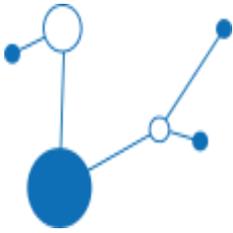


Solution 5

Capacity building and the Letter of Intent
to create conditions for the development
of Public-Private Partnerships (3P)
in Lower Silesia.

POLAND: ARLEG and DOPS
11.2025





1. INTRODUCTION

The proposed **Solution was** developed within the framework of the 3P4SSE project following the implementation of the actions outlined in the Local Action Plan (LAP) for Lower Silesia, as a **replicable and transferable approach** to create conditions for the development of public-private partnerships in the region through structured support for their creation and development in terms of capacity building, knowledge enhancement and networking.

The aim of this solution is to provide a practical roadmap for regions seeking to increase the involvement of local government in the development of the social economy and to improve cooperation with social economy entities by supporting actions directed at the creation and development of social economy clusters (public-private partnerships bringing together both representatives of local government units, NGO's, social economy entities, as well as entities from outside the social economy sector, especially business) on a regional and local scale.

The Regional Development Agency (ARLEG), in cooperation with the Lower Silesian Social Policy Centre (DOPS), jointly developed and implemented a set of actions based on local workshops and focus group research conducted with regional stakeholders. These activities aimed to design and test an operational framework - LAP - to support the development of cross-sectoral partnerships for the advancement of the social and solidarity economy (SSE).

Based on the Joint International Strategy, DOPS and ARLEG included in their activities the policy instruments useful in practice. Those that were considered relevant for implementation and development were, for example, Social Procurement. On the one hand, their use by public authorities is pursued and, on the other hand, to prepare NGOs to take advantage of this privilege. In order to do so, it is necessary to raise the knowledge and competence of all stakeholders in the specific area.

ARLEG and DOPS have incorporated into their activities aimed at integrating social criteria into tenders, the “Buy Socially” branding campaign, which raised awareness and encouraged local authorities and consumers to purchase from social enterprises. The platform “Buy socially” serves as a tool integrating social criteria into tenders and promoting a social economy brand in the region.

The Joint Strategy also mentions certification and labelling, which have also been used in pilot actions in Lower Silesia. The awareness of local stakeholders and residents regarding certification or recognition of labels relating to the social and solidarity economy has been increased.

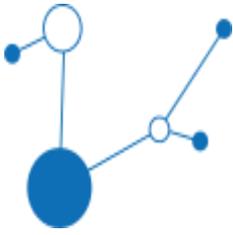
The main objective of LAP was to create favourable conditions for the emergence of public-private partnerships (3P) in the Lower Silesian Voivodeship by engaging all relevant sectors—local government units, social economy entities, and the private sector.

This goal was successfully achieved through a series of targeted actions that laid a strong foundation for building a sustainable partnership dedicated to the development of the social and solidarity economy in the region.

As a result, DOPS and ARLEG signed a Letter of Intent, declaring the establishment of the Lower Silesian Partnership for the Development of the Social and Solidarity Economy.

The Partnership aims to:

- _ Create and develop an integrated cross-sectoral network of entities cooperating to strengthen the social economy sector;
- _ Increase the availability and quality of social services;
- _ Promote sustainable development;
- _ Create employment opportunities based on the values of solidarity, social justice, and inclusion;



- Support innovative social solutions;
- Facilitate the professional activation of socially excluded individuals;
- Empower local communities through collaboration, knowledge exchange, and the development of new business initiatives rooted in the principles of the social and solidarity economy.

The Partnership is open to the inclusion of other entities willing to engage in the development of the SSE sector.

The long-term sustainability of the proposed solution is ensured by the involvement of institutions whose statutory activities align with the objectives of the Partnership, guaranteeing continuity and strategic commitment.

2. TERRITORIAL BACKGROUND

LOWER SILESIA REGION

The Lower Silesian Voivodship is an area with a high concentration of population (the region has a population of 2.9 million, i.e. 4th place in Poland), with a high urbanisation rate (approximately 70% of the urban population) and one of the richest regions in Poland with a high economic potential. At the same time, it is a region facing serious challenges related to negative demographic processes and forecasts, as well as structural changes resulting from further restructuring of the region's economy.

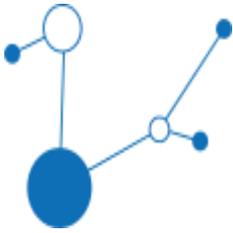
The Lower Silesia region, including the area of the municipality and district of Wrocław and the Legnica-Głogów sub-region, are areas with a high degree of industrialisation, which is not without consequences for the progressive degradation of the natural environment. Barriers to socio-economic development include processes of uncontrolled suburbanisation, particularly in the Wrocław and Legnica urban areas, a growing disproportion in the development of Wrocław in comparison to other urban centres as a result of the progressing metropolisation process in the region, the deepening depopulation process in the voivodship, unfavourable transformation of the population structure by age or the lack of a sufficient range of employment opportunities for people with disabilities.

