



SELF-ASSESSMENT OF PARTNER ORGANIZATIONS UNDER THE LEVEL UP! PROJECT



THE DEVELOPMENT OF THIS MATERIAL WAS BASED ON 4 STAGES:

1. getting to know our organizations and their characteristics (more depth look)
2. determining the strengths of each organization that can be used for the project and improvements
3. identifying areas of similarities and differences
4. conclusions - brainstorming

The material produced during the activities of the Level UP! project

"Level Up!" is a project focused on the analysis of good practices related to non-formal education of adults in 3 European countries: Poland, Latvia, and Spain. The analysis is concerned getting to know good practices and experiences of partners from 3 organizations and on their basis joint development of methods of systematic improvement of training (trainers) for adults (increasing the quality, extending the offer) and adapting the training content to participants with low professional skills and specific needs.

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INTRODUCTION

This document has been prepared after the series of ONLINE (2) AND PHYSICAL (1) MEETING DEDICATED TO THE SELF-ASSESSMENT OF THE PARTNER ORGANIZATIONS AS PART OF THE LEVEL UP PROJECT.

This action was dedicated to the comparison and assessment of the state of the organization and its environment, search for common features and areas of possible cooperation, and discussion on possible improvements to the activities carried out so far, which are to contribute to the improvement of the functioning of three partner organizations.

The aim of each of the dedicated meetings was to assess the ecosystem and internal environment of the functioning of three partner organizations as part of activities in the field of adult education by individual analysis of strengths, weaknesses, opportunities, and threats (internal and external).

Dedicated to the creation of this document meetings were held regularly every month and allowed representatives of partner organizations to build appropriate ties and the level of understanding between the involved entities by getting to know not only themselves but also the specificity of local functioning and its impact on possible development.

The above series of meetings based on the SWOT analysis was to enable:

- discussion and development of methods for the systematic improvement of our adult staff resources (including trainers) (quality improvement, extension of the offer) based on the experience of three different organizations and their activists who have been dealing with this topic for many years;
- adjusting the content of the training to participants with low professional qualifications and specific needs.

This document presents a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the Polish Economic Society, Branch in Gdańsk (PES Gdańsk Branch), Association Con Valores (ACV) and Social Innovation Center (SIC)

The SWOT analysis is a strategic analysis tool that synthetically arranges the features of the organization and its environment into four categories. Two of them relate to the internal conditions of the organization (strengths and weaknesses), and the other two relate to the environment in which the organization operates (opportunities and threats).

Within each area (strengths, weaknesses, opportunities, and threats), the aspects which, according to the authors of the study, are the most important in a given area have been distinguished.

The SWOT analysis is the starting point for the development of a proposal for strategic and operational goals of partners in the field of adult education as part of the project activities of the Level UP!

The starting point for the SWOT analysis is to get known with partner organization characteristics, reference to the history of the mission and vision of the organization, without which it is impossible to get to know the full context of the organization's functioning in the internal and external environment

1. CHARACTERISTICS OF THE PARTNER ENTITY:

a) CHARACTERISTICS OF THE AUDITED ENTITY - POLISH ECONOMIC SOCIETY BRANCH IN GDANSK (PES)

Legal form of PES Branch in Gdańsk: Association

Legal personality: YES (REGON: 190582055, NIP: 5830001988, KRS: 0000092579)

Activity classifications: Training or personal services

It works on the basis of Organization statute

Legal registration: Position in the National Register of Companies and entry in the register of associations

Date of commencement of activities: 2001

Foundation established in 1946

Functioning: It is an organization operating thanks to the voluntary commitment of the members of the Society

Representing authority: The management of the organization

Structure: Specific organizational structure - President, Management Board, Audit Committee, Membership and assigned rights and obligations

Number of employees: 4 people employment contract, 4 people cooperating in projects, about 20-25 trainers per year, 20-person management board

Headquarters: The Polish Economic Society, Branch in Gdańsk, has a new seat from 2020 at ul. Of the Home Army in Sopot. It is located near the center of Sopot, in a quiet and well-connected area. In addition to office facilities, it has three modern, air-conditioned, fully equipped rooms for meetings and conferences.

NETWORK PES: PES The branch in Gdańsk is a field branch and part of the Polish Economic Society (PES), an independent, professional, nationwide association of economists associating both practitioners and theoreticians. It was established in reference to the traditions of professional economists' movements in Poland in the 19th century. and the Warsaw Association of Economists and Statisticians, as well as Economic Societies operating in Kraków, Poznań and Lviv in the interwar period.

International cooperation: PES is a member of The International Economic Association.

The Polish Economic Society has the status of a public benefit organization.

PES branches: 22 branches throughout Poland (Białystok, Bydgoszcz; Częstochowa, Gdańsk, Gliwice, Katowice, Kielce, Koszalin, Kraków, Legnica; Lublin, Łódź, Olsztyn, Opole, Poznań; Radom; Rzeszów; Szczecin; Toruń, Warsaw, Wrocław, Zielona Góra

Statutory goals of PES:

- popularizing economic knowledge in Poland,
- opinion-forming activity,
- raising qualifications,
- integration of the economists community.

