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SE HUBS
Co-creating Hubs for Social Enterprises

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DESK RESEARCH ON SOCIAL ENTERPRISES (SE) NEEDS AND CHALLENGES – REPORT

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1. Needs and challenges of social enterprises in the analysed country

1.1. Characteristics of social enterprises in the partner country (concept, statistics etc.)

In Poland, the interest in the issues of social entrepreneurship strengthened at the time of accession to the European Union in 2004, which then turned its attention to this area and started a wide discussion on the essence and importance of social entrepreneurship in the economies of the Member States. Hence, at the beginning of the process aimed at the development of social entrepreneurship in Poland, the definition of the European Commission in this regard was adopted, which defines a social enterprise as an entity of the social economy, the main purpose of which is to exert social influence, not profit for the owners or shareholders, and operates by providing services to the market in an entrepreneurial, innovative way, using its profits primarily to achieve social goals. It is managed in an open and responsible manner, in particular involving employees, consumers and stakeholders affected by its commercial activities.

The Commission uses the term 'social enterprise' to refer to the following economic activities:

- those for which the social goal of the common good is the driving force behind commercial activity, often in the form of a high level of social innovation;
- those where profits are mainly reinvested with a view to achieving a given social goal;
- where the method of organization or ownership system reflects their mission, using democratic or participatory principles or focusing on social justice (D. O'Byrne i in., 2014, p. 17).

The European Research Network EMES definition of social enterprise was also modeled on, which defines them as organizations with the explicit purpose of benefiting the community, initiated by a group of citizens, where the material interests of equity investors are limited. They attach great

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importance to their independence and taking economic risk related to current socio-economic activities. According to EMES, a social enterprise has the following characteristics:

1. economic criterion:
   - continuous activity aimed directly at producing goods and / or selling services,
   - a high degree of operational autonomy,
   - bearing significant economic risk in running the business,
   - activities of social enterprises requiring the existence of a minimum paid staff;
2. social criterion:
   - activities are aimed at supporting and developing local communities,
   - the activity is of a local nature,
   - democratic governance based on the principle: 1st place - 1 vote,
   - participatory nature,
   - limited profit distribution.

In addition, the definition of the social enterprise of the Clann Credo Social Investment Fund was also followed, which emphasizes the concept of social and economic criteria in line with previous definitions and additionally introduces the concept of "triple end result" including the environment as a factor. This third factor is not uncommon in the definitions and contributes to the collective and social nature of the social enterprise. Therefore, according to the definition of the FIS Clann Credo, social enterprises are organizations or enterprises that are primarily driven by social and / or environmental motives and engage in trade to achieve these goals. The property of the enterprise is in the community or among people who have a common interest. The surpluses generated by the enterprise are reinvested in meeting their social goals. The social enterprise has a strong focus on job creation to help local people and communities.

In order to standardize the principles of recognizing social enterprises in the Polish economy, attempts were made to systematize the definition of a social enterprise and adjust it to the Polish realities. In the opinion of J. Hausner and N. Laurisz, a social enterprise is a strategic link of the social economy and its function is not only to produce specific goods and services, but also to mobilize social capital, generate innovation and expand the market by including people who have been excluded so far. Although it is part of the market economy, it places its mission and goals outside the market (J. Hausner, N. Laurisz, 2006, p. 9). According to D. Góźdź, a social enterprise is an element of each of the three sectors of the economy, due to the fact that it works for the public good, often in the sphere of public services, with a strong sense of social mission, applying the principle of business thinking (D. Góźdź, 2008, p. 205). E. Leś perceives social enterprise differently as a subgroup of the market-oriented social economy, as well as an institutional response of third sector organizations to the problems of financing non-profit organizations, which are the result of the transformation of the post-war welfare state and a decline in self-sacrifice. The goal of social enterprises is to achieve economic equilibrium thanks to the successful combination of market and non-market sources of financing, as well as non-monetary resources and income from private donation (E. Leś, 2005, pp. 36-37). For social entrepreneurs, the social mission is clearly defined and takes a central place in their business activities, which

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translates into their opportunities. Mission impact becomes the main criterion, not the criterion of wealth creation, which is only a means to an end for them.

Social entrepreneurs in Poland, whose main motivation is to take action against social problems, play an important role in society by:

- adapting the mission to the formulation and maintenance of social value,
- recognizing and constantly seeking new opportunities to serve this mission,
- engaging in a process of continual innovation, adaptation and learning,

bold action without being limited to the resources currently available.

In order to function well, social enterprises in Poland tend to limit and slim down their structures. Therefore, the most frequently used management model in these entities is lean management, based on:

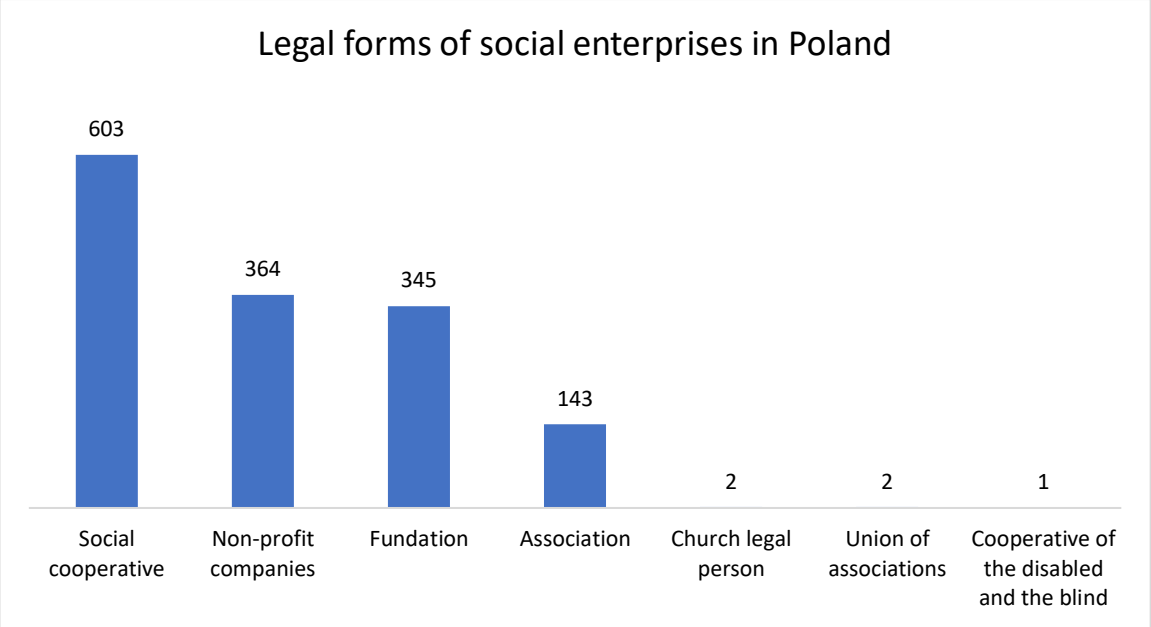
- decentralization of responsibility and competence in conjunction with the decentralization of the information system and self-control,
- designing small organizational units working on the basis of team structures,
- flexibility of the organizational structure,
- constant learning, improvement and improvement of the organization and its employees.

There are 1,460 social enterprises in Poland (as of 02/12/2021) under seven legal forms: social cooperatives (603 entities), non-profit companies (364 entities), foundations (34entities),

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associations (143 entities), church legal persons (2 entities), union of associations (2 entities) and disabled and blind cooperatives (1 entity) (See Figure 1).

Figure 1. Legal forms of social enterprises in Poland



Source: own study based on the DES Social Enterprises Database

Social enterprises in Poland operate in the following sectors of the economy: education and culture (268 entities), gastronomy (265 entities), services for companies, organizations and public administration (228 entities), construction (129 entities), trade and other services (113 entities), social services (83 entities), recreation, tourism and accommodation (79 entities), other production and industry (63 entities), health and beauty (59 entities), municipal services (55 entities), home and garden (45 entities) , automotive (27 entities), furniture production (14 entities), IT (10 entities), economy (8 entities), food production and processing (7 entities), other

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(4 entities), agriculture, forestry, hunting, fishing (2 entities) and security services (1 entity) (See Table 1).

Table 1. Social enterprises in Poland by sectors of the economy

The industry of the economy	Number of social enterprises [in pcs.]
education and culture	268
gastronomy	265
services for companies, organizations and public administration	228
architecture	129
trade and other services	113
social services	83
recreation, tourism and accommodation	79
remaining production and industry	63
health and beauty	59
utility	55
house and garden	45
automotive	27
production of furniture	14
informatics	10
economy	8
food production and processing	7
others	4
agriculture, forestry, hunting, fishing	2
security services	1
total	1460

Source: own study based on the DES Social Enterprises Database

Social enterprises in Poland are perceived as entities providing services or offering low-quality products, which is why it is so important to take actions aimed at changing this image. The analysis of data on the functioning of social enterprises shows that they mostly conduct service activities (93.74%), mainly in the area of gastronomy (e.g. running a bistro, cafe, catering), education and culture (e.g. promoting artistic culture, training) and services for companies, organizations and public administration (e.g. printing, printing, accounting and legal services). The remaining social enterprises operating in the field of production (6.26%) offer their products, inter alia, in the furniture industry, food production and processing and agriculture.

The obstacles to the development of the activities of social enterprises in Poland include: - perception of a social enterprise as an entity operating in the areas of social exclusion, and therefore offering low-level goods and services, - lack of trust in initiatives undertaken by social enterprises, - low level of activity of local communities. The research conducted among social

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cooperatives (as the most common legal form of social enterprise) in Poland on the barriers and limitations in running their business shows that the most common difficulties include: - high non-wage labor costs, - insufficient financial resources, - too much competition on the labor market, - high burden on the budget, - unclear legal regulations, - insufficient funds at the disposal of clients, - the company is insufficiently known on the market, - lack of qualified employees, - difficulties in obtaining subsidies, subsidies and non-bank loans (A. Roszig, 2019, p. 256).