The vision for the future development of the region as set out in the strategic document 'Development Strategy for the Lower Silesian Voivodship 2030' is: Lower Silesia 2030 a region of balanced development, a friendly, modern and competitive region. Its achievement is to be served by the implementation of the overarching objective of harmonious development of the region and high quality of life of the Lower Silesian community and the five strategic objectives assigned to it: 1. effective use of the region's economic potential; 2. improvement of the quality and accessibility of public services; 3. strengthening the regional human and social capital; 4. responsible use of resources and protection of the natural environment and cultural heritage; 5. strengthening the spatial cohesion of the region.

And according to the Regional Programme for the Development of the Social Economy in the Lower Silesian Voivodeship for 2021-2027, published in October 2023, which is the basis for planning and programming specific interventions at the regional level in the field of social economy, as the main objective is indicated an increase in the role of the social economy in the socio-economic development of the Lower Silesian Voivodeship.

The social economy is an effective tool to solve social problems. It actively and directly influences local development through socio-professional activation of groups distant from the labour market, often providing services to local community residents at the same time.

The Lower Silesian Voivodship has one of the highest rates of civic participation. At the end of 2020, 12.5 thousand foundations, associations and social organisations were registered in the region. Despite the high social capital of the voivodeship, there is no close correlation with the level of involvement in social economy initiatives. Although the number of new social economy entities is growing every year, their importance in the socio-economic development of Lower Silesia is also insufficient. The



experience of recent years shows that sustainable and strong social economy entities, including social enterprises, are created where there are bottom-up initiatives, local leaders and active citizens perceiving the needs of their communities, including the excluded.

The entities that play a key role in the development of the social economy are local government units, i.e. municipalities, districts and voivodeships. The extent to which and in which direction the social economy develops in a given territory depends on their decisions. That is why it is so important to carry out activities disseminating knowledge about the social economy as an effective tool for solving social problems, which actively and directly influences local development through socio-professional activation of groups furthest from the labour market, not infrequently providing services to the inhabitants of a local community at the same time. The influence of local government units on the development of the social economy is very important and may take various forms. An example of such impact may be activities of a strategic character, including creation of strategies, programmes and plans; activities supporting networking and cooperation with social economy support centres; activities of a supportive character for social economy entities, which include, i.e. commissioning local government units tasks to social economy entities under the Act on Public Benefit Activity and Volunteerism, application of social clauses in public procurement or implementation of social services for the inhabitants with the use of social economy entities potential as providers of these services. Carrying out activities supporting the development of existing social economy entities and the creation of new social economy entities in the territory of a given municipality, on the one hand, is favourable to increasing social cohesion and solidarity, on the other hand, it is an instrument for creating jobs and active integration of excluded people.

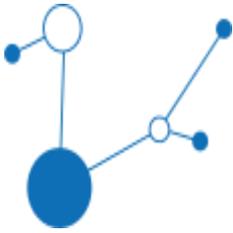
However, the willingness of local government units to apply the above-mentioned tools is not enough, as the second condition must be met: on the territory of a given local government units there must be social economy entity ready to implement public tasks and provide services or products, prepared to participate in public procurement procedures and having the potential to implement them.

According to available data, in 2019 in Lower Silesia only 4 local government units applied social clauses at least once in public procurement. Despite many educational and dissemination activities, no increase in cooperation in this area is observed. The reasons should be considered both on the part of the local government units, e.g. lack of substantive preparation in the area of socially responsible procurement, but also on the part of the social economy entities themselves, e.g. insufficient potential to implement larger and more complex tenders. The low organisational and technical potential and poor financial standing of a significant proportion of social economy entities results in low competitiveness of these entities in relation to other market (commercial) economic entities. A small number of stable networks, clusters, social economy entities consortia; lack of funds for broadly understood promotion of the social economy entities commercial offer; a small number of social economy entities, the existing ones usually have a very limited potential to perform services/supplies, are indicated as the reasons for this state of the art.

Poor recognition and knowledge of the social economy sector as a business partner/public task provider and in the public awareness indicates a great need for the implementation of dissemination activities in the social economy in all the above areas.

Despite the fact that in recent years the social economy has been an area in which a lot has been invested, e.g. in support of Social Economy Support Centres OWES in the form of grants for creating and maintaining jobs, preferential loans from banks and other forms of support offered to social enterprises, its potential still seems to be underestimated or even unknown to many. This is despite the implementation of many activities undertaken at regional and national level, the increasing number of social enterprises and the number of jobs they provide for the most vulnerable people.