MISSION BRANCH OF PES IN GDAŃSK

The main idea of our activities is the slogan: "CLOSER TO THE ECONOMY, THE ECONOMY, PEOPLE AND THE SEA", setting strategic statutory goals through:

- shaping awareness and disseminating economic knowledge,
- partnership relations with the sphere of business, institutions in the region and members of the Society,
- promoting gifted school and university youth,
- active cooperation with young economists,
- popularizing and educational activities for the benefit of the regional community,

- openness to new ventures;
- implementation of a special mission - respecting the maritime traditions of the Branch.

We support the development of the region through:

- participation in socio-economic events in Pomerania,
- expert, advisory, opinion-forming, publishing, information, and promotional activities,
- care for the shape and culture of relationships with the scientific environment, business practice, and its inhabitants.

VISION OF THE PES BRANCH IN GDAŃSK

A leading center of economic knowledge and dissemination of good economic practices in the region. We strive for:

- shaping a strong image of PES in the region and a distinctive brand of the Gdańsk Branch,
- developing high-quality relationships that provide sustainable added value to us and our Partners,
- generational restructuring of the organization

b) CHARACTERISTICS OF THE AUDITED ENTITY - SOCIAL INNOVATION CENTRE

The legal form of Social Innovation Centre (SIC): NGO

Legal personality: YES (reg. nr. 40008159565)

Activity Classifications: Educational activities

It operates on the basis of: Statutes of the organization

Register: Entry in the register of associations

Date of commencement of operation: 2010

Functioning: Employees and volunteers operating together

Representing body: The management board of the organization

Structure: Specific organizational structure – Chairman of the Board - Board members - Project managers – Volunteers

Number of employees: 5 employees + outsourced specialists + volunteers

Headquarters: The legal address is "Upeslejas", Daugmale, Daugmales parish, Ķekavas county, LV-2124, Latvia. However, each project manager and volunteer works from their own setting (home, office, coworking space, or other). Currently representatives of the organization are located in Riga, Daugavpils, Cēsis, Liepāja and Copenhagen.

NETWORK : SIC cooperates with NGO umbrella associations, separate NGOs, school and teacher networks, regional planning organizations, municipalities

International cooperation: SIC is a member of Social Entrepreneurship Support Network of the Baltic Sea Region, and several large international cooperation project networks, incl. municipality/city councils, HEIs, VETs, NGOs and industry representatives ([VISION](#), [EmPaci](#), etc.)

Branches: No

Statutory goals: 4 main areas SIC concentrates on:

- 1) promotion of social entrepreneurship;
- 2) youth employment;
- 3) innovation for education;
- 4) civic participation.

c) CHARACTERISTICS OF THE AUDITED ENTITY - EMPRESAS CON VALORES

“Con Valores” association (ACV) is a non-profit organization whose activities revolve around reinstatement and the social economy. ACV creates bridges between the business and social spheres in order to implement an inclusive approach that supports entrepreneurship for people at risk of exclusion. The association is formed by business professionals who share their know-how in order to create a fairer society. ACV's mission is to use business experiences and contacts to support new companies developed by socially excluded groups.

ACV develops tools and methodologies that support entrepreneurship among people at risk of exclusion in different contexts. In that sense, ACV created in 2019 an inclusive incubation model involving different business profiles: entrepreneurs, business associations, universities, technology centers, public institutions, etc. All these professionals are volunteering and bringing professional and specialized support in small businesses creation. The enterprises will then be managed by excluded people with the support of a network of high-level professionals from the business sector.

Legal form of EMPRESAS CON VALORES (ECV):

Legal personality: YES

Activity Classifications:

It operates on the basis of: Statutes of the organization - association

Register: Entry in the register of non-profit organization

Date of commencement of operation: 2019

Functioning: Employees and volunteers operating together

Representing body: President

Structure: Specific organizational structure – President - Members - Volunteers

Number of employees: 4 employees, 120 volunteers

Headquarters: Valencia, Calle Molina de Palau 1, puerta 26 S Calle Molina de Palau 1, puerta Spain

International cooperation: Yes, EU project manager or partner

Branches: NO

Statutory goals: A provider of learning and / or career counseling services

Use of Voluntary Work: YES

Asociación con Valores is made up of business professionals who want to share their knowledge and experiences to create the justest society. Their mission is to create employment opportunities for excluded social groups based on our business contacts. Vision of business is critical to community organizations as it enables us to - collectively - identify, generate and increase job opportunities. Social NGOs are active in various fields such as: health, housing, education and training, job search, etc., while Asociación con Valores supports excluded groups in their last step towards social reintegration and finding a job thanks to our business contacts. We deeply support networking social and business. ACV's mission is to create a social incubator for excluded people, in which various profiles from the business world: entrepreneurs, business associations, universities, business centers technology, public institutions, etc. will work together to provide professional and specialist support in the creation of new businesses. These companies will be formed and managed by excluded people, but supported by top-shelf specialists.

Asociación con Valores works to create, identify and increase employment opportunities for excluded groups. They work with social organizations, NGOs and companies to generate business opportunities through social innovation. We achieve these goals by working in two strategic perspectives:

- With excluded groups:

Employment: Searching for a job in the network of our companies.

- Entrepreneurship: consulting, mentoring, and supporting social innovation. Mentoring is used to define profitable business models tailored to the skills and strengths of our entrepreneurs (immigrants, gender-based violence, long-term unemployed, etc.)

