Interreg NEXT Romania – Ukraine

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Stefan cel Mare University of Suceava

Ivano-Frankivsk National Technical University of Oil and Gas

LIFECED

LIFELONG AND CULTURAL INCLUSIVE EDUCATION ON THE ROMANIAN-UKRAINIAN BORDER

Training: PROJECT MANAGEMENT

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Project management

Module 2. Needs Analysis, SWOT, Stakeholder Analysis & Problem Analysis

LIFECED Project

PCM – Project Cycle Management

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis
- Step 3. Formulation of objectives
- Step 4. Strategy Analysis
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

The first step

Clarification of the initial/existing conditions!

Situation analysis. Sources

- Examples

Data Collection Techniques for Participatory Rural Appraisal

- free-listing
- ranking and scoring
- matrix ranking
- seasonal calendars
- clinic-flow charts
- timelines
- activity charts
- body mapping
- social mapping
- census mapping

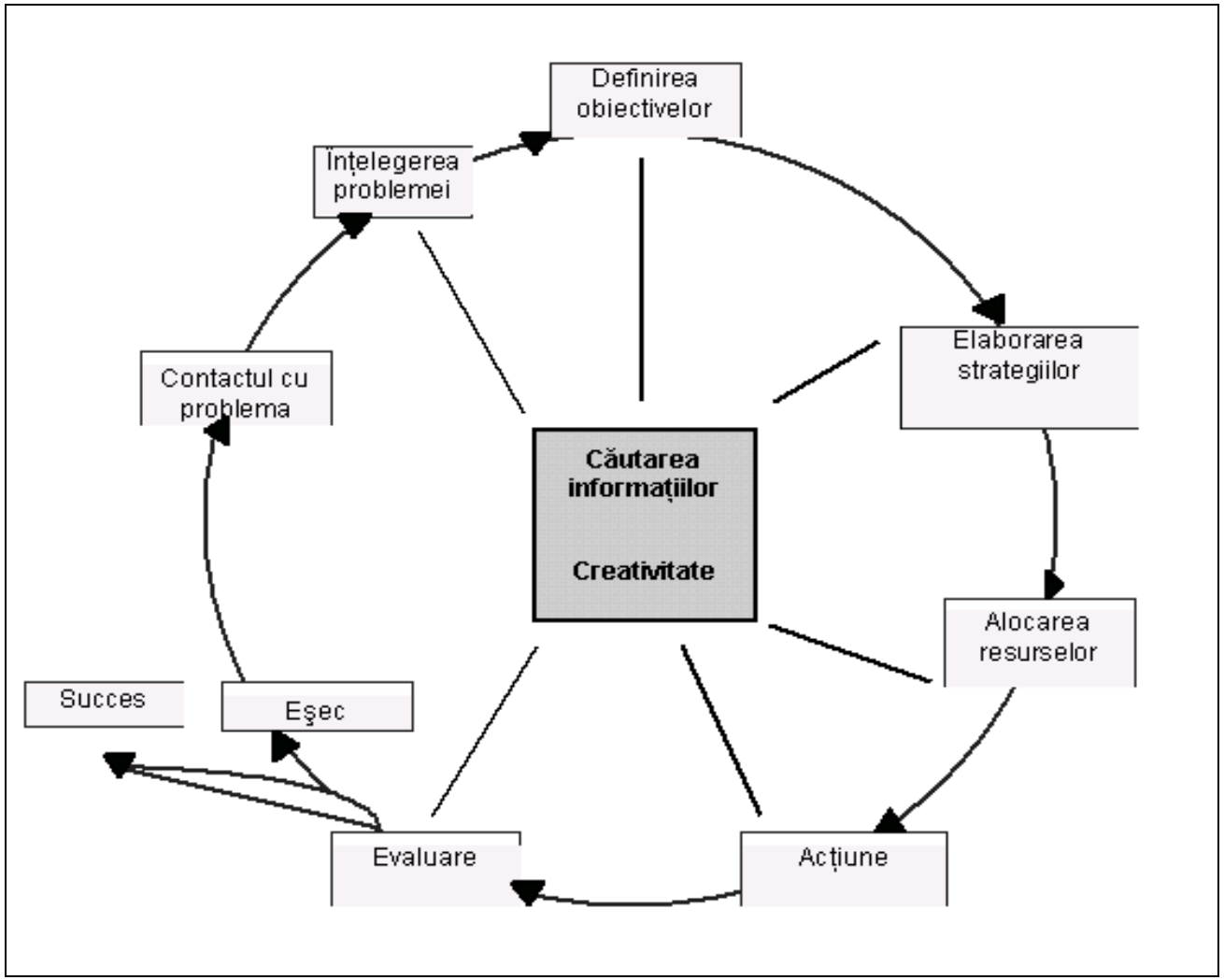
Sources of Quantitative Data

- service statistics
- surveys
- inventories of supplies and equipment
- project reports and evaluations

Sources of Qualitative Data

- focus group discussions
- semi-structured interviews
- key informant interviews
- observations
- review of materials/documents