Activities aimed at support and development of the social economy in the region require strengthening of inter-institutional cooperation of local actors coordinating, programming and implementing programmes



dedicated to the social economy sector , with special consideration for the needs of social economy entities.

The institutional basis for the actions planned in the LAP were social economy support institutions, i.e. Social Economy Support Centres OWES (5 OWES in the voivodeship, covering the entire area of the Lower Silesian Voivodeship), Social Services Centres CUS (organisational units of municipalities) and local government institutions, i.e. Marshal's Office of the Lower Silesian Voivodeship and Lower Silesian Voivodeship Labour Office, Lower Silesian Social Policy Centre (DOPS), NGO's and institutions supporting entrepreneurs, including ARLEG Regional Development Agency.

The vision defined on the basis of the workshops conducted with local stakeholders taking into account the needs and challenges of the region, covered by the interventions of the Local Action Plan is:

To increase the involvement of local government in the development of the social economy and to improve cooperation with social economy entities by supporting actions directed at the creation and development of social economy clusters (public-private partnerships bringing together both representatives of local government units, NGO's, social economy entities, as well as entities from outside the social economy sector, especially business) on a regional and local scale.

It is in line with the vision described in the Joint International Strategy of the 3P4SSE project.

The Local Action Plan for Social and Solidarity Economy in Lower Silesia aims to create conditions for the development of public-private partnerships in the region through structured support for their creation and development in terms of capacity building, knowledge enhancement and networking.

The planned actions/interventions were implemented through two Pilots in two geographical areas: the municipality and district of Wrocław (responsible DOPS) and the Legnica-Głogów sub-region (responsible ARLEG) focusing on local challenges and needs, building on the collective strengths of social economy entities, civil society organisations and local authorities.

3. THE POLICY OBJECTIVES

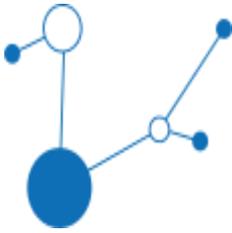
The policy objectives for Lower Silesia region are in line with the overarching objectives of the Joint International Strategy, in particular those outlined in section 2.2, p. 9. These objectives are designed to promote sustainable development, social inclusion and economic resilience through targeted actions and joint efforts of various stakeholders.

Objective 1: encouraging - in the diverse contexts - the raising of the collective awareness and territorial common vision about modes of cooperation among relevant stakeholders and therefore creating the pre-conditions to foster the setting of social economy clusters with a public-private partnership perspective (i.e. promotion of the autonomy and parity of social economy organisations that of public authorities in decision-making in the social economy).

Objective 2: formalising the creation of the social economy clusters/networks throughout the collaboration between public authorities and private sphere, including social enterprises, non-profit organisations and business sector.

This objectives are the overarching goals of the activities implemented under the Local Action Plan for Lower Silesia.

Workshops conducted with the participation of local stakeholders showed that cooperation between social economy entities and local government needs to be strengthened, including the areas of long-term commissioning of public tasks and implementation of socially responsible public procurement. This situation is influenced, among other things, by a lack of knowledge about the benefits of cooperation and insufficient human resources in local government units. In the case of undertaking cooperation, the



short-term nature of projects and the lack of continuation of activities due to the lack of further funding were indicated. In turn, the low organisational and technical potential and poor financial condition of a significant part of social economy entities translate into low competitiveness of these entities in relation to other market (commercial) economic entities. An insufficient number of stable networks, clusters, consortia of social economy entities was indicated as a reason for this situation.

In order to increase the role and impact of the social economy on local development, systematic and long-term measures should be taken to build positive attitudes towards the social economy, raise the competence of local stakeholders in terms of support for the creation and development of cooperation networks (clustering) in the area of social and solidarity economy, which will translate into the emergence of strong social economy entities, that will respond to the needs of citizens, the local labour market and become an important link for local government in the implementation of their tasks.

Based on the identified needs, the main activities in the LAP adapted to the implementation of Objective 1 and 2 have been identified and planned.

Activities implemented in the framework of Pilot actions

1. Increasing the capacity of social economy entities to provide services to local government units.
2. Introduction of mechanisms obliging local government units to outsource public procurement to social economy entities.
3. Promotion of cooperation with social economy entities and activities of social economy entities in the region.
4. Increasing the competence of local stakeholders (representatives of local authorities) in supporting the creation and development of cooperation networks (clustering) in the area of social and solidarity economy.
5. Systematic promotion and support (funding) of the setting of networks/public-private partnerships at the level of the region, working for social and solidarity economy.
6. Consultation, diagnosis and research of the potential of creating networks-clusters in the area of Lower Silesia.
7. Tackling socio-demographic and economic challenges.
8. Stimulating cooperation among local stakeholders.
9. Capacity building of stakeholders in response to identified needs.
10. Advocacy campaign - promoting social economy entities (including social enterprises), the idea of PPP.
11. Activities aimed at creating public-private partnership in the Lower Silesia.