- With society:

- Social incubator: created to gather the knowledge and experience of the world's best entrepreneurs in creating, advising, and supporting new companies created by entrepreneurs with excluded experience.
- Social sensitization: promoting human rights and equality in the local context. Generating educational approaches and methodologies to combat aporophobia and reinforcement the position of socially excluded groups.

3. INITIAL SWOT ANALYSIS OF THE ORGANIZATION - STRENGTHS

POLISH ECONOMIC SOCIETY BRANCH IN GDANSK (PES) - THE MAIN STRENGTHS OF THE ORGANIZATION BY CATEGORY

HISTORY AND TRADITION

- relationship with tradition and history, as well as many years of experience, a recognized brand of the Association of Economists creating PES (nationwide) - experts theoretically and practically;
- many years of experience of PES Gdańsk on the training market in the Tri-City - a recognized brand
- location of the PES headquarters in the center of the Tri-City metropolis - the building is located near the center of Sopot, a short distance from the main artery of the city. It is well connected both in terms of public transport, and has a guarded parking lot opposite the building;

EDUCATION

- academic staff associated with Tri-City universities, mainly the University of Gdańsk - good substantive and pedagogical preparation;
- the possibility of continuous improvement of knowledge and competences of PES staff - training, acquiring new qualifications and skills;
- permanent, specialized managerial staff, people associated with PES for years;
- broad educational offer - a wide range of professional courses, open and closed training courses - dedicated to the client;

INTERNAL SITUATION AND PROCESSES

- the statute of a non-governmental organization, which increases the flexibility of the organization's functioning and limits the number of procedures;
- easy to become a member of the organization - simple procedures for entering the organization (simple 2-page declaration and clear and low membership fees
An ordinary member, after submitting a written membership declaration, may be a Polish citizen or a foreigner, who recognizes the statute of the Society, has higher or secondary economic education or studies economics at a university, as well as a person performing functions requiring economic knowledge
- clear defined mission, vision and goals of the organization based on tradition;
- financial and administrative procedures developed and used in everyday work, as well as clear and clear systems of the organization's operation;

DEVELOPMENT

- new headquarters - a modern office, three modern, air-conditioned, fully equipped rooms for meetings and conferences.
- after 2020, forecasted increase in the number of potential candidates for upper secondary schools
- from 2014, the implementation of training from the National Training Fund, which is a separate part of the Labor Fund, intended for co-financing the lifelong learning of employees and employers, undertaken on the initiative or with the consent of the employer;

RESEARCH

- certificates and accreditations (MENiS, ISO, others);
- expert, advisory, opinion-forming, publishing, information and promotional activities of PES Gdańsk;
- dedicated knowledge zone plus PES newsletters;
- publications, conferences, clubs not only within the Gdańsk branch, but nationwide (thanks to the network of PES branches);

RELATIONS WITH THE ENVIRONMENT

- cooperation with institutions: Pomeranian Voivodeship Marshal's Office, Labor Offices, other associations
- participation in socio-economic events in Pomerania,
- care for the shape and culture of relationships with the scientific community, business practice and the inhabitants of Pomerania;

ORGANIZATION RESOURCES

- using EU programs - courses financed from ROP funds (very attractive for recipients due to the low price)
- budgeting and obtaining external funds from European funds in 2021-2027
- the possibility of commercial rental of office and conference rooms - additional financial resources;
- modern office and training equipment (printers, computers, projectors, desks, benches, etc.)

SOCIAL INNOVATION CENTRE - THE MAIN STRENGTHS OF ORGANIZATION BY CATEGORY

1. HISTORY AND TRADITION (experience of the organization, staff and the entire network, location and operation)
 - Long experience and expertise in the field.
 - Solid and lasting collaborations with actors in many countries.
 - Values that ensure quality work process and the results (the "internal value compass")
 - Well established internal operations / workflow in the organization.
 - Focus on social innovation is at the core of all operations and projects (combination of flexibility, competency and strong collaborations)
2. EDUCATION (didactic offer, quality of education, teaching conditions)
 - Experts in educating on many topics. Didactic offer includes themes on #social innovation, #social entrepreneurship, #gamification, #ar, #stem, #civic engagement of youth, #participatory budgeting, etc.

