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Open Online Course on

Innovation & Entrepreneurship

Co-funded by
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Session #1

Kick-off
Getting to Know Each Other

Welcome to the YOU SI NET Online Program on Innovation and Entrepreneurship.

This program brings together young people from different countries who share a common ambition: **creating positive change through innovation and social entrepreneurship.**

In this first session, we will focus on getting to know each other, understanding our motivations, and identifying the skills that each participant brings to the program.
The purpose of this session is to help you begin your personal innovation journey.

Remember: Every impactful project starts with a motivated individual who understands their strengths, values, and aspirations.

Part #1: Discovering the Program

What is YOU SI NET?

YOU SI NET is a learning program designed to help young people develop innovative solutions to social challenges.

Throughout this program, you will learn how to:
- Understand social challenges in your community
- Generate innovative ideas
- Develop solutions with social impact
- Work collaboratively with others
- Present your project through storytelling and pitching

The program combines:
- Interactive workshops
- Group discussions
- Practical exercises
- Project development activities

Learning Journey Overview
The program is structured in 10 sessions, each building on the previous one.

Learning Path
- Session 1: Getting to know each other and discovering motivations
- Session 2: Introduction to social innovation
- Session 3: Social entrepreneurship and key vocabulary
- Session 4: Design thinking
- Session 5: Problem identification
- Session 6: Ideation and solution generation
- Session 7: Understanding the target audience and market
- Session 8: Impact identification and measurement
- Session 9: Storytelling and pitching
- Session 10: Final project pitch

Each session includes:
- Concept introduction
- Practical activities
- Collaborative learning
- Personal reflection

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Part #2: Getting to know each other

Icebreaker Activity

Introduce yourself to the group by answering the following questions:

- Name
- Country
- Mother tongue
- One thing you are passionate about
- How do you say "Hello" or "Welcome" in your language?

This activity helps create a welcoming and multicultural environment for the program.

Group Reflection

Think about the following questions:
- Why did you decide to join the YOU SI NET program?
- What do you hope to learn during this journey?

Share your answer with the group.

Part #3: Understanding your motivation

Innovation often begins with a personal motivation or a strong connection to a problem. Understanding your motivation will help you stay committed throughout the innovation journey.

Your Motivation
Think about the following questions:
- What social issue concerns you the most?
- Why is this issue important to you?
- What change would you like to see in your community?
- Write your answers in the space below.

Motivation Map
Your motivation can come from different sources:
- Personal experience
- Community challenges
- Environmental concerns
- Social injustice
- A passion or personal interest

Try to identify which of these sources motivates you the most.

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Part #4: Skills mapping

Every participant brings valuable skills that can help create innovative solutions. Understanding your skills will help you **contribute effectively to a project team**.

Activity: Identify your skills

Write down three skills you already have.

Examples of skills:
- Communication
- Leadership
- Creativity
- Problem solving
- Digital skills
- Teamwork
- Research
- Organization

Triangle of Success

Self Motivation
Self Confidence
Goal Setting
Integrity
Time management
Honesty
Reasoning
Optimism
Communication
Enthusiasm
Co-operative
Inter-personal Skills
Commitment
Skills
Attitudes
Knowledge

Basics, Theories, Information, Facts, Figures, Descriptions, Learning, Science etc.

For each skill, answer these questions:
- How did you develop this skill?
- How could it help solve a social problem?

Skill #1

Skill #2

Skill #3

Part #5: Understanding social challenges

Social innovation begins with identifying real problems that affect people and communities.

Activity: Identifying social issues

Think about the challenges in your community.

Examples:
- Youth unemployment
- Environmental pollution
- Access to education
- Gender inequality
- Access to healthcare
- Waste management

Write down one social issue that concerns you.

Reflection Questions
- Who is affected by this problem?
- Why does this problem exist?
- What are the consequences of this problem?

Part #6: Group Activity – Shared Challenges

Discuss with your breakout group:
- What social challenges are common in your countries?
- Are there similar problems across different communities?
- What challenges are unique to your local context?

This discussion helps participants understand the diversity of social challenges across regions.

Part #7: Connecting skills and motivation

Innovation happens when skills meet motivation.

Think about the following question: How can your personal skills help address the problem you identified?

Activity
Complete the sentence:
"My skills in _____ can help address the problem of _____."

Example: "My skills in communication can help raise awareness about environmental protection."

Part #8: Personal reflection

Take a moment to reflect on what you discovered during this session.
- What surprised you about the other participants?
- What did you learn about your own motivations?
- What skills do you want to develop during this program?

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Your mission for session #2

Before the next session:
1. Observe your community and identify one social problem that interests you.
2. Try to understand:
   - Who is affected by this problem?
   - Why does it exist?
   - What solutions currently exist?
3. Be ready to discuss your observations in Session 12.

Preparation for Session 2
In the next session, we will explore social innovation and learn how innovative ideas can address social challenges.

Think about this question: How can innovation help solve the problem you identified?

Conclusion

Welcome aboard!

This first session marks the beginning of your innovation journey.

You have started to explore:
- Your motivations
- Your skills
- The challenges around you

These three elements will form the foundation of your future social innovation project.

Remember: Change begins with curiosity, collaboration, and the courage to act.

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Session #2

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*Introduction
to Social Innovation*

Welcome to the journey of social innovation.

In this session, we will begin exploring the world of social innovation, building on what you discovered about your skills and motivations in Session 1.

You will learn how these skills can be used to create positive change in your community.

Remember: Social innovation is not just an idea. It is a practical approach to transform challenges and problems into opportunities and sustainable solutions.

For a better future

Part #1: Core Concepts

1. What is Social Innovation?

Practical definition: Social innovation is the process of identifying, designing, developing, and implementing new solutions to pressing social problems.

These solutions are:
- **More effective:** they achieve better results than existing solutions
- **More efficient:** they use resources more effectively
- **More sustainable:** they continue to work over the long term
- **Empowering for communities:** they enable communities to solve their problems independently.

Connection with Session #1
- Your personal skills = tools for innovation
- Your personal motivations = fuel for social action
- Your expectations = a roadmap for practical implementation

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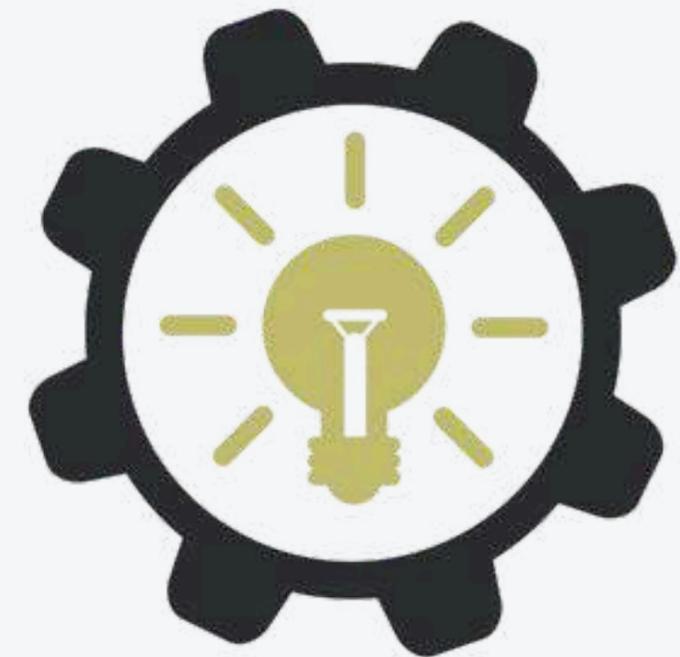
2. The difference between Traditional and Social Entrepreneurship

	Traditional Entrepreneurship	Social Entrepreneurship	Social Innovation
Main goal	Financial profit	Social impact with financial sustainability	Developing new and radical solutions
Measurement	Profit and market share	Social impact and sustainability	Novelty of the solution and scalability
Beneficiaries	Shareholders and owners	Communities and target groups	The entire social system
Competition	Market and resources	Impact and funding	Effectiveness and innovation

Quick Reflection Activity

Think about two projects you know: One traditional business project One social project

What makes the second project a social initiative?
Share your idea with a colleague in the breakout room.

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3. Social Innovation Framework (5 Core Elements)

This framework will be your personal guide for developing any innovative idea.

1. Motivation (Why?)

"What personal motivation drives you to work on this social challenge?"

- **Connection with Session 1:** Use the self-mapping exercise you created to identify your motivation.
- **Practical question:** What emotionally touches you about this problem?

2. Questioning (What?)

"What are the questions no one else is asking about this challenge?"

- **Required skill:** Critical thinking and reframing the problem.
- **Practical question:** How can I look at this problem from a different perspective?

3. Connection (From where?)

"What can you learn from other sectors or fields?"

- **Required skill:** Continuous learning and interdisciplinary thinking.
- **Practical question:** Who outside my field could help solve this problem?

4. Experimentation (How?)

"What would the first prototype of your idea look like?"

- **Required skill:** Practical experimentation and testing.
- **Practical question:** What is the simplest way I can test my idea?

5. Impact (Why does it matter?)

"What is the potential social impact of this idea?"

- **Required skill:** Strategic thinking and impact planning.
- **Practical question:** How can I ensure my solution creates real change?

Developing an innovative idea

- **1.Motivation** (Why?)
- **2.Questioning** (What?)
- **3.Connection** (From where?)
- **4.Experimentation** (How?)
- **5.Impact** (Why does it matter?)

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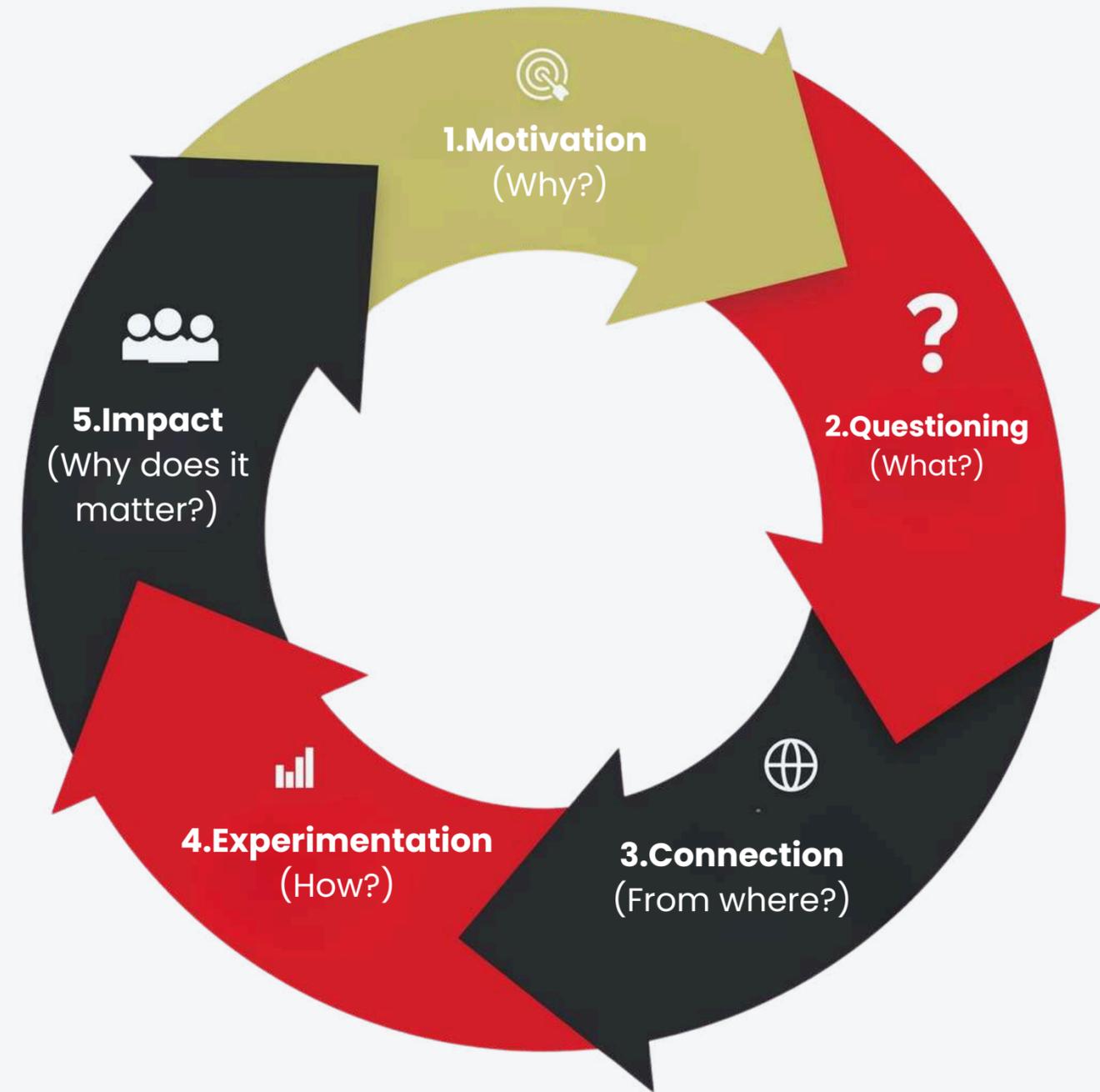
4. Levels of Innovation (From Simple to Radical)

Level 1 – Routine Improvements
- **Description:** Routine solutions using known methods.
- **Example:** Improving the interface of an existing application.
- **Thinking approach:** How can I make what already exists work better?

Level 2 – Minor Improvements
- **Description:** Small but useful improvements.
- **Example:** Adding a new feature to an existing application.
- **Thinking approach:** What can I add to improve the experience?

Level 3 – Fundamental Improvements
- **Description:** Significant improvements using methods from other sectors.
- **Example:** Using technology from the automotive industry in healthcare.
- **Thinking approach:** What can I borrow from another field?

Level 4 – New Systems
- **Description:** Creating completely new systems to solve the problem differently.
- **Example:** Transforming an in-person service into a fully digital system.
- **Thinking approach:** How can I reinvent the entire system?

Level 5 – Breakthrough Innovations
- **Description:** Completely new inventions that transform the sector.
- **Example:** Technology solving a previously unsolvable problem.
- **Thinking approach:** What has not been invented yet?

