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REPORT ON TEST IMPLEMENTATION OF THE TRAINING

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The Social Innovation Brokers Project is co-funded by the EEA Grants (Project Nr. EOG/21/K3/W/0042) with 181.060 Euro from 01.02.2022 to 31.01.2024.

The Social Innovation Brokers (BIS) project presents a pilot version of a vocational training for Social Innovation Brokers, the first in Poland and in Central and Eastern Europe (CEE).

The benefit of the project is the creation of a support, development and dissemination mechanism for social innovations and social dialogue at the local and regional level.

The Transfer of Knowledge project is initiated by the Linking Foundation in Krakow, Poland and realized in partnership with ECWT - The European Centre for Women and Technology with Secretariat in Oslo, Norway.

The content of this publication is the sole responsibility of the Authors and the Project Partners and can in no way be taken to reflect the views of the EEA Grants Funding organizations.

Implemented by:

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1. Introduction

● About the Project

Social Innovation Brokers is a project created based on collaboration between the Linking Foundation in Krakow, Poland and the European Centre for Women and Technology, with Secretariat in Oslo, Norway.

The aim of the Social Innovation Brokers project is to develop, and pilot based on a Transfer of Knowledge approach an innovative training for Social Innovation Brokers – the bridge builders, who connect innovators with stakeholders and help them bring their ideas to life.

Linking Foundation is passionate about ´Supporting Local Ties´, training and motivating people in various non-profit projects dedicated to women and youths, especially involving business Digital Transformation, e-commerce and marketing.

European Centre for Women and Technology

ECWT is the leading European Platform for women in Digital Transfor-mation, for safeguarding the gender dimension and DEIS (diversity, equity, inclusion and sustainability) and for measurably and signifi-cantly increasing the number of

girls and women in STEM careers, in education, workforce, entrepreneurship and leadership.

Linking Foundation and the European Centre for Women and Technology have come together to find common solution in their first joint project IntegrART for empowering and integrating migrant communities through Digital Creativity and their success in creating a growing Community of Practice around the agenda during 2021-2023 has quickly led to synergies and spinoffs.

In 2022, a few months before the outbreak of the war on Ukraine Linking Foundation and ECWT formulated the need for making joint actions towards developing a totally new type of Social Innovation Brokers Training. The political development after the 24th February 2022 has given special impetus to speeding up their work to find the most efficient and effective solutions to the social challenges of the exponentially growing number of refugees in the Malopolska region and in Poland in general.

● **Our target group**

Social innovations are defined by the European Commission, OECD and the Polish National Centre for Research & Development as innovative solutions that have a predefined social objective, are used to meet specific social needs, lead to the development and strengthening of civic society, and are based on

cross-sectoral and inter-area cooperation between actors, thereby also changing social relations. Realizing the potential of social innovation and social entrepreneurship in tackling pressing societal challenges, since 2013 the European Commission has been intensively working to promote social innovation as a source of growth and job creation.

Social Innovation Brokerage as defined by NESTA, the leading global expert organization on Social Innovation, is the activity of connecting ideas, people, organizations, and communities to enable and support the innovation process.

A broker is essentially a mediator between parties often found in the finance and banking industries. In these industries, they usually liaise between buyers and sellers of various kinds of goods and services like investments, real estate, and insurance. Essentially, they listen to the needs of their customers and try to connect them with the right services, goods, or people that are required to fulfill their needs.

An innovation broker connects ideas, people, organizations, and communities to enable and support the innovation process. They are the bridge builders that try to connect every question with an answer. This is hard to achieve since it requires deep knowledge and understan-ding of many things together with good connections in the field.

● Overview of the Social Innovation Brokers Training

Purpose of the Training is to train Social Innovation Brokers who operate as Sancho Panzas with 21st century skills with

✔ critical and design thinking and problem solving,

✔ collaboration and ecosystem building,

✔ curiosity and imagination,

✔ accessing and analyzing information,

✔ communication and digital skills and

✔ social entrepreneurial and innovator competences.

Framework Conditions & Target Groups:

The training is provided as VET education for women and men, local government employees, people with a passion and big dream looking for a support system and mentor and committed to building a growing community of ecosystem players.

The training is addressed to representatives of social and non-governmental organizations, municipalities, counties, and cities – people looking for effective

methods of implementing social innovations and cooperation with local communities.

The training is for people who have already participated in social projects or intend to do so in the future.

Methodology: The Social Innovation Brokers Training builds on a thorough human centered design thinking approach.

Our Social Innovation Brokers Training is rooted in Twenty-first century learning, which regards learning as the accumulation of knowledge, work habits and soft skills, including digital literacy, critical thinking and problem-solving, that will help students / trainees lead successful careers in their environment. This mode of learning accounts for a(n increasingly) digital learning landscape, where students / trainees depend on accessing information via the internet and relying on virtual classrooms (plenary sessions and break-out group interaction) for content delivery.

The present training course aims to provide participants with concepts, theories and tools that are crucial to understanding why and under which circumstances social innovation initiatives succeed or fail.

The Social Innovation Brokers Training consists of 100 hours training of which:

- 25 hours of presentations;

- 25 hours of workshops (break-out groups) and exercises and

- 50 hours piloting and field work

The training workshops help participants understand the innovation dynamics and the theory of social innovation.

Lecturers:

- **Eva Fabry** – Director of the European Center for Women and Technology (ECWT, Norway)

- **Stanislaw Iwan** – Specialized in IT, digital business transformation, e-commerce and marketing

- **Katarzyna Pilch** – Manager of international social innovation projects for Linking Foundation

- **Stanislaw Alwasiak** – Practitioner and manager of social innovation projects in Poland

- **Dimitris Raftopoulos** – Social innovator, Manager of international social projects for ECWT

- **Nyonga Rugumayo Amundsen** – Chairperson of the Norwegian Polytechnic Society Millennium Group

- **Guest speakers**

All sessions are recorded and the script of the sessions is available for documentation and for evaluation and quality improvements.

Participants of the Social Innovation Brokers training have access to the Social Innovation Brokers Community for continuous support and this Community is supported by a Mentoring Community.

To receive the certificate, participants need to attend 80% of the sessions and complete two Knowledge Tests.

MODULE 1 **Introduction to Social Innovation Brokers Training**	**Session 1.1 Selecting Sancho Panzas with 21st century skills** Tool 01: Key concepts of Social Innovation Tool 02: Why Train the Trainers in Malopolska Region?
MODULE 2 **Team Building and Individual Commitments**	**Session 2.1 Getting Started** Tool 03: Introduction of Participants Tool 04: Building a Social Innovation Brokers Community Tool 05: Ice-Breakers & Team Building
MODULE 3 **The Social Innovation Brokering Process**	**Session 3.1 The 4 key stages of doing social innovation** Tool 06: Ideanation: Understanding needs and identifying potential solutions Tool 07: Developing, prototyping and piloting ideas Tool 08: Monitoring - Sustaining -Scaling up Tool 09: Learning and evolving until a systemic change
Module 4 **Success Factors of Social Innovation Brokerage**	**Session 4.1 The necessary skills set of Social Innovation Brokers** Tool 10: Knowledge in the specific field Tool 11: Human centered design thinking approach Tool 12: Project management and delivery Tool 13: Communicating the project - Reporting on Impact **Session 4.2 Creating Social Entrepreneurship** Tool 14: Social entrepreneurship mindset & skills of a social entrepreneur Tool 15: How to set up a social enterprise? Tool 16: Legal framework: in the EU and on a national level Tool 17: Visualizing different business models & The Business Model Canvas Tool 18: Social Enterprise Marketing Tool 19: Scaling your idea, alternative financing, raising impact investment capital Tool 20: Design, writing and implementation of a Business Plan Tool 21: Social innovation camp for empowering young social entrepreneurs Tool 22: Pushing the industry - Focus on social impact oriented project planning **Session 4.3 Enabling conditions for Social Innovation** Tool 23: Building alliances & creating ecosystems the Quadruple Helix model Tool 24: Networks and Community Building
Modul 5 **Looking back to Move Forward**	**Session 5.1 Training Evaluation** Tool 25: Focus Groups

The expected results of the Social Innovation Brokers training are:

- Identifying with the core social innovation definitions and process
- Familiarity with the enabling conditions for Social Innovation and experiences with the Social Innovation Brokering processes
- Acquiring the necessary skills sets of Social Innovation Brokers
- Success Factors and pitfalls of Social Innovation Brokerage
- Learning how to create and run social entrepreneurships
- Developing enabling conditions for Social Innovations
- Looking back to move forward – Training Evaluation.

Between 11.02.2023 and 27.05.2023 we ran a test implementation of the training. This report describes this test implementation and draws conclusions for future trainings.

● Purpose of the Report

The purpose of this report is to provide a comprehensive assessment of the test implementation of the Social Innovation Brokers (BIS) training under the co-funded Social Innovation Brokers Project (Project Nr. EOG/21/K3/W/0042) by the EEA Grants.

The primary objectives of this report are as follows:

- **Evaluation of the Training Curriculum**

The report seeks to evaluate the effectiveness and relevance of the Social Innovation Brokers training curriculum. It will delve into the topics covered, the alignment of content with the objectives of the project, and the overall suitability of the training material.

- **Assessment of Training Delivery Methods**

    An essential aspect of the report is to assess the training delivery methods used during the test implementation. This includes an examination of the sessions and practical exercises. The report aims to identify the strengths and weaknesses of the methods used and their impact on participant learning.

- **Measurement of Participant Engagement and Satisfaction**

    The report will gauge participant engagement and satisfaction with the training program. It will explore the level of interest and active involvement demonstrated by the trainees during the test implementation. Additionally, the report will analyze participant feedback to understand their perceptions of the training's effectiveness and relevance.

- **Identification of Potential Improvements**

    One of the essential purposes of this report is to identify potential areas for improvement in the Social Innovation Brokers training. This includes suggestions for refining the curriculum, optimizing training delivery methods, or enhancing participant support mechanisms.

The scope of this report is limited to the test implementation of the Social Innovation Brokers training, which represents the pilot version of a vocational training for Social Innovation Brokers. The report will focus on the specific period between the training's initiation on **11.02.2023** and the conclusion of the test implementation on **27.05.2023**.

The Social Innovation Brokers Project holds significant importance as the first initiative of its kind in Poland and Central and Eastern Europe (CEE). The successful implementation of the training can create a support, development, and dissemination mechanism for social innovations and social dialogue at the local and regional levels. This report's findings will be crucial for project stakeholders, including the funding organization, project partners, and policymakers, as it will inform them about the training's efficacy and potential impact on empowering local communities and fostering social innovation.

The report is organized into several chapters, each addressing specific aspects of the test implementation of the Social Innovation Brokers training. Chapter 1 (the current chapter) provides an introduction to the purpose, objectives, scope, and significance of the report. Subsequent chapters will delve into the methodology, findings, impact, lessons learned, and recommendations based on the test implementation results.

Overall, this report endeavors to present a comprehensive and insightful evaluation of the Social Innovation Brokers training pilot version, contributing valuable insights for future iterations and scalability of the program.

2. Test Implementation of the Training

● Description of the Pilot Test

The pilot test aimed to assess the effectiveness and feasibility of the training curriculum, as well as the suitability of the delivery methods in the context of the project's objectives.

The pilot test of the Social Innovation Brokers training took place over a defined period, from 11.02.2023 and 27.05.2023. Within this timeframe, participants engaged in a comprehensive and intensive training program aimed at equipping them with unique skills, knowledge, and tools necessary to become effective Social Innovation Brokers and building a network of contacts. Led by specialists and practitioners with international project experience, it consisted of **100 hours** of practical lectures, workshops and project work. During the training, participants verified their innovative ideas and worked on implementing them.

To learn more about the schedule of the training and the discussed topics, refer to *Appendix B.*

The training curriculum was thoughtfully designed to encompass a wide range of relevant topics, providing participants with a holistic understanding of social innovation and its practical application. The core of the training comprised **lectures and workshops** that imparted essential knowledge and practical tools

to the participants. These sessions were structured to cover key aspects of social innovation, including its conceptual framework, identification of societal challenges, development of innovative solutions, and strategies for implementing and scaling up successful projects. To accommodate the participants' diverse schedules, the training included **online meetings** that were held on Saturdays and during the week in the evenings. This approach allowed for greater flexibility, enabling participants to engage in the training without major disruptions to their professional or personal commitments. **Conducted in English**, the training aimed to foster cross-cultural communication and enhance participants' proficiency in the language. This linguistic aspect enabled trainees to access a broader range of international resources and collaborate with professionals beyond the local context.

Beyond acquiring skills and knowledge, the training seeks to empower participants to formulate concrete ideas and support them in transforming these ideas into reality. To do so, a crucial element of the pilot version was the emphasis on **group work**. As part of the training, we have split the participants into 5 thematic groups, based on their interests.

The five groups were:

Development, Cooperation and Crisis Response to the War in Ukraine	Stanislaw Alwasiak
Social integration, Diversity & Inclusion	Stanislaw Alwasiak

Vocational training, Cooperation & Partnerships	Stanislaw Alwasiak
Youth Empowerment and Women Innovation & Entrepreneurship	Anna Somorowska
The Green Side of Social Innovations	Krzysztof Wozniak

The participants collaborated in these groups during practical exercises as part of the lectures and workshops, as well as during the mentoring sessions provided as part of the training. To elaborate, the Social Innovation Brokers Training was complemented by a Social Innovation Brokers´ **Mentoring Program** provided in five thematic groups, two hours per group per week.

