disabilities requires dedicated, strong, and adjustable leadership, which is possible only with leaders who have a social affinity towards the target group. The IRIS Novo mesto d.o.o. made several changes; since 2015 it has had stable leadership with a clear vision of the development of the business as well as providing job opportunities for people with disabilities)
- **adjustment to the industry and market** needs (even though the company has a long tradition, the printing industry changed, and new technologies and requirements from the market are constant. Its beginnings with photocopying are no longer sufficient; this is a dying business; therefore, investment in new technologies is necessary. The social impact awareness of the market in Novo mesto and the South-Eastern region needs to be improved, and the social-orientated company has no benefits in the market due to providing social impact. All business is done through building trust with the company's reputation in the local community in a way that delivers quality service and provides a safe, fair, and trustworthy working environment. Business is done with clients and customers from different industries. Due to the lack of

capacities, a company does not participate in the public procurement processes.)

- **providing jobs for people with disabilities** (enabling working places for people with disabilities means also adjusting the working process, and since their working capabilities are lower than those of other employees, the government offers subsidies which can be obtained through gaining the special status of the employment center. Iris D.O. received this status in 2017. The cycle of employment required also change of staff and recruitment of new ones, which is also possible through employment rehabilitation
- **access to finance** (Iris Novo mesto d.o.o. has no special treatment due to its special status or because of providing social impact. Access to finance is under the same conditions as for other businesses.)

## Key stakeholders:

- leadership – director, and mentors
- people with disabilities
- customers and clients
- National government
- employment rehabilitation providers

## Lessons learned - from the example and potential for a replication

National law on the employment of people with disabilities provides opportunities for less qualified and unemployed people with disabilities to go through an employment rehabilitation process, which has two sides benefits. An employment candidate can see through rehabilitation if the job suits his/her capabilities, and the employer checks if the person can work in the open position. This part also has a social impact because the

unemployed are integrated into the working environment, which positively impacts mental health, the financial situation of the person, and increased possibilities of gaining employment. The law also enables subsidies for the jobs of people with disabilities according to law rules.

Leadership has to have knowledge of business and a progressive social entrepreneurial mindset. Business is done through regular business activities; social entrepreneurship has no advantages on the market. Therefore public awareness about this type of business is necessary not only for potential clients and customers but also for public authorities in the local environment.

## References:

- Iris Novo mesto d.o.o.:  
<https://iris-novomesto.si/varstvo-pri-delu/>
- interview with the director of the company
- National Act on Employment Rehabilitation and Employment of the Disabled:  
<http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO3841#>



# Good practice 7

## Zavod Knof – social enterprise (Novo Mesto, Slovenia)

### Context and a Challenge - situation overview, key data, goals of the action

KNOF is a social enterprise developing sustainable solutions. They are best known for Reuse Boutique on the Key - to date they have opened 5 Reuse Boutiques called Stara šola. The Stara šola franchise operates on a market-based model that has positive impacts on the environment, the local economy and the community. In its 14 years of operation, KNOF has developed into a business organisation enriched with knowledge and experience in environmental, social and economic challenges from a sustainable development perspective. In response to the needs of the wider community for a more responsible way of life, both individual and corporate, they also established the first circular laboratory in Slovenia in Krško. The Circular Lab is a testing ground where they develop and test circular business models and design products and services to reduce waste. Within Knof, there is also a programme for individuals, creatives, entrepreneurs, which offers a supportive environment for testing and operating on the market before opening a business, mentoring to develop and launch a business idea, provided it is environmentally sustainable, use of FABLAB equipment - CNC milling machine, laser cutter, engraver, 3D printer, plastic recycling machines, coworking space. Besides, they are currently reverse their business orientation towards the development of production of recycleble products.

KNOF employs currently 30 people.

The key operation or social impact of the KNOF is to provide sustainable products.

### Solution - action, implementation, timeline, stakeholders

KNOF evolved from a youth association and was then registered as a social enterprise. It started to develop its business path through a European project, which has always been focused on sustainable products. For a few years, KNOF was also an essential support environment for others who wanted to develop their products. Still, in 2019/2020, KNOF chose a more entrepreneurial path and decided to be, first and foremost, a social enterprise selling its products. During its 14-year history, it has expanded across SE Slovenia and opened various units, including the Stara šola boutique in Novo mesto.