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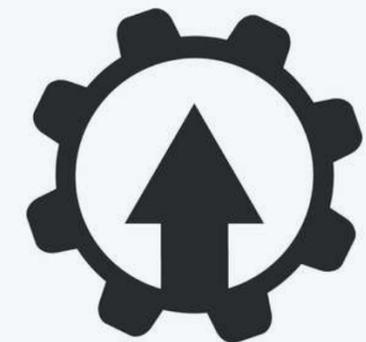
Part #2: Real examples from YOU SI NET

Example 1 - NetZero Project (Italy)

Personal story
NetZero was founded by Mohamed Al-Khald, who was inspired by a childhood memory of planting a small tree with his father in their garden. That small tree later became a large tree and inspired a bigger idea: What if we could plant thousands of trees using technology?

Innovation
- Level: 5 – Breakthrough innovation
- Technology used: Artificial Intelligence to improve planting and agricultural management.
- Innovation: Combining advanced technology with community engagement.

Impact
- Environmental: Improving air quality
- Social: Creating jobs in agriculture
- Economic: Developing new green industries

Key lesson
Even simple personal experiences can grow into large-scale innovation projects.

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Example 2 - BookAgri Platform (Jordan)

The Problem
How can farmers in rural areas increase their income while preserving agricultural heritage?

The Solution
Innovation level: 3 – Adapting ideas from another sector
Idea: Adapting the agritourism concept from Europe to the local context.

Innovation:
Connecting tourists directly with farmers.

Impact
- Farmers: Additional income and direct marketing
- Tourists: Authentic cultural experiences
- Community: Sustainable rural development

Key lesson
Successful ideas in one place can be adapted to other contexts.

Example 3 – FabricAid Initiative (Egypt)

The Challenge: How can we reduce waste in the clothing industry while creating sustainable jobs?

The Model: Innovation level: 4 – Creating a completely new system

Solution: A full recycling value chain.

Innovation: Transforming waste into resources.

Process
- Collect used clothes
- Sort them by quality and condition
- Recycle or resell them
- Create new products from recycled materials

Impact
- **Environmental:** Waste reduction
- **Economic:** Job creation
- **Social:** Affordable clothing

Key lesson
Problems can be transformed into economic and social opportunities.

Part #3: Practical activity on Miroboard

Task: Analyze a Social Project

Step 1: Choose a Project
- Choose:
  - One of the three examples, or
  - A project from the YOU SI NET countries

Write the project name in the designated space on Miroboard.

Step 2: Motivation Analysis
Questions:
- What personal or social motivation drives this project?
- How does the founder connect personal experience to the problem?
- What personal story could inspire others?

Use sticky notes on Miroboard to answer.

Step 3: Identify the Innovation Level

Task: Classify the project according to the five levels of innovation.

Guiding questions:
- How novel is the solution?
- Does it use methods from other sectors?
- Does it create a completely new system?

Use the voting tool on Miroboard to classify.

Step 4: Competitive Advantage Analysis

Elements to analyze:
- Creativity → What is new?
- Effectiveness → How does it solve the problem better?
- Sustainability → How does it ensure continuity?
- Scalability → How can it grow?

Draw a mind map on Miroboard.

Step 5: Stakeholder Mapping

Main categories:
- Direct beneficiaries
- Indirect beneficiaries
- Partners and supporters
- Potential competitors

Use the relationship mapping template on Miroboard.

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Part #4: Concept Integration

Activity: Skills × Innovation

Task
Link three of the skills you identified in Session 1 with elements of the social innovation framework.

Template
"My skill in _____ will help me _____ in my social project."

Example:
"My communication skills will help me learn from other sectors (connection element) in my project to educate children."

Steps
- Return to your skills map from Session 1
- Choose three key skills
- Connect each skill to one framework element
- Share your results with your breakout group

Reflection Questions
- Which of your skills will be most useful in the motivation stage?
- How can your technical skills support the experimentation stage?
- What skills do you need to develop to achieve impact?

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Part #5: Personal Application

Beginning Your Innovation Journey

Think about your problem:
- What social problem personally affects you?
- How is it connected to your skills and motivations?
- What level of innovation do you aspire to reach?

Mission
1. Find a successful social project in your country
2. Analyze it using the social innovation framework
3. Prepare to share your analysis in the next session

Reflection questions
- What can I learn from the projects studied today?
- How can I apply the innovation framework to my interests?
- What is the first step I can take toward my social project?

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Part #6: Diagnostic Quiz

Basic understanding questions

Question 1
What is the main difference between social innovation and traditional entrepreneurship?
A) Social innovation aims only at profit
B) Social innovation focuses on societal impact
C) Social innovation does not require funding
D) Social innovation operates only in the public sector

Question 2
What are the five elements of the social innovation framework?

Question 3
Why is the NetZero project considered Level 5 innovation?
A) It improves an existing service
B) It uses entirely new technology
C) It focuses only on profit
D) It works in a single sector

Question 4
How can your personal motivations (Remember Session #1) contribute to social innovation?

Question 5
Give an example of Level 3 innovation you could apply in your community.

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Part #7: References and Resources

Learning resources

Online Platforms
- YOU SI NET case study platform
- Mediterranean social projects database
- Innovation youth discussion forums

Projects to Explore
- Social Innovation Exchange (SIX)
- European Social Innovation Competition
- MIT Solve – Social Impact Challenges

Recommended Books
- The Social Innovation Imperative – Sandra Waddock
- The Power of Social Innovation – Stephen Goldsmith
- Social Entrepreneurship: What Everyone Needs to Know - David Bornstein

Practical Tools
- Miroboard analysis templates
- Social impact assessment tools
- Community data collection platforms

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Part #8: Next steps

After the session

During the week:
- Complete the analysis of another project using the innovation framework
- Share your analysis on the YOU SI NET platform
- Start thinking about a problem you would like to solve

Prepare for Session #3
- Prepare a list of social entrepreneurship terms you want to understand
- Think about a business model for a social project
- Research examples of social entrepreneurs in your country

Question Space
- Use the group platform to ask questions
- Share your early ideas with peers
- Request feedback on your analysis

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Conclusion

Always remember

Social innovation begins with a small step, a big vision, and the determination to create change. You now have the basic tools to understand this field.

The next step is taking action.

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Session #3

Introduction to Social Entrepreneurship & Key Vocabulary

Welcome to Session #3 of the YOU SI NET program.

In the previous sessions, you explored:
- Your personal motivations and skills (Session #1)
- The concept of social innovation and how new ideas can address social challenges (Session #2)

In this session, we will explore social entrepreneurship, which focuses on turning innovative ideas into sustainable initiatives that create social impact.

Remember:
- Social innovation generates ideas.
- Social entrepreneurship transforms those ideas into sustainable solutions.

Part #1: Understanding Social Entrepreneurship

What is Social Entrepreneurship?

Social entrepreneurship is the process of creating and managing initiatives that aim to solve social problems while ensuring financial sustainability. Unlike traditional businesses, **social enterprises prioritize social impact alongside financial sustainability.**

Key characteristics of social entrepreneurship

A social enterprise:

- Addresses a social or environmental problem
- Creates positive impact
- Uses entrepreneurial approaches
- Develops sustainable financial models

Reflection activity

Think about the following question: **Can a project create both social impact and financial sustainability?**

Discuss with your group and share examples.

**Key difference between
Charity and Social Entrepreneurship**

Charity	Social Entrepreneurship
Focus on providing aid	Focus on solving problems sustainably
Dependence on donations	Generates its own revenue
Short-term support	Long-term systemic solutions
Beneficiaries receive support	Beneficiaries become part of the solution

Part #2: The role of Social Entrepreneurs

Who is a Social Entrepreneur?

A social entrepreneur is a person who:
- Identifies a social problem
- Develops an innovative solution
- Mobilizes resources to implement that solution
- Works toward creating sustainable social impact

Qualities of Social Entrepreneurs

Social entrepreneurs often demonstrate:
- Vision
- Creativity
- Resilience
- Empathy
- Leadership
- Collaboration
- Problem-solving

Reflection questions
- Which of these qualities do you already have?
- Which qualities would you like to develop?

Part #3: Key vocabulary in Social Entrepreneurship

Understanding key concepts will help you navigate the world of social entrepreneurship.

Impact
Impact refers to the positive change created by an initiative.
Example: A project that trains young people in digital skills may create impact by increasing employment opportunities.

Stakeholders
Stakeholders are individuals or organizations that are involved in or affected by the project.
Examples:
- Beneficiaries
- Partners
- Investors
- Community organizations
- Public institutions

Beneficiaries
Beneficiaries are the people who benefit from the project or initiative.
Example: Students benefiting from educational programs.

Sustainability
Sustainability refers to the ability of a project to continue operating over time.
This includes:
- Financial sustainability
- Operational sustainability
- Social sustainability

Social Enterprise
A social enterprise is an organization that combines:
- Social impact
- Entrepreneurial strategies
- Financial sustainability

Part #4: Social Enterprise models

There are different models of social enterprises.

Revenue-Based Social Enterprise
The enterprise sells products or services while addressing a social problem.
Example: A company that sells eco-friendly products and reinvests profits into environmental projects.

Employment-Based Social Enterprise
The enterprise creates employment opportunities for marginalized communities.
Example: A cooperative employing women in rural areas.

Platform-Based Social Enterprise
The enterprise connects communities with opportunities or services.
Example: A digital platform connecting farmers with markets.

Group activity
Discuss with your group:
- Which of these models could work best in your community?
- Why?

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Part #4: Social Enterprise models

Part #5: Stakeholder mapping

Social entrepreneurship requires collaboration between different actors.

Identify your stakeholders

Identify your stakeholders	Direct beneficiaries	Indirect beneficiaries	Partners	Supporters
Think about the problem you identified in Session 1. Who are the stakeholders involved? Write them in the categories below.	People directly affected by the problem.	People who benefit indirectly from the solution.	Organizations or individuals who can support your project.	Institutions or networks that may help scale the project.

Part #6: From Idea to Social Enterprise

Developing a social project requires several steps.

1

Identify the problem
Understand the root causes of the issue.

2

Develop the solution
Design an innovative solution.

3

Test the idea
Create prototypes or pilot activities.

4

Build a sustainable model
Ensure the project can operate financially.

5

Measure impact
Assess the positive change created.

Part #7: Group Exercise – Analyzing a Social Enterprise

Choose a real social enterprise and analyze it.

Questions to explore:

- What problem does it address?
- Who are the beneficiaries?
- How does it generate revenue?
- What impact does it create?
- Share your analysis with the group.

Part #8: Personal reflection

Take a moment to reflect.
- What social problem are you most interested in solving?
- How could social entrepreneurship help address it?
- What skills do you need to develop to become a social entrepreneur?

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Your mission for session #4

Before the next session:
1. Identify a social entrepreneur from your country or region.
2. Research the following:
   - What problem are they addressing?
   - What solution did they create?
   - What makes their model sustainable?
3. Prepare to share your example in the next session.

Preparation for Session #4
In the next session, you will learn about Design Thinking, a powerful approach for designing innovative solutions.

Think about this question:
How can we design solutions that truly respond to people's needs?

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Session #4

Introduction to Design Thinking

Welcome to the world of human-centered design!

In this session, we will learn **the Design Thinking methodology** - the approach used by innovators around the world to understand people's needs and design solutions that truly respond to those needs.

Remember:
- Design thinking puts people at the center of the innovation process.
- Instead of assuming what people need, we go out to understand them, immerse ourselves in their world, and design from their perspective.

Part #1: Core Concepts

Traditional Design vs Design Thinking

1. What is Design Thinking?

Practical definition: Human-centered design is a methodology that allows you to learn directly from the people you are designing for by immersing yourself in their lives and understanding their needs deeply.

Connection with Previous Sessions
- **Session #2:** Social Innovation → Why do we innovate?
- **Session #3:** Social Entrepreneurship → What do we innovate?
- **Session #4:** Design Thinking → How do we innovate?

Traditional Design	Design Thinking
Starts with the idea	Starts with the human
Assumes solutions	Discovers needs
Focuses on the product	Focuses on the experience
Linear and sequential	Iterative and circular

2. The five stages of Design Thinking

These stages are not linear but iterative. You can return to any stage whenever needed.

Stage 1: Empathy
- **Principle:** Understand before solving
- **Goal:** Enter the user's world and understand their experiences.
- **Key question:** What truly matters to this person?
- **Activities:**
  - Observation
  - Listening
  - Immersion
- **Warning:** Do not assume you know what people need. Go and ask them.

Stage 2: Define
- **Principle:** Clearly define the problem
- **Goal:** Formulate the problem from the user's perspective.
- **Key question:** What is the real problem we are trying to solve?
- **Output:** A clear problem statement.
- **Technique:** How might we help **[user]** to **[need]** so they can **[desired outcome]**?

Stage 3: Ideation
- **Principle:** Quantity before quality
- **Goal:** Generate as many ideas as possible.
- **Key question:** What are all the possible ways to solve this problem?
- **Rule:** No criticism during idea generation.
- **Connection with Session 6:** Here we will apply idea generation techniques that you will learn later.

Stage 4: Prototype
- **Principle:** Make something tangible
- **Goal:** Turn ideas into something that can be experienced.
- **Key question:** What is the simplest form my idea can take?
- **Tools:**
  - Paper
  - Scissors
  - Sticky notes
  - Sketches
  - Simulations
- **Guideline:** The simpler the prototype, the faster it can be tested.

Stage 5: Testing

- **Principle:** Learn from failure
- **Goal:** Discover what works and what does not.
- **Key question:** What did we learn from this test?
- **Outcome:** Feedback used to improve the solution.
- **Mindset:** Failure is not the end, it is data that helps us improve.