- Innovation potential. Innovative concepts = contributions to development of the education field.
 - Long experience in educational methodologies. A good understanding about principles of meaningful education and its desired effects on the learners + multitude of methods.
 - Experience in social innovation projects. Deep expertise and experience in the field (se, social innovation, etc.) as a good resource.
 - Experience in educating various target audiences. Youth, NGOs, adults, etc.
3. SCIENTIFIC RESEARCH (quality of research and publication)
- Academically trained staff. The staff consists of PhD, Master and Bachelor diploma owners = an academically high quality research is possible within the organization.
 - Trusted to carry out research by other beneficiaries. The professionalism is displayed by the development of research for various recipients/beneficiaries in the past (they have turned to sic trusting our expertise). Additionally it has granted experience in carrying out the research respective to the organization's working field from different perspectives.
 - Experienced in a multitude of methods. Deep understanding and experience with a diversity of research methods - experienced in qualitative and quantitative researches, methodologies and tools.
4. RELATIONS WITH THE ENVIRONMENT (environment and contacts, image, and an established position on the market)
- Well recognized image of a trustworthy and experienced organization on local, national, and international levels among government institutions, social entrepreneurs and other NGOs - reflects reliability, makes forming of new collaborations easier. SIC is considered a field expert and thus often sought for as a source of opinion.
 - Recognizability with the financing institutions. International recognizability among Erasmus+ and Interreg agencies (more respectable image that aids project approvals).
 - Recognizability for work with innovation.
5. INTERNAL SITUATION AND PROCESSES (finances, management, staff)
- Flexible and efficient communication among employees. Formal and non-formal communication internally
 - Small team = more familiar relations, faster decision making, more flexible collaboration and thus more efficient development.
 - Flexible working conditions for the benefit of employees - give freedom for employees, and a better work - life balance (e.G. Additional studies or other job opportunities aside sic) = happier employees are more motivated and do a better job. Staff is allowed to work from anywhere in the world = adds a more flexible nature to the collaboration among employees, as well gives more personal flexibility for employees to make their own decisions.
 - Professional staff. Employees are professional in their own fields, and more importantly, well adjusted to work remotely and digitally advanced. It means they are more self-reliant and able to save time and resources to perform the duties more efficiently. Experience of staff in fundraising ensures the livelihood of the organization.
 - Access to a wide pool of trainers. Personal contacts and experience gives access to a much wider pool of trainers to carry out educational activities (thus giving a chance at wider variety of topics, expertises, and subsequently ideas for innovation)

- Staff are interested in the working field. Employees that are personally interested in the cause and the topics means higher motivation and thus higher quality of results.

6. RESOURCES OF THE ORGANIZATION (training rooms, office space, equipment and fittings)

- Lack of office as a strength. It gives more flexibility and room for innovation on many aspects of workflow.
- No expenses for permanent premises. No need to pay for permanent premises saves money and allows spending it on more valuable and necessary expenses. All renting can take place on-request basis according to the ongoing projects.
- No need for storage of equipment. Usually there is no much need for specific equipment to perform daily work, but for training the necessary equipment can be rented or comes together with the premises. In the work environment when all we do are project-based activities, owning equipment is unprofitable. There is no need for additional storage and thus no unnecessary expenses arise to keep the equipment of the organization.

7. DEVELOPMENT (methods and techniques, tools)

- Participation in novice projects is one of the most important resources for a steady development of organization. International experience exchange with professional and innovative partners. Project workshops and training for increasing staff's competencies.
- The existing workflow aids individual development of staff. Flexible working hours and open communication allows to plan own learning which in turn is an investment also in the growth of sic capacity.

EMPRESAS CON VALORES - THE MAIN STRENGTHS OF THE ORGANIZATION BY CATEGORY

KEY STRENGTHS OF THE ORGANIZATION BY CATEGORY

1. YOUNG ORGANISATION:

- flexibility, adaptability

2. CONNECTIONS WITH BOTH SOCIAL AND BUSINESS SECTORS:

- Central Space for Social Innovation in the City
- Better access to fundraising

3. ATTRACTIVENESS FOR VOLUNTEERS FROM BUSINESS SECTORS:

- 120 volunteers

4. CLEAR INCUBATION MODELS:

- practical approaches based on agile methodologies
- support from social and business communities - direct experiences
- fostering engagement and networking opportunities for persons at risk of exclusions
- focus on soft and entrepreneurial skills

5. LARGE NETWORKS

- NGOs working within social fields
- companies and business ecosystems
- local public administrations

- universities and (social) innovation centre
- European Partnerships

6. SUSTAINABLE RESULTS

- few businesses running or in development
- inclusive and supportive activities

7. CONEXION WITH BOTH SOCIAL AND BUSINESS SECTORS

- the association is becoming a central space for Social Innovation in the city
- more options for fundraising

8. COMMUNICATION

- well known branding
- good follow up in media and social media (linkedIn)

4. INITIAL SWOT ANALYSIS OF THE ORGANIZATION - WEAKNESSES

POLISH ECONOMIC SOCIETY BRANCH IN GDANSK (PES) - THE MAIN WEAKNESSES OF THE ORGANIZATION BY CATEGORY

KEY WEAKNESSES OF THE ORGANIZATION BY CATEGORY:

EDUCATION

- constant necessity to evolve the training and educational offer - constant updating of the didactic offer to the needs of the labor market and the students themselves;
- didactic offers in English and other languages;
- unsatisfactory level of knowledge of candidates, resulting from insufficient education at lower levels of education and the outflow of the most talented students to other regions of Poland;
- Difficulties in replacing the staff involved in educational and training activities (high-class specialists difficult to replace);
- low foreign activity of PES employees related to the teaching load preventing travel (e.g. in Erasmus programs);
- virtual activity potential unused by research and teaching staff - remote learning with the use of the latest tools;
- low use of the organization's online platform, including social media (knowledge zone, publication zone) as tools for disseminating knowledge (e.g. positioning, paid promotion)