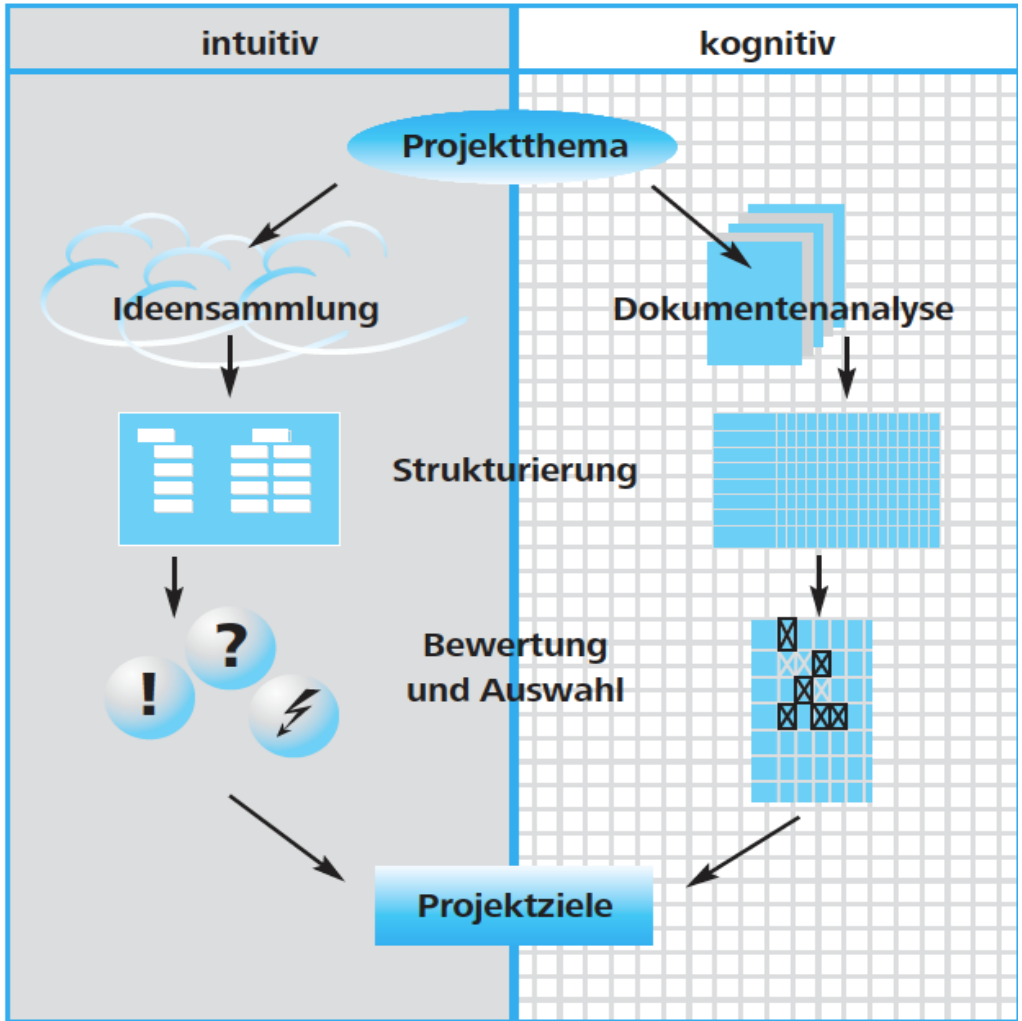
Problem-solving cycle



Creativity and Brainstorming in Project Generation

- The organization of the brainstorming sessions must be preceded by an information phase on the issues of the area, of the analyzed field
- A moderator is needed
- The general rules of the brainstorming sessions must be followed

Project idea. Intuitive vs. Cognitive