Empathy

Define

Ideation

Prototype

Testing
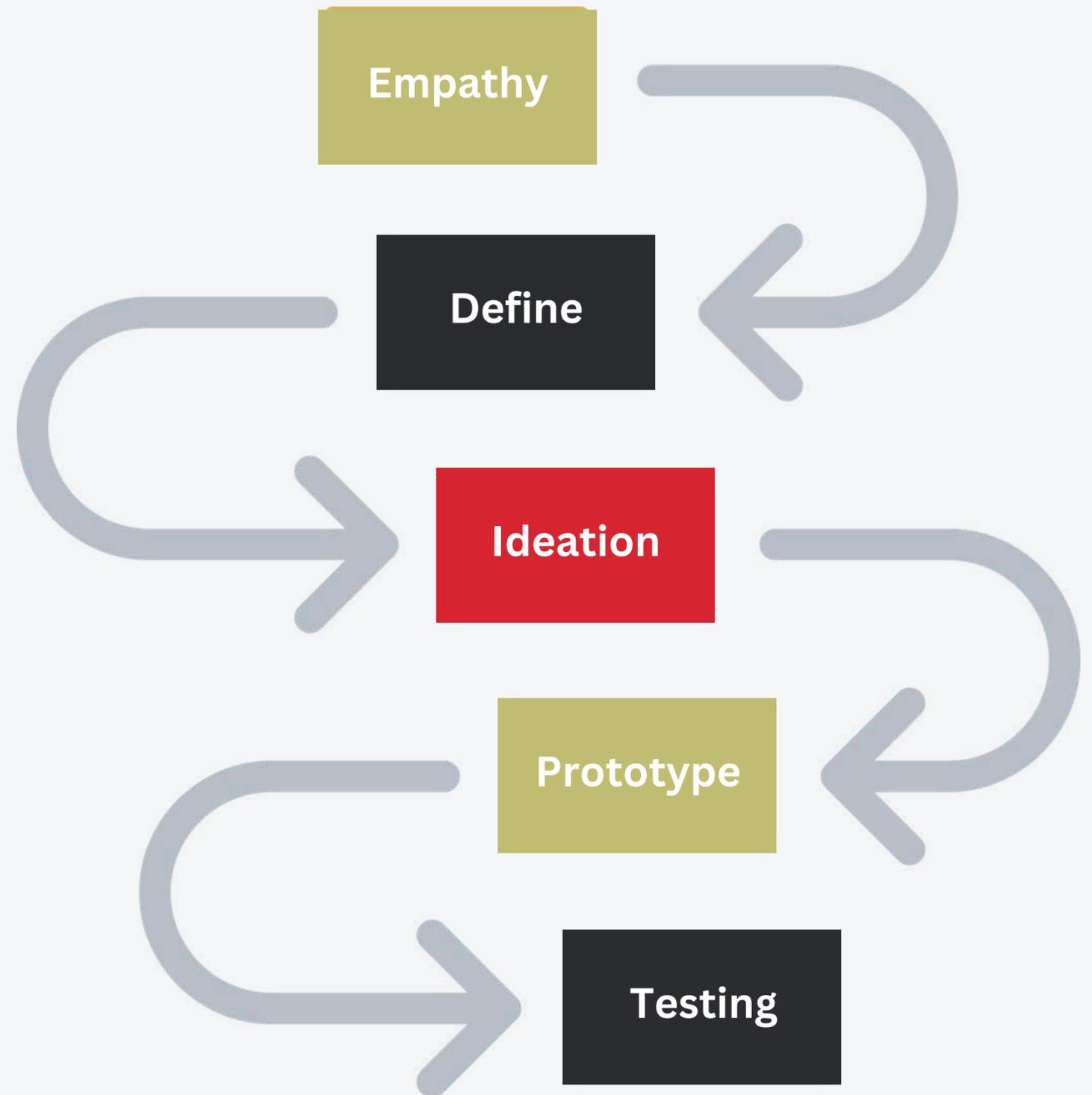
3. Empathy Tools (The Most Important Stage!)

Why start with empathy?
Because 80% of project failures result from misunderstanding users' needs.

Tool #1: User Personas

- What is a Persona?
- A persona is a representative profile of your main user, built based on real research.

Persona Components

Demographic information

- Name
- Age
- Gender
- Profession
- Education level
- Income
- Marital status
- Location

Daily Life

- Daily routine
- Challenges
- Goals and aspirations
- Values and beliefs

In the context of your project

- How does the user interact with the problem?
- What unmet needs do they have?
- What obstacles do they face?
- What motivates them?

Miroboard Templates

- User persona template
- User daily journey template
- Needs and challenges sections

Tool #2: In-Depth Interviews

How to conduct an effective interview

Before the Interview

- Define your objective clearly.
- Prepare a list of open-ended questions.
- Select appropriate participants.

During the Interview

- Start with simple questions.
- Use "Why?" five times.
- Encourage storytelling.
- Observe body language.

After the Interview

- Write notes immediately.
- Look for patterns.
- Extract key insights.

Golden Questions

- Tell me about the last time you faced this problem.
- How did you feel at that moment?
- What did you try to solve the problem?
- What do you wish existed to help you?

Tool #3: User Journey Map

What is it?
A visual representation of the user's experience with a service or product.

Elements of a Journey Map
- Stages → before, during, after use
- Actions → what the user does
- Emotions → how the user feels
- Pain points → moments of difficulty
- Improvement opportunities → where we can help

Benefits
- Reveals hidden gaps
- Makes experiences visible
- Helps prioritize improvements
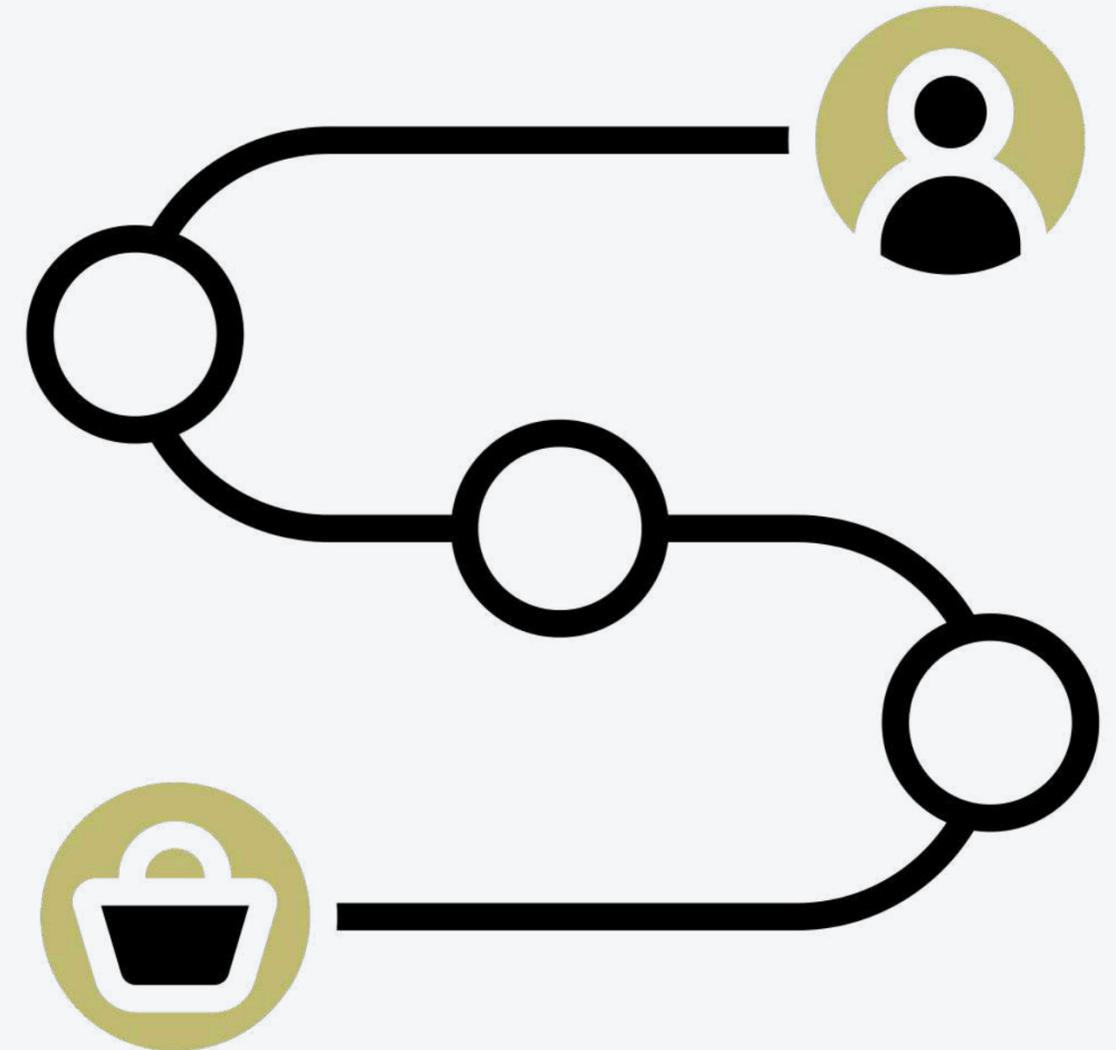
Part #2: Real examples from YOU SI NET

Example #1 - Future Islands Platform (Tunisia)

Challenge: How can we make tourism in Tunisia more sustainable while increasing income for local communities?

Applying Design Thinking

Empathy Stage

- 30 interviews with international tourists
- Observation of guided tours
- Design team spent one week living as tourists

Define Stage

How might we create tourism experiences that benefit both tourists and local communities?

Final Solution

A platform connecting tourists with local host families for cultural learning and authentic stays.

Discoveries

- Tourists want authentic experiences
- Local communities fear losing their cultural identity
- There is a trust gap between tourists and communities

Ideation

- 50 ideas generated during brainstorming.
- Focus shifted from exploitation to partnership.

Lesson Learned

Deep understanding of both users (tourists and communities) was the key to success.

Part #2: Real examples from YOU SI NET

Example #2 - Contemporary Heritage Products (Morocco)

Challenge: How can we preserve Moroccan traditional crafts while making them relevant to modern markets?

Applying Design Thinking

Empathy Stage

- Design team lived with artisans for one month
- 40 interviews with artisans from different generations
- Documentation of a full day in an artisan's life

Define Stage

How might we make traditional crafts attractive to new generations while preserving authenticity?

Final Solution

Products combining traditional techniques with contemporary design, marketed as "Contemporary Heritage."

Discoveries

- Older artisans fear losing heritage.
- Young people see no future in traditional crafts.
- Traditional products do not match modern tastes.

Prototype Stage

- Prototype 1: Fully traditional → rejected by youth
- Prototype 2: Fully modern → rejected by artisans
- Prototype 3: Balanced combination → success

Lesson Learned

Balancing tradition and innovation requires deep understanding of all stakeholders.

Part #2: Real examples from YOU SI NET

Example #3 - Munus Cooperative (Spain)

Challenge: How can we create coworking spaces that support unemployed youth?

Applying **Design Thinking**

Empathy Stage

- 10 workshops with 200 young people
- 500 online surveys
- Participants kept personal diaries for one week

Testing phase

- Temporary coworking space prototype for 3 months
- Five different spatial designs tested
- Weekly feedback collection

Final Solution

- Coworking spaces combined with:
- Community programs
- Mentoring
- Psychological support
- Networking opportunities

Discoveries

- Youth were not only looking for an office.
- They wanted a community.
- Social isolation was a bigger issue than financial unemployment.

Lesson Learned

Balancing tradition and innovation requires deep understanding of all stakeholders.
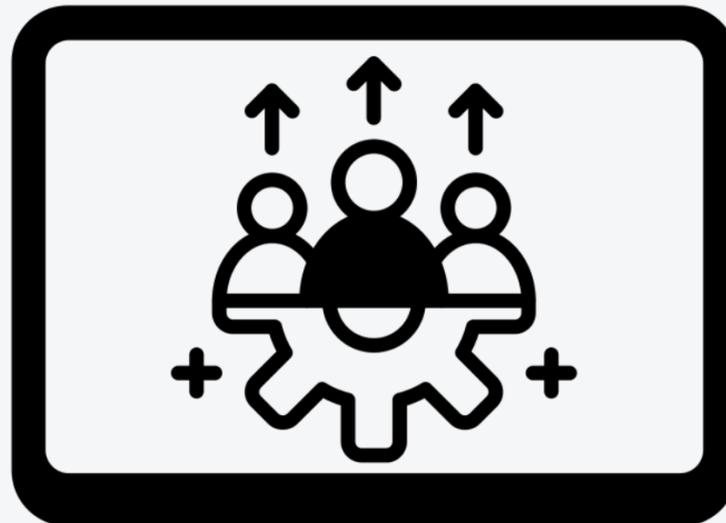
Part #3: Practical activity on Miroboard

Mission: Design a digital service for youth in your region.

Scenario: You want to design an application that helps young people develop professional skills.

Step #1: Interview Simulation

- Participants work in pairs in breakout rooms.
- One person acts as designer
- The other as young person seeking career development

Interview Structure

Part 1 – Introduction
- Tell me about yourself.
- What are your career interests?

Part 2 – Experiences
- Describe a typical day when searching for opportunities to develop skills.
- What is the biggest challenge you face?
- What solutions have you tried?

Part 3 – Emotions
- How do you usually feel when facing these challenges?
- What motivates or discourages you?

Part 4 – Dreams
- If you had a magic wand, what would your ideal skills-development app look like?
- What would you change about the current learning opportunities available?

Documentation
- Write key insights on Miroboard sticky notes.
- Use colors for emotions and ideas.
- Record surprising insights.

Step #2: Build a User Persona

Using the persona template on Miroboard.

Section 1 – Basic Information
- Name and age
- Photo
- Profession or field of study
- Location

Section 2 – Typical Day
- Timeline of the user's day
- Moments of learning attempts
- Moments of frustration or success
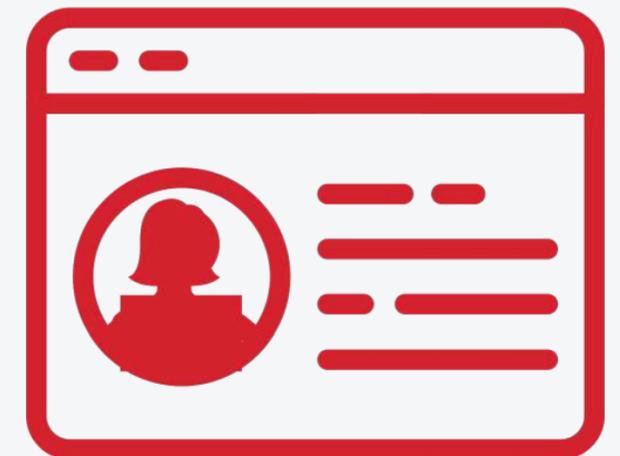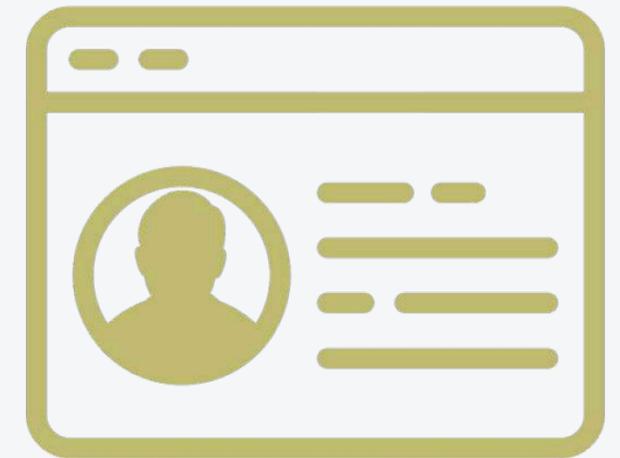
Section 3 – Motivations and Fears
- Motivations
- Concerns
- Dreams (Where they see themselves in 5 years)

Section 4 – Application Context
- How do they currently search for opportunities?
- What apps do they use?
- What do they like or dislike about them?

