# Module 2

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# INTRODUCTION

At this module, we will focus on analysis.

Project planning is widely important part of the project cycle. Traditional wisdom is that planning, and analysis are very important and the more there is in a project, the more successful the project will be (Wang & Gibson, 2008; Dvir, Raz, & Shenhar, 2003). Time spent on these activities will reduce risk and increase project success.

That is why, now you will be introduced to a few tools to help you for the analysis before you take the further actions.

# STEP 1

**What are your interests?**

Please take 10 - 15 mins to think of what are you interested in? There may be thousands of topics that a social entrepreneur can work on. However, it is very important to focus on something that you have interest in.

Make a list of topics you would like to tackle from a professional or personal aspect.

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# STEP 2

**What are the needs in your community?**

First step of a successful project is to decide what you would like to do for your community. This heavily depends on what your community needs.

Your community can be your neighbourhood, your class/school, a minority group that you belong, or group of people that you share same goals, etc.

Community is defined as a group of people who share a connection that they recognize. The community you will target needs to be identified. If you didn't identify your community yet, please take 15 mins and use the following questions:

☐ How do you describe the boundaries of the community you intend to deal with?

☐ What groups of people live or come together in the community? Do they have any special needs?

☐ How do members of the community define/describe themselves?

☐ Who are the leaders and communicators in the community? Are there any special subgroups?

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# STEP 2

**What are the needs in your community?**

After answering these questions, you should have a clearer picture of your targeted community. Now, you know your target, let's focus on the problems that occurs in this community.

Following questions may help you to make your list:

☐ What are the major problems in your community?

☐ What is the most urgent problem?

☐ What is the most publicised problem?

☐ What is the hardest problem to be solved in your community?

☐ What does seem easiest to solve?

☐ Is there any long-term problem?

☐ Are there any newly occurred problems?

Please list all the possible problems and needs in next 30 mins.

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# STEP 3

**Design Your Idea**

At this step, we will go into deeper understanding of the social needs which we want to focus on. In the previous steps, you already list your interests and social needs in your community. Please take a moment to compare these 2 lists together and see if there is any common area that appear in the both lists.

In case, you can't make direct connections, please find areas that are close to each other and somehow connected by third parties.

Are you ready to work on this need deeper?

❖ Please Identify the social need that you want to meet.

❖ What are the characteristics of the market you choose?

❖ Are there any competitors in the field? Please identify some examples.

❖ What are your special added values?

Please use next 40 mins to find answer for above questions.

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# STEP 4

**Stakeholder Analysis Matrix**

As a first step, all the stakeholders should be identified. Stakeholder can be an individual, group of people, institutions or businesses that have a significant interest in a certain project.

We have to make clear, that there are different types of stakeholders, with each having its distinctive characteristics:

1. **Stakeholders**: Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by a project or programme.

2. **Beneficiaries**: Are those who benefit in whatever way from the implementation of the project. Distinction may be made between:

(a) *Target group(s):* The group/entity who will be directly positively affected by the project at the Project Purpose level. This may include the staff from partner organisations;

(b) *Final beneficiaries*: Those who benefit from the project in the long term at the level of the society or sector at large, e.g. "children" due to increased spending on health and education, "consumers" due to improved agricultural production and marketing.

3. **Project partners**: Those who implement the projects in-country (who are also stakeholders, and may be a 'target group').

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# STEP 4

**Stakeholder Analysis Matrix**

As soon as the stakeholders of the project are identified, stakeholders are being analysed. The stakeholder analysis can be done by using various tools, such as SWOT analysis (Strengths, Weaknesses, Opportunities and Threads), the Stakeholder Analysis Matrix, VENN diagram or the Spider diagram.

**Sample Stakeholder Analysis Matrix**

| Stakeholder and basic characteristics | Interests and how affected by the problems | Capacity and motivation to bring about change | Possible actions to address stakeholder interests |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Please use next 30 mins to fill out your Stakeholder Analysis Matrix.