Participants, with help from the mentors, collaborated in teams, collectively working on projects that allowed them to apply the knowledge gained during lectures and workshops. In their groups, they had to come up with project ideas and develop them. The mentoring process created a supportive environment for participants to validate and strengthen their ideas. Mentors provided valuable feedback, guidance, and insights based on their own experiences, enabling participants to critically assess the feasibility and potential impact of their concepts. Within the mentoring groups, participants were encouraged to collaborate and share their perspectives, leveraging the collective expertise to further develop their ideas. This hands-on approach fostered teamwork, creativity, and problem-solving skills.

A few words about the mentors, which worked with us during the test phase of the project. **Stanislaw Alwasiak** is a social innovator and project management senior advisor at Foundation Ignatianum and Malopolska School of Public Administration (KUE). Stanislaw is also Social Innovation Brokers – Founder.

Anna Somorowska is Vice President of Women's Entrepreneurship Foundation. Anna has a long track record of management experience both in business (commercial law entities, investment funds) and in non-governmental organizations, EU projects with government institutions and local governments, R&D and implementation of international projects. **Krzysztof Wozniak** is Vice - President of Polish Climate Forum. Participants also had access to individual mentoring, which will be provided by Eva Fabry, Director of the European Centre for Women and Technology.

Beyond the training sessions, participants had the opportunity to build a valuable network of contacts, a vital asset for aspiring Social Innovation Brokers. As part of the networking component, participants were invited to attend the **"Social Innovation Brokers" Conference** held in Krakow on 29th and 30th March 2023. The conference provided a platform to interact with experts and practitioners in the field, exchange ideas, and gain insights from successful social innovation projects. To learn more about the conference, visit https://socialinnovationbrokers.eu/conference/.

As a testament to the training's commitment to idea implementation, one representative from each of the five mentoring groups was given a remarkable opportunity. These representatives were selected to present the group's idea, which they had developed and refined during the mentoring sessions, at the prestigious **2023 Oslo Innovation Week.** The selected participants will have the chance to participate in a pitching session, where they will showcase their innovative ideas before a diverse audience of experts, potential partners, investors, and stakeholders. This platform will provide participants with exposure to a broader network and potential support for turning their ideas into impactful projects.

The opportunity for participants to present their group ideas at the 2023 Oslo Innovation Week underscores the core purpose of the Social Innovation Brokers training. Beyond providing participants with skills and knowledge, the training actively encourages them to think innovatively, develop concrete ideas, and receive support in transforming these ideas into impactful initiatives.

● **About the Participants**

The process of selecting participants for the pilot test was carried out with careful consideration to ensure a diverse and representative group. The Linking Foundation in Krakow, Poland, and its project partners collaborated in identifying potential candidates who met specific criteria. These criteria

included individuals who exhibited a strong interest in social innovation, social dialogue, and community development, and those with prior experience or knowledge in related fields.

A call for applications was distributed through various channels, including social media platforms, local community networks, and professional organizations. We have also used a website called https://ngo.pl/ to recruit the participants.

Prospective participants were required to submit a survey application, expressing their motivation to attend the Social Innovation Brokers training and outlining their relevant experiences and expertise. To learn more about the application survey, see *Appendix A*.

 The project team reviewed the applications and conducted interviews with shortlisted candidates to finalize the participant selection. The team evaluated the candidates based on their alignment with the selection criteria, including their interest in social innovation, social dialogue, and community development, as well as their prior experiences and knowledge in relevant fields.

From almost 100 applicants, we have shortlisted 77 candidates. This number exceeded the initially aimed 50 participants, ensuring a robust and diverse cohort for the pilot test. 72 participants have started the training - 53 were women and 19 were men. To receive a certificate of completion, participants

were required to attend a minimum of 80% of the training sessions and successfully complete two Knowledge Tests. Out of the 72 participants, 28 individuals met these criteria and were awarded the certificate of completion for the Social Innovation Brokers training program.

To gain insight into the project participants and learn more about their backgrounds, interests, and aspirations, we have prepared a dedicated document titled "Meet the Participants - BIS Training 2023". This document offers a comprehensive profile of each participant, providing valuable information about the diverse group of individuals engaged in the pilot test. To access the document, please visit:

https://socialinnovationbrokers.eu/wp-content/uploads/2023/03/Meet-the-Participants-BIS-Training-2023-3.pdf

To learn more about the Terms and Conditions of Participation in the Training, see *Appendix C*. To see the emplate of the Certificate of Completion, refer to *Appendix D*.

● Data Collection Methods

To ensure a comprehensive evaluation of the pilot test's outcomes and gather valuable feedback from participants, a combination of data collection methods was employed. These methods aimed to capture various perspectives,

insights, and experiences of the participants during the Social Innovation Brokers (BIS) training program.

Throughout the training period, participants were given **evaluation surveys** as part of the two knowledge tests they completed. These surveys served as a means to assess participants' understanding of the training content and their progress over time. Additionally, an additional evaluation survey was conducted at the end of the training to gather comprehensive feedback on the overall training experience. The surveys were designed to gather both quantitative and qualitative data, allowing participants to express their opinions, suggestions, and areas of improvement. To see the survey questions, refer to *Appendix E.*

In additional to survey responses, we organized a focus group discussion to foster open dialogue among participants and encourage collective sharing of perspectives. Focus group provided a unique opportunity for participants to reflect on their training experience, exchange ideas, and provide in-depth feedback on specific aspects of the program. The use of focus group offered a dynamic and interactive environment, enabling participants to build upon one another's insights and generate rich and meaningful data. The discussion was guided by a semi-structured format, allowing participants to express their views freely while ensuring relevant topics were explored. To access the list of questions used in the focus group discussions, please refer to *Appendix F.*

Throughout the data collection process, ethical considerations were paramount. Participants were informed about the purpose of data collection, the use of the information, and their right to confidentiality.

● Data Analysis

Data analysis played a crucial role in deriving meaningful insights and drawing conclusions from the diverse sources of information collected during the evaluation of the pilot test for the Social Innovation Brokers (BIS) training program. The analysis process involved a rigorous examination of quantitative and qualitative data obtained through surveys and focus group. The overarching goal was to gain a comprehensive understanding of the training's effectiveness, participant experiences, and areas for improvement.

Quantitative data obtained from the surveys provided valuable information in a structured and numerical format. The data were analyzed using statistical methods to quantify participants' feedback and perceptions. Qualitative data from open-ended survey responses and focus group discussion provided rich and nuanced insights into participants' experiences, perceptions, and suggestions. The qualitative data analysis involved a process of coding and thematic analysis. Transcriptions of focus group discussions and interviews were carefully reviewed to identify recurring themes, common patterns, and significant narratives. The qualitative data analysis enabled a deeper

exploration of participants' perspectives. It provided valuable narratives that complemented the quantitative findings, painting a comprehensive picture of the training's impact.

Triangulation was employed as a robust validation strategy to ensure the reliability and credibility of the findings. Triangulation involved cross-verifying data from multiple sources to establish consistency and convergence of results. The integration of quantitative and qualitative data helped to corroborate key insights, increasing the confidence in the research findings.

While the data analysis provided valuable insights, it is essential to acknowledge certain limitations. Not all of the participants,which have registered for the training participated in the data gathering. The sample size, though representative, may not fully capture the diversity of perspectives and experiences of all participants. Additionally, the data analysis is subject to potential biases arising from participant self-reporting and the interpretation of responses by the research team.

Nevertheless, data gathering and analysis played a pivotal role in understanding the successes and challenges of the pilot test for the Social Innovation Brokers training program. The combination of quantitative and qualitative data offered a comprehensive evaluation of the training's effectiveness and the experiences of the participants. The insights gained from

the data analysis provide valuable guidance for the future iterations of the training program, strengthening its potential to empower individuals as effective Social Innovation Brokers.

3. Findings

- ## Test 1 Evaluation Survey

The TEST 1 Evaluation Survey served as a tool to assess participants' learning experiences and gather their feedback on various aspects of the Social Innovation Brokers training program. The survey included questions related to the content of the training, the delivery of the program, the usefulness of materials and breakout room sessions, as well as overall learning experiences. Participants were also asked about their favorite parts of the training and given the opportunity to suggest improvements for the course. To see the full list of the questions, refer to Appendix G. The test was distributed on March 10th, 2023. Completing the test was one of the conditions to receive the Certificate of Completion after the course.

The average ratings for the learning experience were notably high, indicating participants' positive perception of the training. The content of the training received an average rating of 4.44, and the delivery of the training received an even higher average rating of 4.51. These ratings suggest that participants found the training materials and delivery methods to be effective and engaging, contributing to a favorable learning experience. Participants expressed satisfaction with the materials provided, with an average rating of 4.49. This

suggests that the materials offered valuable resources to support their learning journey. Similarly, the breakout room sessions were regarded as useful, receiving an average rating of 4.38. These sessions likely facilitated interactive discussions and collaborative learning experiences among participants. The participants' overall learning experience was highly rated, with an average rating of 4.33. This indicates that participants found the training program to be beneficial and impactful in enhancing their knowledge and skills related to social innovation and social dialogue.

The survey included an open-ended question asking participants about their favorite part of the training thus far. The responses revealed a diverse range of aspects that resonated with the participants. Among the most frequently mentioned favorites were:

- The Human-Centered Design Thinking approach, which received multiple mentions for its emphasis on empathy and understanding the needs and perspectives of the community.
- Working on group projects, as it provided participants with practical opportunities to apply their learning and collaborate with peers.
- The mentoring sessions, particularly highlighting the value of one-on-one guidance and support from experienced mentors.
- Specific lectures and workshops on topics such as Design Thinking, Social Entrepreneurship, and Project Management, which were highly regarded for their relevance and depth of coverage.

At the end of the survey, participants were given the opportunity to provide suggestions for making the course better. Their valuable feedback provided insights for enhancing the training program and addressing potential areas of improvement. Common suggestions included:

- Offering more examples and case studies on each topic to illustrate concepts effectively and enhance participants' understanding.
- Increasing the number of breakout room sessions and group activities to promote further interaction, collaboration, and peer learning.
- Providing more information about grants and their application processes to equip participants with essential knowledge for their future projects.
- Considering the feasibility of incorporating face-to-face meetings to foster enhanced communication and networking opportunities, while recognizing the potential challenges associated with logistics.

The data analysis of the TEST 1 Evaluation Survey highlighted the overall positive learning experiences of participants in the Social Innovation Brokers training program. The high ratings for content, delivery, materials, and breakout room sessions underscored the effectiveness of the training in achieving its objectives. The participants' favorite parts and suggestions for improvement provided valuable feedback to further enhance the training program. In the next chapters, these and other insights will serve as a foundation for refining the

training curriculum and delivery methods, ensuring continued success in empowering Social Innovation Brokers in their endeavors.

● Test 2 Evaluation Survey

The TEST 2 Evaluation Survey aimed to assess participants' learning experiences and gather feedback on the content, delivery, materials, breakout room and mentoring sessions, and overall learning experience of the Social Innovation Brokers (BIS) training program. To see the full list of the questions, refer to Appendix G. The test was distributed on May 7th, 2023. Completing the test was one of the conditions to receive the Certificate of Completion after the course.

Participants were asked to rate their learning experience during the training program. The average ratings for the content of the training, delivery of the program, materials provided, breakout room sessions, mentoring sessions, and overall learning experience were notably high. The average ratings were 4.65, 4.52, 4.68, 4.45, 4.45, and 4.48, respectively, on a scale of 1 to 5. These high ratings indicate that participants had a positive and rewarding learning experience, finding value in the content, delivery methods, materials, and support mechanisms provided throughout the training.

Participants were invited to share their favorite parts of the training. The responses revealed a diverse range of aspects that resonated with the participants. Some of the most commonly mentioned favorites included the breakout room sessions, mentoring sessions with Anna Somorowska, lectures and workshops on Design Thinking and Business Canvas, and participation in the conference in Krakow. Participants appreciated the practical and interactive elements of the training, such as group work, project development, and networking opportunities.

Participants were encouraged to provide suggestions to enhance the course further. The feedback offered valuable insights for refining and strengthening the training program. Common suggestions included:

- Sticking to the scheduled lectures and mentoring sessions to ensure consistent and comprehensive coverage of topics.
- Incorporating case scenario analysis and more specific examples related to different types of innovation and problem-solving.
- Enhancing the interactivity of presentations to make them more engaging and participatory.
- Increasing mentor involvement.
- Incorporating more practical exercises and classes to provide hands-on learning opportunities.

- Offering participants the option to work on their own innovation projects rather than only group projects to cater to individual interests and aspirations.

Participants were asked how they could be supported after completing the course. The responses highlighted the participants' enthusiasm to continue their engagement in social innovation projects and network with other participants. Suggestions for post-course support included regular meetings, networking opportunities, mentoring, providing information about future activities and projects, and facilitating ongoing communication with trainers and mentors. Participants expressed interest in further involvement and further training opportunities.

The data analysis of the TEST 2 Evaluation Survey demonstrated the participants' positive learning experiences and high satisfaction with the Social Innovation Brokers training program. The favorable ratings for the content, delivery, materials, breakout room sessions, and mentoring underscored the program's effectiveness in fulfilling its objectives. The participants' favorite aspects of the training highlighted the practical and interactive elements that contributed to their positive experiences. Moreover, the participants' suggestions provided valuable feedback for continuous improvement and development of the training program. The participants' interest in post-course support and ongoing involvement indicates the impact and lasting significance of the training

program in nurturing a network of capable Social Innovation Brokers ready to drive positive social change.