Tips for realistic Personas
- Make them complex.
- Base them on real interview insights.
- Think of someone you know who resembles the persona.

Step #3: User Journey Mapping

- **Simple Version:** Before → During → After
- **Advanced Version:** Awareness → Consideration → Decision → Use → Loyalty

Instructions
- Identify stages of interaction.
- Add user actions.
- Map emotions (positive and negative).
- Highlight pain points.
- Identify opportunities for improvement.

Analysis questions
- Where are the biggest pain points?
- Where are the biggest opportunities?
- What patterns appear repeatedly?

Analysis questions
- Where are the biggest pain points?
- Where are the biggest opportunities?
- What patterns appear repeatedly?

Part #4: Applying Design Thinking to your project

If you already have a project idea

- Rewrite your problem using "How might we..."
- Identify your primary user.
- Determine what you already know and what you still need to learn.

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If you do not have an idea yet

- Talk with five people about challenges they face.
- Ask:
- "What frustrates you in your daily life?"
- Look for recurring patterns.

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Practical tools

Empathy Journal Template

- Date
- Person / group
- Method (interview, observation...)
- What I heard or observed
- What I understood
- New questions

Empathy Checklist

- Spoke with at least three users
- Asked "why" five times
- Noted both words and tone
- Looked for contradictions
- Asked about stories and experiences

Part #5: Common Mistakes

Mistake 1: Assuming you know what people need

Correction:
- Go verify.
- Talk with diverse users.
- Test assumptions quickly.

Mistake 2: Leading interview answers

Correction:
- Use open-ended questions.
- Allow silence.
- Listen more than you speak.

Mistake 3: Jumping too quickly to solutions

Correction:
- Spend enough time in empathy.
- Explore multiple ideas.
- Treat criticism as a gift.

Part #6: Self-assessment Quiz

What is the correct order of design thinking stages?

A) Ideation → Empathy → Prototype → Define → Test
B) Empathy → Define → Ideation → Prototype → Test
C) Prototype → Test → Ideation → Empathy → Define
D) Define → Empathy → Ideation → Test → Prototype

Which of the following is NOT a core element of a persona?

A) Name and age
B) Income and profession
C) Favorite color
D) Challenges and needs

Why identify pain points in a journey map?

A) To reduce costs
B) To identify improvement opportunities
C) To blame users
D) To justify design failure

Part #7: Mini empathy Project

- **Step 1:** Choose a target group.
- **Step 2:** Conduct three interviews (15 minutes each).
- **Step 3:** Analyze insights.
- **Step 4:** Build one user persona.
- **Deadline:** before the next session.
- **Submission:** upload to the YOU SI NET platform.

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Preparing for session #5

On Session, you will learn:
- Problem analysis methods
- The 5 Whys technique
- Creative problem statements

Bring with you:
- Your empathy project results
- Your user persona
- A list of problems discovered.

Conclusion

Design thinking helps us design solutions that truly respond to human needs.

It teaches us to:
- *Understand before solving*
- *Experiment before perfecting*
- *Learn continuously*

Innovation starts with deep empathy.

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Session #5

Problem Identification and Framing

Welcome to Session 5 of the YOU SI NET program.

In the previous session, you learned about Design Thinking and how to better understand users through empathy, interviews, personas, and journey maps. Now that you have started exploring people's experiences and needs, the next step is essential:
defining the right problem.

Remember:
- A weak solution to a well-defined problem can still improve.
- A brilliant solution to the wrong problem will fail.

In this session, we will learn how to identify, analyze, and frame social problems in a clear and useful way so that we can later design stronger and more relevant solutions.

Part #1: Core Concepts

1. Why Problem Identification Matters

Many projects fail not because the team lacks energy or ideas, but because they are trying to solve the wrong problem or only addressing the visible symptoms.

Problem identification helps us:
- understand the real challenge behind what we observe
- distinguish between symptoms and root causes
- focus on a specific and relevant issue
- design solutions that respond to actual needs

Practical principle
If the problem is not clear, the solution will not be clear either.

2. Problem vs Symptom vs Root Cause
To define a problem well, we need to separate three levels:

Symptom
- What we can easily see.
- Example: Students are absent frequently.

Problem
The challenge affecting people directly.
Example: Students are disengaged from school and do not feel motivated to attend.

Root Cause
- The deeper reasons behind the problem.
- Example: Poor teaching conditions, lack of relevance in the curriculum, family economic pressure, and limited emotional support.

Practical reflection
- Do not stop at what is visible.
- Always ask: Why is this happening?

3. What Makes a Good Problem Statement?

A good problem statement is:
- clear
- specific
- focused on people
- grounded in reality
- open enough to inspire solutions

Weak problem statement: "Education is bad."
Better problem statement
"Teenagers in rural public schools struggle to stay engaged in school because they lack access to relevant, interactive, and supportive learning experiences."
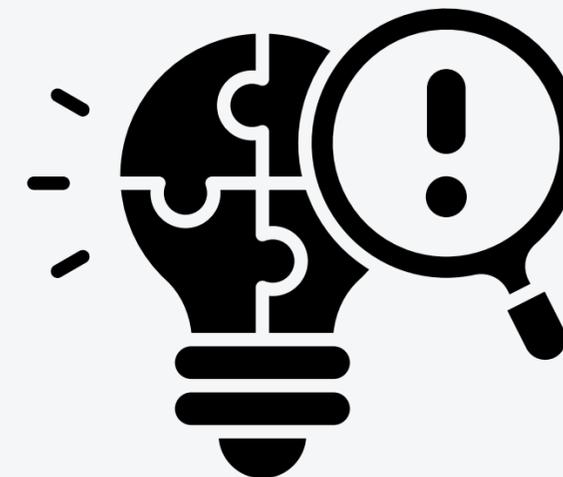
Guiding rule
A good problem statement should describe:
- who is affected
- what they are experiencing
- where / in what context it happens
- why it matters

4. Connection with previous sessions
- Session 2: Social Innovation → Why do we innovate?
- Session 3: Social Entrepreneurship → How can solutions create impact sustainably?
- Session 4: Design Thinking → How do we understand people's needs?
- Session 5: Problem Identification and Framing → What exactly are we trying to solve?

Part #2: Tools for problem analysis

Tool #1: The 5 Whys

Example

Problem: Young people do not attend training sessions.

1. Why? Because they do not see the value of the sessions.
2. Why? Because the sessions do not match their real interests.
3. Why? Because the program was designed without consulting them.
4. Why? Because organizers assumed they already knew what youth needed.
5. Why? Because there was no research or empathy phase before the design.

Lesson: What appears to be a participation problem may actually be a design problem.

Tool #2: Problem Tree analysis

A problem tree helps organize thinking visually.
Structure
- Trunk → the core problem
- Roots → root causes
- Branches → consequences / effects
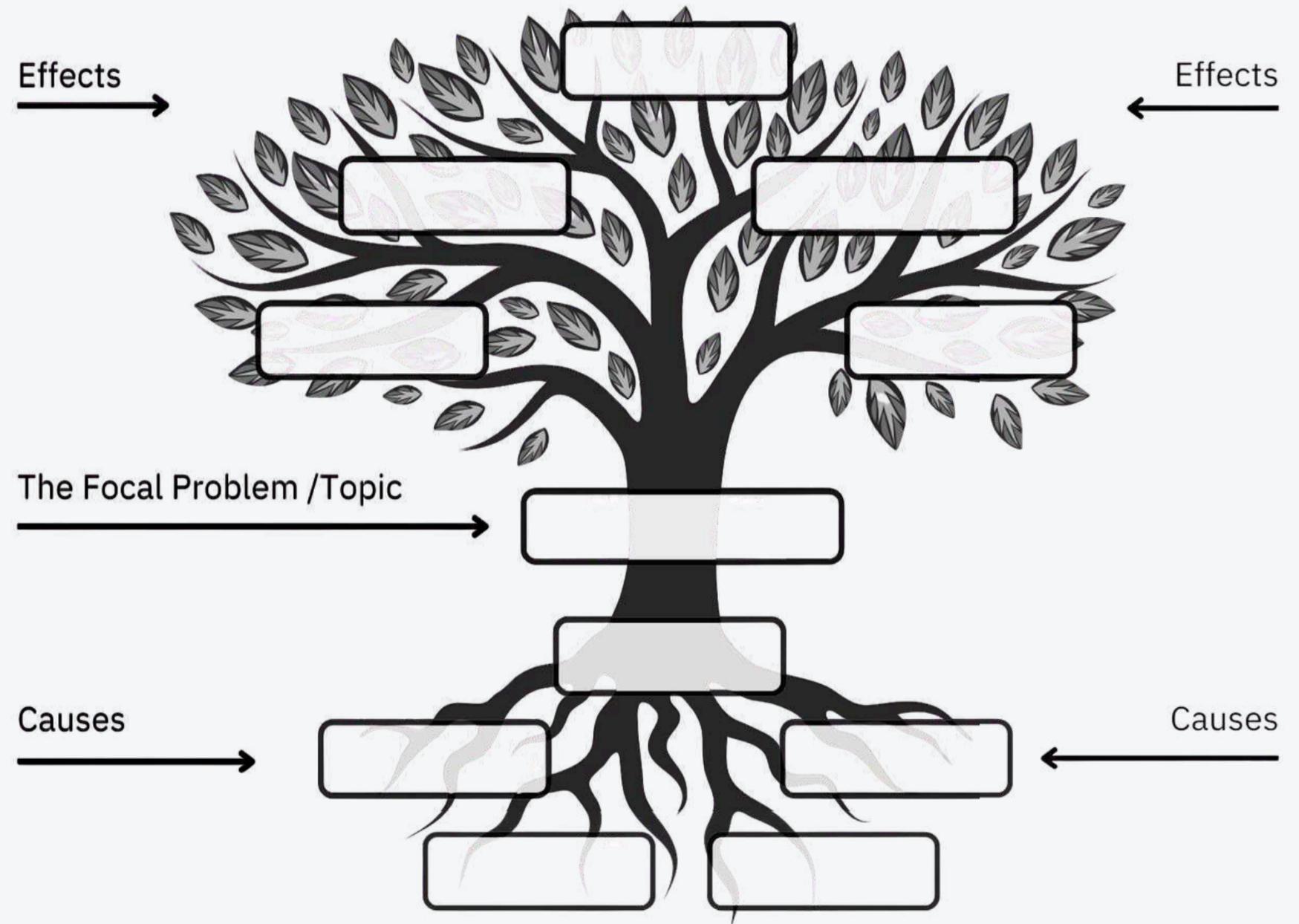
Example
Core problem: Youth unemployment
Root causes:
- Skills mismatch
- Limited access to opportunities
- Weak career guidance
- Lack of networks

Effects:
- Low income
- Frustration
- Migration pressure
- Low self-confidence

Benefit: This tool helps you avoid solving only the consequences while ignoring the causes.

Effects → ← Effects

The Focal Problem /Topic →

Causes → ← Causes

Tool #3: Stakeholder perspective analysis

A problem is rarely experienced in the same way by everyone.

Ask:
- How do direct beneficiaries describe the problem?
- How do families describe it?
- How do institutions describe it?
- Who benefits from the current situation?
- Who is harmed the most?

Practical lesson
The same issue may look different depending on the person observing it.

Tool #4: "How Might We" Reframing

Once the problem is better understood, it can be reframed into a more useful design question.

Formula
How might we help **[user]** to **[need]** so that they can **[desired outcome]?**

Example
Problem statement:
Young graduates struggle to access professional opportunities because they lack networks and practical guidance.

How might we help young graduates access trusted guidance and networks so that they can transition more confidently into work?

Benefit
This helps transform a static problem into an actionable opportunity for innovation.

Part #3: Real examples from YOU SI NET

Example #1: Public School Education Gap (Morocco)

Initial observation
Students in public schools perform less well than students in private schools.

Deeper problem analysis
Through interviews and reflection, the issue was reframed as: Children aged 6 to 18 in public schools often experience lower-quality education because of poor learning conditions, limited resources, and lower classroom engagement.

Why this framing is stronger
It identifies:
- the target group
- the challenge
- the causes
- the context

Lesson learned: A broad topic like "education inequality" becomes useful only when it is made specific and human-centered.

Example #2: Graduate Employability (Tunisia)

Initial observation
University graduates cannot find jobs.

5 Whys analysis
- **Why? Because employers say graduates lack practical skills.**
- **Why? Because universities focus more on theory than practice.**
- **Why? Because students have limited access to internships and mentors.**
- **Why? Because partnerships between institutions and employers are weak.**

Reframed problem
Young graduates struggle to transition from education to employment because they lack practical exposure, career guidance, and direct links with employers.

Lesson learned
The real issue was not only unemployment, but the gap between education and employability.

Initial observation

There is too much clothing waste.

Problem tree findings

Root causes:

- overconsumption
- weak collection systems
- low awareness about reuse
- limited recycling infrastructure

Effects:

- environmental waste
- lost economic value
- missed employment opportunities

Reframed problem

Communities generate high volumes of clothing waste because there are limited systems for collection, sorting, reuse, and recycling.

Lesson learned

Environmental challenges are often also economic and social system challenges.

Part #4: Practical activity on Miroboard

Task: Analyze and Frame a Problem

Choose a social issue that matters to you or one discussed in previous sessions.

Step #1: Write the Initial Problem
Write the first version of the problem as you currently see it.

Examples:
- Youth are unemployed
- Women have limited access to opportunities
- Students are not motivated
- Waste is increasing

Do not worry if it is too broad at first.

