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BUILDING LOCAL ECOSYSTEMS FOR SOCIAL SERVICES: KEY DRIVERS OF DEINSTITUTIONALISATION IN POLAND

Abstract. Social services – including healthcare, education, child protection, elderly care, and housing – are key investments in human capital and sustainable development, not just welfare. In line with Agenda 2030, they are crucial for poverty reduction, improving health and education, and addressing inequalities. This paper proposes an ecosystem-based perspective on social service delivery, focusing on deinstitutionalisation and community-based provision. Addressing the gap in Poland's research on ecosystem evaluations, we explore local drivers and barriers to effective service delivery, with a focus on CUS-led network governance and co-production. The study provides a policy framework linking ecosystem design to SDG outcomes and offers evidence to guide implementation in similar contexts. Based on literature review and PESTEL analysis the key factors shaping Poland's deinstitutionalisation ecosystem have been identified. Service provision is shifting towards community-based models, supported by local service ecosystems integrating public institutions and civil society organizations.

Keywords: social services; SDG; deinstitutionalisation; PESTEL; Poland

INTRODUCTION

Social services – encompassing healthcare, education, child protection, elderly care, and housing – are fundamental to individual well-being and social cohesion (Evers, 2009).

In public management they are regarded as a strategic investment in sustainable growth rather than only a welfare instrument: by developing human capital,

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enhancing living conditions, and advancing social inclusion, they contribute directly to socio-economic development (Bitner et al., 2020;). In this vein, Sen (1999) argues that social services expand people's capabilities and enable full participation in economic and social life, rather than serving merely to raise per-capita income.

At the global and European levels, particularly the United Nations' 2030 Agenda for Sustainable Development, have positioned social services as integral to the Sustainable Development Goals (SDG) – especially poverty alleviation (Goal 1), quality education (Goal 4), and reduced inequalities (Goal 10) – underscoring the need to modernise and adapt service frameworks to evolving challenges (European Commission, 2019, Annex I).

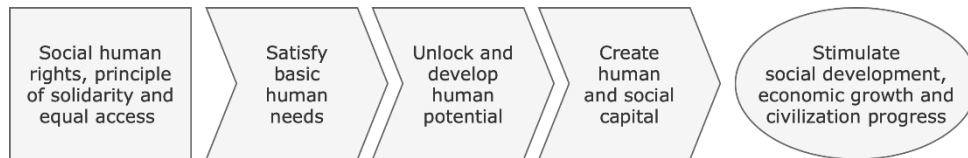
Policy and practice increasingly favour the deinstitutionalisation of social services, supported by local “ecosystems” that coordinate provision in community settings with the active involvement of public authorities and civil-society organisations. Yet, despite policy momentum, Poland lacks systematic, ecosystem-level evaluations of community-based social service arrangements (e.g., CUS-led networks), creating a clear research gap that this study addresses (Nemec et al., 2019; Ciepielewska-Kowalik, 2018; Gawron, 2022).

1. THE IMPORTANCE OF SOCIAL SERVICES FOR SOCIO-ECONOMIC DEVELOPMENT AND ACHIEVING SDGS

Social services address individual needs and aim to generate positive outcomes for users (Grewiński, 2021). They encompass healthcare, education, culture, social care, resocialization, social housing, recreation, and sport.

Their distinctive contribution lies in building human capital: by meeting fundamental needs, social services create capabilities that drive social development, economic growth, and civilisational progress (Janoś-Kresło, 2002;). Because internal and external constraints often limit people's ability to mobilise their own resources, social services help unlock and use these resources, strengthening individuals' intellectual and physical capacities and, in turn, society's overall potential (Evers, 2009; Grewiński, 2021; Bitner et al., 2020).

Figure 1. Significance of social services



Consequently, social services generate value not only for individuals but also for groups, communities, and society at large (Evers, 2009). They perform socially beneficial roles and create public value, underpinning the functioning of social and economic life and contributing to the achievement of development objectives, including specific SDGs (Ćwiklicki, 2019; Moore, 1995).

The 2030 Agenda for Sustainable Development, adopted by all United Nations, positions social services as integral to SDG delivery – most notably poverty eradication (SDG 1), good health and well-being (SDG 3), quality education (SDG 4), and reduced inequalities (SDG 10) – which underscores the need for inclusive, equitable access (European Commission, 2019, Annex I).