● Evaluation Survey after the Training

The After the Course Evaluation Survey aimed to gather comprehensive feedback from participants about their experience with the Social Innovation Broker Training and its various activities. The data collected from the survey provides valuable insights into participants' perceptions, satisfaction levels, and suggestions for improvement. This chapter delves deeper into the analysis of each survey question to understand the participants' perspectives more thoroughly. To see the full list of the questions, refer to Appendix E. The test was distributed on May 16th, 2023. Completing the survey was one of the conditions to receive the Certificate of Completion after the course.

The majority of participants (50%) reported hearing about the Social Innovation Broker Training through word-of-mouth from their colleagues, indicating a strong network effect and the power of personal recommendations in promoting the training program. Additionally, 43% of respondents cited the website "ngo.pl" as their source of information, emphasizing the importance of online platforms in reaching potential participants. The diverse sources of information reflect the

effectiveness of the organizers' marketing efforts and their ability to engage individuals from different professional backgrounds and organizations.

Participants were asked to rate various aspects of the training on a scale from 1 to 5. The average ratings reveal a generally positive impression of the training. Notably, the program received an average rating of 4.36, indicating that participants found the content and structure of the program to be well-designed and valuable. Moreover, the average rating of 4.43 for the quality of the presenters highlights the expertise and competence of the trainers and facilitators. The overall average rating of 4.21 demonstrates that the majority of participants had a favorable experience with the training, suggesting that it met or exceeded their expectations.

Participants provided valuable suggestions for enhancing the training program. One recurring theme was the need for clear information at the beginning of the training, outlining the goals and expected outcomes for participants. This indicates a desire for greater clarity and transparency in the program's objectives. Another common suggestion was to allocate more time for networking during the conference, acknowledging the importance of building connections and collaborations within the community. Moreover, participants emphasized the value of more practical exercises, real tasks, and case studies to reinforce learning and facilitate hands-on application of knowledge.

Participants expressed enthusiasm for continued engagement with the Social Innovation Broker Community over the next six months. Many participants expressed a desire for more individual work with mentors, focusing on their projects' development and implementation. The interest in live meetings and online interactions with experts reflects the participants' eagerness to continue learning and networking beyond the training program. Furthermore, the desire to actively participate in events and activities organized by the community demonstrates a strong commitment to contributing to and benefiting from the collective knowledge and resources within the community.

The majority of participants found the length of the training to be just right. However, a few respondents expressed that the training might have been too short to fully acquire the skills of a social innovation broker. This insight highlights the need to strike a balance between providing comprehensive training and accommodating participants' other commitments. Regarding the frequency of meetings and time slots, most participants were content with the arrangement, indicating that the organizers succeeded in finding a suitable schedule that catered to the majority of participants' preferences.

Participants found several thematic focuses valuable for their continued work, with Business Model Canvas, and Human-Centered Design Thinking being among the most appreciated topics. This suggests that participants found practical and innovative approaches to problem-solving and project

development to be highly relevant for their future work as social innovation brokers. The emphasis on social entrepreneurship as an essential aspect also reflects the participants' recognition of the significance of entrepreneurial practices in creating social impact and sustainability.

Many participants expressed satisfaction with the training's content, suggesting that it effectively covered essential topics. However, some participants expressed interest in more lectures about social economy in practice and cooperative group work for mutual and social good. This indicates a desire for deeper insights into the practical applications of social economy principles and collaborative approaches to addressing social challenges.

The survey revealed that a large proportion of participants believed that the training provided a good opportunity to practice their English skills. The presence of international trainers and English-speaking mentors likely contributed to this positive experience. Furthermore, involving mentors in the training was widely seen as a positive and beneficial idea, as they were perceived as a valuable source of support, guidance, and role modeling for participants' projects and career aspirations.

A significant majority of participants expressed satisfaction with the support received from mentors. However, some respondents mentioned issues with mentor availability and hoped for more guidance and involvement to enhance

their project implementation. This feedback underscores the importance of effective mentor engagement throughout the training program to ensure participants receive the necessary support to drive their projects forward.

Participants shared various insights, techniques, and experiences that they believed would stay with them after the training. Notably, the courage to ask questions, networking opportunities, design thinking methods, and project ideas were among the aspects that left a lasting impact on the participants. These enduring takeaways reflect the training's ability to inspire participants and equip them with practical skills and knowledge for their future endeavors as social innovation brokers.

An overwhelming majority of participants indicated their willingness to attend a new training from the same organizers and their intent to participate in the Social Innovation Brokers Krakow Conference 2024. This enthusiasm demonstrates the program's effectiveness in building a strong and engaged community of social innovation practitioners. The participants' interest in future engagements with the community and conference highlights the program's success in fostering long-term connections and sustained interest in social innovation.

To summarize, the After the Course Evaluation Survey data provides valuable insights into the participants' experiences and perceptions of the Social

Innovation Broker Training. The analysis of each survey question reveals positive feedback regarding the program's content, delivery, and mentorship. Moreover, participants' suggestions for improvement shed light on areas where the training can be enhanced to better meet their needs and expectations. The survey data underscores the program's effectiveness in inspiring and motivating participants to actively contribute to the Social Innovation Broker Community and further develop their skills as social innovation brokers. Overall, the survey results attest to the program's success in nurturing a community of social innovation practitioners committed to driving positive change in their respective domains.

● Focus Groups

In addition to the After the Course Evaluation Survey and the Test Evaluations, a focus group meeting was conducted with the course participants, to gather more in-depth and qualitative insights into their learning experiences and perceptions of the Social Innovation Broker Training. The focus group aimed to delve deeper into participants' responses to the survey questions and explore their thoughts, feelings, and experiences in a collaborative and interactive setting. The questions asked during the focus groups were similar to those in the Evaluation Survey, allowing for direct comparisons and cross-validation of the findings. To learn more, see attachment F.

During the focus group meeting, participants elaborated on their overall impressions of the training and the activities. They expressed satisfaction with the program's structure, content, and the competence of the presenters. Participants appreciated the engaging and interactive nature of the sessions, which allowed them to learn through hands-on experiences and practical exercises. They also praised the quality of the trainers and mentors, acknowledging their expertise and dedication in guiding them through the learning journey. They particularly highlighted the valuable sessions on Design Thinking, Social Media strategy, the Business Model Canvas, and Social Innovation practices. One participant commented, "The sessions on Design Thinking and the Business Model Canvas really broadened my perspective on approaching innovative projects."

Participants in the focus groups offered similar suggestions for improving the training program as those provided in the Evaluation Survey. They emphasized the importance of clear and transparent communication at the beginning of the training, outlining the program's goals, expectations, and learning outcomes. Additionally, they expressed a desire for more practical exercises, case studies, and real-world examples to reinforce their learning and help them better understand the application of social innovation principles. The need for increased networking opportunities and group collaboration, especially during the conference, was also reiterated.

During the focus groups, participants shared their plans and aspirations for the Social Innovation Broker Community in the next six months. They expressed eagerness to continue working on their projects and engaging with mentors for personalized guidance and support. Participants also highlighted their interest in attending future events organized by the community and collaborating with other members on innovative projects. These intentions align with the participants' responses in the Evaluation Survey, demonstrating a strong commitment to continued engagement and collaboration within the community.

Participants in the focus groups echoed the sentiments expressed in the Evaluation Survey regarding the length and frequency of the training. They appreciated the overall duration of the program, finding it appropriate for acquiring essential skills and knowledge. However, some participants mentioned that they would have appreciated an additional live integration meeting at the beginning of the training to build stronger connections with their fellow participants. This feedback further reinforces the importance of creating opportunities for networking and team-building at the start of the training.

During the focus groups, participants shared their reflections on the thematic focus areas that they found most valuable for their continued work. They expressed a strong appreciation for the Design Thinking and Business Model Canvas modules, which they found particularly relevant and applicable to their projects and initiatives. Moreover, the emphasis on social entrepreneurship and

human-centered design approaches was regarded as instrumental in shaping their perspective on social innovation and social impact.

In the focus groups, participants mentioned that they were generally satisfied with the training's content, as reflected in the Evaluation Survey. However, some participants expressed an interest in delving deeper into practical examples of implemented grant projects and more in-depth explorations of social economy practices. They also expressed a desire for a more in-depth exploration of the legal aspects of social economy, considering their existing work in this field. This insight further emphasizes the importance of incorporating real-world case studies and application-oriented content to enhance the training program.

Participants in the focus groups provided more nuanced feedback on their English practice during the training. While some felt it was a good opportunity to practice English, others expressed mixed feelings, stating that the majority of their interactions with other participants were in polish.

Participants emphasized the importance of mentors' involvement in the training but also mentioned the need for mentors to take their roles seriously to maximize the benefits for participants. Participants emphasized that the mentorship aspect significantly contributed to their learning experience and enabled them to navigate challenges and opportunities effectively. They appreciated the mentors' availability and active involvement in their project development process, however, they wished that some of the mentors were more involved

and committed to the process. They also expressed a desire for individual mentoring and personalized support for their innovation ideas and projects. They valued the experience of being part of a group and identified with their collaborative project, but also recognized the need for tailored guidance in their specific fields of interest. One participant said, "While I enjoyed being part of group 3 tremendously, and I identify with the project I cooperated on, it is not exactly my field of interest. Individual consultation and mentorship on my personal project would be extremely valuable."

Participants in the focus groups shared the same sentiments as expressed in the Evaluation Survey regarding the enduring impact of the training. They emphasized the lasting influence of design thinking methods, business model canvas, and the courage to ask questions. Additionally, the focus groups provided a platform for participants to elaborate on the impact of the conference in building networks, fostering connections, and gaining inspiration from practitioners and stakeholders. Participants reiterated their enthusiasm for utilizing the knowledge gained during the training in their current work and future projects. They emphasized that the training had not only enriched their skillset but also inspired them to embark on impactful social innovation initiatives. One participant affirmed, "I will definitely use the knowledge gained in my current work and treat it as inspiration for my future projects and endeavors."

When asked about the one thing that will stay with them after the event, participants shared diverse experiences and takeaways. Many mentioned the

Social Innovation Brokers Krakow Conference, highlighting the value of cooperation with group members during the training. One participant stated, "The conference and the engaging discussions with my group members have left a lasting impression on me. It was incredible to witness such passion and dedication from everyone involved."

Consistent with the Evaluation Survey responses, participants in the focus groups expressed enthusiasm for attending future training programs from the same organizers and actively participating in the Social Innovation Brokers Krakow Conference 2024. They viewed these opportunities as valuable for continued learning, networking, and collaborative projects within the social innovation community.

In conclusion, the focus groups added depth and context to the responses obtained from the Evaluation Survey, offering valuable insights into participants' learning experiences and aspirations within the Social Innovation Broker Training. The feedback collected through both quantitative and qualitative methods aligns, highlighting the training's effectiveness in nurturing a committed community of social innovation practitioners driven to make a positive difference in society. In the next chapter, we will summarize the lessons learned from the collected data and the pilot training overall and describe the ideas for the enhanced training delivery strategies for the future Social Innovation Brokers courses.

4. Lessons Learned

- ● **Successes and Achievements**

The Social Innovation Broker Training has empowered the participants with the knowledge, skills, and inspiration to drive positive social change in their respective domains. The successes and achievements of the training program are evident from the findings of the Test 1 Evaluation Survey, Test 2 Evaluation Survey, the After the Training Evaluation Survey and focus group.

The evaluation surveys and focus groups consistently revealed participants' positive perceptions of the training program. The high average ratings for content, delivery, materials, and overall learning experience indicate that participants found the program to be well-structured, engaging, and impactful. The inclusion of practical exercises, real-world examples, and interactive sessions contributed to positive learning experiences, ensuring that participants were actively involved in their learning journey.

Participants praised the thematic focus areas of the training, particularly Design Thinking, Business Model Canvas, and Social Innovation practices. These topics were deemed highly valuable for participants' continued work as social innovation brokers, aligning with their interests and aspirations to create meaningful and sustainable social impact. The emphasis on human-centered

approaches and social entrepreneurship underscored the training's relevance in shaping participants' perspectives on social innovation.

The training's focus on practical application was well-received by participants. Group projects, mentoring sessions, and the Social Innovation Brokers Krakow Conference provided opportunities for participants to apply their learning in real-world contexts. The focus groups highlighted the value of collaborative group work, allowing participants to leverage their diverse skills and experiences to address social challenges effectively.

Mentorship played a crucial role in the training program's success. Participants acknowledged the mentors' expertise, guidance, and support, attributing much of their learning and project development to the mentorship aspect. The mentoring sessions enabled participants to gain insights and refine their innovation ideas, contributing to the program's overall effectiveness.

The training program fostered a strong sense of community and collaboration among the participants. The focus on networking opportunities and group activities during the training, including breakout room sessions and the conference, facilitated meaningful connections and peer learning. Participants expressed their enthusiasm for continued engagement with the Social Innovation Broker Community, signaling the program's success in building a supportive and collaborative ecosystem.

The training program inspired participants to take on new challenges and embark on future projects. Participants expressed their intention to utilize the knowledge gained during the training in their current work and consider it as inspiration for their future initiatives. This indicates the training's impact in cultivating a mindset of continuous learning and driving social innovation beyond the course's duration.

In conclusion, the Social Innovation Broker Training has achieved notable successes in empowering participants to become effective and innovative agents of social change. The program's positive learning experiences, relevant content, practical application, impactful mentoring, and collaborative community-building efforts have contributed to its effectiveness. The dedication and commitment demonstrated by the participants and organizers alike have led to the establishment of a thriving community of Social Innovation Brokers ready to create a positive impact on society.