The outcomes of the implementation of the activities:

Outcome 1 : Database of entities interested in cooperation for the common benefit of private-public partnerships

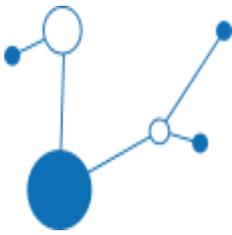
Outcome 2: Dissemination of social clauses in public procurement for government and self-government bodies.

Outcome 3: Increased capacity of social economy entities to provide services, increased awareness of the benefits of public-private partnerships

Outcome 4: Support of local government units for employment and supported employment initiatives implemented by NGO's in Lower Silesia

Outcome 5: Increased visibility of the Social Economy Promotion Mark "Social Purchase" and promotion of clustering.

Outcome 6: Inventory of entities and identification of their willingness and involvement in building clusters/public-private networks.



Outcome 7: Improved infrastructure for the elderly and long-term care and increased role of social and sheltered employment.

Outcome 8. Established cooperation between selected stakeholders.

Outcome 9: Increased knowledge and competences of local stakeholders in the area of cooperation for social economy development.

Outcome 10: Popularisation of social and solidarity economy.

Outcome 11: Creation of public-private partnership in the Lower Silesia.

4. THE STRUCTURE OF THE LOCAL ACTION PLAN

The Local Action Plan in Lower Silesia was implemented by ARLEG and DOPS. During the focus groups conducted in the region, the policy areas and priorities developed in the earlier workshops with stakeholders and other project partners were presented to the participants and included in the Joint International Strategy. The focus group research resulted in the final selection of 2 policy areas for the development of social and solidarity economy in Lower Silesia, presented in the above-mentioned strategy in chapter 2.3. 'Structure of the strategy'. **These areas are: Capacity building and Advocacy and impact.**

Capacity building area refers to raising the capacity and knowledge of stakeholders interested in the development of the social and solidarity economy area and public-private partnerships, and aims to equip organisations working in the social economy area with the skills and competences to be able to face challenges and profound transformations. **The area of advocacy and impact** refers to the increase of the bargaining power of social economy organisations with respect of policy authorities, improving their influence and visibility on the public policy cycle.

The first selected policy area - Capacity building - could be achieved by:

- 1.1. Supporting the skills and competences
- 1.2. Favoring the sharing of existing knowledge
- 1.3. Producing new knowledge for ecosystems

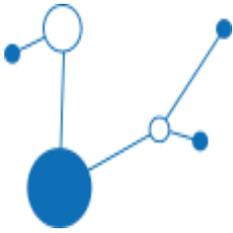
The second selected policy area - Advocacy and impact - could be achieved by:

- 2.1. Promoting visibility
- 2.2. Increasing bargaining power
- 2.3. Increasing impact

Referring to the activities planned for the implementation of the different policy areas, under capacity building, they should ensure creating, sharing and transferring of knowledge, competences and skills useful for creating an enabling environment for the empowerment of social and solidarity economy organisations. Training/workshops, study visits, conferences should be targeted at the widest possible range of stakeholders. Involving representatives of different communities in mapping or networking significantly increases the chances of building sustainable partnerships based on real needs and resources.

The area of advocacy and impact concerns the implementation of activities such as publications, networking, media - visibility and awareness-raising - that can improve the political agenda and influence decisions in political, economic and social institutions.

Following the pilot activities conducted under LAP and based on recommendations from the PEER REVIEW VISITS of partners – including, among others, suggestions to strengthen



cooperation and knowledge exchange between two Polish partners – it was recommended that the policy areas, while possibly carried out by different institutions within the voivodeship, should align under a shared strategic framework. The following are the proposed common policy areas, aligned with the main policy priorities for the development of the social and solidarity economy in Lower Silesia, as identified through focus group research:

1. Capacity building:

1.1. Supporting the skills and competences:

- 1.1.1. monitoring and training for staff of Social Economy Support Centres OWES and Social Services Centres CUS,
- 1.1.2. study visits in Lower Silesia area for selected stakeholders to present best practices in creating or supporting public-private partnerships,
- 1.1.3. training courses improving knowledge, skills and competences in terms of identified needs among public administration staff,
- 1.1.4. trainings for social economy entities leaders on topics such as:
 - economisation of activities,
 - use of social clauses,
 - accounting and bookkeeping,
 - other identified areas,

1.2. Favoring the sharing of existing knowledge:

- 1.2.1. dissemination and information meetings,
- 1.2.2. study visits,
- 1.2.3. Establishing cooperation with regional Social Economy Support Centres OWES or other stakeholders who can support diagnosing the potential of the region and identifying entities potentially interested in creating public-private partnerships for the development of social and solidarity economy,