RELATIONS WITH THE ENVIRONMENT

- big competition in the Tri-City on the training market for adults (WSB, WSAiB, GFKM and others)
- no possibility of using the synergy effect with the use of cooperation with other organizations operating on the local market (we are treated not as potential partners but as competitors);
- low experience in cooperation with organizations of various sectors outside the Tri-City region, e.g. non-governmental, local government in the implementation of joint training and education projects in other areas of Poland;
- small participation of employees in conducting interdisciplinary research;

INTERNAL SITUATION AND PROCESSES

- no strategic management of research and scientific projects and no dedicated people implementing national and international projects - the staff changes, no permanent project team;
- insufficient knowledge of additional sources and principles of financing international projects (e.g. research) among research and teaching staff;
- no system for building long-term relationships (not only scientific) with external entities located outside the area and region of operation (strategic partnerships with other entities);
- insufficient foreign promotion of PES - lack of advertising brochures, information about the success of the university and its students and graduates in foreign languages, barriers and lack of support for foreign promotion;
- insufficient financial resources from contributions in relation to the possibility of expanding the business - the need to look for additional sources of financing;
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RESOURCES:

- sufficient amount of hardware, but in need of refreshing, updating
- no possibility of further expansion of the current headquarters (PES has two training rooms that can be connected)
- the need to change traditional forms of administrative activity and the tools used for remote work tools (dropbox, google drive, various online communication tools)
- the current office is the property of PES
- the need to update the development strategy in the context of their compliance with external conditions (e.g. demography, forms of work)

SOCIAL INNOVATION CENTRE - THE MAIN WEAKNESSES OF THE ORGANIZATION BY CATEGORY

KEY WEAKNESSES OF THE ORGANIZATION BY CATEGORY

HISTORY AND TRADITION

- FINDING NEW AND TRUSTWORTHY PARTNERS IS SOMETIMES A CHALLENGE WHEN WORKING WITH PARTICULAR REGIONS. The level of professionalism, as well as work ethics and understanding about the topics, differs. Simultaneously we are not represented broad enough in international search databases for organizations working in this field.
- THE THEMES OF IMPLEMENTED PROJECTS ARE FRAZZLED. Even if social innovation lies at the heart of all of those, the different topics on various projects make particular spheres in organizations slightly disjointed. It creates consequences on several aspects of the organization. For example, strategic communication with a wider audience becomes more complicated (as there is no unified message/core essence to spread), etc.

EDUCATION

- DUE TO PARTICULAR FINANCING SOURCES, THE WORK IS MOSTLY FOCUSED ON THE YOUTH FIELD. Working with adult or other audiences will require additional resources (improving the capacity of staff, getting to know the financing sources, the particular specifications and target priorities of the activities, etc.), and is therefore currently not viable.

SCIENTIFIC RESEARCH

- THE ORGANIZATION/STAFF DO NOT MEET REQUIREMENTS OF SCIENTIFIC RESEARCH ORIENTED GRANTS. That leads to the fact that academic research is not being planned or carried out within the organization. While the staff is academically trained, it usually does not participate in the academically oriented calls. That is due to specific limitations of the application requirements to participate in the research-oriented grants.

RELATIONS WITH THE ENVIRONMENT

- THE TOOLS THAT ALLOW INTERACTION WITH THE ENVIRONMENT COULD BE MORE COHESIVE AND TECHNICALLY IMPROVED. The website needs design/structure improvements and there are no brand development efforts. Basically, no cohesive communication planning for SIC itself. These are the main resources that allow attaining some of the project goal but currently are not at the maximum of the potential quality. E.g. LinkedIn profile does not contain much information.
- THERE ARE NO WIDELY EFFECTIVE DIRECT COMMUNICATION CHANNELS WITH THE GENERAL PUBLIC. Currently, there is no big need in increasing the recognition ability in the general public, but the lack of a direct channel that would allow reaching an audience that is already engaged in the topic might increase the workload within particular projects. The general public has to be reached through schools, other organizations, less relateable social media communication.
- CONTACT LIST OF COMMUNICATIONS RECIPIENTS IS INEFFICIENT IN THE USAGE. The contact lists don't offer an easy simultaneous and single-platform access for ALL employees to benefit from this resource for publicity (and subsequently, reduced workload, too).

INTERNAL SITUATION AND PROCESSES

- EMPLOYEE SELECTION IS VERY PARTICULAR AND REQUIRES LOTS OF ATTENTION. The work style in the organization is very particular and therefore requires a very detailed selection process. Selecting employees that are not accustomed and able to plan their own work and perform self-sufficiently according to the quality expectations might undermine the quality of work in their assigned projects & the image of an organization, too.
- EACH EMPLOYEE IS REQUIRED TO BE ALL-ROUNDED. The small size of the organization requires the necessity for each employee to be competent in many spheres to ensure quality results of the work. In situations when a particular expertise is lacking, an additional outside source needs to be found and it means spending additional administrative, time and finance resources.
- THE QUALITY OF WORK IS STRONGLY DEPENDENT ON EACH INDIVIDUAL EMPLOYEE. The freedom given by the existing system is a benefit at some moments, but simultaneously it might hinder the quality of the work as there are no standard operating procedures to follow. Additionally, very loose working system incurs in potentially less quality outcomes, because the employees have to be extremely self - organized and motivated (which realistically can not be a constant)

RESOURCES OF THE ORGANIZATION

- LACK OF OFFICE TAKES AWAY FROM IN-PERSON COMMUNICATION AMONG EMPLOYEES. No permanent office premises = somewhat lacking team spirit and insights in the daily operations of the whole organization. Meanwhile generating ideas

for new projects takes place mostly individually (group meetings regularly online/offline would have a great impact on the process of generating ideas for the organization).