The EU has embedded social services in its development strategies, with the European Social Fund Plus (ESF+) providing key financing for social inclusion, healthcare, and education, supporting employment and access to high-quality services in line with SDG commitments (European Commission, 2019, Annex II).

Responding to emerging pressures – aging populations, digitalization, and climate change, governments are modernising and adapting social services frameworks. A prominent shift is towards community-based provision, which enhances personalisation and accessibility, contributes to SDG 11 on inclusive, safe, and resilient communities (European Commission, 2019, Annex II; Frączkiewicz-Wronka and Ćwiklicki, 2022; Šiška and Beadle-Brown, 2020; Sønderskov and Rønning, 2021). Because social services and socio-economic development reinforce one another, reform efforts increasingly prioritise models that ensure inclusive growth. Most notably the deinstitutionalisation of social services is now receiving heightened attention from the EU and national governments (Grewiński, 2024).

2. DEINSTITUTIONALISATION AS A MODEL FOR SOCIAL SERVICES PROVISION

Modern states must allocate scarce public resources across expanding social needs, making priority-setting essential. In social services, reform increasingly

centres on **deinstitutionalisation**, delivered through local ecosystems that coordinate community-based provision with the active involvement of public authorities and civil-society organisations.

Deinstitutionalisation marks a shift from large, impersonal institutions to personalised, community-oriented support that promotes autonomy and inclusion, particularly for children, older people and persons with disabilities (Szarfenberg, 2024). Recognition of institutional care's limitations – social isolation, reduced autonomy and weak attention to psychosocial needs – together with rights-based frameworks has driven the move towards preventive, community-level services with users at the centre. International bodies – the UN, WHO, UNICEF and the European Commission – have endorsed this direction for decades (Golinowska, 2023), and the European Expert Group has linked it to improved quality of life and SDG objectives on inequality reduction and inclusive communities (SDGs 10, 11) (European Expert Group..., 2012).

Poland has pursued this trajectory: Centres for Social Services (Centra Usług Społecznych, CUSs), introduced in 2020, provide community-embedded, integrated supports and foster collaboration among municipalities, NGOs and private providers (Frączkiewicz-Wronka and Kozak, 2024). Comparable shifts are evident in the Czech Republic, Hungary and Sweden (Novák et al., 2011; Svoboda and Čermák, 2013; Török, 2017; Andersson and Larsson, 2015; Johansson and Nygren, 2018).

Adopting a network-governance lens, we define local ecosystems as horizontal and vertical arrangements of interdependent actors (public authorities, NGOs, private providers, informal carers). Effectiveness depends on shared decision-making, transparent resource allocation and adaptive learning (Ansell and Gash, 2008), alongside trust, joint protocols and a coordinating lead organisation (e.g., a Social Services Centre) (Provan and Kenis, 2008). In Poland, CUS act as hub organisations (Frączkiewicz-Wronka and Kozak, 2024).

A core element is co-production, whereby users participate in service design, management, delivery and/or evaluation (Frączkiewicz-Wronka et al., 2024; Nabatchi et al., 2017). Co-production leverages stakeholder capabilities and strengthens responsiveness and long-term sustainability (McMullin, 2023), aligning with partnership-based governance (Osborne et al., 2015).

Notwithstanding its promise, deinstitutionalisation entails substantial structural, financial and cultural change. Recent analysis of the Polish reform highlights fragmented and contested implementation; progress hinges on coherent regulation, stable multi-year financing, workforce development, inter-organisational coordination and meaningful user participation (Grabowska et al., 2025). Accordingly,

robust support systems and local capacity are prerequisites (Frączkiewicz-Wronka, 2024). A strategic analysis is required to identify enabling drivers and binding constraints – governance arrangements, resources, institutional legacies and accountability mechanisms – that shape ecosystem effectiveness.

3. RESEARCH GAP AND CONTRIBUTION

Although international guidance and comparative studies strongly endorse the shift from institutional to community-based care, systematic, ecosystem-level analyses of how local arrangements (e.g., hub-type coordination through CUSs, inter-organizational governance, and co-production routines) function in Poland remain scarce. Existing Central and Eastern European (CEE) scholarship notes that research on co-production and collaborative welfare in the region is still underdeveloped compared to Western Europe, limiting the transferability of established models without attention to context (Nemec et al., 2019).