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# STEP 5

**SWOT Analysis**

SWOT analysis (strengths, weaknesses, opportunities and threats analysis) is a framework for identifying and analysing the internal and external factors that can have an impact on the viability of a project, product, place or person.

SWOT analysis is incredibly simple yet very effective tool to help you develop your project idea. As SWOT stands for strengths, weaknesses, opportunities and threats, let's go through each one of them.

Strengths and weaknesses are internal factors — things that you have some control over and can change. Examples include who is on your team, your patents and intellectual property, your location, etc.

Opportunities and threats are external factors — things that are going on outside your company, in the larger market. You can take advantage of opportunities and protect against threats, but you can't change them. Examples include competitors, prices of materials, funds, etc.

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# STEP 5

**SWOT Analysis**

For you to understand the process better, let's practice our own SWOT Analysis.

Please take a blank paper and draw the table below and take 30 mins to come with your SWOT analysis.

| **Strengths**<br>What do you do well?<br>What unique resources can you draw on?<br>What do others see as your strength? | **Weaknesses**<br>What could you improve?<br>Where do you have fewer resources than others?<br>What are others likely to see as weaknesses? |
|---|---|
| **Opportunities**<br>What opportunities are open to you?<br>What trends could you take advantage of?<br>How can you turn your strength into opportunities? | **Threats**<br>What threats could harm you?<br>What is your competition doing?<br>What threats do your weaknesses expose to you? |

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# STEP 6

**Problem Tree Analysis**

Now that you have a problem to work on, it will be useful to analyse the causes and effects of this problem before we go any further.

There is a very simple diagram that called Problem Tree that represents a summary of the existing negative situation. To start with it, please have a blank page and show the core problem in the middle, the effects of the problem on the top section, and the root causes underneath.

This problem tree shall represent a situation concerning the selected business field they have chosen previously.

Please follow the guidelines to complete your problem tree:

❖ Start with stating the core problem of an existing situation.

❖ Identify major problems that are related to the problem (by brainstorming) and write down each on a separate card.

❖ Establish hierarchy of causes and effects: problems which are directly causing the core problem shall be put below, problems which are direct effects of the core problem shall be put above.

❖ Connect the problems with cause-effect arrows.

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# STEP 6

**Problem Tree Analysis**

In case you need further support:

- Write the problem in a sentence by specifying it like this: 'Subject – verb – object'

- Problems should be phrased as negative situations.

- Each card should include only one problem.

- Problems must be existing ones, not future or imagined ones.

- Avoid generalization and be specific.
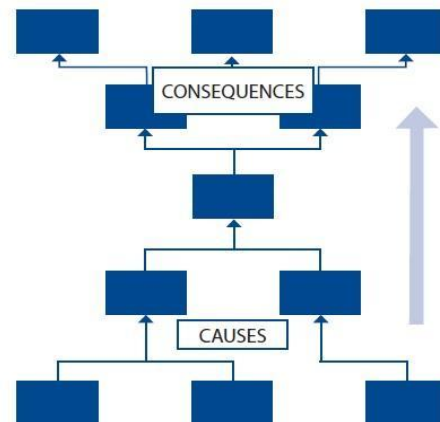
# STEP 6