The institutional factors limiting the development of social entrepreneurship in Poland include:

1. For formal institutions:
   a) low effectiveness and relevance of support addressed to social enterprises under European Union programs (mismatch between organizational forms, scope of support, offer to the needs of social enterprises and the predispositions / capabilities of individuals),
   b) excessive formalism and bureaucratization of procedures related to the use of public funds by authorized entities,
   c) focus on the absorption of EU funds, and not on the way they are used and the results achieved,
   d) poor preparation and limited ability of units participating in the support process (e.g. OWES, ROPS) to effectively perform all assigned functions,
   e) errors and procedural and legal difficulties,
   f) lack of knowledge about the social and economic results of activities of social enterprises and the effectiveness and efficiency of activities financed from EU funds.

2. For informal institutions:
   a) mental barriers, habits, patterns of action, perceptions of people involved in social entrepreneurship (social thinking, demanding and passive people coming from key groups),
   b) society's lack of trust in entities combining social and economic goals in their activities,
   c) stereotypical perception of civic and cooperative organizations by stakeholders of social enterprises (public administration, offices, society),
   d) low level of social capital (reluctance to cooperate with others, distrust of others, including the lack of trust and social acceptance for people from disadvantaged groups) (A. Pacut, 2018, p. 19).

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1.2. Models of the functioning of social enterprises - legal perspective

1.2.1 Legal definition of social enterprise and legal criteria (if any)

The formal and legal situation of the functioning of social enterprises in Poland is complicated due to the lack of a uniform legal provision clearly defining the definition of a social enterprise. In addition, social enterprises in Poland not only have to operate in accordance with the law applicable to other economic entities operating on the free market, but also take into account the provisions dedicated to a given legal form of a social enterprise.

The Ministry of Labor and Social Policy in the National Program for the Development of Social Economy in the resolution of August 12, 2014 (M.P. 2014, item 811) defined the specific features of a social enterprise:

- it is an entity conducting business activity, separated in terms of organization and accounting,
- the purpose of business activity is the social and professional integration of people at risk of social exclusion (in this case, it is required to employ at least 50% of people from groups at risk of social exclusion or 30% of disabled people with moderate or severe disabilities) or the provision of social services of general interest, while pursuing pro-employment goals (employing at least 20% of people from specific groups at risk of social exclusion),
- does not distribute profit or balance surplus among shareholders, but allocates it to strengthening the company's potential as indivisible capital and to a certain part for professional and social reintegration (in the case of employment enterprises) or for public benefit activities conducted for the benefit of the local community in which it operates undertaking,
- is managed on a democratic or at least consultative and advisory basis with the participation of employees and other stakeholders, and management remuneration is limited by limits.

However, in accordance with the Guidelines for the implementation of projects in the field of social inclusion and combating poverty with the use of the European Social Fund and the European Regional Development Fund for 2014-2020 of the Minister of Investment and Development, a social enterprise (PS) is a social economy entity that meets the following conditions:

1. It has legal personality and operates:
   a) business activity registered in the National Court Register,
      or
   b) paid public benefit activities within the meaning of the Act of 24 April 2004 on public benefit activities and volunteering (i.e. Journal of Laws of 2020, item 1057),
      or

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c) educational activities within the meaning of the Act of 14 December 2016 Educational Law (i.e. Journal of Laws of 2020, item 910, 1378, of 2021, item 4),
or
d) cultural activities within the meaning of the Act of 25 October 1991 on organizing and conducting cultural activities (i.e. Journal of Laws of 2020, item 194).

2. It employs at least 30% of people who belong to at least one of the groups below:
   a) unemployed persons within the meaning of the Act of 20 April 2004 on employment promotion and labor market institutions,
   b) people up to 30 years of age and after the age of 50, having the status of a jobseeker, without employment within the meaning of the Act of 20 April 2004 on employment promotion and labor market institutions,
   c) jobseekers who are not employed or do not perform any other gainful work within the meaning of the Act of 20 April 2004 on employment promotion and labor market institutions (i.e. Journal of Laws of 2020, items 1409, 2023, 2369, 2400),
   d) disabled persons within the meaning of the Act of 27 August 1997 on vocational and social rehabilitation and employment of disabled persons (i.e. Journal of Laws of 2020, items 426, 568, 875, of 2021, item 159),
   e) persons with mental disorders within the meaning of the Act of 19 August 1994 on the protection of mental health (i.e. Journal of Laws of 2020, item 685),
   f) persons referred to in the Act of 13 June 2003 on social employment (i.e. Journal of Laws of 2020, item 176),
   g) persons subject to full social insurance for farmers under the provisions on social insurance for farmers, if their income is determined in accordance with the Act of February 11, 2016 on state aid in raising children (i.e. Journal of Laws of 2019, item 2407) is not more than the income of 6 conversion hectares,
   h) persons meeting the criteria referred to in Art. 8 sec. 1 point 1 and 2 of the Act of 12 March 2004 on social assistance (i.e. Journal of Laws of 2020, item 1876, 2369),
   i) persons referred to in art. 49 point 7 of the Act of 20 April 2004 on employment promotion and labor market institutions (i.e. Journal of Laws of 2020, items 1409, 2023, 2369, 2400),
   j) self-reliant persons referred to in art. 140 sec. 1 and 2 of the Act of 9 June 2011 on supporting the family and foster care system (i.e. Journal of Laws of 2020, item 821, of 2021, item 159),
   k) working poor, referred to in point 17.
3. Is an entity that does not distribute profit or balance sheet surplus among shareholders, shareholders or employees, but allocates it to strengthen the company's potential as indivisible capital and to a certain extent for professional and social reintegration.
4. It is managed on a democratic basis, which means that the governance structure of the SE or their ownership structure is based on co-management in the case of a cooperative, employee shareholding or employee participation rules, which the entity specifies in its articles of association or other document of incorporation.

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5. The remuneration of all employees, including management, is limited, i.e. it does not exceed the value referred to in Art. 9 sec. 1 point 2 of the Act of April 24, 2003 on Public Benefit and Volunteer Work.
6. Employs on the basis of an employment contract, a cooperative employment contract or a civil law contract (excluding persons employed on the basis of civil law contracts who conduct business activity) at least three people working time at least 1/4 full-time, and in the case of contracts civil law for a period of not less than 3 months and for not less than 120 hours of work in total for all months, while maintaining the employment ratio specified in point (a). b.
7. It leads to the employed persons referred to in point b, a reintegration process agreed with these persons and specified in time, aimed at acquiring or regaining professional qualifications or key competences. (http://www.funduszeeuropejskie.gov.pl, access: 10.03.2021 r.).

1.2.2 Legal forms for establishment of social enterprises according to the local legislation (NGOs, trade company, cooperatives, etc.)

In 2018, the Department of Social and Solidarity Economics at the Ministry of Family, Labor and Social Policy introduced a list of social enterprises, in connection with the amendment to the "Guidelines for the implementation of projects in the field of social inclusion and combating poverty with the use of the European Social Fund and the European Development Fund. Regional for the years 2014-2020 ". This document indicates the following legal forms in which social enterprises operate: - a social cooperative, - a labor cooperative, - a cooperative for the disabled and the blind, - a European cooperative, - a foundation, - an association, - an association of associations, - a non-profit company (sp. z o. o), - non-profit company (joint-stock company), - non-profit company (European), - church legal entity, - voluntary fire brigade, - agricultural club, - hunting clubs.

For the purposes of this report, the three most common legal forms in Poland will be described: - a social cooperative, - a non-profit company, - a foundation.

1. **Social cooperative** - the most popular legal form of running a social enterprise in Poland. The legislator defined the principles of establishing, running a business, merging and liquidating a social cooperative. A social cooperative conducts its activities based on the personal work of its members and employees and acts for:

   a) social integration of its members and employees, which should be understood as activities aimed at rebuilding and maintaining the ability to participate in the life of the local community and perform social roles at the place of work, residence or stay,
   b) professional reintegration of its members and employees, which should be understood as activities aimed at rebuilding and maintaining the ability to independently perform

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work on the labor market, and these activities are not carried out as part of economic activity conducted by a social cooperative.

A social cooperative is an association of people who have come together voluntarily to meet their common economic, social and cultural aspirations and needs through a co-owned and democratically controlled enterprise. Cooperatives engage in their activities social groups with a difficult situation on the labor market and provide help to the unemployed in self-employment. They also enable people with low or insufficient qualifications to return to the labor market, counteracting their marginalization and social exclusion. Therefore, the competences in the field of pro-employment activities are most often mentioned in the context of social cooperatives. They can take many different forms. For all of them, the aim is to increase the chances of the labor market, or to actually employ people in temporary or permanent forms. For this reason, a significant role of social cooperatives in the efficient functioning of local labor markets is seen. Social cooperatives in Poland, although relatively new, are set against ambitious and multidimensional goals. Basically, these are economic and social goals. A joint venture in this form can be run by people at risk of social exclusion, who would find it extremely difficult to act independently, creating a job and providing income for themselves and their families. Thanks to the activity within the cooperative, they additionally learn to cooperate, maintain interpersonal relationships and find themselves in social roles. They also acquire skills that may allow them to become professionally independent in the future.

2. **A non-profit company** (limited liability company) - in Poland, the Code of Commercial Companies provides for the possibility of running a limited liability company (limited liability company) for any legally permissible purpose, unless the law provides otherwise (i.e. Journal of Laws of 2016, item 1578). On this basis, limited liability companies are traded. operating as "non-profit", ie not for the purpose of making a profit and referred to in the nomenclature as non-profit companies. Non-profit companies are most often established for research and scientific purposes, to run sports clubs and to perform social activities. The greatest advantage of non-profit companies is the possibility of obtaining the status of a public benefit organization in accordance with the Act on Public Benefit and Volunteer Work (i.e. Journal of Laws of 2020, item 1057). For this purpose, the company must enter the following rules in its memorandum of incorporation:

   a) failure to act in order to make a profit,
   b) not allocating profits to be distributed among partners, employees, members of the management board, members of the supervisory board or the audit committee,
   c) allocating income for public benefit activities.