Step #2: Apply the 5 Whys
Ask "Why?" at least five times.

Guiding questions
- Why is this happening?
- Why does that happen?
- What makes this situation continue?
- What is behind this issue?

Write each answer on Miroboard.

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Step #3: Build a Problem Tree

On Miroboard

- In the center: Write the core problem
- Below it: List the root causes
- Above it: List the effects / consequences
- Goal: See the structure of the issue more clearly.

Effects

Effects

The Focal Problem /Topic

Causes

Causes

Step 4: Identify the Main Stakeholders

Write the people or groups connected to the problem:

- direct beneficiaries
- indirect beneficiaries
- institutions
- partners
- others affected

Ask:

- Who experiences this problem most directly?
- Who influences it?
- Who could help solve it?

Step 5: Rewrite the Problem Statement

Now rewrite the initial problem into a stronger statement.

Use this template

[Target group] experience **[specific challenge]** in **[context]** because of **[main causes]**, which leads to **[main effects]**.

Example

Young women in rural areas face limited access to job opportunities because they lack transport, digital access, and local support systems, which leads to financial dependence and lower self-confidence.

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Part #5: Concept integration

Activity: From Empathy to Problem Definition

Look back at the empathy work from Session #4.

Task

Use your interviews, observations, or persona to answer:
- What issue appears most often?
- What unmet need seems most important?
- What assumptions were incorrect?
- What problem now feels most urgent?

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Reflection

A good problem statement should come from:
- what people said
- what people felt
- what you observed
- what patterns appeared repeatedly

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Complete the sentence:
"**[User]** struggles with **[problem]** because **[cause]**, which results in **[effect]**."

Example
"A young job seeker struggles with finding training opportunities because information is scattered and unreliable, which results in frustration and inactivity."

Part #6: Personal application

Activity: From Empathy to Problem Definition

Refine your own Challenge

Think about the project or issue you want to work on.

Reflection questions
- What problem matters to you most?
- What evidence do you have that it is real?
- Who is most affected by it?
- Are you addressing a symptom or a root cause?
- What still needs to be understood better?

Mini Exercise
Write:
1. your broad topic
2. your first problem statement
3. your improved problem statement after analysis

Part #7: Common Mistakes

Mistake 1: Defining a problem that is too broad

Example: "Poverty is a problem."
Correction: Narrow it down.
Ask:
- Who exactly?
- Where?
- In what way?
- Under what conditions?

Mistake 2: Confusing the solution with the problem

Example: "We need an app for farmers."
That is a solution idea, not a problem.
Correction: Describe the challenge first.
Example: Small farmers struggle to access direct buyers and fair prices.

Mistake 3: Focusing only on symptoms

Example: Students are absent.
Correction: Ask why this happens and identify deeper causes.

Mistake 4: Using abstract language

Example: "There is a lack of empowerment."
Correction
- Use specific, observable wording.
- Who lacks what?
- What does that look like in real life?

Mistake 5: Ignoring the user perspective

Correction
- A problem should not be defined only from the outside.
- Include the language, needs, and reality of the people affected.

Part #8: Self-Assessment Quiz

Question 1

What is the purpose of the 5 Whys method?
- A) To generate five solutions
- B) To identify root causes
- C) To evaluate competitors
- D) To select beneficiaries

Question 2

In a problem tree, what do the roots represent?
- A) Stakeholders
- B) Solutions
- C) Causes
- D) Impacts

Question 5

What is the difference between a symptom and a root cause? Write your answer in one or two sentences.

Question 3

Which of the following is the strongest problem statement?
- A) Education is a serious issue
- B) We need more digital tools
- C) Rural students struggle to access engaging learning opportunities because of limited resources and support
- D) Teachers should innovate more

Question 4

Why is it useful to reframe a problem into a "How might we" question?
- A) It makes the challenge more actionable
- B) It removes the need for research
- C) It proves the solution is correct
- D) It reduces project costs

Part #9: Your mission

Build Your Problem Framing Sheet

Choose one problem you care about and complete the following:

- **Step 1:** Write the broad issue.
- **Step 2:** Use the 5 Whys to go deeper.
- **Step 3:** Create a problem tree.
- **Step 4:** Write one clear problem statement.
- **Step 5:** Transform it into one How Might We question.

Submission: Upload your work to the YOU SI NET platform before the next session.

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Preparation for Session #6

Session #6: Ideation and Solution Development

What you will learn

- how to generate multiple solution ideas
- how to think creatively without judging too early
- how to move from a problem statement to first solutions

What to bring

- your refined problem statement
- your How Might We question
- your notes from empathy and problem analysis

Conclusion

Problem identification is not a secondary step – **it is the foundation of innovation.**

When you define a problem clearly, you create the conditions for better ideas, better solutions, and stronger impact.

Always remember:
Do not rush to solve. First, understand what truly needs to be solved.

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Session #6

Ideation and Solution Iteration

Welcome to the stage of turning ideas into plans!

In this session, your ideas will move from general concepts to concrete action plans. We will learn how to build a strong foundation for your social project using proven tools and move from "What if?" to **"How do we do it?"**

Remember:

Great ideas are not enough. What turns an idea into reality is **clear planning and systematic thinking.**

Part #1: Theory of Change

1. What is Theory of Change?

Practical definition

Theory of Change is: "A process for thinking about and describing the change you want to see, and your plan for achieving that change."

In other words, a Theory of Change describes the expected sequence of events that leads to the desired outcome.

Link with previous sessions

- **Session 4 (Design Thinking):** understanding the problem → Session 6: planning the solution
- **Session 5 (Problem Identification):** knowing what → Session 6: knowing how

Why do we need a Theory of Change?

- It makes our ideas clearer.
- It helps us communicate with others
- (investors, partners, volunteers).
- It allows us to measure progress and adjust course.
- It ensures that our activities actually lead to the change we want.

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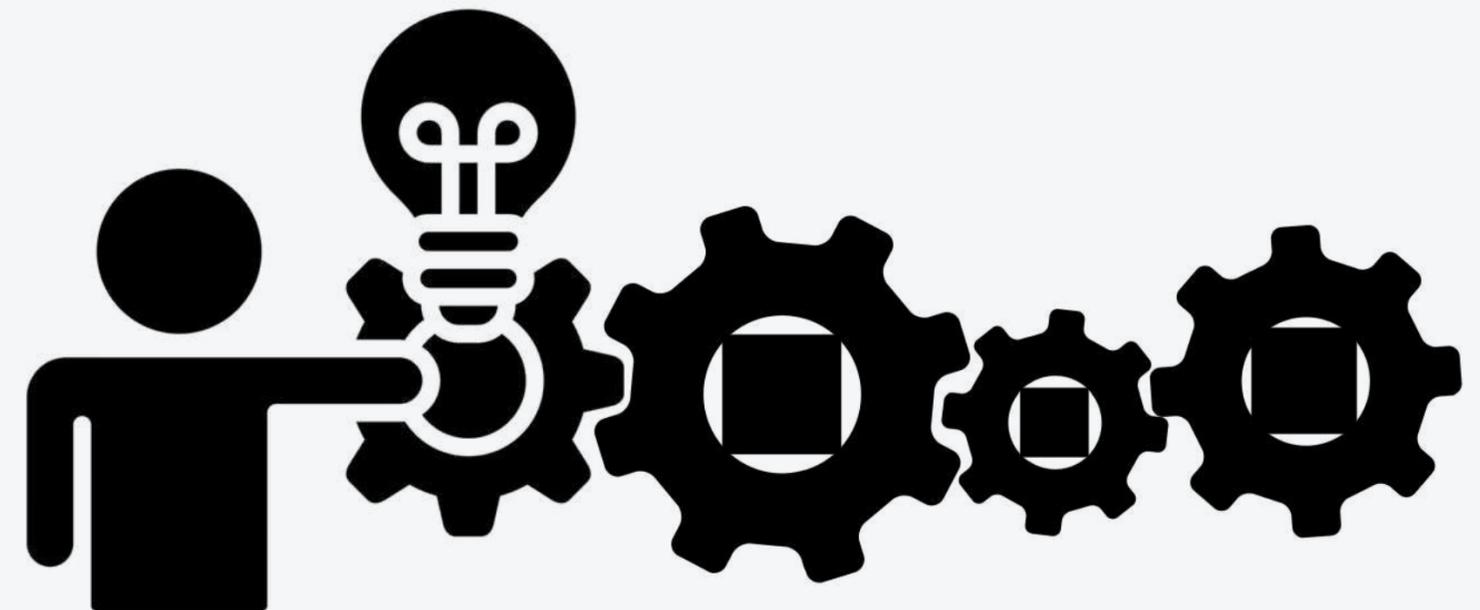
2. The five elements of Theory of Change

Inputs / Resources

Definition
These are the resources used, such as:
- human resources
- financial resources
- facilities
- equipment
- supplies
- materials

Practical questions to identify inputs
- Who will implement the project?
- (team, volunteers)
- What financial resources are available?
- (funding, grants, donations)
- What material resources are needed?
- (office, equipment, technology)
- What knowledge and skills are required?

Example from a YOU SI NET project

In the FabricAid project in Egypt
Inputs:
- collection bins
- sorting centers
- trained workers
- tracking system

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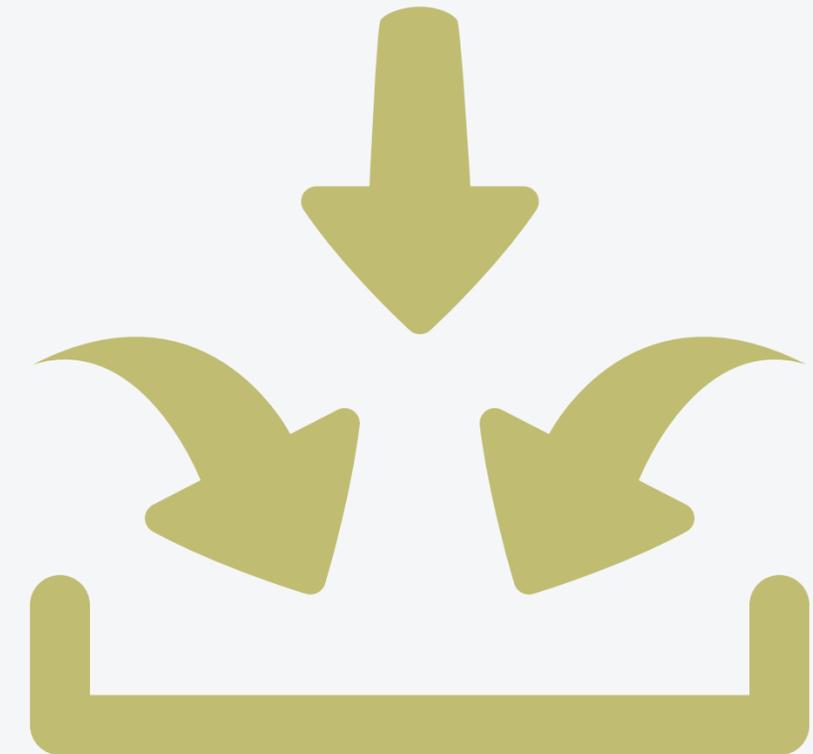
2. The five elements of Theory of Change

Activities

Definition

These are the actions or services carried out to achieve the goal, such as:
- organizing workshops
- providing training
- running outreach programs for target groups
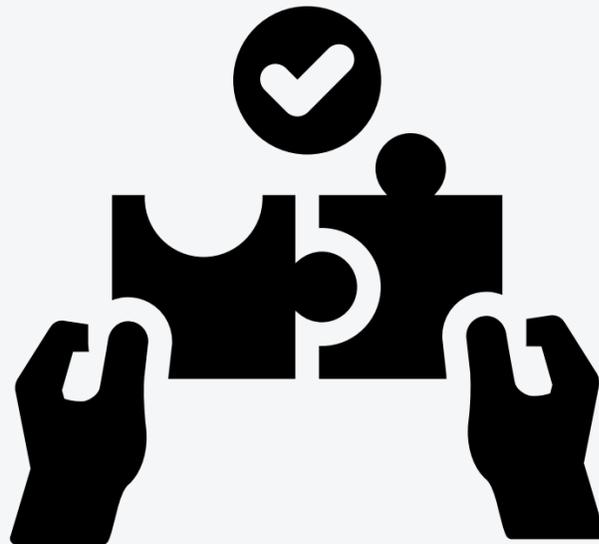
Types of activities
- Direct activities:
  - training,
  - consulting,
  - production
- Support activities:
  - marketing,
  - management,
  - communication
- Research activities:
  - data collection,
  - evaluation,
  - improvement
- Smart principle
  - What matters is not the number of activities, but how they are connected to achieve the goal.

2. The five elements of Theory of Change

Outputs

Definition

These are the immediate results of implementing activities, such as:
- producing an awareness leaflet
- number of people trained

Characteristics of good outputs
- Countable: 50 people trained
- Observable: 1,000 leaflets distributed
- Measurable: 20 workshops delivered

Real-life example

In a vocational training program:

Outputs:
- 30 young people completed the course
- 5 trainers were certified
- a training curriculum was developed
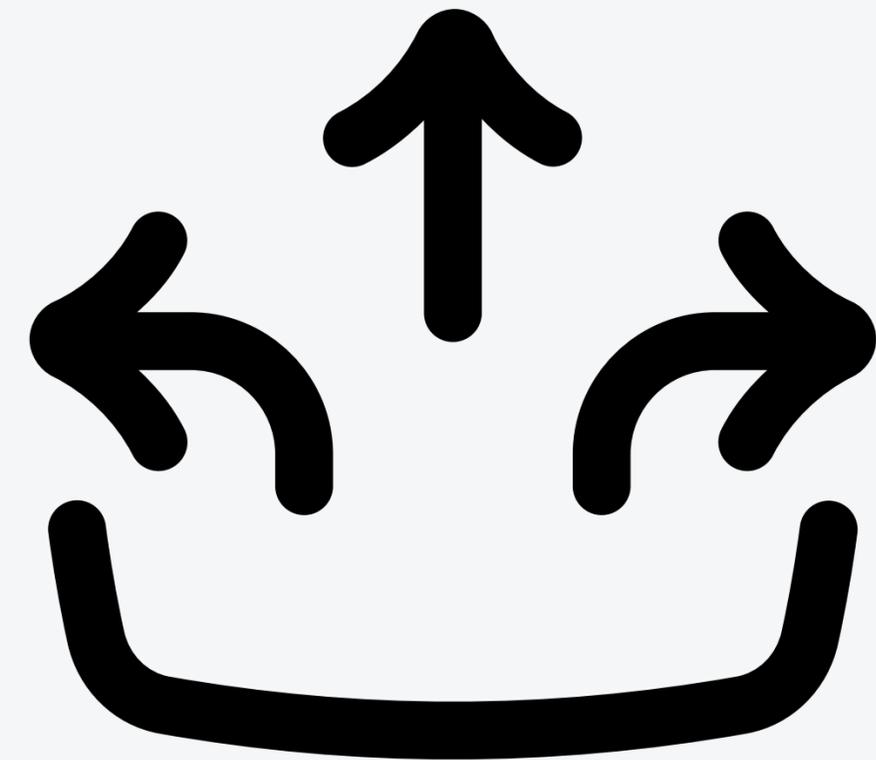
Outcomes

Definition
These are the **changes in behavior, skills, or attitudes** that result from the project's outputs.