Within Poland specifically, the literature portrays co-production as emergent and unevenly conceptualized, with authors calling for stronger empirical and evaluative work that moves beyond recognition toward robust research designs (Ciepielewska-Kowalik, 2018). At the same time, policy change has been rapid: the 2019 Act enabled Centres for Social Services (CUS), pilots scaled in 2020, and a national Strategy for the Development of Social Services adopted in 2022 placed deinstitutionalisation at the core of reform – developments that outpace systematic evaluation of local “ecosystems” and their performance.

Recent assessments underline that, despite these reforms, implementation of deinstitutionalisation in Poland is fragmented and contested, reinforcing the need for evidence about how network governance, coordination mechanisms, and co-production practices translate into outcomes for users and communities (Rymsza and Karwacki, 2025). Moreover, the broader public-management literature points to persistent gaps in outcome-focused evaluation and clear performance frameworks for co-production, which further motivates systematic study in the Polish context (Voorberg, Bekkers, and Tummers, 2015).

This article addresses these gaps by adopting a network-governance perspective on local ecosystems for social services in Poland (Ansell and Gash, 2008; Provan and Kenis, 2008) and by examining the drivers that enable or hinder effective, community-based provision during Poland’s deinstitutionalisation addressing the following research question: What key factors enable the development of local ecosystems that support the deinstitutionalisation of social services in Poland?

In doing so, it contributes original, Poland-specific evidence on ecosystem design and functioning (including the coordinating role of CUS) and links these configurations to expected public-value and SDG-aligned outcomes.

4. RESEARCH PROCEDURE

Every strategic action should be preceded by a thorough analysis of the macro-environment, i.e., the context in which change will occur. The macro-environment comprises all factors external to the organisation or system under study that constitute the organisational environment. External factors define the framework conditions for organisational functioning and manifest as phenomena that must be understood and anticipated yet lie beyond the organisation's control. Various methods are used to analyse the environment. Depending on the chosen approach to macro-environmental analysis (PEST, SLEPT, PRESTCOM, PESTEL), the set of factors assessed in detail varies. This study employed a PESTEL analysis of political, economic, social, technological, environmental, and legal factors that actually or potentially affect organisations and their activities.

The identification of factors supporting the deinstitutionalisation of social services took place in 2023 and was conducted in two stages. Stage I employed a quantitative design; Stage II comprised a focus study.

4.1 STAGE I

A survey of opinions on factors important for the introduction of deinstitutionalisation was conducted using the CAWI technique (online survey). The sample was selected at random within strata (voivodeship) with equal probability of selection. Quotas within strata were set disproportionately to ensure a minimum number per province. The sampling unit was local government units (LGUs). The sampling frame was the database of contact details of territorial self-government units available on the website of the Ministry of the Interior and Administration, as of 2 February 2023.

The research agency PBS prepared a core sample of entities ($N = 565$) and a reserve sample (also $N = 565$). The target was a minimum of 30 LGUs per province. In total, 561 valid questionnaires were obtained.

The results were subjected to an analytical weighting procedure to obtain a sample structure reflecting the actual population of LGUs. For the construction of weights, data from the Ministry of the Interior and Administration on the number

of each LGU type across Polish provinces were used. The preferred respondent was the mayor or president; however, the instrument allowed five respondent categories: (1) president, deputy president, secretary; (2) mayor, deputy mayor, secretary; (3) *wójt*, deputy *wójt*, secretary; (4) director/head/head of the unit responsible for social policy in the office; (5) other.

The questionnaire comprised 50 main items with a five-point scale, six additional items using two-, three-, or four-point scales, and five demographic items. The demographic questions covered gender, position held, type of LGU, province, and settlement size. Items were grouped into sections reflecting the key dimensions of the phenomenon under study.

For the purposes of identifying factors supporting the deinstitutionalisation process, six items – A9.A (45), A9.B (46), A9.C (47), A9.D (48), A9.E (49), and A9.F (50) – were analysed. Respondents selected one of the options –2 / –1 / 0 / 1 / 2 or “hard to say”. A response of 0 indicated no impact; “hard to say” denoted insufficient knowledge to judge. Thus, 0 differs from “hard to say”: the former reflects a view of no impact; the latter reflects no basis for judgement. A response of –2 indicates an inhibitory influence stronger than –1; a response of 2 indicates a supportive influence stronger than 1. Distributions were examined using the semantic differential.

In summary, responses of –2 and –1 indicated that, in the respondent’s view, the factor inhibits the implementation of the deinstitutionalisation of social services. Responses of 1 and 2 indicated that the factor supports implementation.