Source: ”Projektmanagement. Verfahren und Instrumente für erfolgreiche Projektarbeit in Vereinen und Verbänden° - Friedrich Ebert Stiftung

Brainstorming



RESULTS:
Collection of ideas Prioritized and structured.

CONS:

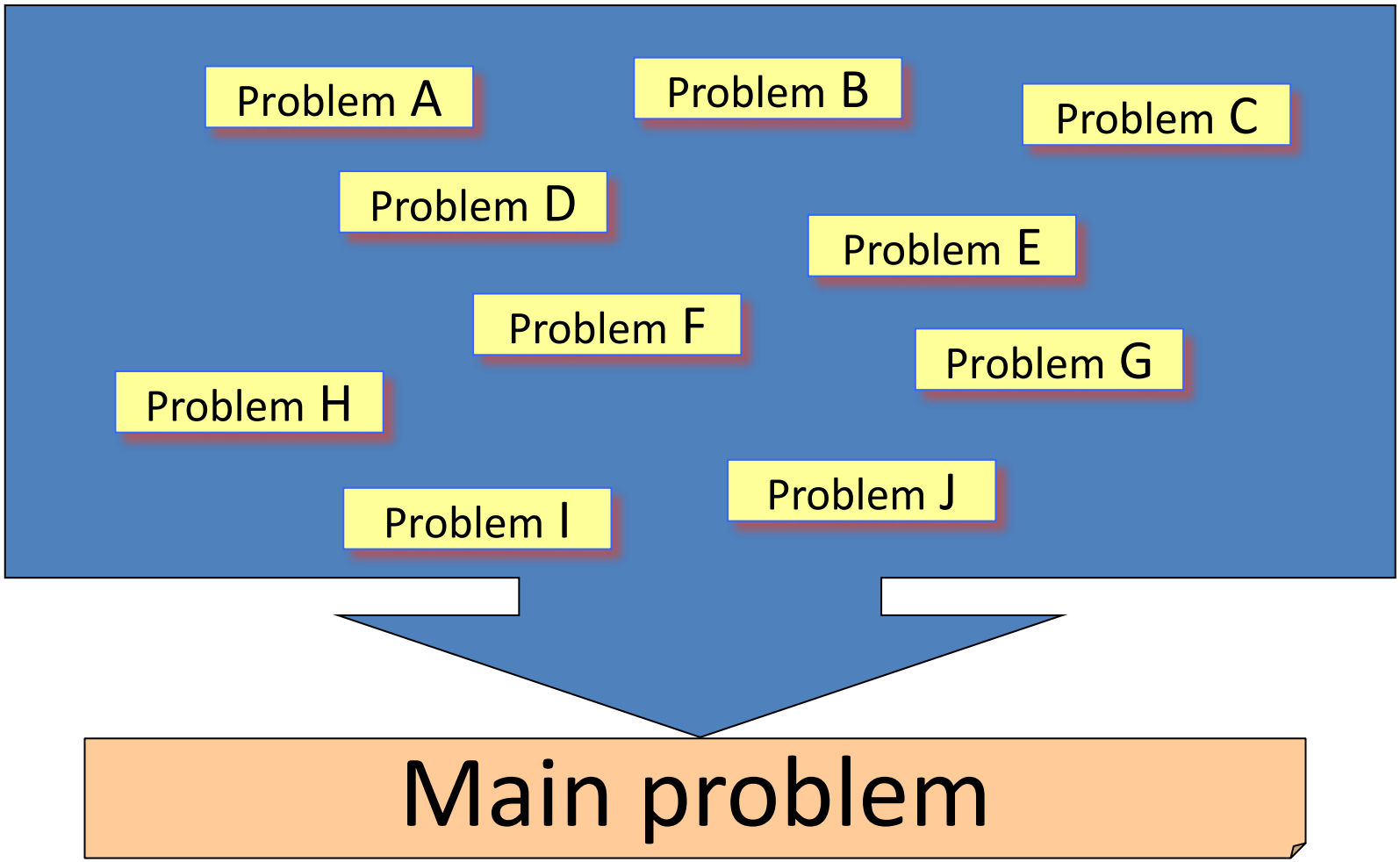
- confusing with a large group of people.
- follow-up can be time-consuming with a large number of disordered ideas.
- reluctant participants may not be sufficiently involved.