1.2.4. Creating a network of cooperation between stakeholders based on exchange of information, understanding of mutual expectations, needs, etc., in order to build sustainable relations focused on the objectives of social and solidarity economy,

1.3. Producing new knowledge for ecosystems:

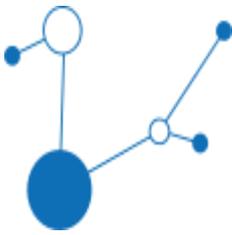
- 1.3.1. organisation of Reintegration Working Groups of social employment and reintegration entities,
- 1.3.2. Attempting to setting a partnership between local government, social economy entities and entrepreneurs in the Lower Silesia will allow to draw conclusions and provide new knowledge in this area.

2. Advocacy and impact:

2.1. Promoting visibility:

- 2.1.1. Social Economy Entities Working Group meetings, 'BusinessClass Academy' (ABC) and 'Wro Business Mixer' events. Wro Business Mixer' business event co-organised by the Wałbrzych Special Economic Zone together with DOPS,
- 2.1.2. updating of the Lower Silesian Social Support Map and promotion of the Social Economy Promotion Mark "Social Purchase" and promotion of the "Social Enterprise" logo,
- 2.1.3. dissemination and information meetings,

2.1.4. conferences/meetings of the Lower Silesian Social Economy Development Forum with awarding ceremony of "Social Purchase" certificates,

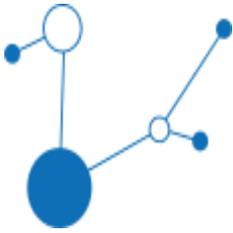


- 2.1.5. organization of Working Groups on reintegration of social employment and reintegration entities,
- 2.1.6. promotion of activities aimed at stimulating cooperation and networking of local stakeholders,
- 2.1.7. lobbying and raising awareness of local authorities on the benefits of cooperation with social economy entities (including social enterprises) and financing social economy activities and goals,
- 2.1.8. awareness-raising and social campaigns for local communities to increase recognition, trust and credibility of social economy entities,
- 2.1.9. raising awareness of the good quality of products and services produced by social enterprises,
- 2.2. Increasing bargaining power:
 - 2.2.1. networking meetings with, i.e.: the Entrepreneurship Support Centre in Wrocław,
 - 2.2.2. networking and building relations focused on the objectives of the social and solidarity economy among selected stakeholders,
 - 2.2.3. developing sustainable partnerships willing to have a real impact on changes in the area of social and solidarity economy,
- 2.3. Increasing impact:
 - 2.3.1. networking meetings i.e.: with the Entrepreneurship Support Centre in Wrocław,
 - 2.3.2. conference ‘Lower Silesian Social Services - perspectives and challenges for social policy’,
 - 2.3.3. workshop and information meetings on cooperation of Social Economy Support Centres OWES with Social Services Centres CUS, District Employment Office, District Labour Market Council and Local Government Units,
 - 2.3.4. establishing cooperation between stakeholders interested in partnership, involving representatives of different backgrounds: local authorities, business and NGO's through mapping and networking,
 - 2.3.5. providing knowledge and raising awareness of local stakeholders will contribute to increasing their influence on local policies through participation in various initiatives in the social economy area,
 - 2.3.6. developing the conclusions of the Local Action Plan will significantly influence local or regional policy-making.

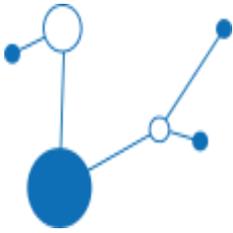
5. THE TERRITORIAL STAKEHOLDERS

LIST of stakeholders involved in the implementation of the identified pilot activities of LAP

TYPE OF ORGANISATION	Level of engagement
Local public authority	<ul style="list-style-type: none"> ● Assistance in the implementation of the LAP; ● Participation in a study visit; ● Member involved in networking; ● Training recipient; ● Participant in conferences/meetings; ● Recipient of dissemination activities; ● Involvement in the development of the social and solidarity economy.