4.2 STAGE 2

Stage 2 consisted of presenting Stage I results to experts and eliciting their assessments of which specific factors, in their view, correspond to the PESTEL domains and are most important for effective implementation of the deinstitutionalisation of social services. Respondents were drawn from three expert groups involved in changing the mode of service delivery:

- 12 researchers of social services,
- 13 managers from organisations responsible for implementing the reform replacing institutional forms with community-based services (Regional Social Policy Centres),
- 21 social workers directly involved in implementation.

Analysis of the six items (A9.A–A9.F), followed by focus-group interviews with 46 experts, led to the identification of factors that respondents regarded as important for the deinstitutionalisation process. Ultimately, three factors were selected for each PESTEL domain.

5. IDENTIFYING THE COMPONENTS OF THE DEINSTITUTIONALISATION ECOSYSTEM

The analysis examined how the PESTEL context shapes the course and outcomes of deinstitutionalisation. The questionnaire covered six domains: P – political (power relations), E – economic (municipal wealth, access to public/EU funds), S – social (human resources, managerial capacity, inter-organisational cooperation), T – technological (digital skills, ICT access, e-services development), E – environmental/ethical (sustainability and stewardship), and L – legal (adequacy of legislation for emerging needs). The survey results are presented below.

The distribution of responses on **political factors** indicates pronounced uncertainty: “hard to say” accounted for 46%, 22% perceived a political influence on reform, 12% did not, and 21% had no opinion – suggesting limited awareness of how politics shapes deinstitutionalisation and some caution in judgement.

Economic factors were clearer to respondents: 32% judged their influence supportive and 25% inhibitive, 13% perceived no relationship, and 30% selected “hard to say”, underscoring both the centrality of finance and its dual capacity to enable or constrain a shift to community-based provision.

Social factors were comparatively well recognised as drivers of change (38% supportive, 18% inhibitive; 12% no relationship; 30% “hard to say”), consistent with the long-standing undervaluation of the social-assistance workforce.

As for **technological factors**, reinforced by post-pandemic digitisation, 37% anticipated supportive effects, 12% inhibitive, and 16% no influence; a sizeable share choosing “hard to say” points to uneven knowledge about the role of ICT.

Environmental/ethical factors were least associated with social services: 41% “hard to say”, 21% no influence, 6% inhibitive, and 35% supportive – despite substantive links to just-transition and cohesion-policy funding.

Finally, 29% regarded **legal factors** as important, 21% expected impediments, 42% had no opinion, and 15% deemed them indifferent, reflecting ambivalence about the adequacy of current frameworks for supporting reform.

In sum, many municipal decision-makers did not clearly link PESTEL factors to the trajectory of deinstitutionalisation, highlighting persistent gaps in public-sector strategic-management literacy.

Subsequently, a three-step focus-group study with 46 experts identified 18 key factors shaping the context of deinstitutionalisation in Poland. Table 1 presents these factors, with three assigned to each PESTEL domain.

Table 1. Key drivers of deinstitutionalisation in Poland

AREAS	FACTORS
Political	Traditions of the public sector Political agenda Decision-making process
Economical	Financing of services The financial condition of entities providing services Effectiveness and control
Social	Socio-demographic structure Increase in social demands Social capital
Technological	Communication software Social media ERP and computer-based management support systems
Environmental/ethical	Social justice Public value Social sensitivity
Legal	Regulatory mechanisms Institutional arrangements Professionalism in the execution of legal competencies

Subsequently, the research identified several key factors that shape the ecosystem for successful deinstitutionalisation of social services in Poland, particularly within the context of the operation of the Centers for Social Services (CUS; Polish: *Centra Usług Społecznych*). These factors span the political, economic, social, and environmental/ethical, and legal domains, underscoring the complexity of developing an effective ecosystem. Each contributes to the effective delivery of decentralized, community-based social services.

5.1 POLITICAL FACTORS

The traditions of the public sector in Poland substantially influence the organisation and provision of social services. Established norms and practices in public administration shape the acceptance and execution of deinstitutionalisation. Municipal governments – historically pivotal in providing social services – must adapt existing practices to contemporary need for decentralised, community-oriented social services. An effective ecosystem depends on the capacity of local administrations to harmonise these traditions with innovative governance paradigms, such as an ecosystem approach. Political agenda at national and local levels are likewise crucial: agendas centred on social inclusion, human rights and sustainable development create momentum for reform. When

deinstitutionalisation is prioritised politically, it attracts the attention and resources required for effective implementation, thereby fostering a favourable ecosystem. A further political element is decision-making within public institutions: efficient, transparent and processes – engaging stakeholders, including service users and community members – enhance the legitimacy and accountability of deinstitutionalisation efforts. CUS particularly benefits from such participatory decision-making, which guarantees services are tailored to the community while maintaining accountability.