   In addition, the company must meet the usual conditions set for public benefit organizations, such as:
   a) operating continuously for two years,
   b) addressing activities to the general public or to a specific social group distinguished due to a difficult life or material situation,

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c) the economic activity is not carried out or is carried out solely as an ancillary activity,
d) all income is allocated to public benefit activities,
e) the company has a statutory collective control or supervisory body, separate from the management board and not subject to it in the scope of internal control or supervision, and the members of the control or supervisory body may not be members of the management body or be in any way related to them, and remuneration may not exceed the amount of the average monthly remuneration, or it is only a reimbursement of costs of justified expenses,
f) members of the management board and supervisory authority have not been convicted by a final judgment of an intentional crime prosecuted by public,
g) the memorandum of association provides for specific prohibitions concerning transactions with members of the management board, employees and persons associated with them.

3. **Foundation** - Polish legislation does not have a directly standardized definition of a foundation, but the Act of 6 April 1984 on Foundations (i.e. Journal of Laws of 2020, item 2167) indicates its features and principles of operation. The Foundation may be established to implement socially or economically useful goals consistent with the basic interests of the Republic of Poland (RP), in particular, such as:

a) healthcare,
b) development of economy and science,
c) education and upbringing,
d) culture and art,
e) social welfare and assistance, environmental protection,
f) care of monuments.

The foundation has no members and the decision-making bodies are: the management board (the body responsible for making current decisions) and the foundation's council (also acting as the supervisory body). The activities of the foundation are supervised by state authorities such as the registry court, the competent staroste and the minister to whom the foundation reports annually on its activities.

1.2.3. Special registration procedure of social enterprises (if any) – where, how, why

1. **A social cooperative** - may be established by natural persons (in this case, the number of founders may not be less than three, and the number of members - no less than five) and legal persons (at least two founders and two members), and the number of members in both cases may not exceed fifty.
They can set up a social cooperative:

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a) unemployed persons, within the meaning of Art. 2 clause 1 point 2 of the Act of 20 April 2004 on employment promotion and labor market institutions (i.e. Journal of Laws of 2020, items 1409, 2023, 2369, 2400),
b) persons referred to in art. 2 points 1a and 1b of the Act of 13 June 2003 on social employment (i.e. Journal of Laws of 2020, item 176),
c) disabled people within the meaning of the Act of 27 August 1997 on vocational and social rehabilitation and employment of disabled people (Journal of Laws of 2020, items 426, 568 and 875),
d) people up to 30 years of age and after the age of 50, having the status of a jobseeker, without employment within the meaning of the Act of 20 April 2004 on employment promotion and labor market institutions,
e) persons referred to in art. 49 point 7 of the Act of 20 April 2004 on employment promotion and labor market institutions,
f) jobseekers who are not employed or do not perform any other gainful work,
g) self-reliant persons referred to in art. 140 sec. 1 and 2 of the Act of 9 June 2011 on supporting the family and foster care system (i.e. Journal of Laws of 2020, item 821, of 2021, item 159)
– having full legal capacity (i.e. Journal of Laws of 2020, item 2085).

A social cooperative may go into liquidation in such cases as:

a) at the end of the period specified in the statute,
b) as a result of a reduction in the number of members below that indicated in the statute or in the act, if the cooperative does not increase the number of members to the required size within one year,
c) as a result of consistent resolutions of general meetings taken by a 3/4 majority of votes at two consecutive general meetings, with an interval of at least two weeks (i.e. Journal of Laws of 2020, items 275, 568, 695, 875),
d) cessation of the use of the term "social cooperative" in the name,
e) a reduction in the number of members below five in the case of natural persons and two in the case of legal persons, if it lasts longer than 3 months, or an increase above fifty,
f) violations of the rules of distribution of the balance sheet surplus,
g) failure to submit to vetting within 6 months from the date of approval of the financial statements for the first year of operation (i.e. Journal of Laws of 2018, item 1205, of 2019, item 2020, of 2020, item 875).

2. **A non-profit company** (limited liability company) - until the establishment of a limited liability company one legal person (apart from another one-person limited liability company) or a natural person who has a significant influence on the way the company operates, including the identification of bodies, the division of roles and competences, as well as in the scope of possible personal or capital transformations. In order to obtain the status of a "non-profit company", it is not enough to indicate a non-profit-making purpose of the company's operation, but it is also necessary to clearly indicate in the founding act that it is forbidden to divide the earned profit between partners, members of the management board, employees, the supervisory board or the audit committee and the obligation to allocating the

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profit for a social purpose specified in the articles of association. Such formulation of the rules concerning the allocation of any profit generated is possible under Art 191 paragraph 2 of the Commercial Companies Code, which provides that "the articles of association may provide for a different method of profit distribution".

3. **Foundation** - may be established by natural persons, irrespective of their citizenship and place of residence, or legal persons with registered offices in Poland or abroad (however, the seat of the foundation should be in the territory of the Republic of Poland). A declaration of will to establish a foundation should be submitted in the form of a notarial deed, in which the founder indicates the purpose of the foundation and the assets (including money, securities, etc.) intended for its implementation. The founder also establishes the foundation's statute, which specifies:
   a) the name of the foundation,
   b) the seat and property of the foundation,
   c) forms and scope of the foundation's activity,
   d) composition and organization of the management board (method of appointment as well as duties and powers of this body and its members),
   e) the possibility of running a business,
   f) admissibility and conditions of merger with another foundation,
   g) change of purpose or statute,
   h) creating, alongside the management of other foundation bodies.

   The Foundation obtains legal personality upon entry into the National Court Register. If the goal for which the foundation was established is achieved, or if the funds and assets of the foundation are exhausted, the foundation is subject to liquidation in the manner specified in the statute (i.e. Journal of Laws of 2020, item 2167).

1.2.4. Special benefits for social enterprises provided by legislation (for example – tax benefits, „reserved tenders", right to use public property, special grants, impact funds for SE

Social enterprises are subject to certain limitations in pursuing their social goals. First of all, their budget is based on revenues from fund donors, donors, taxpayers, subsidies from national public or EU funds, and not on remuneration received for the obtained results. These entities often depend on numerous groups of stakeholders (e.g. authorities, public sector, employers, unemployed, employees, taxpayers), where each of these groups may wish to pursue their goals, not always coherent with the goals of the social enterprise. They exist to do good and may treat their activity as a social mission or a moral absolute, and not as an economic activity, subject to the calculation of expenditure in relation to the profits or losses suffered (W. Czemiel-Grzybowska, 2010, p. 65).

In order to change the rules of financial support for social enterprises, a good solution is to entrust them with public tasks, which is currently the most intense and formalized form of

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cooperation between non-governmental organizations and public administration bodies (A. Grzybowska, J. Ruszewski, 2010, p. 88). The problem in implementing this type of solution in Poland is, first of all, the poor system of distributing information on competitions related to the implementation of public tasks and the introduction by public administration institutions of many restrictions as to their implementation. Often, social economy entities resign from participation in competitions due to excessively extensive bureaucracy, a competition procedure that would require them to employ additional people involved in obtaining, implementing and accounting for public tasks. It would seem that social enterprises, as conducting economic activity, have access to other sources of financing on a commercial basis, such as loans or credits. Unfortunately, there is a deficit of financial institutions specialized in servicing this sector on the Polish financial market. The current cooperation in the field of returnable financial instruments concerns mainly large entities, while in the field of non-returnable instruments, there is usually a sponsor (bank) - sponsored (social economy entity) relationship. This state of affairs is influenced by:

- ignorance of the specificity of the activities of social economy entities,
- inability to assess the risk and potential of the sector,
- getting used to servicing commercial entities,
- reluctance to take a different approach to assessing the effectiveness of projects,
- lack of effective tools for assessing risk and social effects in project evaluation by financial institutions (A. Grzybowska, J. Ruszewski, 2010, p. 98).

Financial institutions are primarily concerned about the risk of failure of the enterprise they finance. In the case of standard operating business entities, they have solutions that enable them, without prejudice to their image, to recover the borrowed funds and sometimes even to bankrupt such an entity. The public will not be interested in such a company. This may not be the case for social enterprises that pursue social goals relevant to a given community. Declaring such an enterprise bankrupt may be perceived badly and negatively affect the image of a financial institution, especially one that is considered to be responsible for the impact of its decisions, actions on society and the environment through transparent and ethical conduct.

Social enterprises also use financial resources, inter alia, under EU programs dedicated to the development of innovation (e.g. the Smart Growth Program) and non-grant funds, i.e. loans, guarantees and loans granted by financial intermediaries, including banks and loan and delivery funds on preferential terms. However, obtaining funds from external sources is not procedural easy for social enterprises. In the case of obtaining financing from EU funds, these entities must take into account a heavy burden. Most of them cannot afford to employ additional people who, as part of their duties, could only create projects under EU competitions and who, if they received funding, would be responsible for the implementation and proper settlement of the project.

The EQUAL initiative in Poland complements the National Development Plan and covers five themes:

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- **Theme A**: Facilitating entry and re-entry into the labor market for people who find it difficult to integrate or reintegrate into the labor market, in order to promote a labor market open to all.
- **Theme D**: Strengthening the National Social Economy (Third Sector), in particular community services and improving the quality of jobs.
- **Theme F**: Supporting the adaptability of enterprises and employees to structural changes in the economy and the use of information and other new technologies.
- **Theme G**: Reconciliation of family and work life and the reintegration of men and women who have left the labor market through the implementation of more flexible and effective forms of work organization and accompanying activities.
- **Topic I**: Assistance in social and professional integration of people applying for refugee status. The aim of this topic is to improve the system of institutional care for people applying for refugee status.

The National Program for the Development of the Social Economy is a document presenting 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, taking into account the role of other representatives of the government administration sector, as well as local government units and the social economy sector.

For these reasons, the long-term strategic goal of the program is: the social economy will become an important instrument of active social policy, support for social and local development..
The main goal:

- until 2023, social economy entities will be an important element of social activation and integration of people at risk of social exclusion, as well as providers of public services and entities implementing local development tasks; the indicator for this goal is to increase the number of people taking up employment to 40% after the end of participation in reintegration units, and the membership of young people in social economy entities will increase by 50 thousand and the creation of 75 thousand new jobs in PES.