Types of outcomes
- **Short-term (1–6 months):** change in knowledge, attitudes, awareness
- **Medium-term (6–12 months):** change in skills, behavior, practices
- **Long-term (1–3 years):** change in condition, status, or circumstances

Example from a training program
- **Short-term:** participants increase their knowledge of the market
- **Medium-term:** their practical skills improve
- **Long-term:** they gain better job opportunities

2. The five elements of Theory of Change

Impact

Definition
Impact refers to **the major changes that happen over a longer period of time and result from the final outcomes achieved by a project.**

What distinguishes impact?
- **Time-based:** it takes longer (3–5 years or more)
- **Sustainable:** it continues after the project ends
- **Systemic:** it affects the broader system, not just individuals

Example of impact
- Not: "30 people got jobs"
- But: "Unemployment in the region decreased by 5%"

3. The Logic Chain: From inputs to impact

Simple formula

If we use **[inputs]** to carry out **[activities]**
we will obtain **[outputs]**
which will lead to **[outcomes]**
and contribute to achieving **[impact]**

Example: "Azwiti" Restaurant in Jordan

If we use [volunteers + institutional support]
to carry out [providing meals through the host/guest system]
we will obtain [number of meals served]
which will lead to [strengthening social solidarity]
and contribute to [spreading a culture of solidarity in society]

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Part #2: Social Business Model

What is a Social Business Model?

Definition
A framework that explains how your social project will operate and how it will create both social and financial value.

Difference between a business plan and a business model
- Business plan: focuses on what and when
- Business model: focuses on how and why

1. Target Group

Question:
Who is affected by the problem and therefore benefits from the solution?

Types of groups
- **Direct beneficiaries:** receive the service directly
- **Indirect beneficiaries:** are affected indirectly
- **Funders:** pay for the service
- **Partners:** help deliver the service

Exercise
Describe your target group as if you were describing it to a friend.

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2. Value Proposition / Competitive Advantage

Question:

What makes my solution different from the solutions that already exist?

Elements of value proposition
- New: What is new in your solution?
- Better: How is it better than current solutions?
- Faster / cheaper / easier: What is the practical advantage?
- Unique: What is the one thing nobody else offers?

Tip
- Do not try to be good at everything.
- Be the best at one thing.

3. Success Indicators

Question:

How will I know whether my project is successful and capable of achieving the intended impact?

Quantitative and qualitative indicators
- Quantitative: numbers, ratios, costs
- Qualitative: satisfaction, quality, impact

SMART principle for indicators
- Specific
- Measurable
- Achievable
- Realistic
- Time-bound

4. Delivery Channels

Question:
How will my products/services reach the target group?

Types of channels
- Direct: face-to-face, events, field visits
- Indirect: partners, intermediaries, platforms
- Digital: websites, apps, social media

Choosing channels
It is not about using all channels, but using the right channels for your audience.

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5. Financial Sustainability

Question:
How will I ensure the financial sustainability of the project? What are the income sources?

Social funding models
- Revenue model: selling products/services
- Support model: grants, donations, government funding
- Hybrid model: a mix of revenue and support

Example: "Kafu" model in Egypt
Subscriptions + commissions + grants + partnerships

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6. Cost Structure

Question:
What are the largest costs in your project?

Types of costs
- **Fixed costs:** rent, salaries, subscriptions
- **Variable costs:** raw materials, transport, marketing per client
- **Start-up costs:** licenses, equipment, initial training

Principle
Know where your money goes before you begin raising it.

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7. Social Impact

Question:
What is the final impact of your project on society?

Impact can be measured on:
- direct beneficiaries
- the local community
- the social system as a whole

(We will cover impact measurement in detail in Session #8)

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8. Partners

Question:
Who helps you or works in the same field?

Types of partners
- **Operational:** help with implementation
- **Strategic:** help with planning
- **Financial:** provide funding
- **Knowledge-based:** provide expertise and know-how

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9. Key Resources

Question:
What do you need to run your project?

Types of resources
- **Physical:** place, equipment, technology
- **Human:** team, volunteers, consultants
- **Financial:** money, credit, investment
- **Intellectual:** patents, trademarks, database

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Part #3: Idea Generation Techniques

1. Brainstorming

Golden rules
- **Quantity before quality:** our goal is to generate the greatest number of ideas
- **No criticism:** do not say "this won't work" during the session
- **Welcome wild ideas:** unconventional ideas open new possibilities
- **Build on others' ideas:** say "Yes, and..." instead of "Yes, but..."

How to run an effective brainstorming session
- Define the problem clearly
- Gather a diverse team
- Set the rules
- Start with a warm-up (silly ideas first)
- Record every idea without judgment
- Take a break, then come back to classify them

Miroboard tools for brainstorming
- infinite idea board
- voting on favorite ideas
- clustering similar ideas
- developing promising ideas

What is it?

A set of questions that help you develop existing ideas.

The seven letters

S – Substitute
- What can be replaced?
- Who can replace someone else?
- What alternative materials or processes can be used?

C – Combine
- What ideas can be combined?
- What services can be offered together?
- What tasks can be done at the same time?

A – Adapt
- What can be adapted from other fields?
- How can the idea be adjusted for another context?
- What lessons can be learned from similar projects?

M – Modify / Magnify
- What if we make it bigger or smaller?
- What if we change the shape or color?
- What if we make it more or less?

P – Put to Other Uses
- How else can this be used?
- Who else could benefit from it?
- What new uses are possible?

E – Eliminate
- What can be removed or simplified?
- What unnecessary rules or constraints exist?
- What elements do not add value?

R – Reverse / Rearrange
- What if we reversed the order?
- What if we changed the roles?
- What if we started from the end?

S
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M
P
E
R

3. Random Connection

Steps
- Define the problem you want to solve
- Choose a random word (from a dictionary, website, or surroundings)
- Connect that word to your problem
- Generate new ideas from this connection

Practical example
Problem: How can we increase youth participation in volunteering?

Random word: "Video game"
Connection: What if volunteering worked like a video game?

Ideas: points system, levels, rewards, leaderboards

4. Mind Mapping

How to draw a mind map
- Write the main idea in the center
- Draw branches for the main ideas
- Add sub-branches for details
- Use different colors and symbols
- Let ideas flow freely

Benefits
- You see the full picture
- You discover unexpected connections
- It stimulates creative thinking
- It organizes ideas visually
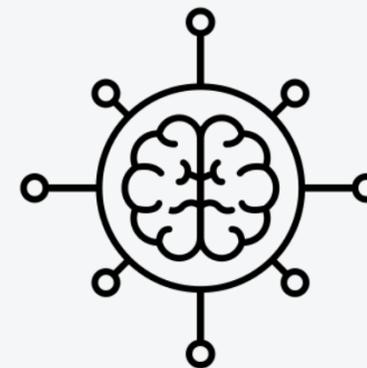
Part #4: Applied examples from YOU SI NET

Example #1: "Azwiti" Restaurant (Jordan)

Integrated Theory of Change

Inputs
- volunteers (25 young people)
- institutional support (Kuwaiti Jordanian Bank)
- low-cost operating spaces
- local products from women home producers

Activities
- managing the restaurant entirely through volunteers
- buying food ingredients from local producers
- serving meals through the "host/guest" system

Outputs
- number of meals served
- number of volunteers involved
- quantity of local products purchased

Outcomes
- preserving the dignity of people in need
- building a volunteer network
- creating community cooperation with local associations

Impact
- wide spread of the idea in Amman
- winning first place in the Crown Prince's volunteerism initiative
- inspiring similar initiatives in other sectors

Lesson learned
Even simple projects can have a strong Theory of Change if they link inputs and impact logically.

Integrated Social Business Model

Target group
- young Saudi men and women (18–35)
- organizations needing workers with basic skills

Value proposition
- direct link between youth and training/employment opportunities
- focus on practical skills needed in the labor market

Success indicators
- number of active users
- number of available and completed opportunities
- satisfaction of youth and employers

Delivery channels
- web application and website
- partnerships with associations and sector organizers

Financial sustainability
- partnerships with educational institutions
- CSR donations
- monthly subscriptions or commissions from beneficiaries

Social impact
- improving youth skills
- increasing readiness for the job market
- expanding youth participation in the non-profit sector

Lesson learned
A hybrid model (revenue + support) can ensure sustainability while keeping a social focus.

Example 3: "Nabatak" / Netzero Project (Italy)

Applied Idea Generation Techniques

Random Connection Technique

Problem: How can we increase environmental awareness and tree planting?

Random word: "Social networks"

Connection: What if tree planting became a social activity?

Idea: A platform connecting people interested in planting trees with afforestation projects.

SCAMPER Applied
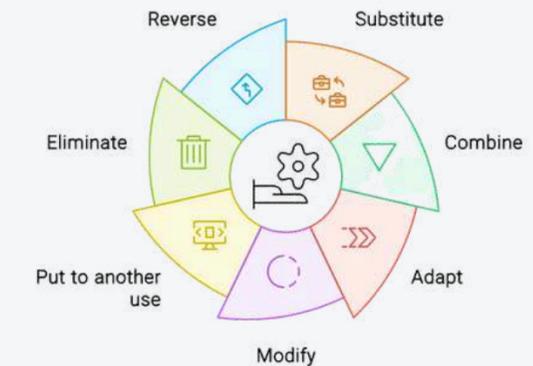
- **Combine:** combining AI with community action
- **Adapt:** adapting precision agriculture techniques from commercial farming
- **Put to other uses:** using environmental data for educational purposes

Result of innovation
- A platform using AI to improve planting operations
- A system that makes tree planting interactive and socially engaging
- Turning environmental action from an individual effort into a collective one

Lesson learned
Combining creative techniques can produce innovative solutions that merge effectiveness and social impact.

Part #5: Practical activity

Task: Develop your project from idea to plan
Preparation: Go back to the project idea you started working on in previous sessions.

Step #1: Build the Theory of Change

Level #1: Inputs
- human resources (who? how many?)
- financial resources (where from? how much?)
- physical resources (what do you need?)
- knowledge resources (what skills are required?)

Level #2: Activities
- main activities (3–5 essential activities)
- supporting activities
- suggested timeline

Level #3: Outputs
- what will be produced directly?
- how will we measure it? (numbers, quantities)

Level 4: Outcomes
- expected changes among beneficiaries
- in the short and medium term

Level 5: Impact
- the larger change you aim for
- how will your project contribute to solving the problem on a broader scale?

Tip
Start from the end (impact) and work backwards to the beginning (inputs).

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Part #5: Practical activity

Task: Develop your project from idea to plan
Preparation: Go back to the project idea you started working on in previous sessions.

Step #2: Fill in the Social Business Model

Part 1: Core of the project
- target group (precise description)
- value proposition (what makes it stand out?)
- problem being solved (clear wording)

Part 2: Operations
- delivery channels (how do you reach customers?)
- customer relationships (how do you interact with them?)
- key activities (what will you do daily?)

Part 3: Financial aspects
- revenue sources (where does the money come from?)
- cost structure (where does the money go?)
- key resources (what do you need to operate?)

Part 4: Partners and networks
- key partners (who helps you?)
- support networks (who can support you?)

Part #5: Practical activity

Task: Develop your project from idea to plan
Preparation: Go back to the project idea you started working on in previous sessions.

Step #3: Apply SCAMPER
Choose one aspect of your project and transform it using SCAMPER.

S – Substitute
- What if you replaced _____ with _____?
- How would that change the project?

C – Combine
- What if you combined your project with _____?
- What new ideas would emerge?

A – Adapt
- How can _____ from another project be adapted for your own?
- What lessons can you apply?

M – Modify
- What if you made _____ bigger/smaller?
- How would this affect effectiveness?

P – Put to other uses
- Who else could benefit from your project?
- What new markets or groups could it serve?

E – Eliminate
- What can be removed to improve the project?
- What does not add value?

R – Reverse
- What if you reversed the order of steps?
- What if you started from the end?

Result
A list of improved ideas for your project.

Part #5: Practical activity

Task: Develop your project from idea to plan
Preparation: Go back to the project idea you started working on in previous sessions.

Part #6: Common Mistakes

1. Mistake: Weakly connected Theory of Change

Signs
- You cannot see how inputs lead to impact
- The logic jumps are too large
- Assumptions are unrealistic

Correction
- Make sure each level logically leads to the next one
- Look for evidence that these links are valid
- Test your assumptions with external people

2. Mistake: Unsustainable business model

Signs
- relying on one funding source
- unclear revenue generation
- ignoring real costs

Correction
- Diversify income sources
- Calculate all costs (direct and indirect)
- Start with a simple and realistic financial model

3. Mistake: Sticking to the first idea

Signs
- refusing to improve the idea
- not testing alternatives
- fear of change

Correction
- Try different ideation techniques
- Seek diverse opinions
- Treat the current idea as just a starting point

Part #7: Self-Assessment Quiz

Question 1: Theory of Change

What is the difference between outputs and outcomes?
- A) Outputs are countable and outcomes are not
- B) Outputs are immediate and outcomes are changes in behavior
- C) There is no difference
- D) Outputs are for small projects and outcomes for large ones

Question 2: Business Model

Which element of the social business model answers the question:
"How will you reach customers?"
- A) Target group
- B) Delivery channels
- C) Financial sustainability
- D) Value proposition

Question 3: Creativity Techniques

What is the difference between brainstorming and SCAMPER?
- A) Brainstorming is for new ideas, SCAMPER is for developing existing ideas
- B) There is no difference
- C) Brainstorming is individual, SCAMPER is group-based
- D) SCAMPER is only for large projects

Question 4: Practical Application

How does Theory of Change help you communicate with investors?
- A) It shows that you thought about every detail
- B) It explains how their inputs can turn into real impact
- C) It helps determine the share price
- D) It has no value for investors

Part #8: Your mission

Step #1: Review your Theory of Change
- Are the relationships between levels logical?
- Are the assumptions realistic?
- Can you explain it to someone in two minutes?