SWOT Analysis (1)

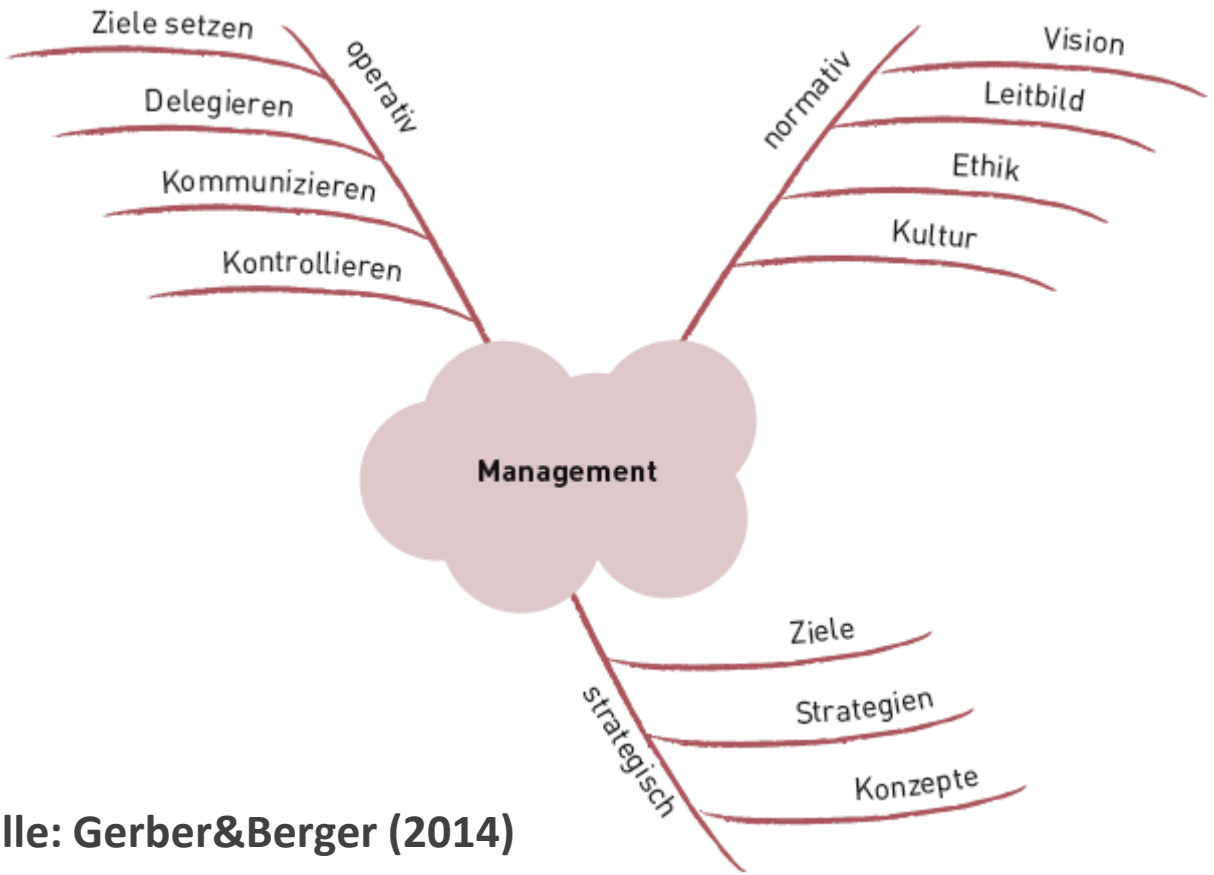
- The SWOT analysis systematically looks at products, processes, teams, companies and other objects to be analyzed according to the categories "Strengths", "Weaknesses", "Opportunities" and "Threats".
- The purpose is to solve existing problems and take advantage of existing opportunities.
- The method is used in the context of strategy development processes.
- With the help of the SWOT analysis, both one's own status is reflected and the central influences of the environment are determined.