Achieving the main goal will be possible thanks to the implementation of specific goals:

- supporting sustainable partnership of social economy entities with local government in the implementation of social services of general interest and public tasks in the field of local development,
- increasing the number of high-quality jobs in social enterprises for people at risk of social exclusion,
- increasing the competitiveness of social economy entities on the market,
- disseminating positive attitudes towards the social economy.

The most important source of financing for social enterprises undertaking activities for the disabled in Poland is the State Fund for Disabled People (hereinafter referred to as PFRON). The

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provisions regulating the principles of granting funds from PFRON are very complicated, which, unfortunately, does not go hand in hand with their adaptation to various degrees and types of disability. For this reason, funds are currently allocated on a basis that does not take into account significant differences in costs when working with people of various degrees and types of disability. In addition, people setting up a social enterprise are entitled to a one-off subsidy from the Labor Fund for starting a business, however, internal regulations of Labor Offices, which define the rules for granting funds from the Labor Fund, are inconsistent and one of the conditions for granting funds is to secure the reimbursement of funds received in the event of failure to meet the requirements. contracts, which creates additional problems in obtaining funds. The founders of social enterprises are predominantly people who do not have adequate financial resources, and the required forms of property security are for most of them an insurmountable barrier, making it impossible to obtain the necessary funds.

In order to develop partnership, special financial instruments for cooperation between local government units and NGOs (including social enterprises) have been created, such as:

- **loan** - a returnable form of financing from the local government budget for third sector entities implementing projects in the field of public tasks, characterized by low or interest-free, most often used to ensure financial liquidity, when a given organization implements a project financed, e.g. on the basis of reimbursement (the so-called bridging character),
- **surety** - a mechanism that facilitates and enables access to commercial loan funds. Local government units may establish additional security in the event of delays of a social entity in paying off another obligation; public administration takes over the risk related to the insolvency of a non-governmental organization to facilitate its acquisition of capital from other sources for the implementation of public sector projects,
- **guarantee** - a tool very similar to the surety, however, it carries an even greater risk for the guarantor (local government unit), because he is not only an auxiliary debtor and his obligation is independent and non-accessory; It will be much more difficult for local government units to avoid the guaranteed benefit in the event of the insolvency of an NGO,
- **small order mode** - a simplified model of commissioning public tasks to a non-governmental organization, also known as small grants / subsidies or a simplified, non-competitive mode; the cooperation is initiated by non-governmental organizations, and local government units do not announce an open tender competition for this task; small orders involve quick action of the administration, which makes the bids received by it public within 7 days for a period of 1 week, after which the executive body immediately decides whether to grant or refuse to grant funds,
- **local initiative** - consists in giving the inhabitants of a given local government unit (whose representative may be a non-governmental organization, including a social enterprise) the right to submit demands for the performance of public tasks and to implement them together with the local government units; a form of activating the local community which, while looking for a better satisfaction of its own needs, initiates the implementation of a specific public task; a determinant of a local initiative is also the involvement and co-responsibility of residents for the actions taken (in the form of, for example, social work or material contribution),

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- **regranting** - a form of financial cooperation between local government units and NGOs without a legal definition in Poland, consisting in the fact that a non-governmental organization (including a social enterprise) becomes an operator (it won an open tender competition and carries out a public task at the request of local government units) implementers a part of the subsidy received for the performance of a public task (with the consent of local government units) the operator, not the executor, is responsible to the local government for the proper implementation of the public task,
- **investment subsidy** - NGOs, including social enterprises, may receive specific subsidies from the local government budget for public purposes related to the implementation of the tasks of this unit, as well as for co-financing investments related to the implementation of these tasks; in the absence of a definition of the concept of "public purpose", it is assumed that the implementation of public goals should be combined with activities aimed at satisfying the collective needs of the local government,
- **civic (participatory) budget** - is a tool that includes residents in the decision-making process of the budget of a given local government unit, however, it does not provide applicants (e.g. social enterprises) with guarantees of the implementation of the actions reported by them and selected in the procedure[1].

1.3. Review of available research carried out in partner country in the three identified areas

1.3.1. recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices

The most important challenges facing social enterprises today are: (1) demographic changes related to low birth rates and aging populations, migration; (2) population migration; (3) climate change, regional development; (4) marginalization of ethnic groups, including the Roma community; (5) extending the sectors of social enterprise operation to include social and health services, renewable energy, socially engaged agriculture and the environment (including recycling), which often require new qualifications and skills; (6) decentralization of social enterprises and their greater linkage with local needs and initiatives (PARP, 2020).

Challenges related to changes in the labor market (Ministry of Family, Labor and Social Policy, 2020):

- direct impact: employment and inclusive dimension - targeting the effects of support, such as creating new, inclusive, stable / permanent jobs,

[1] *Mechanizmy współpracy finansowej jednostek samorządu terytorialnego z organizacjami pozarządowymi – Przewodnik*, Uniwersytet Ekonomiczny w Krakowie, Małopolska Szkoła Administracji Publicznej w Krakowie, Kraków 2015, s. 5

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- indirect impact: social enterprises as an important participant in the labor market - social economy as an important supplier of services and products (Partnership Agreement, Eligibility Guidelines and Social Inclusion Guidelines),
- in the social welfare system, fewer and fewer people benefit from unemployment or poverty assistance, and more and more due to long-term illness and disability,
- decrease in unemployment with a simultaneous dynamic increase in the share of people 50 among the total unemployed,
- an increase in the share of disabled people among the unemployed, economically inactive, and a decline in employment of people with disabilities.

The research conducted as part of the Krakow Initiative for Social Economy - COGITO project implemented under the EQUAL Community Initiative shows that the most important form of support for social enterprises are: - direct subsidies (90% of entities consider it the most desirable form of supporting their business), - preferential loans and credits (75% of respondents considered enabling social enterprises to use funds, especially when losing financial liquidity, e.g. during the implementation of subsequent stages of projects or applying for new projects, as the most desirable). On the other hand, a small part of the surveyed entities is interested in such forms of support as: - preferences in awarding public contracts for social enterprises pursuing social goals (26%), - access to free information and advisory services (22%), - possibility of using guarantee funds and loan guarantee funds (18%) (J. Hausner, 2008, p. 26).

The study of the needs for training and advisory services in the project "Coherent regional integration of the social economy" indicated the need to implement training in the field of detailed regulations on social enterprises, risk management, group process management and public speaking (Stronkowski, Herman 2017).

The analysis of the needs of social enterprises presented in the report Research on financial and non-financial needs in the social economy and social and health services sector showed that the most important for these entities are:

- professional, high-quality specialist services, such as training or industry, legal, marketing, business, legal, marketing, sales, accounting and social entrepreneurship services,
- information on the availability of funds, assistance in obtaining them,
- development of professional competences, especially training and exchange of experience related to work in the field of social services (e.g. reintegration services offered to potential and already employed employees, provided by specialists in this area (psychologists, social workers, career counselors),
- vocational training for employees of social enterprises,
- support for PS in the field of obtaining orders, especially in public procurement and in building links with business,
- training and advisory program for social entrepreneurs - leaders of social enterprises, covering at least such issues as: enterprise management and strengthening its potential, including building resistance to external and internal shocks, social reintegration - working with people in difficult situations, in various crises , team building, building a market position,

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including building a brand, price and sales strategy (Ministry of Funds and Regional Policy 2020).

In turn, the research conducted by the Department of Social Economy at the Ministry of Family, Labor and Social Policy among 209 entities with the status of a social enterprise in 2019 shows that the needs are very diverse (Grabowska, Bernacik 2019). These entities reported their needs in the following areas:

- the need for financial resources not only for infrastructure investments and working capital, but also for the development of activities for people at risk of social exclusion in the area of creating new jobs, increasing competences, strengthening and developing reintegration activities and business development, among others through promotion aimed at increasing brand recognition, professionalization of activities,
- demand for training and consulting services, incl. provided by the Social Economy Support Centers (OWES). The respondents precisely defined the training and consulting topics: strengthening the market position of the current offer (e.g. pricing strategy, improving productivity, improving the quality of the offer), marketing / promotion (building a brand, using social media), new products / services (market research, creating a business plan , developing entry strategies), acquiring new business partners, acquiring public procurement from the financial sector, obtaining financing (e.g. loans, credits, subsidies), achieving social goals, managing the organization, people management, team building, social and professional integration of employees, raising professional competences of employees,
- the demand for building cooperative consortia, which could increase the potential of social enterprises related to the possibility of applying for public contracts (Grabowska, Bernacik 2019).

1.3.2. Securing of training facilities and expert knowledge on communication of SEs' impact and community importance

Generally, in Polish organizations, the training (sub)function is, next to the appraisal, the most popular and widespread among employers, regardless of the size or structure and direction of the origin of capital. It is also a continuum, from very professional, high-budget training, sometimes outsourced (complex outsourcing from needs planning, through the implementation of training using various methods and techniques, to comprehensive evaluation) to very poor systems. In this case, training is almost non-existent, except for obligatory training related to occupational safety and health (once every four years).

