

## Social Analysis Systems<sup>2.0M</sup>

Concepts and Tools for  
Collaborative Research and Social Action

<http://www.sas-pm.com/>

### **Name of this technique: Projection**

**Author(s) and correct citation:** Jacques M. Chevalier, 'SAS<sup>2</sup> 1.0: Projection,' in *Social Analysis Systems<sup>2</sup> 1.0*, <http://www-sas-pm.com/>.

### **What is the goal of Projection?**

*Projection Scenario* helps you visualize the future you can expect if current trends continue and stakeholders' actions do not change them. This projection is based on how you view the current situation, the positive and negative elements that are part of it, what is responsible for creating them, and how likely it is that these causes will have a stronger or a weaker impact over time.

### **What are the guiding principles of Projection?**

- Knowing the current trends helps you forecast situations that may develop and understand how important it may be to create the conditions for a better future.

### **Here's how to use Projection**

1. Identify an existing situation involving a **core problem**. Define the problem as clearly as possible, and clarify the purpose of your analysis.
2. Make a list of **the positive and the negative elements** that are part of the existing situation. Focus on those elements that you think are the most important for this analysis.
3. Create a table. Insert your list of positive and negative elements in Column 1 (see example in Step 8).

4. In Column 2 indicate the **importance** of each element, using a scale of 1 (low) to 10 (high). Use plus (+) and minus (-) signs to distinguish the positive and the negative elements. The higher the score is (closer to +10 or -10), the more important an element is.
5. In Column 3 use key words to describe the **main cause(s)** responsible for each element.
6. In Column 4 indicate whether each cause is likely to have **a stronger or a weaker impact** over time, assuming that no one will try to change the current trends. Use value 1 for a lesser impact, 5 for an impact that will remain the same, and 10 for a greater impact. Determine the **time frame** for these expected changes.

Insert **question marks** where you need to get more information to estimate future impacts.

7. Calculate the **Projection Score** for each row by multiplying scores A (Column 2) and B (Column 4). Record the results in Column 5. The more positive the projection score is, the more reason you have to be optimistic. The more negative the score is, the more reason you have to be pessimistic.

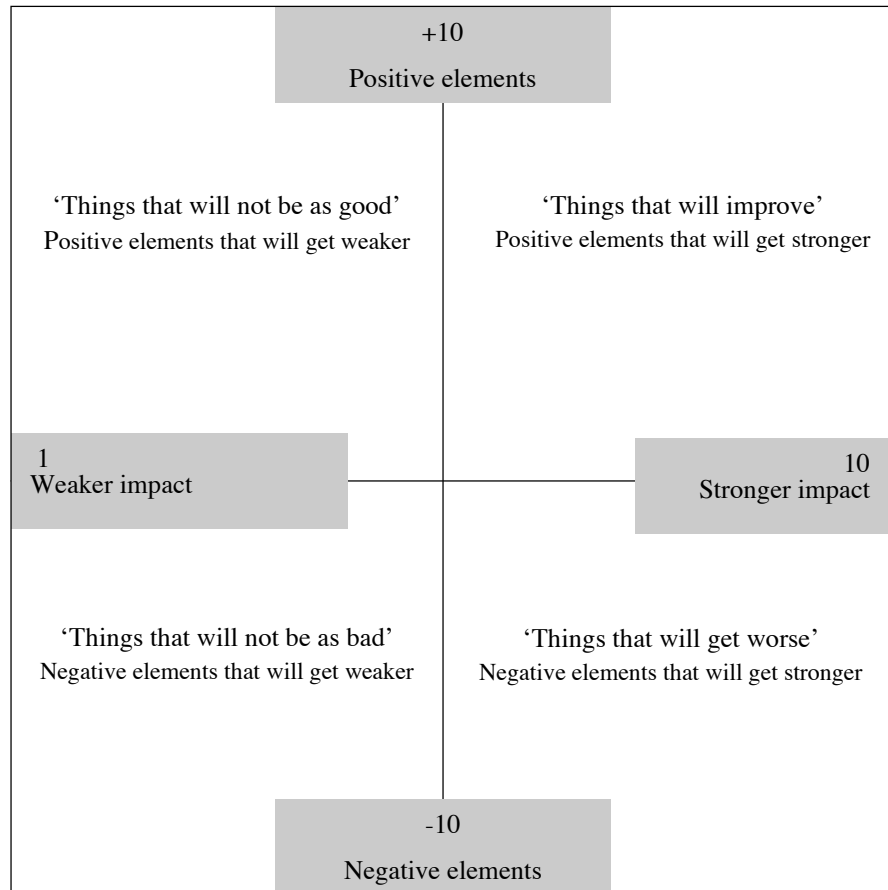
If you have more than one cause for an element, give a future impact score for each cause and record the scores in Column 4. Then, calculate the Average Projection Score by totaling the Projection Scores (A x B) for the element and dividing the resulting total by the number of causes.