	<ul style="list-style-type: none"> • working group. • participatory workshops. • media relations.
Regional public authority	<ul style="list-style-type: none"> • Assistance in the development of assumptions for the LAP; • participation in conferences; • Recipient of dissemination activities; • Consultative and advisory body. • <u>working group.</u> • <u>participatory workshops.</u> • media relations.
Sectoral Agency	<ul style="list-style-type: none"> • Assistance in the development of assumptions for the LAP; • Recipient of dissemination activities, • Member of the partnership, • Assistance in the diagnosis and mapping of local stakeholders. • working group. • participatory workshops. • media relations.
Interests groups including NGO's	<ul style="list-style-type: none"> • Training recipients; • Participation in a study visit; • Participation in networking meetings; • Co-creation of partnership; • Participation in dissemination activities - conferences, publicity campaigns; • Involvement in the development of the social and solidarity economy. • working group. • participatory workshops. • media relations.
SME's	<ul style="list-style-type: none"> • Co-creation of partnerships; • Recipient of dissemination activities; • Involvement in the development of the social and solidarity economy. • working group. • participatory workshops.
Business support organisation	<ul style="list-style-type: none"> • Presentation and use of the results of the pilot for the development of the social and solidarity economy; • Creating the conditions for the development of the SEE. • invited to the public events
General public	<ul style="list-style-type: none"> • Participant in conferences and events; • Recipient of dissemination activities; • End-user of certified services/products - pro social. • Presentation of the pilot outcomes and dissemination of the results.



6. SOLUTION 5

CONTEXT

During the Peer Review process, it became evident that, as an **emerging economy in the field of social and solidarity economy**, Poland, and specifically the Lower Silesian region, has established a **solid legal framework** and developed **strategic documents** that define the directions for the growth of the social and solidarity economy sector.

Legal environment and activities of DOPS and ARLEG for the development of social economy, public-private partnerships, clustering, networking:

1. The Act on Social Economy of August 5, 2022.

A comprehensive document defining the directions of state policy. It presents all plans and activities implemented by the government administration at the national level and the comprehensive structure of the social economy support system at the regional level, taking into account the role of other representatives of the government administration sector, as well as local government units and the social economy sector.

2. National program for the development of the social economy until 2030 - the economy of social solidarity (KPRES).

A comprehensive document defining the directions of state policy. It presents all plans and actions implemented by the government administration at the national level and the comprehensive structure of the social economy support system at the regional level. Takes into account the role of other representatives of the government administration sector, as well as local government units and the social economy sector.

3. Regional social economy development program in the Lower Silesia voivodeship for the years 2021-2027 (2030)

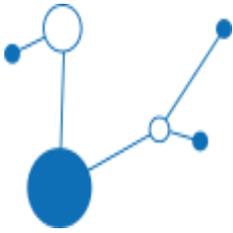
A program document comprehensively addressing the issues of the social economy sector as an important element of regional policy in the field of employment and social integration. The program in its operational assumptions defines the vision of the network of services supporting social economy and social enterprises in the Lower Silesia voivodeship, strengthens the promotion of the development of the social economy sector, coordinates activities addressed to the social economy sector at the regional level and financed from various sources (structural funds, state budget resources, local authorities' resources).

4. Legnica City Development Strategy 2030 Plus (November 2022)

The strategic document emphasises the crucial role of non-governmental organisations in the development of social services and highlight partnership-building as a key task in strengthening the social and solidarity economy sector.

OBJECTIVES

In fulfilling their statutory responsibilities, DOPS and ARLEG are committed to the long-term implementation of the activities outlined in Solution 5, thereby ensuring its sustainability. They will continue to take further steps in collaboration with local stakeholders joining the Partnership, actively supporting the development of the social and solidarity economy in accordance with the guidelines set out in regional and national strategic frameworks.



The outcomes of these activities will be published on the official websites of DOPS and ARLEG, ensuring transparency and public access to results.

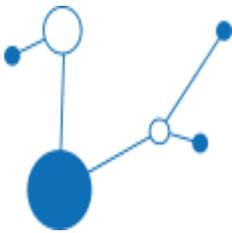
Furthermore, the main purpose of the DOPS is to implement the tasks of the Lower Silesian Voivodeship Self-Government in the field of social policy, in particular social assistance, counteracting social exclusion, counteracting violence, as well as tasks entrusted on the basis of other regulations, agreements and contracts.

The tasks of the Lower Silesian Social Policy Centre include:

- developing and implementing targeted programs for the implementation of social assistance tasks and co-financing them;
- organizing education and professional training of social assistance staff;
- inspiring and promoting new solutions in the field of social policy, including social assistance;
- assessment of social assistance resources based on analyses of the local social and demographic situation prepared by the communes and counties from the Lower Silesian Voivodeship and submitting it to the relevant governor by 31 July each year;
- cooperation with government and local government administration bodies and non-public entities in order to develop coherent programmes in the implementation of tasks related to social policy;
- substantive and financial support for social organisations, the Catholic Church and other churches, religious associations, foundations, associations, employers, natural and legal persons, in the field of social assistance and assigning them tasks;
- conducting analyses and forecasts of social problems in the Lower Silesian Voivodeship;
- development and implementation of tasks resulting from targeted and provincial programmes concerning social assistance;
- creation, co-creation and implementation of projects co-financed or financed from European Union funds;
- cooperation with management and intermediary institutions in the creation and implementation of projects in the field of social policy, co-financed from European Union funds;