Step 2: Test your business model
- Talk to 3 people from your target group
- Present your model to them
- Ask:
  - Does this make sense?
  - Would you pay for this?

Step 3: Develop the presentation
- Revise the four business model slides
- Practice explaining them in 3 minutes
- Collect feedback from your peers
- Deadline: Before the next session
- Submission method: Update your project file on Miroboard + share the presentation

Preparation for Session #7

Session #7: Understanding the Target Audience and the Market

What you will learn
- analyzing audience needs deeply
- understanding market dynamics
- developing outreach strategies

What you need to bring
- preliminary business model
- results of idea testing with 3 people
- questions about how to better understand the market

Suggested reading
- how to conduct market analysis
- tools for understanding consumer behavior
- case studies on social markets

Conclusion

Always remember:

- Moving from idea to plan is the most important step in the journey of social entrepreneurship.
- Models and frameworks are not goals in themselves. They are tools that help you think clearly and plan wisely.

Quote of this session: "The plan is not the finish line; it is the beginning of the journey. What matters most is not the perfect plan, but starting, learning, and adapting."

Weekly challenge

- Choose someone who knows nothing about your project.
- Explain your Theory of Change in two minutes.
- If they understand it, you are on the right track.

See you in the next session, where we will dive deeper into understanding the target audience and market analysis!

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Session #7

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*Target Audience
and Market Understanding*

Welcome to Session 7 of the YOU SI NET program.

In the previous sessions, you moved from:
- understanding social innovation
- identifying and framing a real problem
- generating ideas and developing a solution concept
- building a first Theory of Change and social business model

Now comes a critical step: understanding who your solution is really for, and the environment in which it will operate.

A project can have a good idea and still fail if it does not truly understand:
- the people it serves
- what they need
- what they are already using
- what alternatives exist
- what makes them trust, use, or pay for a solution

Remember:
A solution is only valuable if it responds to a real audience in a real context.

Part #1: Core Concepts

1. Why understanding the audience matters

Many projects are built around assumptions such as:
- "People will definitely need this."
- "Young people like digital tools."
- "This solution is useful for everyone."
- "If the idea is good, people will adopt it."

But strong projects do not rely on assumptions. They rely on evidence and understanding.

Understanding your target audience helps you:
- design a relevant solution
- communicate more effectively
- choose the right channels
- improve adoption and engagement
- define a better value proposition
- avoid building something nobody wants

Practical principle: Do not design for "everyone." Design for someone specific.

2. What is a Target Audience?

A target audience is the specific group of people your project aims to serve, influence, or support.

In social entrepreneurship, your audience may include several groups:
- the people affected by the problem
- the people who use the solution
- the people who pay for it
- the people who support or influence it

Example
A digital learning platform for rural youth may involve:
- direct users: young learners
- indirect beneficiaries: families, schools, communities
- buyers/funders: NGOs, institutions, sponsors
- partners: schools, teachers, youth centers

Key lesson
The user, beneficiary, and payer are not always the same person.

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3. Audience vs Market

These two concepts are connected but different.

Target audience
The people you want to serve.

Market
The broader space in which your solution exists, including:
- other actors
- existing solutions
- customer behavior
- demand
- opportunities
- competition

Example
- **Audience:** unemployed young women in urban areas
- **Market:** skills development, job-readiness training, digital education, career support services

Practical rule
Audience tells you who. Market tells you where and how.

4. Connection with previous sessions

- **Session 4:** Design Thinking → understanding users deeply
- **Session 5:** Problem Identification → defining what needs to be solved
- **Session 6:** Solution Development → shaping the solution and business model
- **Session 7:** Audience & Market → understanding for whom, in what context, and with what positioning

Part #2: Understanding the Target Audience

1. Audience Segmentation

Not all users are the same. Even within the same broad group, needs and behaviors vary.

Segmentation means dividing your audience into smaller groups based on shared characteristics.

You can segment by:
- age
- gender
- location
- education level
- income level
- profession
- lifestyle
- motivation
- digital habits
- level of vulnerability
- behavior related to the problem

Example
- Broad audience: youth
- Possible segments:
  - university students
  - unemployed graduates
  - rural youth
  - young women re-entering the workforce
  - self-taught freelancers
  - youth with limited internet access

Key lesson
A solution that works for one segment may not work for another.

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2. Primary and Secondary Audience

Primary audience
- The main group your project is designed for.
- Secondary audience
- Other groups who are influenced by or involved in the solution.

Example
- **Project:** app for youth career development
- **Primary audience:** young job seekers aged 18–25
  - Secondary audience:
  - employers
  - trainers
  - NGOs
  - parents
  - schools

Practical question
If you could only serve one audience well, who should it be first?

3. Needs, Pains, and Gains

To understand your audience, ask three types of questions:
- **Needs:** What do they need to achieve?
- **Pains:** What frustrates, blocks, or discourages them?
- **Gains:** What outcomes, improvements, or benefits do they hope for?

Example – young job seeker
- Needs: practical skills, trusted information, relevant job opportunities.
- Pains: scattered information, low confidence, lack of guidance, rejection.
- Gains: better employability, confidence, access to networks, faster transition to work.

Practical principle
People do not adopt a solution because it is innovative. They adopt it because it helps them reduce pain or create value.

4. User Behavior and Decision Patterns

Beyond needs, it is important to understand how people behave.

Ask:
- How do they currently solve the problem?
- What do they already use?
- What do they trust?
- What makes them try something new?
- What makes them stop using it?
- What influences their decisions?
- Who do they listen to?

Example
A user may need a learning app, but refuse to use it because:
- it feels too complicated
- it consumes too much data
- it is only in English
- it requires a credit card
- it lacks social proof
- nobody recommended it

Lesson
Behavior is shaped not only by need, but by trust, habits, and access.

Part #3: Market Understanding

1. What is Market Analysis?

Market analysis helps you understand the environment in which your project operates.

It allows you to identify:
- demand for your solution
- similar or competing offers
- current alternatives
- user expectations
- gaps in the market
- positioning opportunities

In social entrepreneurship, market analysis is not only about profit.

It is about relevance, adoption, value, and sustainability.

2. Types of existing alternatives

Your audience may already be using something else, even if it is not ideal.

Alternatives may include:
- direct competitors
- NGOs or community initiatives
- public services
- informal solutions
- social media groups
- family support networks
- "doing nothing"

Important insight
Your project is not only competing with other products.
It may be competing with habits, mistrust, inertia, and informal coping mechanisms.

3. Competitor and Alternative Mapping

When analyzing the market, look at:
- Who is already offering something similar?
- What are they doing well?
- What are they missing?
- What do users like about them?
- What do users complain about?
- How expensive or accessible are they?
- What makes your solution different?

Categories to explore
- **Direct competitors:** same audience, similar solution
- **Indirect competitors:** different solution to the same problem
- **Substitutes:** other ways users meet the same need

Example
- **Problem:** youth need employability support
- **Direct competitor:** job-readiness training platform
- **Indirect competitor:** university career center
- **Substitute:** YouTube tutorials, WhatsApp groups, peer advice

4. Positioning

Positioning means defining how your project will be perceived compared to alternatives.

A good position is:
- clear
- relevant
- credible
- distinctive
- easy to explain

Example
- Instead of saying: "We offer training for youth."
- A stronger positioning might be: "We help first-time job seekers in underserved areas gain practical skills and trusted opportunities through simple, mobile-first learning."

Key lesson
If your positioning is unclear, your project will be forgettable.

Part #4: Tools for audience and Market analysis

Tool #1: Audience Persona refinement

You already started personas in Session #4. Now refine them using market and behavior insights.

Add:
- what they currently use
- what they trust
- what they avoid
- how they search for solutions
- whether they can pay
- what channel reaches them best

New questions to add
- What is their daily reality?
- What is their access to digital tools?
- What language do they prefer?
- What motivates action?
- What causes dropout?
- What would make them recommend your solution?

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Tool #2: Empathy & Market Matrix

Create a simple table with four columns

What they need	What they currently do	What frustrates them	Opportunity for our project

Example

What they need	What they currently do	What frustrates them	Opportunity for our project
Career guidance	Ask friends / search online	Information is unreliable	Trusted guidance in one place

This tool helps connect real user behavior to solution design.

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Tool #3: Competitor Snapshot

Create a simple comparison sheet.

Actor / alternative	Who they serve	Strengths	Weaknesses	What we learn

Goal
- Do not copy others.
- Learn from them and identify your distinct value.

Tool #4: Audience prioritization matrix

If your project has multiple possible audiences, compare them using criteria such as:
- level of need
- ability to access
- urgency of the problem
- fit with your solution
- potential for impact
- readiness to engage

Example categories
High need / easy to reach
High need / hard to reach
Low need / easy to reach
Low need / hard to reach

Lesson
Not every audience should be targeted first.

Part #4: Applied examples from YOU SI NET

Example #1: Youth Skills platform

Initial assumption
"All young people need career development support."

What the team discovered
There were different youth segments:
- university graduates
- youth who dropped out early
- young women with restricted mobility
- rural youth with low digital access

Market insight
The biggest opportunity was not a broad platform for all youth, but a more focused service for:
first-time job seekers with smartphone access but low confidence and weak professional networks.

Lesson learned
A specific audience leads to a more relevant solution.

Example #2: Traditional crafts initiative

Initial audience
- Artisans
- Deeper audience understanding

The project actually had multiple audiences:
- older artisans
- younger artisans
- local youth consumers
- international tourists
- cultural institutions

Market insight
The biggest gap was not only in production, but in how products were positioned and presented to younger buyers.

Lesson learned
Sometimes the real market problem is not the product, it is the mismatch between the offer and the audience.

Example #3: Community food project

Initial assumption
People in need just require free meals.

What the team discovered
Different groups had different expectations:
- some needed affordable meals
- some needed dignified access
- some valued community connection
- some needed flexible support

Market insight
Existing food support initiatives often focused on charity, but fewer created dignity, participation, and local value chains.

Lesson learned
Understanding emotional and social expectations can shape a more powerful model.

Part #6: Practical activity

Task: Analyze the target audience and market context of your project.

Step #1: Define Your Main Audience

Write your first answer to:
- Who is this project really for?

Then make it more specific.
Instead of:
- youth
- women
- farmers
- students

Try:
- unemployed graduates aged 21–28 in urban areas
- women artisans in peri-urban communities
- small farmers with limited direct market access
- high school students in public rural schools

Step #2: Build an Audience Profile

Define:
- age range
- location
- daily reality
- main need
- biggest frustration
- current alternatives
- digital habits
- motivations
- barriers

Prompt
What makes this group likely or unlikely to use your solution?

Step #3: Identify Needs, Pains, and Gains

Create three columns:
- **Needs:** What do they need to move forward?
- **Pains:** What gets in the way?
- **Gains:** What positive result are they seeking?

Try to identify at least 3 items per column.

Step #4: Map the Market

List:
- direct competitors
- indirect competitors
- substitutes
- informal alternatives

For each, write:
- what they offer
- what they do well
- what they are missing

Step #5: Clarify Your Positioning

Complete this sentence:
We help **[specific audience]** who struggle with **[problem]** by offering **[solution]** that is different because **[distinct value]**.

Example
We help first-time job seekers in underserved areas who struggle with fragmented and unreliable career support by offering a simple mobile-first guidance platform that combines practical learning, trusted opportunities, and community support.

Part #7: Concept integration

Activity: Problem × Audience × Market

Use the work from previous sessions and connect the three dimensions:

- **Problem:** What specific problem are you solving?
- **Audience:** Who experiences it most directly?
- **Market:** What already exists, and where is the gap?

Integration sentence
Our project addresses **[problem]** for **[audience]**, in a context where existing solutions **[limitation]**, creating an opportunity for **[our value].**

Example
Our project addresses fragmented career support for rural young women in a context where existing services are urban-based and difficult to access, creating an opportunity for a simple hybrid support model.

Part #8: Common mistakes

Mistake #1: Defining the audience too broadly

Example: "Our project is for all youth."
Correction
- Be specific.
- Who exactly?
- Where?
- At what stage?
- With what challenge?

Mistake #2: Assuming what users want

Example: "They will prefer an app."
Correction
- Test assumptions.
- Ask users what they trust, use, and avoid.

Mistake 3: Ignoring alternatives

Example: "No one is doing this."
Correction
People are always using something, even if it is informal or ineffective.

Mistake 4: Confusing need with demand

A need may exist, but adoption is not automatic.
Correction
Ask:
- Will they use it?
- Can they access it?
- Will they trust it?
- Will they pay for it or commit to it?

Mistake 5: Weak positioning

Example: "We offer support and innovation."
Correction
- Use clear, concrete language.
- What exactly do you offer, to whom, and why does it matter?

Part #9: Self-Assessment Quiz

Question 1

What is the main purpose of audience segmentation?
A) To increase the number of beneficiaries automatically
B) To divide people into more specific groups with shared characteristics
C) To remove the need for interviews
D) To avoid choosing a main audience

Question 2

Which of the following may be a substitute rather than a direct competitor?
A) Another project with the same offer and same audience
B) A different solution users rely on to meet the same need
C) A funder supporting social innovation
D) A partner helping implementation

Question 3

Why is positioning important?
A) It guarantees funding
B) It makes the project more legally protected
C) It clarifies how your solution is perceived compared to alternatives
D) It replaces the need for a value proposition

Question 4

What is the difference between a primary and secondary audience?
Write your answer in one or two sentences.

Question 5

Complete the sentence:
A strong solution should respond to a real _____ in a real _____.

Part #10: Your mission

Task
Build your audience and market sheet

Choose your project and complete the following:
- **Step #1:** Define your primary audience.
- **Step #2:** Describe their:
  - needs
  - pains
  - gains
- **Step #3:** List at least 3 existing alternatives.
- **Step #4:** Write one short paragraph on your market gap.
- **Step #5:** Write one clear positioning statement.