8. In Column 6 give a **snapshot picture** of the situation that will result from the negative and the positive elements of the current situation (Column 1) and from their causes and their future impact (Columns 3 and 4).

Here's an example of a *Projection* table:

Current situation elements	Value and importance (- 10 to + 10)  A	Causes and trends		Projection score  A x B	Snapshot projection scenario
		Main cause(s)	Future impact: 1 = Lesser 5 = Stable 10 = Greater  B		
<b>Positive</b> 1. 2. 3.					
<b>Negative</b> 1. 2. 3.					

8. 9. Create a diagram by drawing a vertical line that crosses a horizontal line (see example in Step 11). This creates a cross inside a square. Write +10 and -10 at the opposite ends of the vertical line. The value +10 indicates highly positive elements, -10 is for highly negative elements, and 0 is for elements that have neutral value.
10. Write 1 and 10 at the opposite ends of the horizontal line. The values on this line indicate the future impact level you have projected for each element (see Step 6).
11. Place each element (listed in Step 2) into your diagram. Use key words and the letter 'x' to mark the location of each element. Here's an example of a *Projection* diagram:



12. Discuss how the following elements are distributed:

- Things that will improve (upper right square);
- Things that will not be as good (upper left square);
- Things that will not be as bad (lower left square); and
- Things that will get worse (lower right square).

Pay special attention to elements that are likely to change a lot over time (to the extreme left or right).

13. Each party (such as gender groups) may do its own *Projection* analysis and then discuss its results with other parties.

## **Making this process work for you**

### *For simpler versions*

- Restrict the number of positive and negative elements.
- Identify only one major cause for each element.
- Use a short-term or medium-term time frame when evaluating the future impact of each positive or negative element.
- Do the table (Steps 3 to 8) or the diagram (Steps 9 to 13) but not both.

### *For more advanced versions*

- Identify a greater number of elements and causes.
- Take more time to gather the information you need to complete the exercise.
- During the exercise, discuss and record the views that participants express.
- Write a description for each element and cause.
- Identify criteria to justify scores A (the importance of an element) and B (the future impact of each element).

## **Readings and links**

Eva Wollenberg, David Edmunds and Louise Buck, *Anticipating Change: Scenarios as a Tool for Adaptive Forest Management. A Guide*. Draft Version February 28, 2000 CIFOR (Center for International Forestry Research, Bogor, Indonesia, <http://www.cifor.cgiar.org/acm/methods/fs.html>)

Future Search, see <http://www.futuresearch.net/> ; also <http://www.iadb.org/EXR/ENGLISH/POLICIES/participate/sec7.htm>

Harding Tibbs, "Towards an Optimistic Future," The Buckminster Fuller Institute, [http://www.bfi.org/pdf/Tibbs\\_Future.pdf](http://www.bfi.org/pdf/Tibbs_Future.pdf)