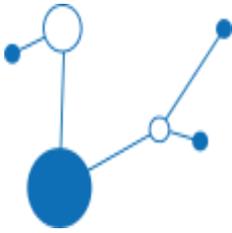
ARLEG's strategic goal is to conduct economic activities to support the development of the region and small and medium-sized enterprises, with a particular focus on:

- cooperation with local governments and the non-governmental sector,
- contributing to the creation of new jobs,
- implementing standards and norms in line with European requirements,
- acquiring sources of financing for development, including through the administration of aid programs,
- improving the quality of education and consulting,
- supporting local and regional initiatives,
- inspiring partnerships between domestic and foreign entities in the field of local development,
- creating and managing business incubators, technology incubators, technology parks, industrial parks,
- creating and managing loan funds and seed capital funds,
- supporting entrepreneurship and innovation.

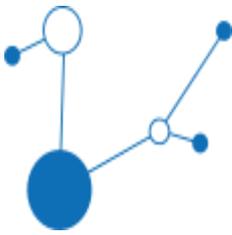


IMPLEMENTATION ROADMAP FOR SOLUTION 5

Phase 1	Main Actions	Innovative Features, Expected Results and Outcomes
Analysis and Diagnosis	<p>1: Assess the needs of local government units (LGUs) regarding services that can be outsourced to social economy entities (SEEs).</p> <p>2: Research the potential for creating clusters and PPP networks.</p> <p>Conducting focus group interviews (FGI) with stakeholders to identify needs and perspectives on the development of the social and solidarity economy. Defining challenges in building public-private partnerships.</p> <p>3: Inventory and mapping of social economy entities (SEEs) in the region.</p> <p>Mapping and inventory of social economy entities functioning in the region with special attention paid to those regions where there are no or very few such entities.</p> <p>Creating a complementary database of entities and identifying those with which cooperation can be undertaken for the common benefit of private-public partnerships. Facilitating access to databases of social economy entities (PES), which include: cooperative entities (social cooperatives, workers' cooperatives, cooperatives for the disabled and cooperatives for the blind, agricultural production cooperatives), social and professional reintegration units and non-governmental organizations and similar entities (associations, foundations, non-profit companies, church entities, LGUs associations, rural women's circles) related to social economy entities.</p>	<p>Database of SEEs + catalogue of services that can be delivered by SEEs.</p> <p>Report with Conclusions and Recommendations.</p>
Phase 2	Actions	Innovative Features, Expected Results and Outcomes
Capacity Building	<p>1: Training for LGUs: Use of social clauses, benefits of PPP or other training courses improving knowledge, skills and competences in terms of identified needs among public administration staff.</p> <p>2: Training for SEEs: Business development-economisation of activities, accounting and bookkeeping, other identified areas.</p>	<p>Increased competencies of at least 300 participants (LGUs + SEEs).</p>



	<p>3: Thematic workshops: Reintegration, social procurement, deinstitutionalisation.</p> <p>4: Study visits: Presentation of best practices within the region.</p>	
Phase 3	Actions	Innovative Features, Expected Results and Outcomes
Development and establishment of the partnership	<p>1: Development of the partnership concept.</p> <p>2: Signing a letter of intent to develop sustainable partnership willing to have a real impact on changes in the area of social and solidarity economy.</p> <p>3: Define the structure of the partnership, division or roles and competencies within the partnership.</p> <p>4: Establish goals and strategies for the partnership.</p> <p>5. Establish the governance of the partnership.</p> <p>6: Improvement of concept, structure, strategy, governance and functioning of the PPP.</p> <p>7: Signing of the partnership agreement.</p>	Establishment of at least one formal or informal PPP in the region (e.g. letter of intent, agreement, cooperation agreement, association, etc.)
Phase 4	Actions	Innovative Features, Expected Results and Outcomes
Promotion and Advocacy (parallel to Phases 2-3)	<p>1: Social campaigns: “Buy Socially”, certification with “Social Purchase” mark.</p> <p>2: Events: e.g. Wro Business Mixer, Social Economy Development Forum, FLOP SHOW - Festival of NGO’s, SMEs Forum.</p> <p>3: Online platform: kupujespolecznie.pl - catalogue of SEEs’ products and services.</p> <p>4: Updating the Lower Silesian Social Support Map</p>	Increased visibility and recognition of SEEs and the “Buy Socially” brand.
Phase 5	Indicators	Reporting
Monitoring and Evaluation	<p>Number of SEEs in the database.</p> <p>Number of LGUs applying social clauses.</p> <p>Number of established PPPs.</p> <p>Number of trained participants.</p>	Publication of results on the websites of partner organizations



CONCEPT AND KEY FEATURES OF THE SOLUTION:

Below are the key distinguishing features and innovations:

I. Integrated Territorial Approach

The combined activities of institutions from different subregions of the voivodeship ensure greater regional coverage and local relevance. It leverages territorial diversity to tailor interventions to specific socio-economic challenges, while maintaining a coherent strategic framework.