In Poland, the implementation of support for social enterprises in the area of training and consulting activities is carried out by many organizations that have the infrastructure and expert knowledge in the field of the functioning of social economy entities. Examples of such organizations include:

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- **The Foundation for the Development of Social Entrepreneurship "Be Together"**, which is a non-governmental organization supporting social economy entities implementing projects aimed at activating the unemployed and people at risk of social exclusion. The Foundation conducts educational activities through training sessions targeted at various groups of recipients, including people who are in a difficult life situation. The training courses offered are of a high professional level and are conducted by recognized authorities in a given field. The Foundation specializes in organizing open and closed training courses in the field of social economy and soft social competences. The Foundation's structure includes the Local Partnership Center, whose activities are focused on: consulting, promoting the social economy, cooperation in the field of project preparation, a social entrepreneurship incubator, a cluster and support for non-governmental organizations https://www.fundacjabycrazem.pl/. The Foundation sells WellDone products created by young designers and people returning to the market through the Foundation through the online store https://welldone.co/shop/.
- **The Podkarpackie Regional Support Center for Social Economy (PROWES)** offers comprehensive support for social economy entities, including in the area of training and consulting. Training services are provided in the stationary and online form in the following areas: launching social economy entities, managing social economy entities, legal aspects, building cooperative relations, creating business plans and marketing plans. On the other hand, consulting services are directed to the existing PS and focused on: analysis of the client's business needs and problems, obtaining financing, PS development, building cooperative partnerships http://www.prowes.com.pl/. The center has an infrastructure and provides access to experts.
- **The BARKA Mutual Aid Foundation as part of the Greater Poland Solidarity Economy Center** has fully equipped educational rooms and rooms adapted for the disabled. The Foundation supports social economy entities by organizing training in the field of solidarity economy along with the organization of study visits to partnerships, social integration centers, social enterprises, social cooperatives and associations. Trainings are conducted by experts and practitioners (including building local partnerships, social cooperatives, members of social cooperatives and social enterprises), including from: social economy, building local partnerships for social entrepreneurship, establishing and operating social integration centers, establishing and operating social cooperatives of social entrepreneurship https://barka.org.pl.
- **Network of Social Entrepreneurship Incubators -**are centers for the provision of comprehensive training, advisory and animation support enabling the establishment, improvement and professionalisation of the activities of social enterprises. Incubators perform the following functions:
    - animation - inspiring and mobilizing to action, supporting the creation and development of initiatives, projects, local partnerships focused on the development of the social economy,
    - consulting - supporting the process of creating and accompanying the development of social economy entities and social enterprises. Providing basic and specialist consultancy in the field of law, accounting, business, marketing, etc. in the form of direct meetings and e-mail consultations.

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1.3.3. Distribution of SEs' goods in a sustainable way visible for the community

The local community development policy is one of the management elements in local government units in Poland. It mainly covers its planning, as well as other important activities for the development of the local community related to the so-called territorial marketing, the essence of which is to attract investors who create new jobs for municipalities and to promote the municipality in order to attract tourists. A separate, important element of territorial marketing are activities aimed at persuading the inhabitants themselves not to emigrate - and this requires directional efforts to build a sense of community and local patriotism. Development policy is created by the consistent and effective implementation of plans and programs - it is therefore related to the activity of the local community in a given commune in the field of:

- conducting public investments that raise the standard of living and at the same time attract residents, investors and tourists,
- increasing the efficiency of the functioning of public services,
- maintaining high environmental standards (clean water and air, reducing noise, gas emissions).

The local community development policy is therefore a comprehensive action and is not limited to planning. In modern understanding, public management consists in the fact that public affairs are carried out in accordance with the will of the residents. Therefore, non-governmental organizations, including social enterprises, treat local government as their natural partner. Non-governmental organizations, including social enterprises, treat local government as their natural partner in activating the local community. They are aimed at spreading the idea of the social economy and activities for social integration through activities in the areas of: - art, - culture, - education, - rehabilitation, - artistic therapy, - support for handicraft entities, - classes for children and adults. Also, some social enterprises cooperate on the basis of support for other entities of this type through training, counseling, consulting and running an accounting office. Social enterprises also play an important role in creating new jobs, thanks to which they contribute to the reduction of unemployment among members of the local community and to the improvement of living conditions. Therefore, it is important for local communities to support social enterprises in activities aimed at maintaining the jobs they create, especially in the times of changing market factors and the economic situation in the country or region. An important factor here is also the proper profiling of the activity of a social enterprise and its adjustment to social needs in order to ensure a sufficiently high demand for the offered products or services. Whether or not jobs will persist depends on the financial condition of social enterprises, which can be improved by undertaking promotional and advertising activities. What seems to be the most important in this connection is an accurate assessment of the chances (market analysis) for the survival of a social enterprise with the business profile established at the stage of developing the plans for creating an entity, an analysis of the local market in terms of recognizing the degree of possible demand, or an analysis of the competition. It is also extremely important to support social enterprises in marketing and promotional activities that allow them to reach potential customers. Analyzes

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should be conducted not only before the creation of a social enterprise, but also during its operation in order to assess the legitimacy of its functioning.

Another important issue affecting job sustainability is the human factor. It affects the sustainability of entities and jobs created within them, e.g. in the following way:

- insufficient competences of people running a social enterprise to strengthen the position of the entity on the market and compete with other entities providing similar services or offering similar products - the key is to adjust the form, scope and subject of support (training, general or specialist advice) to the individual needs of enterprise employees social,
- employee rotation - ensuring attractive employment conditions and training of social enterprise managers in terms of motivating employees, especially as people for whom jobs are created in the social economy sector may struggle with various health, life or family problems, which may affect their attitude towards the performance of work; They can also be problems related to learned helplessness, professional inactivity, low self-esteem, which are areas that require more support from a potential employer.

The sustainability of jobs may be positively influenced by the desire to increase the degree of use of the offer of social enterprises by local government units and local companies. (ROPS Woj. Śląskiego, 2020, pp. 49-54).

The operation of a social enterprise can bring various benefits to people and institutions that are directly or indirectly involved in its activities, support them or benefit from their effects. The prerequisite for obtaining these benefits is, firstly, to become aware of them, and secondly, to define the activities of a social enterprise and their expected results so that they lead to their achievement. In practice, the benefits of a social enterprise depend on the individual goals of people and institutions that have an impact on the enterprise

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The main group of beneficiaries of a social enterprise are its employees. A social enterprise is a potential workplace and source of income for all residents of the local community in which it operates. In small communities, where the municipal office is often the largest, and sometimes the only employer, any workplace created locally is invaluable.

The possibility of employing people in a difficult life situation by social enterprises is of particular importance. As a rule, these people cannot find work in the open labor market. In their case, the lack of a source of income is one of the important reasons why they cannot stand on their own feet. Social enterprises give these people a chance for activation and integration, both professional and social, to overcome a difficult situation, often lasting many years. for some people, e.g. leaving prisons or residents of former state farms, work in an enterprise may be the only chance to return to normalcy. thanks to the social enterprise, they can feel needed and valuable, which increases their self-esteem. thanks to this, and also thanks to the skills and new qualifications acquired in a social enterprise, they have a chance to become independent and enter the open labor market. Unfortunately, this cannot apply to all socially excluded people. There are people, e.g. autistic people, who, for objective reasons, will never function on their

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own in the labor market. for them, a social enterprise is the only way to work, and not infrequently also to make social contacts in general.

For people in difficult life situations, work itself is therapeutic in itself, but most social enterprises also run their own social programs, offering them psychological support, career counseling, retraining, legal assistance, rehabilitation or treatment. Social enterprises are also an opportunity to learn resourcefulness in life, responsibility for oneself and others, and participatory company management.

Activation and professional and social integration of people at risk of social exclusion is a significant contribution of social enterprises to satisfying the needs of local community residents, and therefore an asset from the point of view of the local government, which is responsible for this area. For every head or mayor, the most obvious benefit of a social enterprise in a given area is the reduction of unemployment in the local labor market. The benefit is even greater because social enterprises integrate and activate, also using funds that do not come from the local government budget. From the point of view of local self-government, social enterprises can also act as an impulse for activation, mobilization and integration of the entire local community, they can also act as local generators of inhabitants' activity in the social and economic sphere. They can be used to promote the region, and thus constitute the tourist and even economic attractiveness of the town in which they operate. They can attract business partners, investors, and increase real estate prices in the area where they operate. Mobilization around a social enterprise can also have another dimension. It can contribute to changing the way of thinking and looking at people at risk of social exclusion from other residents, building local social sensitivity and social solidarity.

For the entire community, not only for local government, a social enterprise can be a provider of goods and services important for residents, which not only contribute to raising the standard of living, but also facilitate meeting the needs of citizens. This often applies to, inter alia, services that neither the state nor the market can or will not provide. Social enterprises can also be helpful in solving other local problems, for example by donating some of their profits or some of their products or services to other residents in need. This could be funding, for example, scholarships for children or donating furniture for free to a local kindergarten.

Running a social enterprise by a non-governmental organization is certainly an additional source of income for the implementation of its statutory activity, but also a direct form of conducting this activity, if it is, for example, professional activation and integration.

Business can find excellent co-operators in social enterprises, able to provide services or high-quality products, and those that sometimes no one else provides, because, for example, it is not profitable from the point of view of a commercial company. In the long run, social enterprises may turn out to be a breeding ground for "normal" business. Certainly, some employees of social enterprises subject to the process of professional and social reintegration, equipped with new skills and knowledge, can (and should) enter the open labor market and power commercial companies. Social enterprises can also become a stimulus for entrepreneurs to engage in the matters of the communities in which they operate, being active participants in local life, good

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neighbors, partners for local governments or non-governmental organizations (Social enterprises in action, p. 9-11).

A good example of disseminating products and services offered by social enterprises were two editions of the "Fair of Good Practices" organized by the Kuyavian-Pomeranian Social Economy Support Center in 2017 and 2018. The aim of the "Good Practice Fair" was to disseminate the idea of the social economy in the region as one of the tools for the social and professional integration of disadvantaged groups in the labor market and to present products and services provided by social economy entities from the region. During two editions, 25 social economy entities were presented, which had the opportunity to present their product and service offer (https://kpowes.org.pl/targi-dobrych-praktyk-2018).

1.4. Conclusions on the needs and challenges in the three identified areas

In Poland, the number of social enterprises is gradually increasing, the reason for this is the favorable environment in which these entities operate and the growing demand for services provided by these enterprises. Additionally, society shows a greater interest in responsible consumption, including local, organic and ethically produced products, and social enterprises are more committed to socially responsible business.

Social enterprises in Poland mainly provide services, mainly in the area of gastronomy, education and culture, as well as services for companies. The dominant legal form is a social cooperative. The development of social enterprises in Poland is fostered by the European and national policy in the field of development and financing of these entities.

It can be noticed that in Polish legislation, social enterprises are more limited by the provisions of law than other entities operating in the economy. Social enterprises still face a number of problems that disrupt their functioning, including:

1. Lack of knowledge about the social economy among employees of the so-called providing administration.
2. Lack of communication between institutions operating in the field of the social and economic economy. Public institutions and non-governmental organizations - each on its own, provide services and support to people at risk of exclusion. Often these are actions that overlap or even allow the avoidance of activation and use of financial benefits for people who are interested in not taking up a job. It takes time and financial resources that could be spent on supporting and working with a client who wants to establish a professional presence.
3. Lack of institutional support for those who entered the path of the social economy and founded, for example, social cooperatives. Despite the decline in unemployment, there is still a significant group of people who will not enter the labor market without help. It is for them

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that the only permanent or temporary job offers are often social projects and therefore it is worth supporting them.