- **Impact and Benefits**

The Social Innovation Broker Training has had a profound impact on the participants, the Social Innovation Broker Community, and the broader landscape of social innovation. This chapter explores the far-reaching impact and tangible benefits of the training program, as evidenced by the findings of the evaluation surveys and focus groups.

Participants experienced skill development and knowledge enhancement throughout the training program. The diverse thematic focus areas (25 lectures on 25 relevant topics) equipped participants with practical tools and approaches to address complex social challenges. The mentoring sessions further enhanced participants' capabilities, guiding them in refining their innovation ideas and project implementation strategies. As a result, participants gained a deeper understanding of social innovation principles and acquired the skills necessary to lead impactful initiatives.

One of the most notable impacts of the training program is evident in the participants' social innovation projects. Through the collaborative group work, breakout room sessions, and mentoring support, participants were able to develop innovative and actionable projects that address real-world social issues. The projects showcased the participants' ability to apply the training's principles and methodologies to create meaningful solutions with potential for sustainable social impact.

The training program has been instrumental in building a strong and interconnected Social Innovation Broker Community. Participants appreciated the networking opportunities and collaborative activities that fostered a sense of belonging and camaraderie among the members. The Social Innovation Brokers Krakow Conference served as a platform for participants to connect with

like-minded individuals, practitioners, and stakeholders, further strengthening the community's foundation.

The training program has played a vital role in empowering participants as change agents in their respective fields. By equipping them with the knowledge, skills, and inspiration to drive social innovation, the program has cultivated a network of capable and motivated individuals committed to making a positive difference in society. The participants' enthusiasm to continue their engagement with the Social Innovation Broker Community and their intent to attend future events reflects their determination to drive meaningful change.

The training program has not only contributed to participants' personal growth but also their professional development. The acquired skills and knowledge have positioned participants as valuable assets in their organizations and communities, capable of spearheading social innovation projects and initiatives. Moreover, the program has expanded participants' horizons, encouraging them to explore new avenues for professional growth and social impact.

Perhaps the most significant impact of the Social Innovation Broker Training is its contribution to sustainable social impact. The program's emphasis on human-centered design thinking and social entrepreneurship has instilled in participants a mindset focused on creating solutions that are not only effective

but also sustainable and inclusive. As participants implement their social innovation projects, the potential for positive and lasting change in their communities becomes a tangible reality.

The training program has the potential to catalyze institutional and organizational transformation. As trained Social Innovation Brokers, participants are equipped to introduce innovative practices and approaches within their organizations, thereby promoting a culture of social innovation and impact-driven initiatives.

● Areas for Improvement

While the Social Innovation Broker Training has been met with overall positive feedback and yielded significant benefits, there are areas that can be improved to further enhance the program's effectiveness and impact.

Participants expressed a desire for _clearer communication at the beginning of the training_, outlining the program's objectives and expectations. Providing a detailed overview of the training's structure, learning outcomes, and deliverables will help participants better understand what to expect from the program, enabling them to engage more effectively and make the most of the learning opportunities.

Participants expressed a need for more practical case studies and examples to complement the theoretical content presented during the training. Real-world scenarios and implemented grant projects would provide participants with valuable insights into the application of social innovation principles and how innovative solutions have addressed various social challenges successfully.

While participants appreciated the mentorship aspect of the program, some expressed the desire for mentors to be more involved and committed to the process. Strengthening mentor engagement and ensuring consistent support throughout the training can enhance participants' project development process and provide valuable guidance in navigating challenges and opportunities.

Participants indicated that while they enjoyed working in groups, individual consultation and mentorship tailored to their specific innovation ideas and projects would be extremely valuable. Offering personalized guidance to participants based on their unique interests and aspirations can further empower them to drive meaningful change in their respective domains.

Participants highlighted the importance of networking opportunities and group collaboration, particularly during the conference. To strengthen the sense of community and foster lasting connections among participants, organizers can design more networking opportunities and facilitate sessions that promote peer learning.

While participants found the existing thematic focus areas valuable, introducing a broader range of topics and subjects can cater to diverse interests and professional backgrounds. Incorporating sessions on legal aspects of social economy and cooperative group work for mutual and social good can address specific interests and needs expressed by participants.

Some participants suggested offering more flexibility in scheduling to accommodate participants from different time zones and address scheduling conflicts. Providing recorded sessions or alternative timings for critical sessions can ensure that all participants can engage with the program effectively.

To further enhance participants' engagement and learning experience, the program, along with the group work on the projects, can include more interactive learning formats, such as group discussions, peer-to-peer learning activities, and hands-on exercises. These interactive elements foster active participation and application of knowledge, deepening participants' understanding of the training content.

The drop-out rate and attendance are important aspects to consider in evaluating the effectiveness and engagement of the Social Innovation Broker Training program. Throughout the course, organizers monitored participant attendance and noted the drop-out rate to assess the level of commitment and interest among the participants. While the majority of participants showed high

levels of engagement and dedication, there were drop-outs during the training. Factors contributing to drop-outs may include scheduling conflicts, unforeseen personal commitments, or a misalignment of participants' expectations with the program content. Providing flexible scheduling options and exploring ways to keep participants engaged throughout the training can help reduce drop-out rates and enhance the overall training experience.

While the program has been successful in the online format, participants mentioned the value of face-to-face meetings for building stronger connections and networking. Exploring opportunities for live integration meetings or in-person gatherings at some stage of the training can foster a more intimate and interactive learning environment.

In conclusion, the areas for improvement identified in the Social Innovation Broker Training feedback present valuable opportunities for enhancing the program's delivery and impact. By addressing these suggestions and incorporating participants' insights, the training can continue to evolve into a comprehensive and empowering experience for future participants.

● Refinements to the Training Curriculum

The Social Innovation Broker Training program has demonstrated considerable success in empowering participants with essential skills, knowledge, and

inspiration to become effective social innovation brokers. However, a comprehensive evaluation of the training data has provided valuable feedback for potential refinements to the training curriculum.

To address the participants' suggestions from both the evaluation surveys and focus groups, the training curriculum should incorporate *clear and transparent communication from the beginning*. Providing a detailed outline of the program's goals, expected outcomes, and a comprehensive schedule can set the right expectations for participants. This will enable them to better understand the training journey and align their objectives with the program's objectives.

Participants expressed a strong desire for *more practical exercises, real-world case studies, and examples of implemented grant projects*. To cater to this need, the training curriculum can be enriched with hands-on activities that encourage participants to apply their learning to real-world scenarios. Moreover, showcasing successful social innovation projects through case studies can provide valuable insights into effective problem-solving approaches and project implementation.

Both the evaluation surveys and focus groups highlighted the significance of *networking and collaboration* within the Social Innovation Broker Community. To facilitate more meaningful connections and collaboration, the training curriculum should include additional networking opportunities, team-building

activities, and group projects. These activities can foster a sense of camaraderie and collective responsibility among participants, encouraging them to engage actively within the community.

Participants expressed a high level of satisfaction with thematic areas such as Design Thinking, Business Model Canvas, and Social Entrepreneurship. To build on this success, the training curriculum can provide *more in-depth explorations of these topics*, delving into advanced concepts and real-life examples. Additionally, participants' interests in social economy practices and legal aspects of social economy should be addressed by incorporating specialized modules in the training program.

The mentorship aspect of the training received widespread appreciation from participants, but there were also suggestions for increased mentor involvement and more personalized support. To *refine the mentorship component,* the training curriculum can allocate more time for one-on-one mentor sessions and individual consultation. This will enable participants to receive tailored guidance and mentorship on their innovation ideas and projects, addressing their specific needs and interests.

To address drop-out rates and maintain high attendance levels, the training curriculum should offer flexible scheduling options to accommodate participants' various commitments. Providing a mix of live and recorded sessions

can allow participants to access content at their convenience, encouraging greater engagement throughout the training program.

Participants' feedback regarding English practice varied, with some finding it beneficial while others desired *more English interaction.* The training curriculum can include additional English-speaking sessions or live interactions with international trainers to offer diverse language practice opportunities and foster participants' confidence in communicating in English.

The participants' enthusiasm for continued engagement after the training suggests a need for *post-course support*. The training curriculum can include ongoing mentorship, regular networking events, and access to resources and information about future activities and projects within the Social Innovation Broker Community. This support will ensure that participants continue to benefit from the training's impact and maintain their dedication to social innovation initiatives.

By integrating these refinements into the training curriculum, the Social Innovation Broker Training program can further enhance its effectiveness and create a more immersive and impactful learning experience for participants.

● Enhanced Training Delivery Strategies

The success of the Social Innovation Broker Training program is contingent on continually refining and evolving the training delivery strategies. Leveraging the valuable insights gained from the evaluation surveys, focus groups, and attendance data, this chapter outlines enhanced training delivery strategies to optimize the learning experience and empower participants to become effective social innovation brokers.

To accommodate participants' diverse learning preferences and schedules, adopting a **blended learning approach** can prove highly effective. Combining live sessions with recorded content allows participants to access materials at their convenience while still benefiting from real-time interactions with trainers and mentors. Additionally, incorporating asynchronous discussions and online forums fosters active participation, knowledge-sharing, and community engagement.

Enhancing the training curriculum with **action-oriented learning experiences** will provide participants with practical skills and hands-on application opportunities. The integration of real-world case studies, simulations, and group projects encourages participants to apply their learning to solve actual social challenges, instilling a sense of confidence and competence in their abilities as social innovation brokers.

Expanding and formalizing the mentorship program will maximize participants' engagement and support throughout the training journey. Along with the group work, giving an opportunity to organize one-on-one sessions will enable tailored guidance and personalized support for innovation ideas and projects. Additionally, mentors can play a pivotal role in facilitating networking opportunities and connecting participants to relevant stakeholders within the social innovation ecosystem.

Enriching the training experience with **guest speakers and industry experts** can offer diverse perspectives and insights. Inviting practitioners, successful social entrepreneurs, and professionals from relevant industries can provide participants with real-life success stories, practical advice, and valuable connections. Guest speakers can also conduct specialized workshops on specific topics, further enhancing the breadth and depth of the training curriculum.

Organizing dedicated **networking events** and conferences will foster a sense of community among participants and alumni of the Social Innovation Broker Training program. These events provide a platform for collaboration, knowledge exchange, and the opportunity to showcase participants' projects and initiatives. Regularly scheduled conferences can serve as anchor events for the community, strengthening its bond and promoting sustained engagement.

Building an **alumni network** and providing ongoing support to past participants will ensure the program's long-term impact. Engaging alumni in mentorship roles, organizing alumni-exclusive events, and offering continuous learning opportunities will create a sense of belonging and encourage past participants to remain actively involved in the community's growth and development.

Establishing a **comprehensive impact assessment mechanism** will enable continuous improvement and refinement of the training program. Collecting feedback from participants, mentors, and other stakeholders at *regular intervals* can provide valuable insights into the program's effectiveness and areas for improvement. Implementing feedback loops ensures that the training curriculum remains responsive to participants' evolving needs and the changing landscape of social innovation.

Forging **strategic partnerships with organizations, institutions, and policymakers** in the social innovation sector can broaden the training program's reach and influence. Collaborating with industry leaders and stakeholders allows for the integration of cutting-edge practices, access to additional resources, and opportunities for cross-sectoral initiatives. Strategic partnerships also enhance the program's credibility and attract a diverse pool of participants.

By incorporating these enhanced training delivery strategies, the Social Innovation Broker Training program can strengthen its impact, foster a vibrant

and engaged community of social innovation brokers, and drive meaningful change in society. The continuous evolution and improvement of the training curriculum and delivery methods will ensure that participants receive the knowledge, skills, and support necessary to thrive as effective agents of social innovation. As the program continues to adapt and grow, it will empower a generation of changemakers committed to creating a positive and sustainable impact on the world.

● Potential for Scaling Up the Training Program

The success and impact of the Social Innovation Broker Training program have laid a strong foundation for its potential to scale up and reach a broader audience of aspiring social innovation practitioners. As the demand for social innovation solutions continues to grow, scaling up the training program can significantly amplify its reach and influence, creating a network of changemakers committed to driving positive social change. This chapter explores the key factors that enable the program's scalability and outlines strategies for expanding its scope.

One of the critical factors enabling the scalability of the training program is its well-designed and robust curriculum. The existing curriculum, which covers essential topics such as Design Thinking, Social Entrepreneurship, Business Model Canvas, and Social Innovation practices, can serve as a solid foundation for

expansion. Developing comprehensive training materials, including digital resources, recordings, and online modules, will ensure consistency and flexibility in delivering the program to a broader audience.

Adopting an online delivery model will be instrumental in scaling up the training program. Online training allows participants from diverse geographical locations to access the program, eliminating barriers related to travel and accommodation. Moreover, an online platform fosters a sense of inclusivity, accommodating individuals with various scheduling constraints and enabling them to participate at their convenience.

Establishing regional hubs and forging partnerships with local organizations, universities, and government institutions can facilitate the program's expansion. Regional hubs can act as centers for training delivery, providing localized support, and catering to specific regional needs. Collaborating with local partners will enhance the program's relevance and contextualization, ensuring that it addresses the unique challenges and opportunities faced by different communities.

Implementing a train-the-trainer model will enable the program to reach a wider audience through a cascading effect. By training a cohort of skilled facilitators and mentors, the program can extend its impact to multiple locations simultaneously. These facilitators can then deliver the training to their respective

communities, multiplying the program's reach and fostering a network of social innovation advocates.