- **EMPLOYEES WORK WITH THEIR OWN EQUIPMENT AND OTHER TECHNICAL RESOURCES.** Even though it is a possibility for an employee to figure out the most comfortable working environment individually, the resources might not be enough to ensure a fully functional workspace. Additionally, the personal equipment deteriorates over time and has to be repaired/renewed on the employee's personal budget.

DEVELOPMENT

- **NO ACTIVITIES ARE AIMED AT THE DEVELOPMENT OF STAFF WITHIN THE ORGANIZATION IN PARTICULAR.** Staff learns by participation in some projects, but SIC hasn't purposefully supported at particular individual education activities.

ASSOCIATION CON VALORES (ACV) - THE MAIN WEAKNESSES OF THE ORGANIZATION BY CATEGORY

- lack of a service design team to build engagement
- lack of human resources to manage potential scaling of the project
- lack of time to structure all potential opportunities

5. INITIAL SWOT ANALYSIS OF THE ORGANIZATION - OPPORTUNITIES

POLISH ECONOMIC SOCIETY BRANCH IN GDANSK (PES) - THE MAIN OPPORTUNITIES OF THE ORGANIZATION BY CATEGORY

MAIN OPPORTUNITIES BY CATEGORY:

TEACHING OFFER

- The growing role of lifelong learning with a low share of this form of education in Poland compared to other European Union countries;
- Growing international mobility of beneficiaries using PES services, creating opportunities for attracting foreign candidates for dedicated courses and training;
- Possibility of significant flexibility and better adaptation of the didactic offer to the needs of the labor market thanks to greater freedom in creating courses and training courses and the possibility of conducting education with a practical profile with the participation of business entities
- the COVID19 pandemic caused the necessity to change industries for many people - they must acquire new knowledge and certificates, which is a development opportunity for PTE in the field of education;
- quick response with a training offer tailored to the system external - e.g. introduction of training such as "Promotion of the City, Commune, and Region in the era of coronavirus"
- online and webinar training;
- new possibilities of the PES educational and didactic offer resulting from the geographical location of the Tri-City - a center of economic migration for thousands of people, both from Poland and abroad (Ukraine, Russia, Belarus, etc.)

FAVORABLE EXTERNAL CONDITIONS

- the continuing global trend of increasing expenditure on research and development and improving adult competencies;
- the growing importance of professional development for the development of enterprises;
- good learning conditions and a broad base of educational activities with relatively low costs of adult education;
- relatively high possibility of reaching end recipients - students, but also institutional recipients (a large number of workplaces in the Tri-City);
- large and not fully used role of non-public education in the region
- using the economic niches of the region and not only urbanized areas such as the Tri-City (e.g. agri-food industry) in order to increase recipients (training inhabitants of rural areas);
- cooperation with the authorities of the city of Gdańsk and the self-government of the Pomeranian Voivodeship
- cooperation with other non-public institutions and universities outside the voivodeship in order to increase and optimize the research potential;
- the role of the PES partnership for other actors - due to the possibility of limiting public financing of higher education caused by the difficult situation of the public finance sector, it may be an opportunity for PES to fill the niche that has arisen and to develop new partner initiatives;

GAINING NEW SOURCES OF SUPPORT

- the new financial perspective 2021-27 and new financial opportunities both from the ROP and from Erasmus + and other programs;
- adapting the teaching and training programs to the current needs of the region (e.g. training related to maritime economy, offshore, sea tourism, etc.)
- obtaining Erasmus + accreditation credibility and increased chances for projects financed by the Erasmus + program;

BUILDING A COMPETITIVE ADVANTAGE

- greater development opportunities thanks to the improvement of the financial situation of the organization;
- the need for closer cooperation with universities and organizations from outside the region resulting from demographic changes;
- Probable reduction in the number of competition in the form of similar non-public training and education institutions in the region as a result of the upcoming demographic changes;

NEW FORMS OF ORGANIZATION MANAGEMENT

- Increasing the autonomy and responsibility of teaching staff in the use of modern forms and tools of remote work;
- changes in the functioning of the organization (e.g. online Management Board meetings, allowing to increase the number of participants and work on the development of the organization);
- new management and administration tools for the organization;

SOCIAL INNOVATION CENTER (SIC) - THE MAIN OPPORTUNITIES OF THE ORGANIZATION BY CATEGORY

MAIN OPPORTUNITIES BY CATEGORY:

BROADENING THE REACH

- Working with new audiences (adults, companies)
- Comms improvements and strategy of online communications + through other means
- Potential for academic research could be explored

CHANGES IN FINANCING SCHEME

- Looking into the potential of new funding channels (grants and profit) and aiming for bigger projects to ensure long-term stability financially

INTERNAL OPPORTUNITIES

- Improved collaboration methodology among employees to compensate lack of meeting in person would be an opportunity for increased creativity and efficiency
- Unified databases of contacts and other information among all employees as an opportunity to increase efficiency and transparency
- Support for equipment and/or education of employees according to their needs to raise capacity