4. Lack of a consolidated system of information flow and cooperation between public administration bodies and third sector organizations, i.e. a actually functioning social-public partnership (Grzybowska, Ruszewski 2010, p. 9).

There is a lot of research conducted in Poland on the functioning and support of social enterprises. On the other hand, there is a significant lack of research in the area of human resource management in these entities, especially in the field of personnel selection and development. The research conducted so far is mainly aimed at emphasizing the role of social economy entities in the labor market in the context of social inclusion and social integration. Social enterprises take up many challenges resulting from the Polish labor market policy, such as: self-employment, creation of new and permanent jobs, social inclusion of unemployed people with various problems on the labor market, including people with disabilities, long-term unemployed, e.g. due to long-term illness, age, low qualifications not adapted to the needs of the labor market, poverty. Undoubtedly, an important issue for the development of social enterprises in Poland is financial support, e.g. from national and EU funds, as well as non-financial support, e.g. institutional - Social Economy Support Centers, Social Entrepreneurship Incubators. Non-financial support should include comprehensive support for social enterprises in the field of:

- basic and specialist training,
- consultancy,
- promoting social enterprises and their offer,
- building cooperative connections by creating a cooperation network of local entities for the purpose of developing social enterprises,
- access to infrastructure - premises for created social enterprises equipped with computer equipment with Internet access and office equipment,
- premises and virtual space allowing the presentation of products and services provided by social economy entities.

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2. Challenges and needs of social enterprises in EU

2.1. Review of available relevant researches carried out by the EU institutions in the three identified areas

2.1.1. Staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices

Very little research to date has focused on the role of human resource management (HRM) in social enterprises. In particular, few studies have paid attention to how social enterprises attract, manage, and reward workers (Chaturong – Napathorn, 2018). Social enterprises typically utilize sub-stream or alternative recruitment practices that differ from those used by more mainstream organizations in order to attract qualified workers whose beliefs and attitudes are consistent with the objectives of the organization, to avoid severe competition in the labor market and to foster the internal development of employees over time. The utilization of these sub-stream or alternative recruitment practices, especially employee referrals and recruitment through internship programs, indicates that personal relationships play a crucial role in social enterprises' recruitment of employees in Thailand. Because the final decisions to hire employees are made by particular managers, it is unavoidable that employees are frequently hired based on social networks or personal relationships with these managers. In other words, these recruitment practices typically enable the managers of social enterprises to develop personal relationships with candidates before they make the final decisions to hire them. Through a cultural lens, this insight further supports the argument that cultural values and attitudes remain important in Thai business enterprises. Personal relationships with a variety of stakeholders, including employees, remain very important in various HRM functions and processes and in driving businesses to achieve their goals. This characteristic has been influenced by both Confucianism and Buddhism and is prevalent in several countries across East Asia and Southeast Asia.

Human resources, including managers, employees, and volunteers, also play an important role in the success of social enterprises. Because these organizations are generally very small and resource-constrained, they may not be able to pay market-rate salaries to attract employees; rather, they must use non-financial incentives to do so. Social enterprises' dual mission plays an important role in providing employees with intrinsic rewards in terms of job satisfaction and contributions to society and to the community (Chaturong- Napathorn, 2018).

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At the European Union level, many of the issues studied in the SE HUB project are examined or considered from an inclusion and diversity perspective.
More than ever, businesses, governments, non-profits and other organizations are finding it necessary to adopt a global mindset. As organizations recognize the importance of developing greater cross-cultural competence, Diversity and Inclusion practitioners are often at the forefront of this work.

In most parts of the world, the main focus of Diversity efforts is on hiring and promoting underrepresented groups. When asked to name up to three groups that should be better represented in the company, a whopping 79% of survey "Diversity and Inclusion in the Workforce" respondents cite women, followed by 46% naming people over 50 years of age and 39% ethnic minorities[2].

Key findings from the Global Diversity Readiness Index: Top countries Four Scandinavian countries and five English-speaking countries finish among the top ten in the Global Diversity Readiness Index. The only non- Scandinavian, non-English-speaking country is Switzerland, which ranks ninth. All ten countries are open, fully developed economies with inclusive workplaces, governments and laws. The index reaffirms that Diversity and Inclusion do not necessarily go hand in hand. Countries that are more diverse struggle to be more inclusive; countries that are less diverse are not necessarily less inclusive.

An analysis of the specific practices shows that:

- systematically widening recruitment pool to tap new sources of talent applies 46% firm,
- employee training to enhance for cultural and other differences among colleagues (40%),
- employee development and training to improve the advancement potential of minority or disadvantaged staff (29%),
- offering language courses to increase awareness of other cultures and promote communication (26%) (Global …, 2009).

Barriers to greater inclusion and diversity have been identified, the largest of which are:
- general attitude of indifference (36%),
- A sense that the workforce is sufficiently diverse (33%),
- Insufficient mentoring for non-traditional employees (25%).

Based on the Best Practices list the major drivers are looming talent shortages and a diverse marketplace. The reasons vary from moral considerations to profitability. A leading business reason worldwide is that expanded talent pools will be needed to meet the needs of corporate growth. In most companies worldwide, HR leads the effort to increase Diversity and to promote

2 A total of 546 senior executives participated in the "Diversity and Inclusion in the Workforce" survey, which was conducted in July 2008.

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Inclusion. The target groups vary in different geographies, but most regions— particularly in Western Europe and North America—have a strong emphasis on attracting, retaining and promoting women. They locate inclusion and diversity leaders in business, apart from NGOs and SE (Global …, 2009).
BAME (black, Asian and minority ethnic) is also an excluded group. Regarding to BAME, research results show, that:

- significantly more BAME employees said career progression is an important part of their working life than those from a white British background,
- BAME employees are more likely than white British employees to say their career progression to date has failed to meet their expectations,
- BAME employees are more likely than those from a white British background to say that experiencing discrimination is a problem,
- around 60% of employees from both groups say they are satisfied with their current job,
- both BAME and white British employees working for large organisations are more likely to say they're dissatisfied with their job than those working for SMEs,
- overall, employees working in the public sector are more likely to say they are dissatisfied with this balance than those working in the private and voluntary sectors (Addressing…, 2017).

A range of measures can help companies to attract more women candidates and achieve gender balance. By ensuring objective recruitment and promotion procedures, companies have a greater chance of recruiting qualified women candidates. Companies can ensure both women and men are on candidate short lists and both genders are represented on selection panels to promote gender balance. They can also work with recruitment agencies to search for both women and men candidates[3].

For example, in the Philippines, St. Luke's Medical Centre has a high proportion of women staff, and women make up 50 per cent of executives. The Centre has rigorous recruitment and promotion procedures based on qualifications, competencies, merit and performance. It has a formal leadership training programme that includes coaching and mentoring. Eligibility is linked to the performance management system that helps to identify women and men with potential to participate. Managers are expected to mentor and guide their subordinates, which is reflected in their performance evaluation as managers. Learning sessions are conducted to enhance the mentoring skills of managers.

[3] *Fox Williams, United Kingdom (legal firm) case study for information on how rigorous recruitment supports gender diversity.* GENDER DIVERSITY JOURNEY: COMPANY GOOD PRACTICES, International Labour Office, 2017

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Some companies use affirmative action to reduce gender imbalances, which are evident in the concentration of one gender in certain positions or in different levels of the hierarchy[4].
In Botswana, Sprint Couriers encourages women to apply for ground courier jobs. The work is physically demanding, which can deter women applicants. Sprint Couriers wants to recruit more women drivers, however, as they tend to drive less aggressively than men and they pay more attention to road signs. The company has a gender target in the recruitment process to redress the gender imbalance in job applicants; they recruit an equal number of men and women (See Table 2.).

Table 2. Practical toolbox

Language in recruitment	It is important to use neutral language in job descriptions to attract a wide range of applicants. Using words closely associated with stereotypes of masculinity or femininity in job advertisements and vacancy announcements may prevent qualified jobseekers from applying. In some cultural contexts, certain words are strongly associated with gender stereotypes. For example, masculine words may include: active, ambitious, competitive, dominate, confident, decisive, determined, independent, and leader. By contrast, feminine words may include: committed, connected, cooperative, dependable, interpersonal loyal, responsible, supportive, and trustworthy. Job descriptions or advertisements may use language that echoes traditional gender stereotypes, which may appeal more to men or more to women. Qualified candidates may pick up on this use of language and conclude that only one gender should apply.
Sponsorship	Sponsorship is a commitment that promotes, encourages and fights for career opportunities of high potential individuals. It differs from mentoring as it is long term and hands-on.
Interview	Interview questions should be the same for male and female applicants. Review the wording of interview questions to ensure they do not give subtle advantages to one gender or the other.
Panel composition	Gender balanced selection or appointment panels (40/60 of either sex) are important for both men and women applicants and help counter gender bias.

Based on Ernst and Young: The corporate sponsor as a hero: advancing women into leadership roles (Canada, 2014) [in:] GENDER DIVERSITY JOURNEY: COMPANY GOOD PRACTICES International Labour Office, 2017

[4] *Nestlé, Nigeria and First Citizens Bank, Trinidad and Tobago case studies on how they use affirmative action to address gender imbalances.* GENDER DIVERSITY JOURNEY: COMPANY GOOD PRACTICES, International Labour Office, 2017

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Social enterprises – or values driven 'hybrid' businesses that operate in the ill-defined space between the for-profit and non-profit worlds – are seen by some to have particular strengths in simultaneously addressing economic, social and environmental needs. The hybrid nature of ESEs, marrying social, environmental and financial objectives, requires specific capabilities to balance these different objectives.

Evidence from a study of ESEs in the English East Midlands is then used to explore: (1) the diverse approaches to growth and the rationales and strategies underpinning them; (2) the role of entrepreneurial resources and capabilities in addressing the challenges involved. The concluding discussion draws out the contribution to understanding by advancing a typology to help explain the varied approaches (Vickers, Lyon, 2013).