Engaging program alumni as ambassadors and advocates for the training program can significantly contribute to its scaling efforts. Alumni, having experienced the program's benefits firsthand, can serve as influential voices in promoting the training to their networks and communities. Their testimonials and success stories can inspire others to join the program, further expanding its participant base.

Securing sustainable funding is essential for scaling up the training program successfully. Forming partnerships with philanthropic organizations, corporate sponsors, and government agencies can ensure the program's financial stability and longevity. Additionally, exploring revenue-generating opportunities, such as offering advanced or specialized training modules for a fee, can support the program's financial sustainability.

Establishing robust monitoring and evaluation mechanisms will help track the program's impact and identify areas for improvement during its scaling journey. Regular assessments of participant feedback, learning outcomes, and project success will guide continuous enhancements and adaptations to the training curriculum.

A commitment to continuous improvement and adaptation is fundamental to the program's scalability. Regularly analyzing the program's outcomes, staying abreast of emerging trends in social innovation, and incorporating new knowledge and practices into the curriculum will ensure its relevance and effectiveness in an ever-evolving landscape.

The potential for scaling up the Social Innovation Broker Training program is significant, driven by its strong curriculum, innovative delivery methods, and commitment to empowering changemakers. By embracing online delivery, forming strategic partnerships, and engaging alumni as ambassadors, the program can extend its impact to diverse communities and regions. Continuous monitoring and evaluation, coupled with sustainable funding strategies, will ensure the program's long-term success and its ability to foster a global network of social innovation brokers dedicated to driving positive social change. Through strategic scaling efforts, the program can inspire a new generation of leaders to create innovative and sustainable solutions that address pressing societal challenges.

5. Conclusions

Between 11th February 2023 and 27th May 2023, the Social Innovation Brokers team ran a test implementation of the training developed as part of the project. This report serves as a comprehensive assessment of the test implementation, evaluating the curriculum's effectiveness, the delivery methods' impact, participant engagement, and overall satisfaction. The report aimed to identify potential areas for improvement and provide valuable insights for the project stakeholders, funders, partners, and policymakers.

● Summary of Key Findings

The Social Innovation Broker Training program has achieved remarkable success in nurturing a community of passionate and skilled social innovation practitioners. Through its engaging curriculum, practical learning experiences, and mentorship, the program has empowered participants to drive positive change and develop innovative solutions to societal challenges. The overwhelmingly positive feedback from participants and their expressed desire for continued engagement demonstrate the program's lasting impact and significance.

The survey evaluations and focus groups consistently highlighted participants' positive learning experiences during the training program. The robust curriculum, engaging delivery, and mentoring contributed to a favorable learning environment. Participants appreciated the practical exercises, group projects, and real-world case studies that enriched their understanding of social innovation practices and application-oriented approaches. Mentorship emerged as a critical element in participants' learning journey. The presence of experienced mentors provided guidance and support, fostering confidence and competence in driving social innovation projects.

The thematic focus areas, such as Design Thinking, Social Media strategy, Business Model Canvas, and Social Entrepreneurship, were highly regarded by participants for their relevance and potential impact on their future work. Participants expressed eagerness to remain engaged with the Social Innovation Broker Community, demonstrating the program's success in building a committed network of changemakers. The training program showed promising potential for scalability through online delivery, partnerships with regional hubs, and the train-the-trainer model.

Along with the positive feedback, the evaluation surveys, focus groups, and reflections have provided valuable insights into areas of improvement and potential enhancements to the training program. Among others, participants suggested providing clearer information about the program's goals and

expected outcomes at the beginning to enhance their understanding and engagement. Incorporating more practical exercises, case studies, and real tasks can further enrich participants' learning experiences and facilitate hands-on application. Ensuring mentors' consistent and active involvement in participants' projects can maximize the benefits of the mentorship program. Offering opportunities for participants to work on their own innovation projects can cater to individual interests and aspirations. By addressing these areas and incorporating feedback into future iterations, the program can continue to evolve and maintain its relevance and effectiveness.

In conclusion, the Social Innovation Broker Training program has proven to be a catalyst for social innovation, empowering individuals with the knowledge, skills, and network necessary to effect positive change in their communities. By embracing the key findings and taking action on areas of improvement, the program can continue to grow, inspire, and create a lasting legacy of social impact in the years to come.

6. Appendices

- ### APPENDIX A: Application Survey

FORMULARZ ZGŁOSZENIOWY do projektu „Brokerzy Innowacji Społecznych"

To jest formularz zgłoszeniowy do projektu „Brokerzy Innowacji Społecznych"

Projekt Brokerzy Innowacji Społecznych (Nr. Projektu: EOG/21/K3/W/0042) korzysta z dofinansowania o wartości 181 060,00 EUR otrzymanego od Islandii, Liechtensteinu i Norwegii w ramach Funduszy EOG na okres od 01.02.2022 r. do 31.01.2024 r. Grantobiorcą jest Fundacja Wspierania Więzi Lokalnych „Linking Foundation" (www.linkingfoundation.org).

Projekt Brokerzy Innowacji Społecznych (BIS) ma na celu opracowanie pilotażowej wersji szkolenia zawodowego dla Brokerów Innowacji Społecznych. Szkolenie to będzie pierwszym w Polsce oraz w Europie Środkowo-Wschodniej (CEE) szkoleniem przygotowującym do pracy w tym nowym i unikalnym zawodzie.

Szkolenie będzie składało się ze 100 godzin praktycznych wykładów, warsztatów i pracy nad projektem. Będzie ono skierowane do grupy 50 brokerów. Szkolenie odbędzie się w języku angielskim.

Korzyścią z realizacji projektu jest stworzenie mechanizmu wsparcia, rozwoju i upowszechniania innowacji społecznych oraz dialogu społecznego na poziomie lokalnym i regionalnym.

Wsparcie w ramach projektu Brokerzy Innowacji Społecznych" jest skierowane do osób, które:
a) ukończyły 18. rok życia,
b) mogą udowodnić wcześniejsze doświadczenie w tworzeniu innowacji społecznych.
c) wykazują odpowiedni poziom języka angielskiego

Prosimy o wypełnienie wszystkich pól formularza i wskazanie informacji, które pomogą nam

podjąć decyzję o zakwalifikowaniu do kolejnego etapu rekrutacji. Wniosek niekompletny zostanie odrzucony.

W przypadku trudności z wypełnieniem formularza, należy skontaktować się z Fundacją Wspierania Więzi Lokalnych „Linking Foundation":

tel. 784 602 007;
email: linkingfoundation@gmail.com;
adres: ul. Czarnowiejska 22, 33-100 Tarnów.

Szczegóły dotyczące projektu i zakresu wsparcia zawarte są w regulaminie udziału w projekcie, znajdującym się na stronie internetowej „Linking Foundation" oraz stronie internetowej projektu Brokerzy Innowacji Społecznych.

Klauzula informacyjna RODO

W związku z przystąpieniem do projektu „Brokerzy Innowacji Społecznych" przyjmuję do wiadomości, że:

1. Fundacji Wpierania Więzi Lokalnych" Linking Foundation", ul. Czarnowiejska 22, 33-100 Tarnów, jest Administratorem danych osobowych uzyskanych w ramach realizacji „PROGRAMU EDUKACJA".

2. Przetwarzanie moich danych osobowych jest zgodne z prawem i spełnia warunki, o których mowa art. 6 ust. 1 lit. c oraz art. 9 ust. 2 lit. g Rozporządzenia Parlamentu Europejskiego i Rady (UE) 2016/679 (RODO) – dane osobowe są niezbędne dla realizacji Programu PROGRAMU EDUKACJA na podstawie:

a) rozporządzenia Parlamentu Europejskiego i Rady (UE) nr 1303/2013 z dnia 17 grudnia 2013 r. ustanawiającego wspólne przepisy dotyczące Europejskiego Funduszu Rozwoju Regionalnego, Europejskiego Funduszu Społecznego, Funduszu Spójności, Europejskiego Funduszu Rolnego na rzecz Rozwoju Obszarów Wiejskich oraz Europejskiego Funduszu

Morskiego i Rybackiego oraz ustanawiającego przepisy ogólne dotyczące Europejskiego Funduszu Rozwoju Regionalnego, Europejskiego Funduszu Społecznego, Funduszu Spójności i Europejskiego Funduszu Morskiego i Rybackiego oraz uchylającego rozporządzenie Rady (WE) nr 1083/2006 (Dz. Urz. UE L 347 z 20.12.2013, str. 320, z późn. zm.),

b) rozporządzenia Parlamentu Europejskiego i Rady (UE) nr 1304/2013 z dnia 17 grudnia 2013 r. w sprawie Europejskiego Funduszu Społecznego i uchylającego rozporządzenie Rady (WE) nr 1081/2006 (Dz. Urz. UE L 347 z 20.12.2013, str. 470, z późn. zm.),

c) ustawy z dnia 11 lipca 2014 r. o zasadach realizacji programów w zakresie polityki spójności finansowanych w perspektywie finansowej 2014–2020 (Dz. U. z 2019 r. poz. 1781);

d) rozporządzenia wykonawczego Komisji (UE) nr 1011/2014 z dnia 22 września 2014 r. ustanawiającego szczegółowe przepisy wykonawcze do rozporządzenia Parlamentu Europejskiego i Rady (UE) nr 1303/2013 w odniesieniu do wzorów służących do przekazywania Komisji określonych informacji oraz szczegółowe przepisy dotyczące wymiany informacji między beneficjentami a instytucjami zarządzającymi, certyfikującymi, audytowymi i pośredniczącymi (Dz. Urz. UE L 286 z 30.09.2014, str. 1).

3. Moje dane osobowe będą przetwarzane wyłącznie w celu realizacji projektu „Brokerzy Innowacji Spolecznych", w szczególności potwierdzenia kwalifikowalności wydatków, udzielenia wsparcia, monitoringu, ewaluacji, kontroli, audytu i sprawozdawczości oraz działań informacyjno-promocyjnych w ramach PROGRAMU EDUKACJA.

4. Moje dane osobowe zostały powierzone do przetwarzania Fundacji Wpierania Więzi Lokalnych" Linking Foundation", ul. Czarnowiejska 22, 33-100 Tarnów. Moje dane osobowe mogą zostać przekazane podmiotom realizującym badania ewaluacyjne na zlecenie Instytucji Zarządzającej, Instytucji Pośredniczącej lub beneficjenta. Moje dane osobowe mogą zostać również powierzone specjalistycznym firmom, realizującym na zlecenie Instytucji Zarządzającej, Instytucji Pośredniczącej oraz beneficjenta kontrole i audyt w ramach PROGRAMU EDUKACJA. Moje dane osobowe mogą zostać powierzone podmiotom świadczącym na rzez Instytucji Zarządzającej usługi związane z obsługą i rozwojem systemów teleinformatycznych.

5. Moje dane osobowe mogą zostać udostępnione organom upoważnionym zgodnie z obowiązującym prawem.

6. Podanie danych jest warunkiem koniecznym otrzymania wsparcia, a odmowa ich podania

jest równoznaczna z brakiem możliwości udzielenia wsparcia w ramach projektu.

7. Moje dane osobowe nie będą przekazywane do państwa trzeciego lub organizacji międzynarodowej.

8. Moje dane osobowe nie będą poddawane zautomatyzowanemu podejmowaniu decyzji.

9. Moje dane osobowe będą przechowywane do czasu rozliczenia PROGRAMU EDUKACJA oraz zakończenia archiwizowania dokumentacji.

10. Mogę skontaktować się z Linking Foundation z osoba, która odpowiada za ochronę przetwarzania danych osobowych wysyłając wiadomość na adres poczty elektronicznej: linkingfoundation@gmail.com

11. Mam prawo dostępu do treści swoich danych i ich sprostowania lub ograniczenia przetwarzania jeżeli spełnione są przesłanki określone w art. 16 i 18 RODO.

12. Mam prawo do wniesienia skargi do organu nadzorczego, którym jest Prezes Urzędu Ochrony Danych Osobowych.

Potwierdzam, że zapoznałem/am się z klauzulą i wyrażam zgodę na przetwarzanie moich danych osobowych*

⚪ Tak

⚪ Nie

Część I. Dane zgłoszeniowe.

Wypełnienie tej części formularza jest obowiązkowe.

Dane uczestnika

Imię:*

Nazwisko:*

Płeć:*

○ Kobieta

○ Mężczyzna

Wykształcenie:*

○ niższe niż podstawowe

○ podstawowe

○ gimnazjalne

○ ponadgimnazjalne

○ policealne

○ wyższe

P

Jestem delegowany przez organizację:*

○ Tak

○ Nie

Jeżeli tak, proszę o podanie nazwy organizacji:

[ ]

Dane kontaktowe:

Miejscowość:*

[ ]

Ulica:*

[ ]

Numer budynku:*

[ ]

Numer lokalu:

[ ]

Kod pocztowy:*

Telefon kontaktowy:*

Adres e-mail:*

Doświadczenia uczestnika:

Czy brałeś udział w projektach społecznych jako uczestnik lub organizator:*

○ Tak

○ Nie

Proszę opisać:*

[text area]

Kto Cię zrekrutował do uczestnictwa w Projekcie "Brokerzy Innowacji Społecznych" ? (Imię i Nazwisko)

[text field]

Część 2. Oświadczenia i zgody.