Their path developed through the following steps and actions:

- **legal framework** (KNOF started in 2007 as a youth association, and with the Act on Social Entrepreneurship adoption, they realized their activities were closely connected to the primary purpose of social enterprise. Therefore they decided to register as a social enterprise and dedicated their activities to the development of social entrepreneurship activities)
- **access to finance** (At the beginning, KNOF gained some European project financing which helped them a lot with the development of the social enterprise. Even though financing from EU funds is welcome and is still part of the operations, this is not regular funding requiring a constant search for financial resources.

Local authorities also usually do not provide financing for the activities themselves, but rather more as financing social activities connected to sustainable services and products. The problem is also access to capital which is not possible or easy to obtain.)

- **business development** (KNOF changed and has constantly upgraded its business path. They had to adjust to the market needs and potential and combine them with the mission and vision of the organization. Adjustments to the market are necessary if the SE has the potential to survive. In line with business development skills running a business and developing products requires constant training.

## Key stakeholders:

- National government
- employees with sufficient knowledge
- clients and customers

## Lessons learned - from the example and potential for a replication

Legal support in Slovenia in social entrepreneurship has stimulated a lot of social enterprises to engage in this path. Still, it needs more help in terms of financing or development environment.

Social enterprises need solid skills and knowledge of entrepreneurship; therefore, coming from NGO can be an obstacle at the beginning because you have to change your mindset, and in further development of the SE, you need employees who are well aware of the business you are in.

Social enterprises can not rely on public financing of their activities. The majority of revenues, 80%, come from selling activities. Therefore a strong business model is a must.

Money from public funds is occasional and, at the same time, usually not dedicated directly to entrepreneurial activities but to the support activities of social enterprise.

Measuring and following up on social impact is extremely important in the long run, so you can prove to the community, financing, clients, and customers that your work is sustainable and has a social impact.

## References:

- Zavod Knof so.p.:  
<https://knof.si>
- interview with the director
- Act on Social Entrepreneurship







## Good practice 8

### The Hipolit Cegielski Wielkopolska Centre for Solidarity Economy (WCES) - Poznan, Poland

#### Context and a Challenge - situation overview, key data, goals of the action

The task of the Wielkopolska Center for Solidarity Economy is to ensure the development and strengthening of the social economy sector in the Poznań subregion (i.e. in the area of the city of Poznań and the oborniki, poznańskie, szamotulskie, średzkie and śremskie poviats) through:

- community animation
- incubation of new Social Enterprises
- support of existing Social Economy Entities and Social Enterprises
- social and professional reintegration of people at risk of poverty and exclusion

As part of the Center's activities, such activities are undertaken as:

- providing counseling and organizing trainings for representatives of social economy entities (among others, in the field of business plan, conducting paid and economic activity, organization management, local partnerships, communication/promotion, legal aspects, mediation)
- providing social economy entities with access to services and specialized counseling
- support for the establishment of local partnership
- organization of networking events for social economy entities, e.g.: fairs, sectoral meetings

- support for the creation of social enterprises (including by granting funds for the creation of jobs)
- increasing the visibility of social economy in the subregion.

#### Solution - action, implementation, timeline, stakeholders

Since 2008, the Barka Foundation has been running a Social Economy Centre in its place at Św. Wincentego Street in Poznań, supporting local communities in the implementation of social economy initiatives. Since 2015, it has been a Social Economy Support Centre accredited by the Minister of Labour and Social Policy under the name of the Hipolit Cegielski Wielkopolska Centre for Solidarity Economy (WCES). Since 2018, WCES has been run in partnership with the City of Poznań.

European Union funds and national resources are funding these activities.

Thanks to WCES support, around 200 new social enterprises and social economy entities were created, 30 local partnerships, 500 jobs for people at risk of social exclusion, and several hundred civic organisations received training and advisory assistance.

As of 2019, the Pracownia Ładnych Rzeczy, launched by WCES project partner City of Poznań at 57 Św. Marcina Street, has become a well-known point on the map of Poznań.

The Pracownia organises social economy events such as presentations of PES products



and services, information and educational activities, meetings and workshops on social economy. The City of Poznań also organises educational classes of social economy in Poznań schools and introduces socially responsible public procurement solutions, thanks to which the market of orders for social enterprises is growing.

## Key stakeholders:

- NGO's
- people at risk of social exclusion
- customers and clients
- social cooperatives
- municipalities

## Lessons learned - from the example and potential for a replication

The operation of WCES allows unification of activities in one region and provides a starting knowledge base for individuals and entities that want to engage in social economy activities.