II. Dual Leadership and Institutional Synergy

The plan combining social policy expertise with regional development capabilities. This partnership ensures cross-sectoral coordination, sustainability, and institutional commitment.

III. Focus on Public-Private Partnerships (3P)

Promoting the creation and formalisation of public-private partnerships as a core mechanism for developing the social and solidarity economy. It introduces clustering models that bring together local governments, NGOs and private businesses.

IV. Capacity Building and Knowledge Transfer

The plan includes structured training, study visits, and working groups to enhance the skills and competences of stakeholders. It fosters knowledge exchange and ecosystem learning, enabling stakeholders to respond to evolving challenges.

V. Advocacy and Visibility Tools

It uses certification systems (e.g., the “Social Purchase” mark and the “Buy Socially” branding campaign), media campaigns and different events to enhance awareness and credibility of social economy entities. This approach strengthens the bargaining power of social and solidarity economy (SSE) actors in policy-making processes.

VI. Evidence-Based and Participatory Design

The Solution could be developed through focus groups, stakeholder workshops, and peer review recommendations, ensuring it reflects local needs and aspirations. It is grounded in regional and national strategic documents, aligning with long-term policy goals.

VII. Long-Term Sustainability

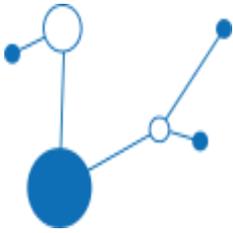
The Solution includes mechanisms for monitoring, evaluation, and scaling, with clear indicators and outcomes.

VIII. Inclusive Stakeholder Engagement

Involving a broad spectrum of stakeholders, including public authorities, NGOs, cooperatives, SMEs, and citizens and promoting co-creation, shared ownership, and community empowerment.

IX. Innovative Approach to Public Procurement

Promoting the use of “Buy Socially” branding campaign, which raised awareness and encouraged local authorities and consumers to purchase from social enterprises. The proposed approach to



public procurement - integrating social criteria into tenders and promoting a social economy brand
- has a high replicable and transferable potential to other regions.

DESCRIPTION OF THE SOLUTION

Based on the foundations outlined above, a model for effective action supporting the development of the social and solidarity economy (SSE) has been developed - one that can be **replicated and adapted in other regions**.

The **most critical element of effective implementation is cooperation**. Therefore, the approach should inherently aim to establish **cross-sectoral partnerships** dedicated to the development of SSE. A notable example is the “**Partnership for the Barycz Valley**”, which has been active since 2008 and continues to grow dynamically. The Barycz Valley is a region with high natural and tourism value. In contrast, the **Legnica-Głogów subregion** and the **Wrocław metropolitan area** are more industrialised and offer a broader range of social services, which are not as easily marketable as tourism products.

This makes it particularly important to **create conditions for the implementation of socially responsible public procurement**. While the legal framework for such procurement exists, the **scale of its application remains insufficient**.

In response, the **model solution** proposes the establishment of a partnership whose members will define its strategic directions, with the following objectives:

- **Identifying the needs of local stakeholders;**
- **Diagnosing the potential of local social economy entities** and presenting the results in a publicly accessible format—such as a map or registry—to serve as a planning and development tool for the sector;
- **Increasing the visibility of social economy entities (PES);**
- **Building capacity** through training tailored to the needs of local stakeholders, including PES leaders and public officials.

The partnership should include the following actors:

- **Local Government Units and their subordinate institutions** - as key decision-makers responsible for creating conditions for cooperation and stakeholder development (public sector partners);
- **Regional Social Policy Centres** - present in every voivodeship, with influence over regional policies and strategic documents impacting SSE development (public sector partners);
- **Social Economy Support Centres (OWES)** - accredited NGOs providing expert support, training, community animation, financial assistance, and job creation for social economy entities;
- **Regional Development Agencies** - business environment institutions engaged in private sector development;
- **Social Employment Entities** - including Social Integration Centres (CIS), Social Integration Clubs (KIS), Vocational Activity Establishments (ZAZ), and Occupational Therapy Workshops (WTZ), which deliver social services;
- **Social Economy Entities**, including **Social Enterprises** - providing social services at local, regional, and national levels (NGOs);
- **Private Entrepreneurs** - who can offer meaningful support to NGOs, fostering mutual benefits and sustainable cooperation.

Proposed and tested in the Lower Silesia region, Solution 5 offers a practical and replicable approach based on the implementation of activities that increase cooperation between the public, private sector and NGOs through capacity building, advocacy and promotional activities, leading to the creation of PP partnership. Other regions can adapt this solution to their own conditions, using it as an action plan for creating conditions for the development of Public Private Partnership in their region.