Oświadczam, że Regulamin jest mi znany oraz uzyskałem/-am wszystkie niezbędne informacje dotyczące projektu oraz sposobu udzielania wsparcia.*

Regulamin dostępny tutaj:
https://docs.google.com/document/d/1OglCD7v92R5ctHbHZhDyT1uXoZ2yO3xU/edit?
usp=sharing&ouid=113835596984353116546&rtpof=true&sd=true

○ Tak

○ Nie

Oświadczam, że podane wyżej dane są prawdziwe i zgodne ze stanem faktycznym.*

○ Tak

○ Nie

Oświadczam, że znam język angielski na poziomie wystarczającym do udziału w zajęciach organizowanych w ramach projektu:

○ Tak

○ Nie

Dziękujemy za wypełnienie!
Będziemy w kontakcie :)

Linking Foundation

Social Innovation Brokers Training 2023

09 Mar — 17:00 PM / 19:00 PM — Test

16 Mar — 17:00 PM / 19:00 PM — Social entrepreneurship mindset & skills of a social entrepreneur

17 Mar — 17:00 PM / 19:00 PM — How to set up a social enterprise?

18 Mar — 9:00 AM — Legal framework: in the EU and on a national level

10:30 AM / 12:00 PM — Visualizing different business models & The Business Model Canvas

Social Innovation Brokers Training 2023

22 Apr	9:00 AM 12:00 PM	**Building alliances & creating ecosystems the Quadruple Helix model**
27 Apr	9:00 AM 12:00 PM	**Networks and Community Building**
28 Apr	17:00 PM 19:00 PM	**Test**
29 Apr	9:00 AM 12:00 PM	**Test**

Social Innovation Brokers Training 2023

06 May — 9:00 AM 12:00 PM — Focus Groups & Evaluation of the Training

13 May — 9:00 AM 12:00 PM — Consultation upon Request

20 May — 9:00 AM 12:00 PM — Consultation upon Request

27 May — 9:00 AM 12:00 PM — Consultation upon Request

Iceland Liechtenstein Norway grants   Social Innovation Brokers   LINKING FOUNDATION   ECWT EUROPEAN CENTER FOR WOMEN AND TECHNOLOGY

● APPENDIX C: Terms and Conditions of Participation in the Training

REGULAMIN udziału w projekcie "Brokerzy Innowacji Społecznych"

1. Przedmiot Regulaminu Niniejszy Regulamin określa:

1. Kryteria uczestnictwa w projekcie "Brokerzy Innowacji Społecznych"
2. Procedurę rekrutacji osób uczestniczących.
3. Prawa i obowiązki osób uczestniczących.
4. Zakres wsparcia osób uczestniczących, w szczególności w odniesieniu do szkoleń.

2. Informacje ogólne

I. Projekt "Brokerzy Innowacji Społecznych" ma na celu opracowanie pilotażowej wersji szkolenia zawodowego dla Brokerów Innowacji Społecznych.

II. Cel projektu "Brokerzy Innowacji Społecznych" zostanie zrealizowany poprzez opracowanie oraz zorganizowanie szkolenia składającego się ze 100 godzin praktycznych wykładów, warsztatów i pracy nad projektem. Szkolenie będzie skierowane do grupy 50 brokerów.

III. Projekt Brokerzy Innowacji Społecznych (Nr. Projektu: EOG/21/K3/W/0042) korzysta z dofinansowania o wartości 181 060,00 EUR otrzymanego od Islandii, Liechtensteinu i Norwegii w ramach Funduszy EOG na okres od 01.02.2022 r. do 31.01.2024 r. Grantobiorcą jest Fundacja Wspierania Więzi Lokalnych „Linking Foundation" (www.linkingfoundation.org).

IV. W ramach projektu 50 osób zostanie objętych dalszym wsparciem.

V. Wsparcie w ramach projektu realizowane będzie od stycznia 2023 r. do stycznia 2024. r.

VI. Szkolenia prowadzone będą w języku angielskim.

3. Kryteria uczestnictwa

Wsparcie w ramach projektu "Brokerzy Innowacji Społecznych" jest skierowane do osób, które:

a) ukończyły 18. rok życia,
b) mogą wylegitymować się polskim dowodem osobistym,
c) mogą udowodnić wcześniejsze doświadczenie w tworzeniu innowacji społecznych.
d) wykazują odpowiedni poziom języka angielskiego

4. Proces rekrutacji

I. Proces rekrutacji będzie się składać z trzech etapów:

Etap pierwszy: Zbieranie zgłoszeń i weryfikacja warunków formalnych.

Etap drugi: Ocena umiejętności oraz motywacji osób zgłoszonych.

Etap trzeci: Przekazanie informacji zwrotnej oraz ustalenie harmonogramu zakresu wsparcia edukacyjnego.

II. Zgłoszenia przyjmowane będą za pomocą formularza zgłoszeniowego w formie pisemnej lub w formie. Elektronicznej – dostępny pod adresem: https://www.interankiety.pl/f/DO78ZK4A

III. Rekrutacja zostanie przeprowadzona zgodnie z zasadami polityki równości szans kobiet i mężczyzn oraz zasadami równości szans i niedyskryminacji, w tym dostępności dla osób z niepełnosprawnościami.

IV. Pierwszy etap rekrutacji zostanie wstrzymany po zebraniu 100 zgłoszeń od osób, które spełnią warunki formalne udziału w projekcie. W wyniku drugiego etapu rekrutacji wybranych zostanie 60 osób, które objęte zostaną wsparciem w ramach projektu. Na liście rezerwowej znajdzie się 40 osób.

V. Wyniki procesu rekrutacji zostaną przekazane osobom, które brały udział w rekrutacji w formie telefonicznej lub poprzez e-mail.

5. Prawa i obowiązki

I. Osoby uczestniczące w projekcie mają prawo do:

   a) Skorzystania z bezpłatnych szkoleń, prowadzonych przez wykwalifikowanych trenerów.
   b) Dostępu do materiałów szkoleniowych
   c) Dostępu do narzędnika stworzonego w ramach szkolenia
   d) Wsparcia społeczności stworzonej w ramach projektu
   e) Wsparcie w rozwoju pomysłów na projekty innowacji społecznych
   f) Uzyskania zaświadczenia o ukończeniu danego kursu oraz potwierdzenia nabycia nowych umiejętności, pod warunkiem przystąpienia do procesu sprawdzania i potwierdzania efektów uczenia się.

II. Osoby uczestniczące w projekcie zobowiązane są do:

a) Realizacji programu szkoleń
b) Uczestnictwa w aktywnościach w ramach szkolenia w stanie nie zaburzonym substancjami psychoaktywnymi.

6. Tematyka szkoleń

I. W ramach projektu udostępniona zostanie oferta edukacyjna obejmująca 100 godzin edukacyjnych obejmujących wykłady, warsztaty i pracę nad projektem:

II. W ramach rozwijania umiejętności oferowane będą następujące szkolenia.

MODUŁ 1: **Wprowadzenie do szkolenia brokerów innowacji społecznych**
Sesja 1.1 *Brokerzy Innowacji Społecznych, a umiejętności XXI wieku*
- Narzędzie 01: Wprowadzenie do szkolenia
- Narzędzie 02: Kluczowe koncepcje innowacji społecznych
- Narzędzie 03: Dlaczego warto organizować projekty innowacji społecznych w Polsce?

MODUŁ 2**: Budowanie społeczności**
Sesja 2.1 *Budowanie społeczności*
- Narzędzie 04: Ice-Breakers & Budowanie społeczności

MODUŁ 3 **Proces pośrednictwa w innowacjach społecznych**
Sesja 3.1 *Kluczowe etapy wprowadzania innowacji społecznych*
- Narzędzie 05: Zrozumienie potrzeb i określenie potencjalnych rozwiązań
- Narzędzie 06: Rozwój, prototypowanie i pilotowanie pomysłów oraz wdrażanie projektów (co jest ważne, na co zwrócić uwagę?)
- Narzędzie 07: Monitorowanie - Podtrzymywanie - Skalowanie
- Narzędzie 08: Uczenie się i rozwój aż do osiągniecia zmiany systemowej

MODUŁ 4 **Czynniki sukcesu pośrednictwa w zakresie innowacji społecznych**
Sesja 4.1 *Niezbędne umiejętności brokerów innowacji społecznych*
- Narzędzie 9: Wiedza
- Narzędzie 10: Podejście „Human centered design thinking"
- Narzędzie 11: Zarządzanie projektem i jego realizacja; oraz Komunikacja
- Narzędzie 12: Informowanie o projekcie - raportowanie

Sesja 4.2 *Przedsiębiorczość społeczna*
- Narzędzie 13: Postawa i umiejętności przedsiębiorcy społecznego
- Narzędzie 14: Jak założyć przedsiębiorstwo społeczne?
- Narzędzie 15: Ramy prawne: w UE i w Polsce
- Narzędzie 16: Wizualizacja różnych modeli biznesowych; Canvas
- Narzędzie 17: Marketing
- Narzędzie 18: Skalowanie pomysłu, finansowanie alternatywne, pozyskiwanie kapitału
- Narzędzie 19: Dostępne możliwości finansowania
- Narzędzie 20: Projektowanie, pisanie i wdrażanie planu biznesowego
- Narzędzie 21: Wspieranie młodych przedsiębiorców społecznych
- Narzędzie 22: Rozwijanie przemysłu - nacisk na planowanie projektów zorientowanych na wpływ społeczny

Sesja 4.3 *Warunki sprzyjające innowacjom społecznym*
- Narzędzie 23: Budowanie sojuszy i tworzenie ekosystemów - model Quadruple Helix
- Narzędzie 24: Budowanie społeczności

Modul 5 **Podsumowanie**
Sesja 5.1 *Ocena szkolenia*
- Narzędzie 25: Grupy fokusowe

III. Każda osoba uczestnicząca w projekcie zobowiązana jest do przejścia całości szkolenia w wymiarze 100 godzin zegarowych.

IV. Zajęcia zostaną zaplanowane i zrealizowane w formie online.

V. Każda osoba uczestnicząca w projekcie będzie miała możliwość przystąpienia do procesu sprawdzania efektów uczenia się oraz ich potwierdzenia. Celem walidacji w projekcie "Brokerzy Innowacji Społecznych" jest umożliwienie uczestnikom sprawdzenia się w obszarach, których dotyczyło wsparcie. Niemniej jednak walidacja służyć powinna również ukierunkowaniu dalszego uczenia się i zmotywowaniu do podejmowania kolejnych działań w tym obszarze.

7. Harmonogram

Wstępny harmonogram wsparcia zostanie udostępniony osobom uczestniczącym po zakwalifikowaniu się do projektu.

Program szkoleń oraz harmonogram wsparcia mogą ulec zmianie, o czym uczestnicy zostaną poinformowani.

8. Dodatkowe informacje

Lider projektu:

Fundacja Wspierania Więzi Lokalnych „Linking Foundation"
ul. Czarnowiejska 22, 33-100 Tarnów
Tel.: +48 784 602 007
email: linkingfoundation@gmail.com

![Iceland Liechtenstein Norway grants logo]

- **APPENDIX D: Certificate of Completion**

CERTIFICATE OF COMPLETION

THIS CERTIFIES THAT

Name and Surname

has successfully completed the Social Innovation Brokers Training financed by the EEA Grants
(Project Nr. EOG/21/K3/W/0042) and organized by Linking Foundation from Poland and
the European Centre for Women and Technology with Secretariat in Norway.
Oslo, 2023-05-30

Stanisław Iwan, Vice-President

LINKING FOUNDATION

Eva Fabry, Director

ECWT
EUROPEAN CENTRE FOR WOMEN AND TECHNOLOGY

● **APPENDIX E: Evaluation Survey**

Your name and surname

How did you hear about the Social Innovation Broker Training?

○ A colleague

○ Our website

○ Social media

○ Other

If you chose other - How did you hear about the Social Innovation Broker Training?

How do you rate the Social Innovation Broker Training and all the activities in general?

Overall impression

1	2	3	4	5

Very poor   Excellent

Program of the training

1	2	3	4	5

Very poor   Excellent

Format of the training

1	2	3	4	5

Very poor   Excellent

Quality of the presenters

1	2	3	4	5

Very poor   Excellent

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Liechtenstein
Norway grants

Overall relevance of the work

1	2	3	4	5

Very poor   Excellent

Pace of the program

1	2	3	4	5

Very poor   Excellent

Balance between the modules

1	2	3	4	5

Very poor   Excellent

Organization of the training

1	2	3	4	5

Very poor   Excellent

Communication prior to training

1	2	3	4	5

Very poor   Excellent

Communication during training

1	2	3	4	5

Very poor   Excellent

If we could make one thing about the training better, what would it be?

[ ]

What would you like to experience during the next half year of our Social Innovation Broker Community?

[ ]

What do you think about the length of the training? (too long? too short? just right?)

[ ]

How about the frequency of the meetings and time slots?

[ ]

Which thematic focus did you find most valuable for your continued work?

[ ]

Do you have any suggestions on additional topics / lectures we could provide during the training?

Was the training a good opportunity to practice your English?

Do you think having mentors involved is a good idea? Why? Why not?

Were you happy with the support received from the mentor(s)?

What is one thing — idea, technique, experience — that will stay with you after the event?

Would you attend a new training from the same organisers again?

○ Yes

○ No

○ Maybe

Do you plan to attend Social Innovation Brokers Krakow Conference 2024?

○ Yes

○ No

○ Maybe

Have you received enough inspiration and motivation to work as a Social Innovation Broker in the Future?