Table 3. Typology of Environmentally-Motivated Social Enterprises

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	Small and Beautiful	Green Knowledge Economy	Green Collar Army
Markets	Local/regional ethical consumer markets (e.g. food, management of biopsychical assets, local transport and renewable energy)	Knowledge intensive services for local government, universities, businesses, individual consumers/households, and social enterprises in their region and beyond.	Labour intensive services to address regulation-driven needs of corporates (e.g. waste/resource recovery) and public sector (e.g. work integration services)
Forms and strategies	Emphasising local ownership/control, often focused on a biophysical asset; focus on healthy/sustainable consumption and related behavioural/social change; deepening impact through education and collaboration within community; informal replication of initiiatives and local system building with other ESEs, small businesses and social economy actors.	Increasing impact through consultancy services and sharing knowledge with a focus on social/environmental sustainability, rather than employment/turnover growth.	Strongest potential business growth under current conditions, while addressing human recovery as well as waste of material resources; organizational expansion through hybrid forms and new sites; growth and contraction linked to specific contracts for services.

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Capabilities: Human capital	Green activists with specific skills; abilities to engage with and manage volunteers.	Highly qualified experts/enthusiasts in partnership/co-operative structures.	Dependent on diversified teams with strong business skills and capabilities; empathy and ability to manage beneficiaries who are often low skilled/"hard to help"
Social/relational capital	Close to customers/members; supportive activists and volunteers and other social economy organisations and networks.	Close to customers/clients; strong relationship with wider knowledge base (e.g. universities).	Building trust/legitimacy with corporate and public sector; winning contracts through having an "ethical product", using claims of social and environmental impact, backed up by evaluations.
Issues and challenges	Generally restricted to niche/premium markets (e.g. ethical/organic food); high dependence on voluntary input; deepening impact dependent on building alternative supply chains through engagement with other actors; often lack specific business skills – need for low or no cost/sympathetic support; oppositional/countercultural values – limiting willingness to engage/compromise with large/powerful actors.	Income strongly reliant on niche markets driven by regulation/incentive structures and sustainability policies of public sector; growth and competitive market pressures may increase tension between value-based sharing and need to capitalize on know-how/intellectual property.	Dependence on public quasi-markets in which ESEs often subordinate to corporate prime contractors (e.g. welfare to work programmes); limited empowerment of trainees/employees in positions which may be temporary and on minimum wage; limited policy support for green/sustainable job creation.

So they are based on very diverse teams and activists involved in specific fields.

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Attitudes towards growth and scaling-up need to be understood in relation to organisational aims and ESE experiences of, and ability to engage with, institutional barriers and the key actors and agencies involved. Support for ESEs therefore needs to be tailored to their specific needs, helping them to articulate strategies for growth that are congruent with their missions and values (Vickers, Lyon, 2013).

Social businesses are commercial, market-based firms that operate to improve human well-being rather than to maximize profits, usually focusing on innovative solutions for people in poverty. Social entrepreneurship can address a range of barriers to poverty reduction, from gender inequity and social exclusion to prejudice, discrimination and stereotype threats. While social enterprises are not designed principally to produce a profit, they do use a business model and generate income to achieve some measure of financial self-sufficiency (UNDP, 2014).

One function of social enterprises is to provide market access to small, fragmented suppliers and help them become self-sufficient by creating jobs, increasing income and generating a surplus. Such enterprises typically target low income populations with entrepreneurial skills who either lack the resources and capacity to supply enough products to capture the monetary value of the existing market demand or do not have access to a market large enough to sell and profit from their products. Social enterprises can bridge the gap between existing market need and efficient supply, provide capital, training, education, capacity and governance and bolster the value, efficiency and volume of the supply chain. They may also act as a retail or distribution outlet and thus ensure a profitable exit mechanism for suppliers' production volume. And they can increase the local suppliers' productivity and incomes, enabling them to break out of the viciously repetitive cycle of poverty and become self-sustaining entrepreneurs (UNDP, 2014).

If the social economy is seen as a supplement to the mainstream economy, providing employment at times of economic scarcity, and helping to reintegrate vulnerable groups into the mainstream labour market, then the following policy measures and additional funding requirements might improve the efficacy of the social economy in job creation:

- making SEOs favoured providers of public services,
- awarding public sector contracts of a longer duration to SEOs and ensure that these give full cost recovery for the services provided,
- ensure that subsidies recognise the social contribution of SEOs,
- government provision of and/or funding of training for SEO employees,
- reduced legislative burden for SEOs (although this may have the adverse consequence of enabling other organisations to present as SEOs to benefit from the aforementioned fiscal advantages),
- greater rhetorical support for the social economy by policy makers,
- embedding social enterprise courses in national curricula.

It was clear from respondents'comments that conditions in the wider economy had a significant impact on their activities, and as such, the social economy cannot be treated in

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isolation by policy makers. Some respondents felt the social economy would best be supported if policy makers sought to incorporate social economy principles such as social justice, democratic participation and egalitarianism into the wider economy. One means of doing so of course would be through teaching social justice through the education system, as highlighted by some respondents. The procurement of publicly funded goods and services is another means through which governments can demonstrate commitment to social economy principles. Governments are one of the major purchasers of goods and services provided by SEOs. In many countries, legislation does not permit favouring particular organisational legal forms (European Commission Directorate-General for Employment, 2010). Policy interventions through procurement therefore need to be more carefully thought out.

An area highlighted by some respondents where governments can express commitment to social economy principles was through legislation around living wages. Of course, some countries already have a minimum wage, although in many cases this does not necessarily equate to a living wage. As discussed earlier in this section, many SEOs in this study found it difficult to pay a living wage and compete with private sector firms in the same industry. (OECD, 2013)
Social economy enterprises rely on employees from the labor market who are also available to other entities.

According to one of the most comprehensive social economy studies done on the EU level, the 2015 *EC social enterprises ecosystems mapping study* the main barriers are located in external area: (1) Poor understanding of the concept of social enterprise, (2) Lack of specialist business development services, (3) Lack of supportive legislative frameworks, (4) Access to markets, (5) Access to finance, (6) Absence of common mechanisms for measuring and demonstrating impact. The report also refers to internal factors such as lack of viable business models, high reliance on the public sector as a source of income and lack of entrepreneurial spirit or managerial competences needed for scaling-up. From SEHUB's point of view, the following are of key importance:

- **Lack of sufficient entrepreneurial spirit and commercial orientation.** Creating a sustainable business model and strategy continuously ranks among the top five support needs of social enterprises according to a survey of 120 social enterprises across seven countries. Commercial orientation is required to translate ideas into a successful business model which is interlinked with the external support needed. One key area impacting on this is the lack of managerial skills and lack of know-how around key business related issues: skill gaps were identified around business planning, market analysis, understanding of company finance and financial markets (Poland); a risk that entrepreneurs act more like social workers rather than managers of a commercial enterprise (the Netherlands). Additional issues were raised particularly around governance and the professional management structure (for example in Croatia, Portugal and Germany). Social enterprises often lack long-term strategic organisations structures the role of organisations boards of directors and executive directors often mix and overlap, which fail to provide long-term

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vision. Finally, insufficient resources and capacities to develop and scale their operations also impact on the ability of social enterprises to become commercially oriented.

- **Lack of managerial and professional skills and competencies.** Across many of the European countries, attracting highly qualified workers with sufficient managerial experience was identified as a particular barrier. This obstacle is a reflection of the invariably higher wage costs of highly qualified workers; whereas social enterprises in general have limited capacities to offer competitive salaries in comparison to other sectors of the economy (Belgium, Bulgaria, Croatia, Greece, Ireland, Italy, Latvia, the Netherlands, Poland, Slovenia, Sweden and the UK)[5].

A difficulty in attracting talent thus, contributes to a lack of internal skills in social enterprises: lack of professional management structure, lack of business skills, low involvement in international business and collaborative networks of social enterprises (EC, 2015).

As the name might suggest, job shadowing is when you follow someone during his or her work. You look and observe.

Observer:

- can see "in real life" what the job entails
- Can ask him or her all kinds of questions
- Experiences the bustle and excitement that comes with the job
- See what the job requires
- See how they handle the job

The steps the learners need to take for job shadowing are:

1. Find someone you want to job shadow and make him eager to participate. If learners need support with finding someone to job shadow, they can contact the mentoring programme in the region.
2. Discuss the purpose of it
3. Make arrangements
4. Once the learner has completed the job shadowing experience, it is important to reflect upon the experience. Therefore, the learner needs to write a short reflection report using 'Job shadow reflection form' (Training…, 2017).

5 Survey conducted by Vandor, Millner & Hansen, March 2013 as part of study "Supporting Social Entrepreneurs – The effects of organizational maturity and business model on perceived support needs".

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2.1.2. Securing of training facilities and expert knowledge on communication of SEs' impact and community importance

Between a wide range of issues that are central to the future of education are:

(1) Initial training and continuing professional development for education and training professionals at all levels is a topic that is at the centre of the future of education and training, and which has been at the heart of the discussions in all the themes. Teachers and other professionals are an essential part of education provision, and ensuring that they receive high quality initial and continuing training will provide the building blocks for a strong and future-proof education system.

(2) The nature of education, including the role of schools, has also been touched on in the discussions relating to each of the six themes. While teachers and other professionals are central to the education system, they can be supported by other stakeholders and other forms of education provision made possible by new technology. Schools could also play a wider role in the community, helping to foster cooperation and links between different parts of society.

(3) Lifelong learning and adult education should be mainstreamed throughout the lives of all citizens, including through actions by employers. If individuals are continuously learning and developing (using a range of tools and activities) this will promote inclusion, help build cohesiveness, foster awareness and empathy, and enable citizens to acquire the skills they need to function effectively in a changing world. Linked to this, promoting links between formal and non-formal learning is central to debates on broadening education, promoting inclusiveness and helping individuals to develop the right competences.

(4) Placing the learner at the centre of education and learning has been a focus for the work in all of the thematic blocks. Considering the needs of the learner, ensuring that their voice is heard, and building flexibility and agility into education and learning, will help to ensure that everyone has the best learning experience possible. This will also mean that the learning offer can be adapted easily to the range of changing circumstances facing Europe over the coming decade.