Networking of social enterprises, NGOs and companies has allowed the private market to get acquainted with social economy entities. Collaborations have been established between the private sector and social economy entity, e.g. Volkswagen Polska buys the service of cleaning paint containers from the Diakonia Employment Company in Kwilcz. This is a standing order that allows the social enterprise to maintain its employees and set aside funds for social activities. The company has built 8 flats for people affected by housing exclusion with these funds.

## References:

- WCES internet site  
<http://wces.barka.org.pl/o-nas/>
- Interview with representer of Barka Foundation









## Good practice 9

### Regulations for the application of social clauses and social criteria in public procurement procedures - Poznan, Poland

#### Context and a Challenge - situation overview, key data, goals of the action

When procuring goods and services, public institutions may use reserved clauses or social aspects provided for in the Public Procurement Law or the Act on Social Cooperatives that correspond to the objectives of social policy and social economy development. Social clauses are described in more detail in the chapter on legal solutions.

The social clauses most beneficial to the social economy entities /PES/ and the social enterprises are used to a very limited extent. According to available data, 1,527 contracts were awarded in 2019 in which the so-called inclusive social clauses were included. The value of these contracts amounted to PLN 3 269 million. Both the number and value of the above contracts represent less than 2% of the number and value of total contracts awarded.

In case of public procurements excluded from the obligation to conduct them on the basis of regulations of the Public Procurement Act (procurements with an estimated value not exceeding EUR 30,000 or PLN 130,000 according to the new Act), public institutions rarely used social aspects. In 2019, the clause reserved for social cooperatives (Article 15a of the Act on Social Cooperatives) was used by 1.1 per cent of local governments - 0.3 percentage points less than in 2017.

#### Solution - action, implementation, timeline, stakeholders

The City of Poznań has developed and introduced procurement regulations: "Regulations for the application of social clauses and social criteria in public procurement procedures" and "Regulations defining the minimum requirements applicable to the award of public contracts with a net value below PLN 130,000.00". These regulations introduce the possibility of using social clauses, but only in the case of contracts for services and construction works when clause is mandatory ("employment" clause). In other cases, the clauses are optional.

There is also a solution in the abovementioned regulations that obliges the contracting authority to make an enquiry to at least 3 entities, including at least 1 social economy entity from the database. In this case, the use of social clauses is also recommended.

The city of Poznań purchases services from non-governmental organisations carrying out paid statutory and/or economic activities, social cooperatives and non-profit companies. In 2021, 48 services were purchased from 27 entities, for a total of PLN 1,355,306.98.

#### Key stakeholders:

- municipality
- NGO's
- social entities,

## Lessons learned - from the example and potential for a replication

Making it mandatory to include social economy entities in public procurement will help social economy entities become financially sustainable.

Constant "orders" from local municipalities can significantly improve the financial condition, stability of employment and level of salaries in these entities.

In addition, the application of such an obligation increases the awareness of those working in public administration, which gives recognition to social economy entities.

### References:

- The Act of Public Procurement Law (PPL)
- Regulations for the application of social clauses and social criteria in public procurement procedures

# Good practice 10

## The 'Wspólny Stół' social cooperative - Poznan, Poland

### Context and a Challenge - situation overview, key data, goals of the action

Social economy entities, in order to generate income, conduct all kinds of economic activities. Most often, they legally employ people at risk of social exclusion, or people with disabilities. The purpose of the activity is to prepare people for a specific profession, teach them independence and how to function in the free market. In addition, the entity itself becomes a business, which gains its income and can compete with private entities.

### Solution - action, implementation, timeline, stakeholders

The 'Wspólny Stół' social cooperative was founded by legal entities (2 associations) in 2015. For several years it has run the restaurant "Wspólny Stół" in Poznań Śródka. After its closure during the pandemic, the Cooperative provides catering services to various entities, including the Poznań City Hall, the Regional Centre for Social Policy or the Wielkopolska Centre for Solidarity Economy - servicing meetings, trainings, conferences and other types of events. It serves private individuals, entities and public institutions. During the

situation with the influx of Ukrainian citizens, the Common Table provided meals to places of collective accommodation. Currently, it generates income from preparing refreshments for special events.

The cooperative primarily employs people in crisis of homelessness.

### Key stakeholders:

- municipality- NGO's
- people in crisis of homelessness,
- companies
- residents of city Poznań

### Lessons learned - from the example and potential for a replication

Bringing people at risk of exclusion into the free market through employment in business entities allows for the development of self-reliance. Running a socially responsible business requires a lot of self-denial and often at the beginning help from other companies, public institutions. The Common Table, on the other hand, is proof that it is possible to run a business effectively and efficiently.