SWOT. Prerequisites & Results

- All stakeholders with decision-making powers participate.
- All participants have an interest in developing a solution.
- There is a climate of mutual trust between the participants.
- RESULTS
- List of your own strengths, weaknesses, opportunities, threats
- Optional assessments and prioritization of strengths, weaknesses, opportunities, and threats
- Collection of possible strategies Prioritized strategy


Problem A
Problem B
Problem C
Problem D
Problem E
Problem F
Problem G
Problem H
Problem I
Problem J
Main problem

Mindmapping



Quelle: Gerber&Berger (2014)

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The second step

Analysis
Interest groups

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Identification of target groups

1) Identifying them
2) Grouping
3) Identifying the most important decision-makers
4) Detailed analysis

Stakeholder - Identifikation

- The PMBOK Guide 2008 introduced a separate process for stakeholder identification: "Identify Stakeholders". He also integrates stakeholder analysis into this process, which is treated at ICB as an independent process step after identification.

- The basic question of stakeholder identification is: "Which persons, groups of people or organizations will be affected by or can influence the implementation and results of the project?"

Stakeholder identification

- Stakeholder identification is the first step in stakeholder management
- The purpose of stakeholder identification is to identify all stakeholders who can influence the project's activities.
- The result of the stakeholder identification is a list of all stakeholders - possibly structured - which is transferred to the next step of stakeholder management, the stakeholder analysis.

Stakeholder-Identifikation

The stakeholders of a project are clear from the beginning:

- Clients (persons and organizations)
- Contractors (individuals and organizations)
- Project Manager
- Project staff
- Users of the project result
- Those affected by the project result

Stakeholder identification

- Depending on the type of project, many other people or organizations can also be stakeholders. Among others:
- Licensing authorities
- Residents, road users, etc.
- Competitors
- Financiers
- Shareholders of the company
- Public, Press, Media
- Corporations under public law.

Categories affected by the project – interest groups (stakeholders) –

- Decision-makers: individuals or institutions that could be directly or indirectly, positively or negatively affected by a project. The applicant is an organization in this group
- Beneficiaries: those who benefit from the implementation of the project
- Target group: The group/entity that will be directly (positively) influenced by the project
- Final beneficiaries: those who will benefit in the long term from the results of the project (e.g. at the company level)
- Project partners: those who will implement the project (they can be, in the case of decision makers or beneficiaries)

Stakeholderanalyse

Key questions of the stakeholder analysis are:

- Is the stakeholder under consideration an opponent or supporter of the project?
- How, in what way and how intensively is the stakeholder affected by the project and the project results?
- What expectations and requirements does the stakeholder have of the project and the project results?
- What influence does the stakeholder have and what power is available to him or her to assert these influences?