(5) Building trust through interactions between the generations is also a key aspect of strengthening social cohesion and meeting the range of challenges posed by the changing face of work, which includes dealing with new technology, societal developments and environmental concerns. All citizens, regardless of age, have a contribution to make in terms of helping and mentoring others and this can be achieved by focusing on and promoting intergenerational learning.

(6) Building a cohesive society that is equitable and fair, and which includes education as a common good, is something that underpins debate in all six thematic areas. The European social model is built on these core values, and it is important to ensure that this is the basis upon which education develops over the coming decade. Equality of access to education and learning will ensure that all citizens can be involved in building and strengthening an education system that is resilient to the diverse challenges of the future (EC, 2019).

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Measures to enhance effective teaching of students in an inclusive setting:

- a variety of teaching strategies and approaches,
- clear learning objectives outlined at the beginning of the lesson,
- multi-sensory approaches to learning and teaching,
- materials are appropriate to the needs, ages, interests and attitudes,
- students are reinforced and affirmed for knowledge and skills learned (NCSE, 2010).

2.1.3. Distribution of SEs' goods in a sustainable way visible for the community

In one of the study an author try to identify the factors that influence the involvement of individuals in social entrepreneurship in Poland from an institutional economics perspective[6].
Social entrepreneurship has been defined by researchers from diverse perspective. It is described as a multidimensional construct and a multi-perspective phenomenon. It has a dual nature, which reflects both the implementation of social objectives and the market orientation. They have a broader approach to innovation, where the emergence of new ideas is treated as a collective problem (Pacut, 2020).
Involvement of social entrepreneurs is stimulated by a complex set of factors. In total, seven factors for involvement of individuals in social enterprises were identified: social and personal advantages, public support, random events, norms and values, self-fulfilment, social and family models, and beliefs and ideas**.** The institutional approach allows a broader analysis of social entrepreneur activities not only in the context of their needs and social problems, but also taking into account the situational context in which decisions to set up a social enterprise are taken. On the one hand, a context of social enterprises is created by informal institutions, i.e., social values, models of conduct and beliefs. On the other hand, formal rules also play a significant role in this phenomenon.
The study showed the crucial importance of the ways of implementing and enforcing institutions, which is rarely analyzed in the literature. This demonstrates that the low quality of financial and nonfinancial support procedure on social activities may mitigate individual involvement of social entrepreneurs (Pacut, 2020).
The areas that have benefited the most may in some way indicate directions for the help that is needed.

[6] The research is based on exploratory data analysis using qualitative data covering 22 interviews with social entrepreneurs and 10 representatives of stakeholders from Poland as well as observations and secondary data.

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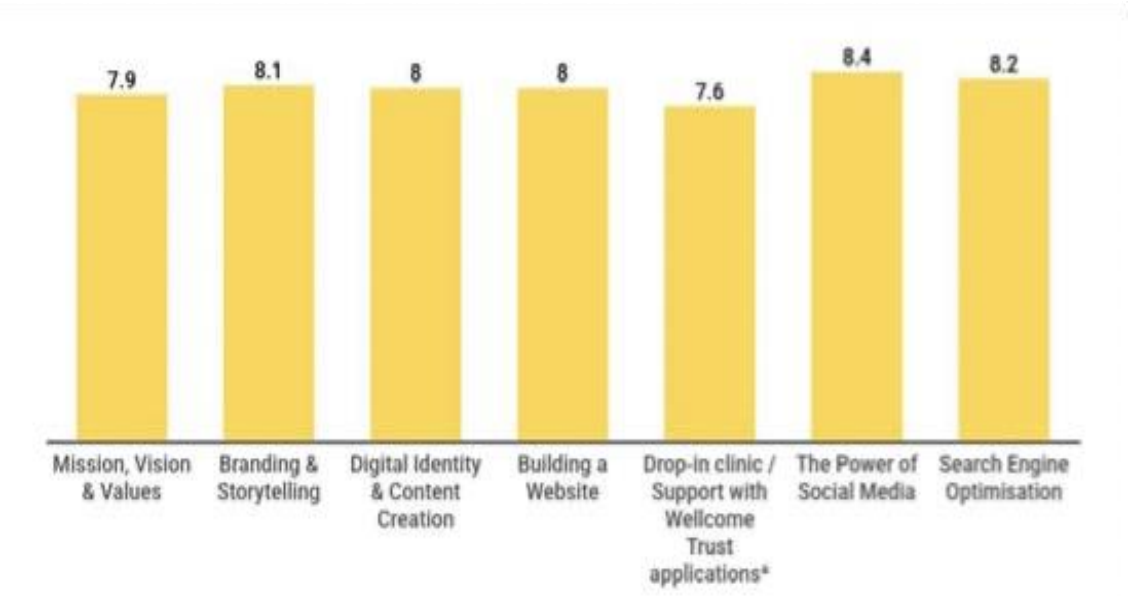


Figure 2. Aspects of Impact

Impact Report April 2020, New Roots Program, The Impact Hub.

The Impact Hub identified regular SE needs: (1) Strong access to supportive networks, (2) Community connections, (3) Knowledge and skills training - access to lessons learned, best practices and trends, (4) Resources and finance. Needs after COVID-19 are as follows:

- help with optimizing and pivoting business models,
- support in negotiating with investors and lenders for the "lockdown" period and the post-COVID-19 economic recovery period,
- provision of patient forms of capital and additional time and capacity for enterprises to adjust their business models,
- assistance with the development/scaling of entrepreneurial solutions addressing COVID-19 related public health and social issues, especially with a focus on the most vulnerable communities,
- contribution to the psychological resilience of entrepreneurs such as peer/community support[7].

[7] What are the needs of impact enterprises before and after COVID-19? https://theneweconomystartshere.impacthub.net/wp-content/uploads/2020/09/What-are-the-needs-of-impact-enterprises-before-and-after-covid-19.pdf

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2.2. Conclusions on the needs and challenges in the three identified areas.

Social entrepreneurship is a multidimensional construct and a multi-perspective phenomenon. It has a dual nature that reflects both the pursuit of social goals and market orientation. The involvement of social entrepreneurs is stimulated by informal factors (social values, behavioral patterns and beliefs) as well as formal rules. Poor quality of procedures for financial and non-financial support of social activities may limit individual commitment of social entrepreneurs.

A review of research conducted in the European Union shows that *very little research* to date has focused on the role of human resource management in SEs. In particular, few studies have paid attention to how SEs attract, manage and reward employees. SEs have their own characteristics and tend to use their specific methods and techniques in their management and people management processes.

At the same time, they operate in an open labor market, so they compete for human resources. To attract qualified employees, they use alternative recruitment practices. Human resources, including managers, employees, and volunteers, *play an important role* in the success of SEs. Because these organizations are typically very small and have limited resources, they tend to need to use non-financial incentives - job satisfaction and contributions to society and the community.

At an EU level, many of the issues explored in the SE HUB project are being examined or considered from the perspective of *inclusion and diversity, intercultural competence* and the *employment and promotion of underrepresented groups* - women, BAME and others.
One of the functions of SEs is to provide market access to small, fragmented providers. Such businesses typically target low-income populations who lack the resources and capacity to provide enough products, or do not have access to a large enough market. SEs can *bridge the gap* between existing market demand and effective supply, provide capital, training, education, capacity and management, and increase the value, efficiency and size of the supply chain. They can also act as a retail or distribution outlet.

The main barriers are in the external area. But among the barriers are those that are internal: lack of viable business models, heavy reliance on the public sector for revenue, and lack of entrepreneurial spirit or managerial competence to scale up. Therefore, it is very important to strengthen managerial competences through education.

Critical to the future of education are:

1. initial education and continuing professional development are an important topic when it comes to the future of education and training,
2. schools could also play a broader role in the community,
3. lifelong and adult learning should be mainstreamed for all citizens, including through employers. Promoting links between formal and non-formal learning is central to debates

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about broadening education, promoting social inclusion and helping individuals develop the right competencies,

4. placing the learner at the center of education and learning, taking account of their needs and introducing flexibility and agility into education and learning conditions a supportive learning environment,
5. building trust through intergenerational interaction is also a key aspect of strengthening social cohesion and meeting the challenges of the changing face of work, including new technologies, social change and environmental issues. All citizens, regardless of age, can contribute by helping and mentoring others, and this can be achieved by focusing on and promoting intergenerational learning.
6. to build a cohesive, just and equitable society in which education is a common good.

Measures to increase the effectiveness of teaching students in inclusive settings and that can be incorporated into the model:

- a variety of teaching strategies and approaches,
- materials are appropriate to needs, ages, interests, and attitudes,
- students are reinforced and rewarded for their knowledge and skills.

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3. Main conclusions and recommendations for the SEHUBS vision for SE co-creation hubs as an innovative model

Review of national and European research to date has identified the regular needs of social enterprises:

1) Strong access to supportive networks,
2) Community connections,
3) Knowledge and skills training - access to lessons learned, best practices and trends,
4) Resources and finance.

The planned SE Hub model should include:

Training and consulting:

- expanding the recruitment pool to attract talent,
- training employees in intercultural management,
- developing and training minority and disadvantaged employees,
- offering language courses,
- the need to develop knowledge about sustainable business models and strategies, strengthening entrepreneurial spirit and managerial competencies needed to scale up operations,
- a formal leadership training program that includes coaching and mentoring,
- creating business plans (including market research, creating a pricing strategy, customer acquisition, etc.),
- develop business planning skills, market analysis, understanding of corporate finance and financial markets,
- management and professional structure,
- business scaling skills,
- networking of social enterprises

Job Shadowing as a method of knowledge exchange and improvement requires the presentation and preparation of practical instruments that enable the method to be used independently.

Mentoring as method of raising developmental competences.
Coaching as a method of improving current skills.

Infrastructure:

Creating an infrastructure that provides support in the field of financing and non-financial aspects of the functioning of social enterprises (infrastructure supporting training activities and for the creation of social enterprises).

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Distribution of SEs goods

Providing institutional and virtual space for the promotion of products and services offered by social enterprises.

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