5.2 ECONOMIC FACTORS

Service financing is a critical determinant of effectiveness of deinstitutionalisation. Adequate financial assistance – especially from national sources and the European Social Fund Plus (ESF+) – ensures that CUS can operate efficiently and sustainably. This funding facilitates both service provision and the infrastructure required for reform, strengthening the social-services ecosystem. The financial condition of service providers alike needs financial stability to sustain services over time, including the ability to invest in new technologies, staff training and innovative delivery models-key components of an ecosystem for social-services deinstitutionalisation.

5.3 SOCIAL FACTORS

A significant social factor is growing demand for more personalised, community-oriented services. Societal expectations increasingly emphasise high-quality social services that respect individual needs and autonomy. As populations age and the requirements of vulnerable groups evolve, local governments and service providers face increased pressure to move from institutional care to more adaptable, user-centred models, including CUS. Social capital – characterised by robust community networks and active civic participation – is crucial in facilitating this shift. In high-trust, collaborative communities, transitions to co-produced, community-based services are smoother. Social capital creates conditions that empower service users to participate in the design, management, delivery, and evaluation of services, thereby improving both service quality and user satisfaction.

5.4 TECHNOLOGICAL FACTORS

Advances in communication technologies have opened new opportunities, especially through ICT tools that enhance accessibility and efficiency in community settings. Modular training programs are being developed to support

citizens' digital participation, while digital technologies are used to shape attitudes and provide public education. This digital transformation, including the digitisation of services, is supported by legislation and EU funding. Social media platforms are increasingly used to initiate and support actions aligned with deinstitutionalised delivery of social services. Their growth has improved digital literacy and helped shift professional attitudes towards recognising citizens' experiences, opinions, and skills as valuable contributions to service delivery. Strategic management is now supported by ICT tools that streamline and standardise administrative processes (e.g., ERP systems). There is growing pressure to implement integrated management systems, including blockchain-based value-chain models, enabling data integration across various operational areas. This shift demands new digital competences from employees to deliver effective, decentralised social services.

5.5 ENVIRONMENTAL/ETHICAL FACTORS

A crucial environmental and ethical determinant is social sensitivity to the needs of vulnerable groups. As awareness of human rights and dignity increases, public support grows for services that foster inclusion and independence. This sensitivity strengthens demand for deinstitutionalised social services models that honour individual's rights to live within their community rather than in segregated facilities.

5.6 LEGAL FACTORS

Regulatory mechanisms governing social-service delivery are essential to the proper implementation of deinstitutionalisation. Legal arrangements must facilitate decentralisation, encourage collaboration across public, private, and non-profit sectors, and protect service-users' rights. In Poland, regulatory frameworks for CUS provide a foundation for service integration and the advancement of co-production, thereby strengthening the social-services ecosystem. Moreover, professionalism in exercising statutory competences is vital to ensuring that services are delivered lawfully and meet requisite standards. Social services professionals need a comprehensive understanding of their legal duties and the skills to navigate through complex regulatory frameworks. Such professionalism helps ensure that deinstitutionalised services are both innovative and legally compliant, as well as operationally viable.

CONCLUSIONS

Social services are critical to socio-economic development by improving access to education, healthcare, employment opportunities, and social protection, thereby strengthening social capital, reducing inequalities, and advancing the Sustainable Development Goals. Contemporary governance paradigm has shifted towards collaborative, multi-actor arrangements, reflecting the need for approaches that prioritise inclusion and public value.

Deinstitutionalisation represents a substantive reconfiguration of social policy: a move from large, centralised institutions to community-based, personalised support underpin by co-production of social services. It advances personalisation, socialisation and empowerment, mobilising grassroots energy, and resources within local communities. Co-production – where service users participate in the design, management, delivery, and/or evaluation of services – improves quality, legitimacy, and user agency.