ASSOCIATION CON VALORES (ACV) - THE MAIN OPPORTUNITIES OF THE ORGANIZATION:

- potential to scale our social incubator model in other European countries
- increase the visibility of our impact
- raise awareness around the barriers to deliver social impact for people suffering from the risk of social exclusion
- creation of a virtuous feedback loop that can shape and twick our methodology
- scale our network and propose projects to bigger social inclusion organizations/institutions around Europe
- scale business opportunities outside Spain
- enlarge the contributors to the bank of ideas by creating an international community
- potential to create a sharing digital space for social inclusion organizations across EU
- potential to create pilots based on our methodology to give punctual mentoring in line with time management.
- collaboration with academia for on-field research (social studies, entrepreneurship, business, social market economy, future of work, resilience to automation, innovation within digital access)
- potential to create a list of policy making recommendations

6. INITIAL SWOT ANALYSIS OF THE ORGANIZATION - THREATS

POLISH ECONOMIC SOCIETY BRANCH IN GDANSK (PES) - THE MAIN THREATS OF THE ORGANIZATION BY CATEGORY

KEY THREATS TO THE ORGANIZATION BY CATEGORY

CHANGES CONCERNING THE QUALITY OF EDUCATION AND TEACHING OFFER

- possible strong decline in the number of applicants for certain courses and training, especially as a result of the coming demographic changes;

- big competition for some fields of adult education from organizations operating in the Tri-City and all over Poland;
- competition from universities and non-public organizations operating in other regions of Poland, which react very quickly to changes in expectations regarding the educational offer;
- little chance of increasing the demand among foreign students / students due to the poor offer in English;
- decrease in demand for courses and training in the fields of study overrepresented in Poland and at the same time with a leading role in PES due to increased competition;
- migration of the best candidates for courses / training outside the region and abroad;
- the necessity to lower the admission criteria for education in PES due to the decreasing number of candidates;
- potential outflow of educational staff related to their greater mobility;

CHANGING RELATIONSHIP WITH THE ENVIRONMENT

- the unfavorable demographic structure of the region and the need to develop science using new forms of education and reaching recipients (online learning - training and online courses)
- transferring learning to the web - the advantage of online courses over stationary learning
- additional competition from other online adult education organizations, both from Poland and abroad;
- lower revenues related to the lower price of the online course/training compared to the prices of classroom training
- little interest of enterprises from the region in ordering research and studies prepared by PES due to increased competition;
- Image of PES - the insufficient activity of local authorities in promoting the association in the region and beyond (only local promotion and limited promotion at home and abroad);

FURTHER EVOLUTION OF THE ORGANIZATION'S ACTIVITY

- the unpredictability of project activities and received grants: no clear revenue planning mechanism due to project grants e.g. due to a pandemic - delays in the implementation of payments, activities, etc..;
- increasing the competitive pressure in the training area;
- increasing competitive pressure in the area of research funding from EU funds due to the growing institutional and geographic concentration of Community research funding;
- PES management - Complications with introducing remote working methods can increase internal resistance to change;
- resistance to close cooperation between PES and other universities in the region and beyond may lead to the fear of losing the advantage of specialization and the uniqueness of the didactics;
- Development of similar institutions in other regions of Poland that will provide services on our local market;
- Risk of overinvestment in local infrastructure in the context of the coming demographic decline and transition to e-learning;

SOCIAL INNOVATION CENTER - THE MAIN THREATS OF THE ORGANIZATION:

FINANCIAL INSTABILITY / RELIANCE ON EXTERNAL RESOURCES

- If particular financing sources drop, the livelihood of the organization may suffer serious damage.

DEPENDENCY ON INTERNET

- Any widespread problems with the internet or online communication will impact the work of an organization immensely.

MOTIVATION OF PARTICIPANTS

- Compared to a decade ago, motivated participants willing to put in some work during and after such meetings decreased. It is harder for organizations, in general, to find participants for youth-targeted events.

CHANGES IN TAXES

- An increase in staff-related taxes, especially short term employment for projects will increase the financial burden on the organization (tax reform actually taking place in Latvia currently)

HEALTH RISKS

- The team is small - if any employee falls sick for a prolonged period of time (e.g. a serious case of Covid) then the others have to take up the slack and it will affect not only the workload but subsequently the outcome of particular projects, too.
- Work in this field is connected to traveling often - health concerns due to Covid may arise

ASSOCIATION CON VALORES (ACV) - THE MAIN THREATS OF THE ORGANIZATION:

- lack of further funding means a halt of sharing time to structure international feedback
- access to the internet for our beneficiaries: incubated people may not have the digital access required to learn about shared learnings and international opportunities
- required time for this project may scale rapidly depending on engagement outreach and it may divert resources from other ongoing projects
- COVID restrictions may limit our chance to run more incubation and keep share learnings
- long term commitment with institutions and int organizations may be risks linked to funding availability

7. INITIAL SWOT ANALYSIS OF THE ORGANIZATION - COMMON FIELDS AND CONCLUSIONS

Among the common strengths of all the three organizations can be mentioned:

1. LEGITIMACY

- visibility, consistency, and long experience has allowed establishing legitimacy in the eyes of other stakeholders

2. OUTREACH

- we all have the capability and experience in engaging a broad variety of actors within society (academia, private sector, public administration, other NGOs)
- cross-sectoral engagement experience and sparking fusion/ collaborations

3. INTERNATIONAL DIMENSION

- we all have good, trustworthy connections that contribute to the success of our work and the impact on the society
- a good international network that can be accessed for necessary information/support

- high capacities and potential for involvement in various international funding calls and collaboration with diverse organizations across the globe (we see this as an opportunity, too)
- access to different perspectives from across different EU regions (can be used for the benefits of attaining innovative solutions and/or better tailored social impact)

4. SHARED VALUES AND VISION

- have a shared understanding about the digital potential for outreach and social engagement
- despite being in different countries, have an agreement that social inclusion is the key for the social market economy
- we embody the value of exchange (and understand the necessity of external feedback)

5. EXPERTISE (leverage of it)

- our advantage over other sectors (and even some other organizations) is the well-developed methodology within formal and non-formal education fields among diverse audiences
- (inter)modularity of our all expertise and offers and ability to be flexible depending on the needs and requests
- There are particular fields of expertise that can be merged for a common benefit. ACV: leveraging of private sector expertise , PES: research capabilities and accreditations, SIC: social innovation/impact and training

6. PROFESSIONAL EXPERIENCE

- success story: ACV has been able to involve more than 100 people within the different incubation processes
- well established internal structure and operational processes
- extensive experience in (multi-national) project design, consultancy and EU programs, social entrepreneurship

The number of these indicated elements proves the strength of the organizations and its competencies, and is adapted to the needs resulting from the conditions and scope of activities carried out.

Among the common weaknesses identified during the SWOT analysis can be distinguished:

1. FINANCES (funding area)

- heavy dependency on the external funding sources ACV + SIC
- constant need to look for new possibilities/programs/sources for funding
- no funding for permanent staff

2. INTERNAL PROCESSES

- PES: bureaucracy and complicated internal processes
- SIC: no unified databases and not enough team building etc. activities to create a more efficient working environment
- often changing employees (project-based employment instead of long-term employment)
- low innovation capacity because of the small size of the team involved in carrying out the activities

3. RELATIONS WITH THE ENVIRONMENT

- not enough long-term collaboration within the socio-economic environment (private sector and government institutions) to increase competitiveness among other NGOs and emphasize the social impact

4. COMMUNICATION

INTERNAL

- varying procedures and practices that require communicating among countries slow down and complicate even simple tasks

EXTERNAL

- target audiences could be reached more efficiently (a more extensive and strategic approach is necessary)

5. HUMAN RESOURCES

- limitations in human resources (small teams, problems with engaging new ones, etc.)

6. EXTERNAL WEAKNESSES

- the work in these three NGOs is highly dependent on travel and the internet. The most visible example of this weakness is highlighted by Covid-19: events in person can't take place (travel restrictions that complicate workflow) OR we have to get digitalized (necessity for quality online work methods is underlined)

Internal weaknesses result mainly from the scale effect and are related to the size of the organization and the possibilities of further development.

These effects mainly concern possible, present and adopted internal solutions in the functioning and work of the organization.

They cannot be solved internationally by means of a project, but once audited, they constitute an excellent basis and an impulse for internal changes.

Among the three analyzed organizations one can distinguish the following potential development opportunities:

1. SCALABILITY POTENTIAL

- new financial channels (new programs/ grant schemes etc.)
- leverage and combination of the network of each singular partner
- flexibility to diversify (e.g. consultancy services for innovation and others)
- spin-off creation and cross-sectoral collaborations as a potential of growth

2. INNOVATION

- feedback and collaboration with other/new partners for tweaking our methodologies and the scope of our work
- policy recommendations as a result of virtuous feedback loop

3. TRANSFER OF KNOWLEDGE AND EXPERTISE and good practices

- more collaborations/new projects/ innovative concepts
- using each other's network benefits for improvements
- (strength) agile methodology employment for social inclusion challenges
- creating international digital solutions for collaborations (bank of ideas etc.)

4. BROADENING THE IMPACT/ WORKING SCOPE

5. DIGITALIZATION

The main common element constituting the strength and opportunities for further development of the organization is their high degree of flexibility and the use of modern solutions as well as the will to apply them and in practice (digitization, innovation)

Threats that could reach each of organization include, but are not limited to:

1. **PANDEMIC RESTRICTIONS and HEALTH CONCERNS (the pandemic situations)**
2. **FUNDING**
3. **INTERNET ACCESS OF THE BENEFICIARIES**
4. **CHANGES IN EMPLOYMENT** (that create changes in the project planning itself)
5. **CHANGES IN LEGISLATION** (influencing the administration and technical implementation of project activities)
6. **CHANGES IN MAJOR PROJECT FUNDING PROGRAMS/SCHEMES**

Mostly these are elements that are difficult to define at this stage. The most important threat are negative changes in the external environment of the organization and the related consequences. They cannot be fully eliminated, but such a joint diagnosis as carried out in the Level UP project and looking at future threats from the point of view of organizations from different sectors and countries allows for a change of optics and reduction of the associated potential risks.