**Problem Tree Analysis**

Please look at the example Problem Tree
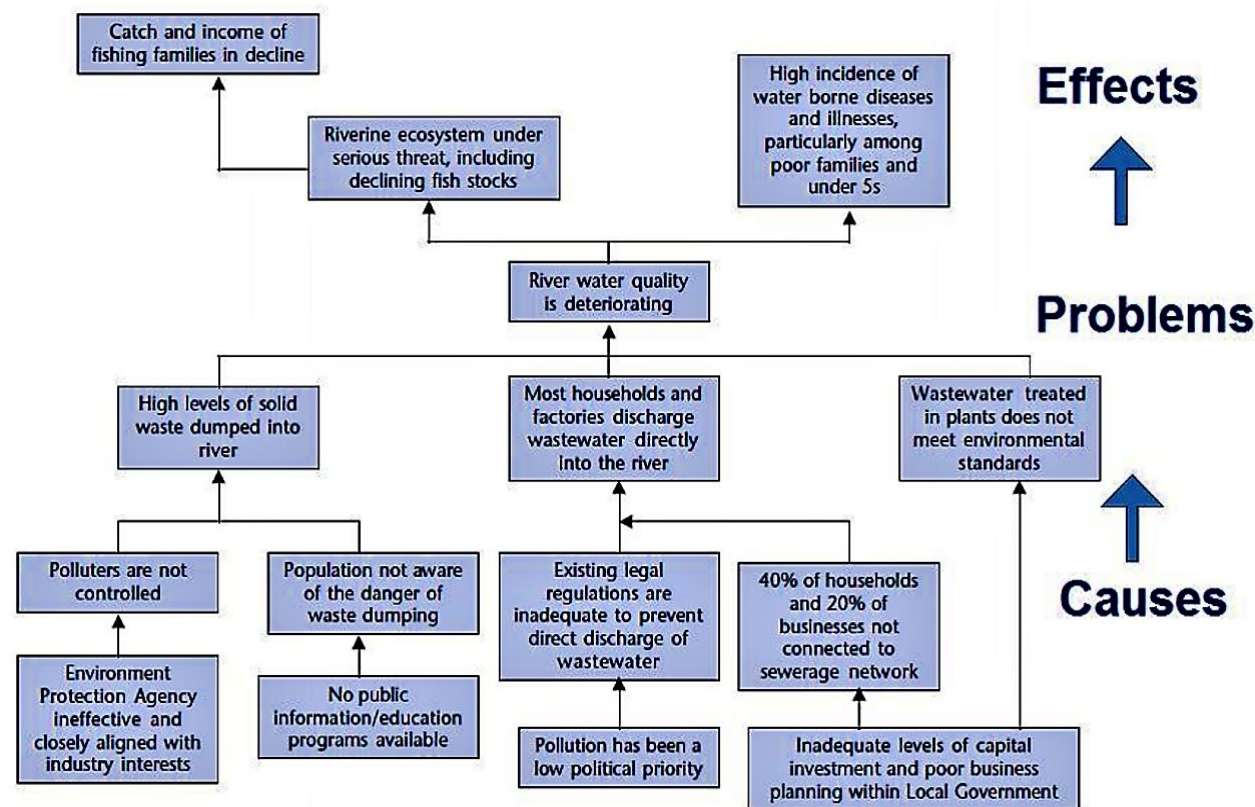


Take next 60 mins to work on **your problem tree** analysis.

# STEP 7

**Objective Tree**

At this phase, the problems of the problem tree should be "translated", reformulated into the objectives we strive to achieve. In order to achieve this, the following steps should be taken:

❖ All negative situations of the problem tree should be reformulated into positive, desired and achievable situations that will become our objectives

❖ For ensuring completeness and validity of the hierarchical order, means-end relationships should be checked (the cause-effect relationships of the problem tree are changed to means-end relationships of the objective tree – although, attention must be paid that not every cause-effect relationship can be automatically changed to be in means-end relationship)

❖ Starting the process from bottom upwards, it can be ensured that cause-effect relationships are properly translated into means-end relationships

Please take 30 mins to finish your Objective Tree.

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# STEP 8

**Analysis of Strategies**

Out of the number of objectives of the Objective Tree, taking into consideration various factors, such as relevance, availability of resources, etc. the most feasible strategy of intervention should be chosen. To put it simply, out of the various clusters of objectives that have a means-end relationship, the most relevant one should be chosen. For making the most appropriate choice, various criteria should be taken into consideration. These include for example financial, institutional, economic, technical, environmental criteria.

Please take 15 mins to decide which objectives are going to be involved in your strategies.

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