○ Yes

○ No

○ Maybe

Do you have any other questions, requests, proposals?
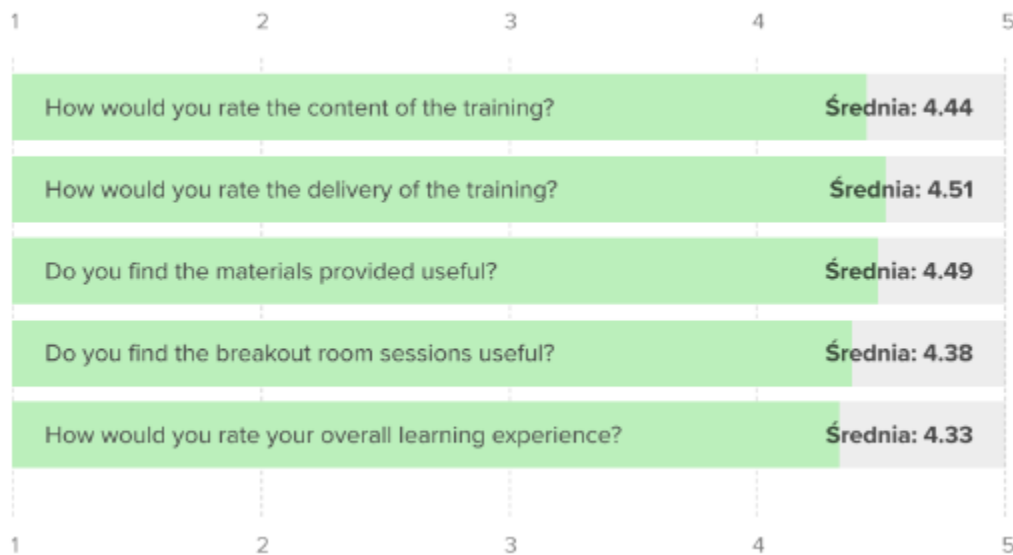
● **APPENDIX F: Focus Group Questions**

1. How did you hear about the Social Innovation Broker Training?

2. How do you rate the Social Innovation Broker Training and all the activities in general?

3. If we could make one thing about the training better, what would it be?

4. What would you like to experience during the next half year of our   Social Innovation Broker Community?

5. What do you think about the length of the training?

6. How about the frequency of the meetings and time slots?

7. Which thematic focus did you find most valuable for your continued work?

8. Do you have any suggestions on additional topics / lectures we could provide during the training?

9. Was the training a good opportunity to practice your English?

10. Do you think having mentors involved is a good idea?

11. Were you happy with the support received from the mentor(s)?

12. What is one thing — idea, technique, experience — that will stay with you after the event?

13. Would you attend a new training from the same organisers again?

14. Do you plan to attend Social Innovation Brokers Krakow Conference 2024?

15. Have you received enough inspiration and motivation to work as a Social Innovation Broker in the Future?

16. Do you have any other questions, requests, proposals

● APPENDIX G: Survey Responses

a. TEST 1 Evaluation Survey

32.1. That's the end of the test :) You will see your score on the next page. We just have a few more questions regarding your experiences in the project. As this is the first edition of the training, your answers will help us improve the materials for you and future participants.

32.2. Please rate your learning experience so far

Question	Średnia
How would you rate the content of the training?	4.44
How would you rate the delivery of the training?	4.51
Do you find the materials provided useful?	4.49
Do you find the breakout room sessions useful?	4.38
How would you rate your overall learning experience?	4.33

32.3. What is your favorite part of the training so far?

2 dni temu
MEET WITH STANISLAW ALWASIAK

2 dni temu
MEET WITH STANISLAW ALWASIAK

2 dni temu
MEET WITH STANISLAW ALWASIAK

2 dni temu
MEET WITH STANISLAW ALWASIAK

2 dni temu
Human centered design thinking approach

2 dni temu
Working on a group project.

2 dni temu
I really like Ms. Ana's mentoring, which allows you to reveal your individuality to work on a joint project.

2 dni temu
Theoretical part

2 dni temu
hard to say

3 dni temu
Design Thinking

Deisgn Thiniking

---

3 dni temu
It is difficult to answer)

---

3 dni temu
Networking.

---

3 dni temu
Consulation with mentor

---

3 dni temu
lectures are generally good. although the 2 lectures, in my opionon, very important: project management and communication were too fast paced, superficially covered, so much information and too little time, whereas for example "social entrepreneuship" got more attention

---

3 dni temu
participating in Eva's sessions

---

3 dni temu
Eva's stories about her project and design thinking day (saturday) :)

---

4 dni temu
Lectures

---

4 dni temu
design thinking, strategy of promotion project

---

4 dni temu
Design thinking

---

4 dni temu
networking in breakout rooms

Design thinking, Eva's presentations

6 dni temu
design thinking workshop

6 dni temu
Design Thinking Method

6 dni temu
design thinking

6 dni temu
Atmosphere

8 dni temu
The most useful and well organized (practice and theory) was Design thinking session.

8 dni temu
I haven't attended any meetings yet

8 dni temu
My favorite part was about design thinking- concisely, transparent, not boring.

9 dni temu
Communication

9 dni temu
Ideation

9 dni temu
cases shared by the experienced experts or members

4 dni temu
Design thinking and project management part

4 dni temu
Breakout rooms sessions

5 dni temu
Design thinking and sharing the experience and real life stories

5 dni temu
Human Centered Design Thinking

5 dni temu
Discution with other participants

5 dni temu
All this training is amazing!!!!!!!

5 dni temu
design thinking

32.4. Do you have any suggestions that would make this course better?

8 dni temu
no

9 dni temu
None so fare

9 dni temu
none so far

9 dni temu
put more texts into the presentations to read to refresh what was said

5 dni temu

More communication between, people turn on videos, more group work

5 dni temu

more informations about grants

5 dni temu

No , this course is the best

5 dni temu

I think it would be nice to know a more concrete plan. I lacked theoretical knowledge in relation to the projects to be implemented. I ran out of examples of great social innovations and finding common points with the participants. I like to work in projects and here I lacked specifics. But overall it's great :)

6 dni temu

I would definitely prefer face-to-face meetings, although I would not be able to join them - so everything is as good as can be :)

6 dni temu

I recommend to base the group work on delivered knowledge and set precise tasks (clear instruction) to achieve specific knowledge goals

6 dni temu

I would appreciate the work in groups

6 dni temu

do as many workshops as possible

6 dni temu

mor interactions, tasks workshops.

3 dni temu
More polish language! hahah

---

4 dni temu
No

---

4 dni temu
more breakout room sessions

---

4 dni temu
I hope to find time for the course, because there was a bit of work at this stage and I was not able to visit everything

---

4 dni temu
no

---

4 dni temu
no suggestions

---

4 dni temu
no

---

2 dni temu
Analysis of practical cases of work with grants

No :)

---

2 dni temu
Not yet, but maybe late;)

---

2 dni temu
To provide more examples on each topic

---

2 dni temu
no

---

3 dni temu
More cases recquired

---

3 dni temu
no

---

3 dni temu
to continue your training in the future :)

---

3 dni temu
Not yet.

---

3 dni temu
The test could have a specific explanation before starting, as first to questions did not have a second confirmation button "dalej" and this way I failed to answer correctly :)
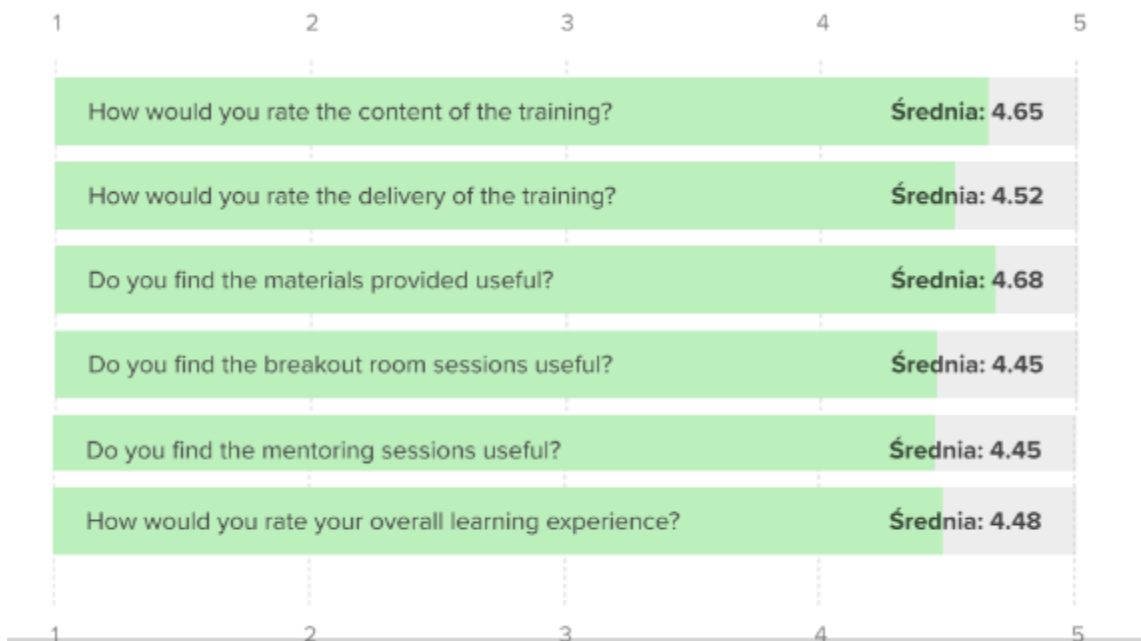
---

3 dni temu
more case studies and their analysis, mentoring at the earlier stage THANK YOU!

---

3 dni temu
no :)

b. TEST 2 Evaluation Survey

32.1. That's the end of the test :) You will see your score on the next page. We just have a few more questions regarding your experiences in the project. As this is the first edition of the training, your answers will help us improve the materials for you and future participants.

| | 1 | 2 | 3 | 4 | 5 |

How would you rate the content of the training?	Średnia: **4.65**
How would you rate the delivery of the training?	Średnia: **4.52**
Do you find the materials provided useful?	Średnia: **4.68**
Do you find the breakout room sessions useful?	Średnia: **4.45**
Do you find the mentoring sessions useful?	Średnia: **4.45**
How would you rate your overall learning experience?	Średnia: **4.48**

32.3. What was your favorite part of the training?

11 dni temu
Break room session, mentoring session

12 dni temu
Participation in the conference and the possibility of financing activities.

12 dni temu
Mentoring

12 dni temu

Desing thinking

---

13 dni temu

CONFERENCE IN KRAKOW

---

13 dni temu

With Eva

---

14 dni temu

mentoring sessions with Anna Somorowska

---

14 dni temu

mentoring sessions with Anna Somorowska

---

14 dni temu

mentoring sessions with Anna Somorowska

---

14 dni temu

mentoring sessions with Anna Somorowska

---

14 dni temu

All

---

15 dni temu

A presentation on creating a business plan.

---

15 dni temu

that I met new people and their experience

---

15 dni temu

practical classes and exercise, the breakout room sessions

Getting to know fabulous people, both the trainers and the trainees, the conference was a great experience!!!

16 dni temu
Lectures

16 dni temu
Bussiness canva

16 dni temu
Training on social media and bussiness canva.

17 dni temu
Mentoring session, group cooperation and project development

17 dni temu
Mentoring hours

17 dni temu
design thinking

18 dni temu
The conference

18 dni temu
meeting with Eva, storytelling

18 dni temu
group work

18 dni temu
Conference.

19 dni temu
designing of Canva model

19 dni temu

some lecturers and experienced participants

---

19 dni temu

My favorite part of the training were: DESIGN THINKING (very practical) and Business models. Also it was very supportive for me the 2 days conference in Kraków, where I could met and talk to people from the programe and share knowledge, ask questions, have time to discuss the chlanges which I'm facing in my local enviroment.

32.4. Do you have any suggestions that would make this course better?

11 dni temu

None

---

12 dni temu

No.

---

12 dni temu

No

15 dni temu

I like the presentations and maybe a better ifea is to make them more interactive.

12 dni temu

sticking to the scheduled lectures and mentoring sessions, the latter btw could start earlier to support the group work and its dynamic.

---

12 dni temu

---

12 dni temu

---

12 dni temu

Case scenario analysys

---

13 dni temu

Add case analysis of existing projects

---

13 dni temu

more specific for certain type of the innvoation/problems

---

14 dni temu

-

---

14 dni temu

-

---

14 dni temu

-

---

14 dni temu

-

---

14 dni temu

.

---

15 dni temu

More practical and exercise classes if possible

15 dni temu

I wish I could work on my OWN innovation project rather than be part of a group working on an agreed one... maybe next time ;)

16 dni temu

No

16 dni temu

No

16 dni temu

No

17 dni temu

One more meeting together

17 dni temu

Not really

18 dni temu

More practice

18 dni temu

I would change a few things. I will write a separate email

18 dni temu

different time slots

18 dni temu

-

19 dni temu

It is not a suggestion, just small remark. If there were any opportinity it would be greate to make the schedule of the course more agile.

19 dni temu

more English, but it's understandable that participants experienced challenges with difficult topics

32.5. How can we support you after the course is finished?

11 dni temu

Stilo cooperation

12 dni temu

1. Engaging in projects. 2. Regular meetings, e.g. once a month. 3. Moderated networking.

12 dni temu

can you?

12 dni temu

12 dni temu

12 dni temu

Support projects developed in the course.

13 dni temu

Determine the conditions of communication with lecturers and mentors

After 3 months training, I would be grateful for having now individual mentoring which would help me to work deeper on the project, write business plan, work on different financial oportunities for implementing project and create schedule for next steps.