PCM in project conception

Phase 1: *Identification, Analysis and Defining*

- Setting general objectives of the organization
- Analysis of existing situation
- Identify needs / problems
- Analysis of problems and risks
- Setting the priorities
- Defining the project idea
- Consulting with the stakeholders
- Problem analysis and objectives
- Formulation of the Logical Framework

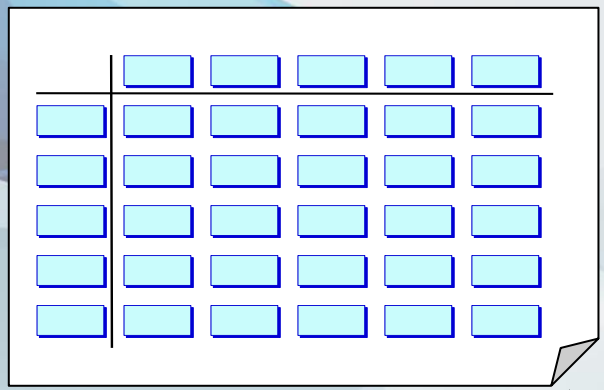
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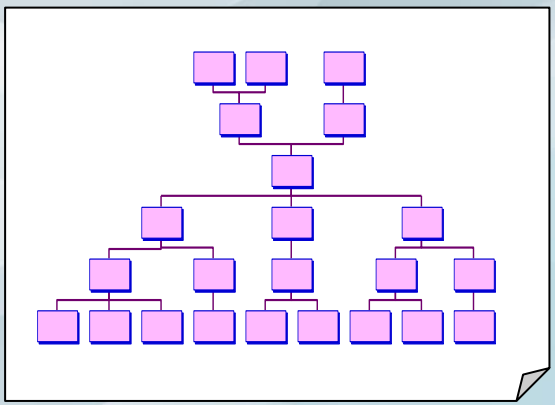
Problem Analysis
- Step 3 -