An ecosystem perspective provides a comprehensive and adaptive approach to the provision of deinstitutionalised social services. It highlights interdependence among public authorities, business entities, non-governmental organizations, and service users. In Poland, the establishment of Centres for Social Services (CUS) has been pivotal, operating as local hubs that integrate a broad range of supports and improve accessibility.

Addressing the study's research question, our analysis – combining a targeted literature review with a PESTEL assessment – identified eighteen context factors and distilled the key drivers of a successful ecosystem for deinstitutionalisation in Poland.

Politically, public sector traditions and agenda-setting at national and local levels shape governance and decision-making processes that may facilitate deinstitutionalisation. Economically, stable, multi-year funding and financially resilient service providers are prerequisites for a durable shift to community-based models. Technologically, digital capabilities enable access, coordination, and efficiency. Environmentally and ethically, growing public awareness of rights and dignity supports inclusive, community-embedded solutions. Legally, enabling frameworks and the professional exercise of statutory competences underpin integration and accountability.

Together, these factors delineate a favourable ecosystem for deinstitutionalisation that enhances quality, equity, and inclusion in social services. The findings contribute Poland-specific, ecosystem-level evidence and offer a diagnostic

basis for policy and implementation – complementing the limitations and future-research agenda outlined elsewhere in the article.

LIMITATIONS

Despite the progress achieved, several constraints continue to hinder the full realisation of the promise of deinstitutionalised services. The political landscape remains volatile, with fluctuating priorities that may subordinate social sector reforms behind other policy domains. Moreover, the decentralization of services, although advantageous in some respects, may lead to variation in service quality and access between municipalities, especially those with constrained financial and human resources. Economic pressures – including unstable funding streams and the limited fiscal capacity of smaller municipalities – can impede the long-term services sustainability. Social determinants – such as differences in social capital and civic participation across regions – may influence the effectiveness of co-production models. Moreover, although regulatory frameworks exist, implementation is uneven, and the professional capacity to discharge statutory duties varies with local capability.

FUTURE RESEARCH

Future research should concentrate on overcoming these constraints by identifying measures that strengthen the political and financial sustainability of deinstitutionalised services. Further work is needed to develop mechanisms for standardising core service provision across municipalities, guaranteeing that all regions, irrespective of their financial status, can ensure equitable and effective support.

Researchers should also examine the role of digital platforms and ICT solutions in enhancing social services co-production, improving stakeholder collaboration, and enabling more accessible, personalised services for users. Ultimately, longitudinal studies on the influence of public attitudes and social awareness, especially considering evolving cultural norms and demographic changes, are essential to understand the long-term viability of deinstitutionalised service models and inform future social service design.

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BUDOWA LOKALNYCH EKOSYSTEMÓW DLA USŁUG SPOŁECZNYCH –
GŁÓWNE CZYNNIKI DEINSTYTUCJONALIZACJI W POLSCE

Streszczenie

Usługi społeczne – w tym opieka zdrowotna, edukacja, ochrona dzieci, opieka nad osobami starszymi i mieszkalnictwo – są kluczowymi inwestycjami w kapitał ludzki i zrównoważony rozwój, a nie tylko w dobrobyt. Zgodnie z Agendą 2030 mają one kluczowe znaczenie dla ograniczenia ubóstwa, poprawy zdrowia i edukacji oraz zwalczania nierówności. W niniejszym dokumencie proponuje się ekosystemowe podejście do świadczenia usług społecznych, koncentrując się na deinstytucjonalizacji i świadczeniu usług w oparciu o społeczność lokalną. W odpowiedzi na lukę w polskich badaniach dotyczących oceny ekosystemów, badamy lokalne czynniki sprzyjające i utrudniające skuteczne świadczenie usług, koncentrując się na zarządzaniu sieciami i współprodukcji pod przewodnictwem CUS. Badanie dostarcza ram politycznych łączących projektowanie ekosystemów z wynikami SDG i oferuje dowody, które mogą pomóc we wdrażaniu w podobnych kontekstach. Na podstawie przeglądu literatury i analizy PESTEL zidentyfikowano kluczowe czynniki kształtujące ekosystem deinstytucjonalizacji w Polsce. Świadczenie usług przesuwają się w kierunku modeli opartych na społeczności lokalnej, wspieranych przez lokalne ekosystemy usług integrujące instytucje publiczne i organizacje społeczeństwa obywatelskiego.

Słowa kluczowe: usługi społeczne; SDG; deinstytucjonalizacja; PESTEL; Polska