13 dni temu

Innovators follow up support

14 dni temu

next project

14 dni temu

next project

14 dni temu

next project

14 dni temu

next project

14 dni temu

.

15 dni temu

I would like to get the further information about the projects.

15 dni temu

Just stay in touch :), leave all learning materials provided to be available and just in case if needed, please replay on emails :) If you will organize another course, please let me know, as I would like to join again ;)

15 dni temu

Please inform me of any other activities/projects you organize

16 dni temu

Maybe through mentoring?

16 dni temu

I want to be a part of the network

16 dni temu

It could be great if I can get information about training, events etc.

17 dni temu

Mentoring, cooperation

17 dni temu

Email me back if I ever send you questions. This would be very helpful :)

17 dni temu

mentoring

18 dni temu

Providing links to support our project.

18 dni temu

and how can i help? I'm sure I can contact you :)
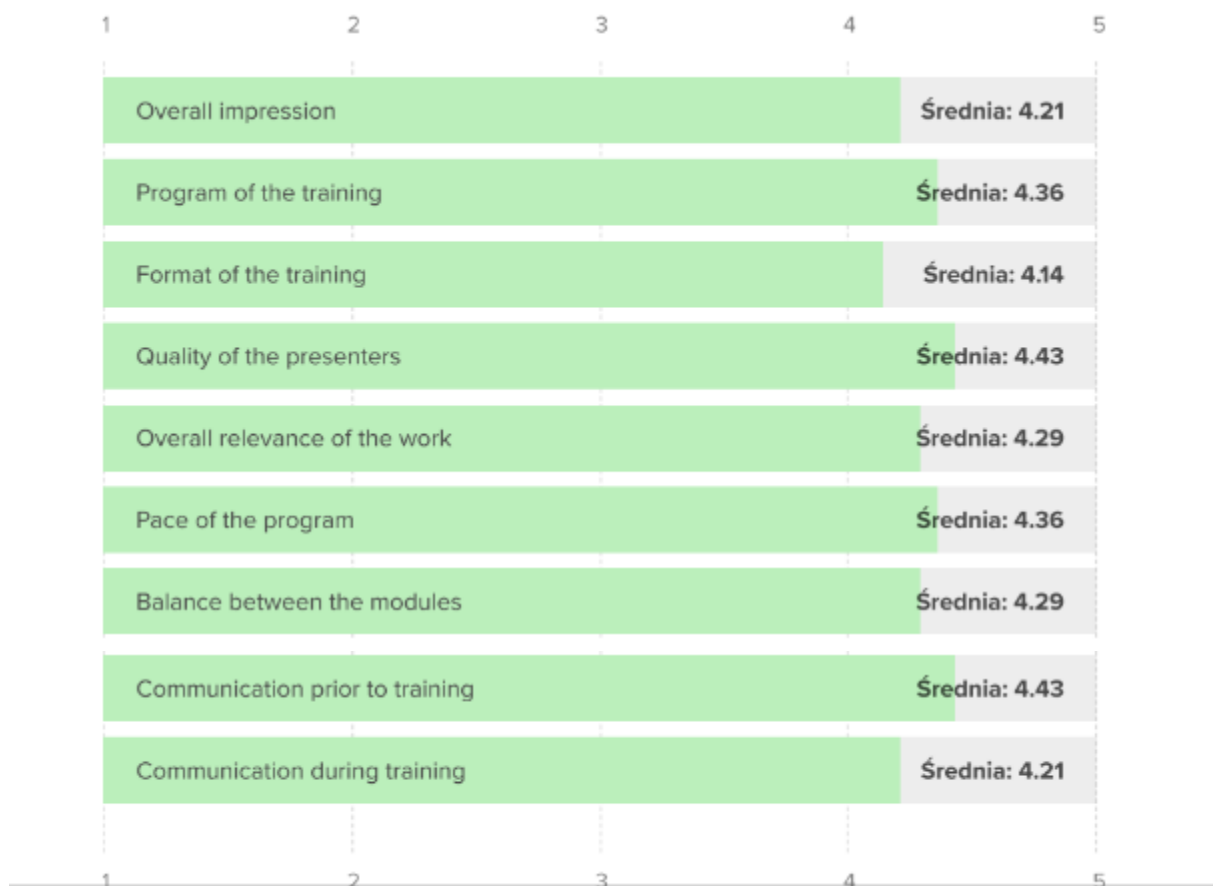
18 dni temu

-

19 dni temu

By posting social project proposals in the group or on any other media channel

19 dni temu

Invite for further advancement! And networking.

c. Evaluation Survey After the Training

2. How do you rate the Social Innovation Broker Training and all the activities in general?

Category	Średnia
Overall impression	Średnia: 4.21
Program of the training	Średnia: 4.36
Format of the training	Średnia: 4.14
Quality of the presenters	Średnia: 4.43
Overall relevance of the work	Średnia: 4.29
Pace of the program	Średnia: 4.36
Balance between the modules	Średnia: 4.29
Communication prior to training	Średnia: 4.43
Communication during training	Średnia: 4.21

3.1. If we could make one thing about the training better, what would it be?

2 miesiące temu
Clear information on the beggining of the training what are the goals and results which you want participants to achieve.

2 miesiące temu
I would add more time to networking during the conference.

2 miesiące temu
Work with mentor

2 miesiące temu
Practical cases

2 miesiące temu
Organization; more usuful information

2 miesiące temu
I would implement more practical exercises and work with a mentor person to person. We were working on our project and learning how to implement it. As you declared the purpose of the training supposed to be preparing to be a broker of social innovations, the bridge-builders who connect innovators with stakeholders and help them bring their ideas to life. I think that the training should be based on the analysis of many innovative social projects, their implementation history, to show examples of good and bad practices. Checking our skills individually, solving specific problems, regular mentoring by trainers person to person and in groups would be more effective than trying to work out and build one project in a group

3.2. What would you like to experience during the next half year of our Social Innovation Broker Community?

2 miesiące temu
More individual work with mentors than all together meetings. Focusing On the projects.

2 miesiące temu
I wish we had the opportunity to meet and work with my group in our communities.

2 miesiące temu
New ideas, cooperation, mentoring, pro-development and pro-social meetings

2 miesiące temu
Practical cases

2 miesiące temu
Help from mentors

2 miesiące temu
I would like to practice as a social innovation broker and get a job in this role

2 miesiące temu
Promotion of our project throught the Social Innovation Broker network, providing the certified brokers with real cases for the development

3 miesiące temu
Atmosphere, networking, change od idea, improve knowledge

3 miesiące temu
experience sharing from successful participants

To stay in touch, get some help if needed while we work on our project and to go to Oslo Innovation Week

3 miesiące temu
i don't have the impression there is a community

3 miesiące temu
I would like to have the support of a mentor who can show me the path of development, advise where to look for other examples of social innovation.

3 miesiące temu
First of all, live meetings, online meetings with experts.

3 miesiące temu
I'd like to take part in some events.

3.3. What do you think about the length of the training? (too long? too short? just right?)

3 miesiące temu
good up until the conference, then getting worse from week to week. its good to keep the momentum and the same pace

3 miesiące temu
too scattered over time. On Saturdays it's hard for me to connect to a meeting because I have plans with my family. One Saturday a month should be fine. If we do the training as part of work, it is not like until 4:00 p.m. (sometimes)

3 miesiące temu
Just right, but I missed a live integration meeting.

3 miesiące temu
It's ruchy

2 miesiące temu
Just right.

2 miesiące temu
Too short :)

2 miesiące temu
Just right

2 miesiące temu
Right

2 miesiące temu
I do not feel that I have acquired the skills of a social innovation broker, so in my opinion the training was too short

2 miesiące temu
jsut right, well balanced

3 miesiące temu
Just right

3 miesiące temu
just right

3 miesiące temu
Quite long, but on the other hand it is lots of material to cover

3.4. How about the frequency of the meetings and time slots?

2 miesiące temu
IT Was ok.

2 miesiące temu
I wish we had had some of the meetings in the morning and less meetings in the weekends.

2 miesiące temu
Ok

2 miesiące temu
Just right

2 miesiące temu
Good

2 miesiące temu
just right

2 miesiące temu
well balanced, gives enough time to digest and work inside the team

3 miesiące temu
Was ok but sometimes IT was hard related attend on project with private and professional life

3 miesiące temu
time slots good, frequency if several days in a row - may be difficult because of the main job

3 miesiące temu
It is ok

same as above. time slots fine if used productively

3 miesiące temu
At first it was ok, then I got lost when and what meetings we had.

3 miesiące temu
I think it's ok, although it sometimes interfered with my work and delegations.

3 miesiące temu
It was ok

3.5. Which thematic focus did you find most valuable for your continued work?

3 miesiące temu
conversations with Ewa and conference.

3 miesiące temu
Undoubtedly, social entrepreneurship. Aspects of business activities that I actively pursue in my organization.

3 miesiące temu
Bussines Canva

2 miesiące temu
Design thinking

2 miesiące temu
The Buisiness Model Canvas.

2 miesiące temu
Different

2 miesiące temu
Human centered design thinking approach

2 miesiące temu
Design thinking

2 miesiące temu
The conference brought the greatest value to the project. The possibility of gaining contacts with practitioners, listening to their stories was the greatest value. Other topics on the training were important, but presented in a theoretical form.

2 miesiące temu
green economy

3 miesiące temu
Difficult dziś, generally everything was important

3 miesiące temu
projects design and continuous community engagement

3 miesiące temu
Design thinking, project management, business canva, business plan and and Evas lectures

3.6. Do you have any suggestions on additional topics / lectures we could provide during the training?

2 miesiące temu
Cominication, business plan, effective presentation

2 miesiące temu
I would like to have more lectures about social economy in practise (e.g. study visits).

2 miesiące temu
How to cooperate better - group together, for mutual and social good

2 miesiące temu
Practical cases

2 miesiące temu
More practical knowlege

2 miesiące temu
More practice, specific, real tasks. Implement what we've learned into practice. Maybe it's worth contacting project participants with organizations that need volunteers - social innovation brokers who can connect innovators with stakeholders and help them bring their ideas to life.

2 miesiące temu
the topics were just right

3 miesiące temu
None

3 miesiące temu
-

3 miesiące temu
no any suggestions at the moment

3 miesiące temu

- more examples of social innovation - I would like to know what are the needs/topics to be taken care of - I would like to learn how to implement my projects/ideas effectively

3 miesiące temu

no.

3 miesiące temu

Stress handluje with running the project, how to be a good leader

3.7. Was the training a good opportunity to practice your English?

3 miesiące temu

Yes, but there was an advantage of people speaking Polish. But with Ewa you could talk in English which I appreciate very much.

3 miesiące temu

Of course yes.

3 miesiące temu

Yes!

2 miesiące temu
Not so much, because we spoke a lot in Polish

---

2 miesiące temu
No doubt. I'm sure I would take advantage of that.

---

2 miesiące temu
Great:)

---

2 miesiące temu
Yes

---

2 miesiące temu
Yes

---

2 miesiące temu
of course!!!

---

2 miesiące temu
not at all, I had been communicating in Polish most of the time, furthermore
practicing English was not important for me while opting for the training

---

3 miesiące temu
Yes

---

3 miesiące temu
can be

---

3 miesiące temu
Yes, every opportunity is good to practice English

---

3 miesiące temu
sure

3.8. Do you think having mentors involved is a good idea? Why? Why not?

2 miesiące temu
Yes. Diversity in mentors experience was great.

2 miesiące temu
I regret not having time to talk with all the mentors.

2 miesiące temu
Great help, support, attitude

2 miesiące temu
Yes

2 miesiące temu
I think Anna was the best :) She ask very good questions.

2 miesiące temu
Involving mentors is a great idea, but the execution during training leaves much to be desired.

2 miesiące temu
it was a grear idea, it allowed us to stramline our work

3 miesiące temu
Yes, thanks to mentora we improve knowledge and skills, better describe goals od project, look for idea

3 miesiące temu
very good

3 miesiące temu
It is a good idea as a a good mentor can create added value, look critically at the project, add factual comments

3 miesiące temu

engaging mentors is a good idea but we should know what they are experts in
and how they can help us and what we want to leave the mentoring meeting with.

Definitely yes. However, it would be great if such a mentor would work with us, for
example, for 1 whole day live, and then he can be online. This would be the most
optimal solution.

3 miesiące temu
It was great idea

3.10. What is one thing — idea, technique, experience — that will stay with you after the event?

3 miesiące temu
sancho pansa metaphore

3 miesiące temu
I don't know yet :) but.. for me it is important to understand that to look for
something that is WOW - like social innovations and I want to implement and
understand it more :)

3 miesiące temu
Work in groups.

3 miesiące temu
Canva, design thinking

2 miesiące temu
Courage to ask questions.

2 miesiące temu
I am profoundly grateful for joining the training. I met many people with the passion and big dreams.

2 miesiące temu
New contacts, believe developmental in both way

2 miesiące temu
Human centered design thinking approach

2 miesiące temu
My group nr 3. People working hard with a vision.

2 miesiące temu
conference; contacts with people from my group; I wish I could use contacts with the organizers of the training

2 miesiące temu
our project idea

3 miesiące temu
Design thinking methods and Model Canvas

3 miesiące temu
the material will be received better by learners online if the speaker is interesting and engaging, the quality of English is also important. If the speaker is boring and is not actually a good speaker, his/her material will not be saved even by his/her rich experience - it's difficult to focus simply, especially for long.

3 miesiące temu
Design thinking and business canva :)