Stakeholder analysis

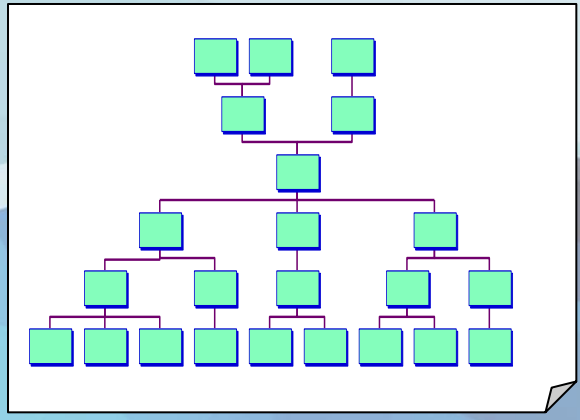




Problem analysis



Target analysis



Project conception

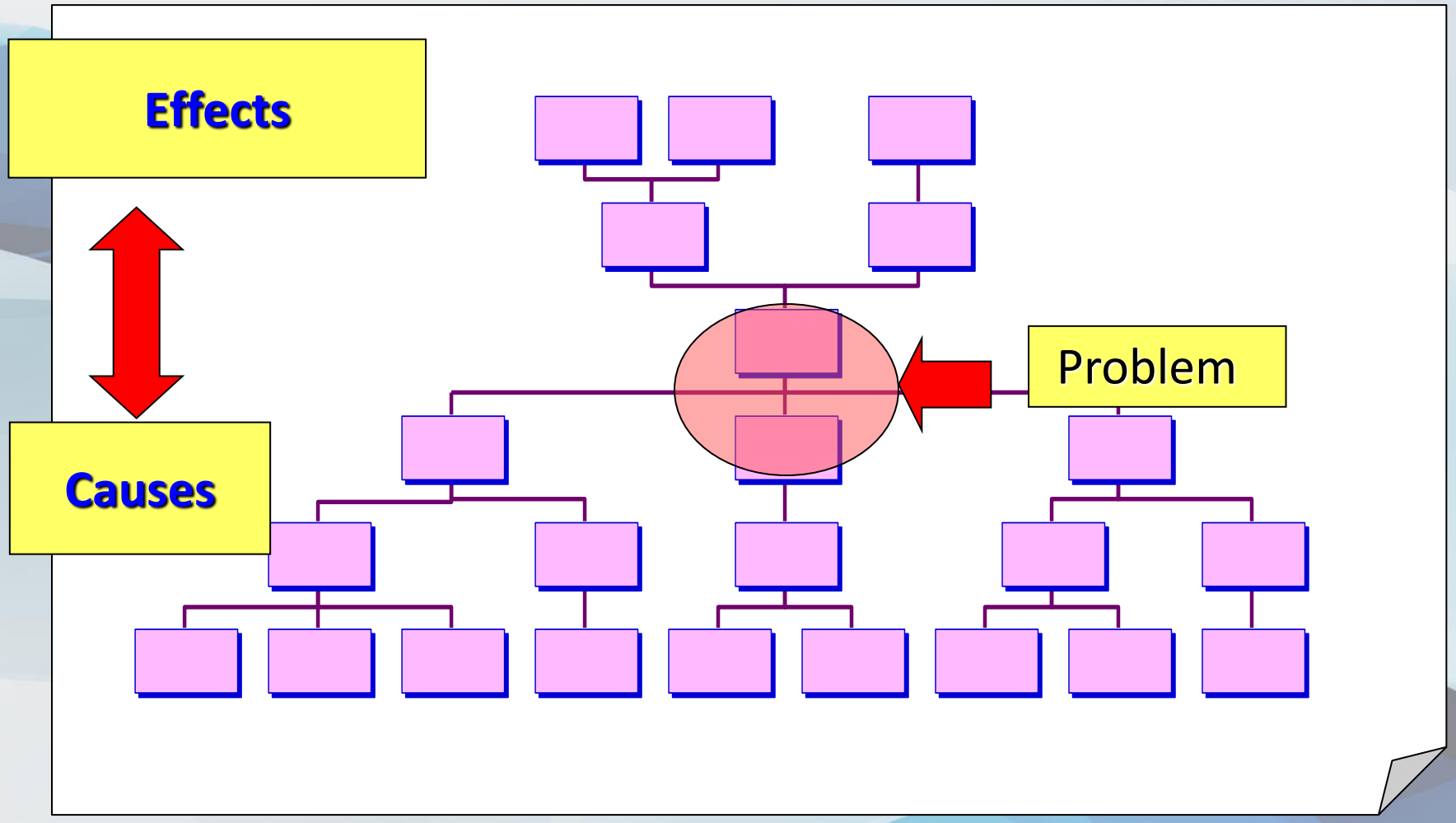
PCM - Steps

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis (tree diagram/problem tree)
- Step 3.Objective tree
- Step 4. Strategy Analysis
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

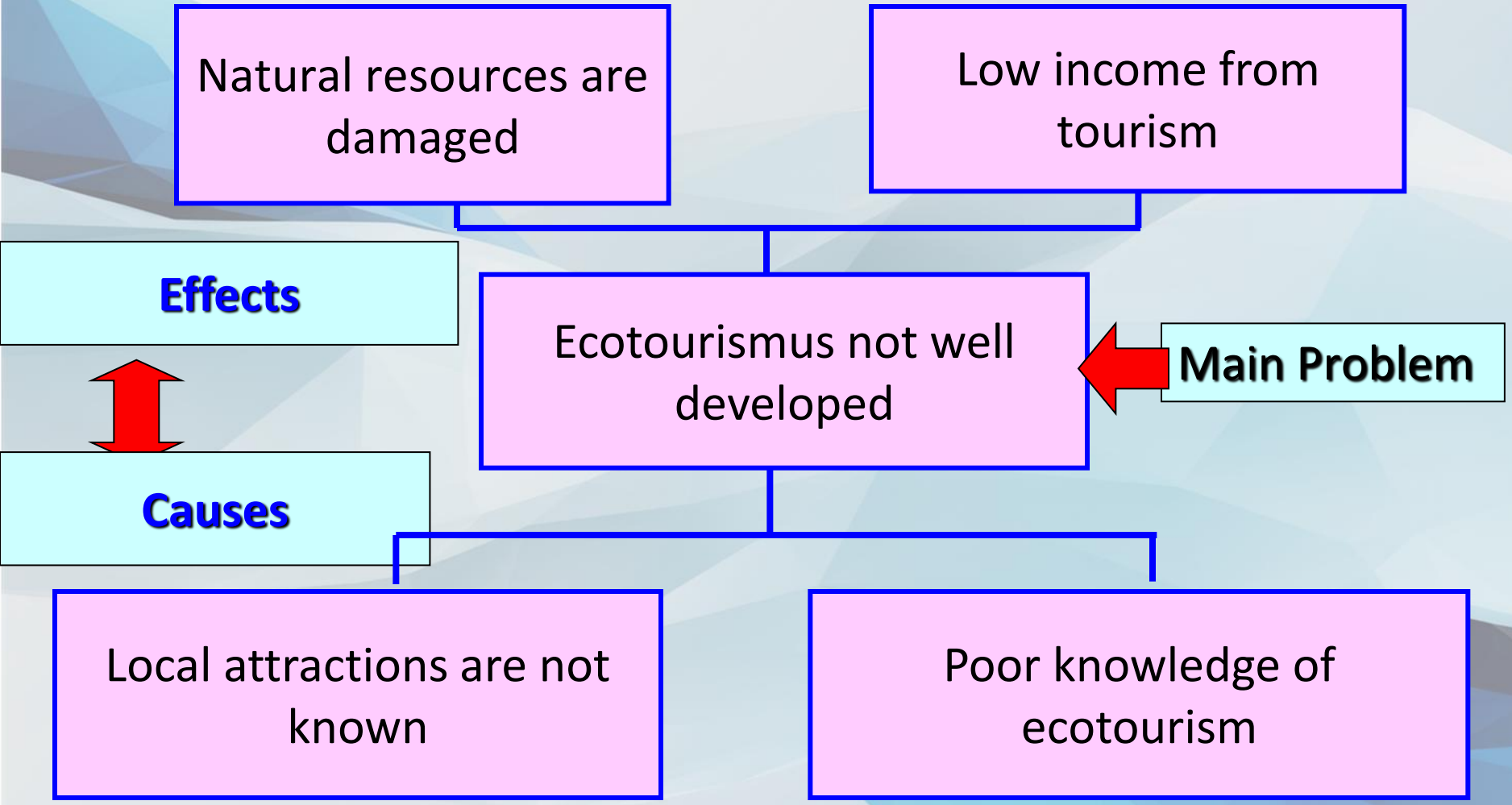
Problem Tree

- The problem tree is a graphical representation of the problem, its causes and consequences based on a tree.
- An analysis of the causes and effects.
- The different parts of the tree represent the following levels of problem:
  - the trunk is the problem,
  - the roots are the causes of the problem and
  - the branches stand for the consequences or effects that emanate from the problem.

Problem tree



Problem tree. Example



Problem tree

- You always have to ask the "what" question in the problem tree:
- What is the problem (the tribe)
- What are its causes (the roots)
- What are the effects (the branches)

Identification and problem's analysis

It is important the answer to the following questions:

- **WHICH** is the main problem to be solved?
- **WHY** did such a problem appeared? What are the main reasons that generated this negative situation?
- **WHERE** and **WHEN** it takes place?
- **FOR WHOM** is a problem? What target group is affected by this problem: target group/other groups?
- **WHAT** kind of impact/consequences will have this situation unsolved?

Problem tree

How detailed should a problem tree be?

- Basically, of course, as many roots and branches (with as many levels) as necessary can be mapped in the problem tree
- You should concentrate up to 5 roots or branches, which are then divided into 2-3 levels.

Recommendations for the formulations of the causes

1. Write only the existing causes
2. Write only one idea on the card, specifically formulated
3. Causes are formulated negatively
4. Avoid the phrase ".....there is no”

PCM – Workstages

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis (tree diagram/problem tree)
- Step 3. Strategy Analysis
- Step 4. Objectives Identification
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

Concept and selection

- What problems are being addressed and are at utmost importance?
- What are the goals of the project?
- What funds and resources are available within the organization or must be procured from outside?
- How can a sensible and strategic approach be taken, who is to be involved or involved in the project?

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