Submission
Upload your work to the YOU SI NET platform before the next session.

Preparation for Session #8

Session 8: Identifying and Measuring Impact

What you will learn
- how to define impact clearly
- the difference between outputs, outcomes, and impact
- how to choose indicators
- how to think about measurement from the start

What to bring
- your audience and market analysis
- your refined solution
- your current Theory of Change
- questions about the change you want to create

Conclusion

Understanding your audience and market is not a side exercise.
It is what turns a good intention into a relevant, usable, and sustainable solution.

Always remember:

If you understand people deeply, you can design with relevance. If you understand the market clearly, you can position with intelligence.

parachute16

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Open Online Course on
Innovation & Entrepreneurship

Co-funded by
the European Union

Session #8

Impact Identification and Evaluation

Welcome to the world of impact measurement!

In this session, we will learn how to move from simply implementing projects to understanding their real impact on society. Social impact is not just a set of numbers we display in reports – it is the story of the real change we create in people's lives.

Remember:
If you cannot measure it, you cannot improve it. And if you cannot prove it, you cannot scale it.

Part #1: Core Concepts

1. The Social Impact Chain: The ladder we climb

Practical definitions

Outputs

Outputs are the immediate results of implementing activities, such as:
- the number of people trained
- the number of awareness materials produced

Simply put

What we do, and how much of it we do

Example

"We organized 10 workshops attended by 200 people."

Outcomes

Outcomes include the changes in behavior or skills resulting from the project's outputs.

Simply put

What changes in beneficiaries

Example

"70% of participants started using the new skills they learned in their work."
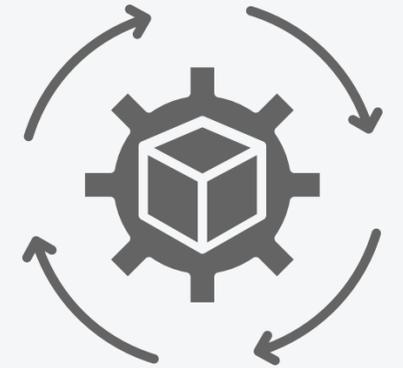
Impact

Impact refers to the major changes that happen over a longer period of time and result from the final outcomes achieved by a project.

Simply put

Broad social transformation

Example

"The illiteracy rate in the region decreased by 15% over 3 years."

Link with the Theory of Change (from Session 6)

- Inputs + Activities = Outputs
- Outputs lead to = Outcomes
- Accumulated outcomes create = Impact

Quick activity: classify for yourself

Are these outputs, outcomes, or impact?
- "We distributed 1,000 awareness booklets."
- "80% of beneficiaries adopted healthier habits."
- "The rate of chronic diseases in the community decreased by 20%."

Answers

1. Output
2. Outcome
3. Impact

2. Impact over time: Patience and Continuity

Short-term impact (1–6 months)
- **When:** immediately after the activity
- **What we measure:** direct experience, initial satisfaction
- **Tools:** quick surveys, closing interviews, photos, testimonials

Real example
"Right after the training course, 85% of participants said they had gained new skills."

Medium-term impact (6–12 months)
- **When:** after enough time has passed for people to apply what they learned
- **What we measure:** behavioral change, improved skills, tangible results
- **Tools:** follow-up interviews, skills tests, data analysis

Real example
"After 8 months of training, 60% of participants received a promotion or improved their income."

Long-term impact (1–5 years)
- **When:** after years of implementation
- **What we measure:** social transformation, policy change, sustainability of change
- **Tools:** impact studies, academic research, analysis of social indicators

Real example
"After 3 years of an economic empowerment program, the poverty rate in the area decreased by 25%."

Reflection
- A great tree starts from a small seed and needs time to grow.
- So does social impact.

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3. Types of Beneficiaries: Who is affected?

Direct beneficiaries
- **Who they are:** People directly reached by the service.
- **How we reach them:** Through your programs and activities.
- **Example:** "Students enrolled in your educational program."
- **How we measure:** Direct surveys, personal interviews, tests

Indirect beneficiaries
- **Who they are:** People indirectly affected through direct beneficiaries.
- **Example:** "The students' families, co-workers, and their broader community."
- **How we measure:** Community studies, interviews with family members, network impact analysis

Reflection activity: Impact Map
- Imagine a project that trains youth in digital skills.
- Who are the direct beneficiaries? → The trained youth
- Who are the indirect beneficiaries? → Their families, future employers, the local economy

Important insight
The number of indirect beneficiaries is often much larger than the number of direct beneficiaries.

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4. Why do we care about measuring Impact?

Three main reasons

1. For learning and improvement
- We identify what works so we can repeat it.
- We identify what fails so we can improve it.
- Better decisions improve performance and multiply impact.

2. For accountability and transparency
- We prove that we delivered what we promised.
- We remain transparent with supporters and the community.
- Impact measurement makes communication and accountability easier.

3. For sustainability and scaling
- We attract new funding.
- We gain community support.
- We attract investors, donors, and volunteers.

Reflection question
If a funder asked you to prove your project's impact, what would you show them?

Part #2: Real examples from YOU SI NET

Example #1: Arbor Project (Italy)

Story

It started as a small tree-planting idea and grew into an environmental movement using technology to measure impact accurately.

Integrated measurement model

Short-term impact (Outputs)
- **What they measure:** Number of trees planted
- **How they measure it:** Daily planting logs & GPS photos
- **Result:** 500 trees planted in the first season
- **Innovation:** Using an app to track every tree planted

Medium-term impact (Outcomes)
- **What they measure:** Environmental awareness
- **How they measure it:** Before/after environmental knowledge surveys
- **Result:** 40% increase in environmental knowledge
- **Innovation:** A short SMS-based quiz

Long-term impact (Impact)
- **What they measure:** Air quality
- **How they measure it:** Air quality monitoring stations
- **Result:** Noticeable improvement in planted areas
- **Innovation:** Partnership with universities for long-term research

Lesson learned
- Measurement can be both smart and simple.
- Technology helps, but human understanding remains essential.

EXAMPLE

Example #2: Teaching Traditional Crafts (Morocco)

Challenge

How do we measure the impact of an educational program based on manual and artistic skills?

Multi-level approach

Skills measurement (Direct)
- **Tool:** Product exhibitions before/after training
- **Indicator:** 80% of artisans improved the quality of their products
- **Method:** Assessment by experts and experienced artisans

Income measurement (Indirect)
- **Tool:** Household income records
- **Indicator:** 30% increase in average household income
- **Method:** Monthly interviews with 50 families

Cultural heritage measurement (Community-level)
- **Tool:** Youth attitude surveys
- **Indicator:** 50% increase in interest in traditional crafts
- **Method:** Annual survey in schools and universities

Measurement innovation

Using story logs, where artisans record their weekly success stories and challenges.

Lesson learned
- Not all impact is measured with numbers.
- Stories and personal experiences tell the full picture.

EXAMPLE

Example #3: "Azwiti" nonprofit Restaurant (Jordan)

Philosophy
- How do you measure dignity?
- How do you measure belonging?
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Human-centered measurement model

Quantitative measurement (simple)
- **Indicator:** Number of meals served
- **Method:** Simple daily records
- **Result:** 10,000 meals per month
- **Principle:** "What cannot be measured simply may not need complexity."

Qualitative measurement (complex)
- **Indicator:** Beneficiaries' dignity
- **Method:** In-depth interviews with privacy safeguards
- **Key question:** "How do you feel when receiving the meal?"
- **Result:** 90% felt their dignity was respected

Community measurement
- **Indicator:** Social cohesion
- **Method:** Observation of interactions inside the restaurant
- **Observation:** More interaction between different community groups

Innovation
"Emotion scales" - a visual survey using emojis/faces instead of numbers.

Lesson learned
Measuring social impact requires a human heart as well as an analytical mind.

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Part #3: Practical activity

Your task: Build an impact measurement framework for your project

Step# 1: Choose a project

Choose:
- the project you worked on in previous sessions
- or
- one of the YOU SI NET projects you liked

Write the project name in the designated box.

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Step #2: Define indicators

Quantitative indicators (what can be counted)
- number of direct beneficiaries
- number of activities implemented
- completion rate (vs target)
- cost per beneficiary
- frequency of use / participation

Qualitative indicators (what requires assessment)
- level of satisfaction and quality
- improvement in skills and knowledge
- change in attitudes and behavior
- improvement in quality of life
- level of empowerment and confidence

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- Choose 3 quantitative indicators for your project
- Choose 3 qualitative indicators for your project

For each indicator:
- describe it in one word
- explain how you will measure it practically

Selection criteria

Your indicators should be:
- useful: help decision-making
- measurable: data can be collected
- realistic: resources are available
- specific: clear and not vague
- time-bound: you know when to measure them

Part #3: Practical activity

Your task: Build an impact measurement framework for your project

Step #3: Design a measurement survey

Part #1: Introduction (important)
- Who are we and why are we collecting data?
- How long will it take?
- Your privacy is protected.
- Thank you for participating.

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Part #2: Basic questions (3 questions)
- simple demographic information (age, gender, area)
- how did you hear about the project?
- what were your expectations?

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Part #3: Impact questions (5–7 questions)
- Use a scale from 1 to 5 for quantitative questions
- Leave space for qualitative comments
- Ask about before/after change
- Ask for examples and details

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Part #4: Open-ended questions (2–3 questions)
- "What was the biggest benefit you gained?"
- "What is your suggestion for improvement?"
- "Share a success story or a challenge you faced."

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Part #5: Closing
- Thank participants.
- How can they follow project updates?
- Do they agree to be contacted for follow-up?

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Design a 10-question survey for your project.

Golden tips
- Short questions are better than long ones.
- Use simple, non-technical language.
- Test the survey on yourself first.
- Think about how you will analyze the answers while designing the questions.

Part #3: Practical activity

Your task: Build an impact measurement framework for your project

Step #4: Data Collection Plan

1. What do we want to measure?
- List of selected indicators

2. How will we measure it?
- surveys (paper / online)
- interviews (individual / group)
- observation (direct / recorded)
- document and records analysis

3. Who will measure it?
- internal team
- trained volunteers
- external partners
- beneficiaries themselves (self-assessment)

4. When will we measure it?
- before starting: baseline
- during implementation: periodic monitoring
- after completion: final evaluation
- after 6–12 months: impact follow-up

5. Whom will we measure?
- a representative sample of beneficiaries
- all beneficiaries (if the number is small)
- a random sample (if the number is large)

6. How will we analyze the results?
- quantitative analysis (averages, percentages)
- qualitative analysis (recurring themes, stories)
- before/after comparison
- comparison with similar projects

Your task
- Fill in the plan template for your project.

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Part #3: Practical activity

Your task: Build an impact measurement framework for your project

Step #5: Update your presentation

"Impact Measurement" section in your presentation

What it should include:
- main indicators (only 3–5)
- a simple explanation for each indicator
- why we chose it
- how we will measure it
- measurement methods
- simple visual diagram
- measurement tools
- timeline
- expected results
- what we hope to achieve in the short, medium, and long term
- how we will use results for improvement
- success stories
- space for beneficiary testimonials
- photos that illustrate impact
- strong quotes

Tip
- Use simple charts.
- A pie chart is often better than a complex table.

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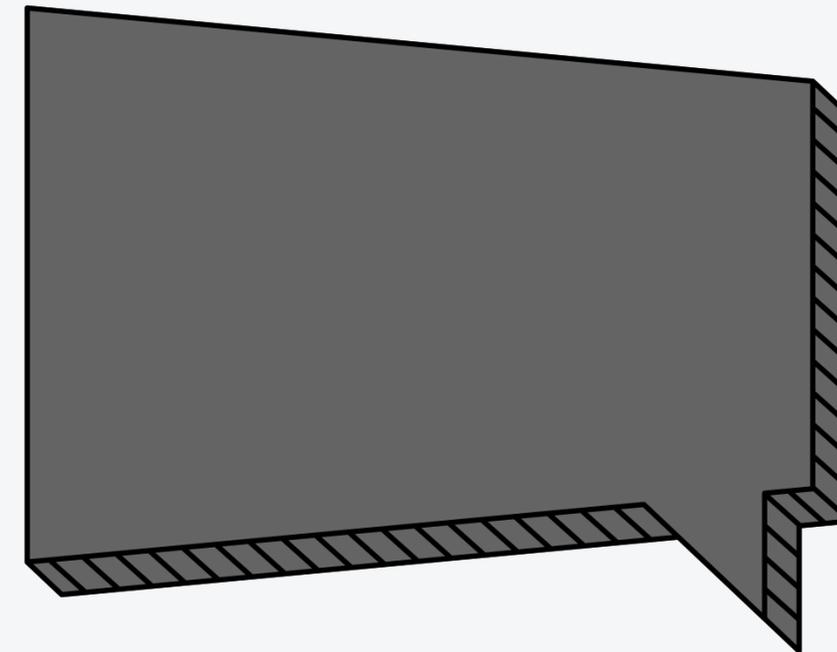
Part #4: SMART criteria for Indicators

Make sure your indicators are SMART

Specific
- ❌ "Improve education"
- ✅ "Increase the math pass rate by 20%"

Measurable
- ❌ "Increase awareness"
- ✅ "80% of participants answer 5 topic-related questions correctly"

Achievable
- ❌ "Eliminate unemployment completely"
- ✅ "Help 50 young people find a job within one year"

Realistic
- ❌ "Train one million people with a small budget"
- ✅ "Train 200 people within our available budget"

Time-bound
- ❌ "Increase income"
- ✅ "Increase beneficiaries' average income by 30% within two years"

Quick activity
Turn this indicator into a SMART one: "Helping youth find work"

Example answer
"Helping 100 unemployed young people obtain a job within 6 months of joining the program."

Part #5: Common mistakes

Mistake #1: Measuring what is easy, not what is important

- **Problem:** We choose indicators because they are easy to measure.
- **Solution:** Ask: What does the decision-maker need to know?

Mistake #2: Measuring too much

- **Problem:** Too many indicators mean nothing.
- **Solution:** Choose a small and fixed number of indicators.

Mistake #3: Ignoring stories

- **Problem:** Focusing only on numbers.
- **Solution:** Numbers tell what happened, stories tell how and why.

Mistake #4: Not measuring "before"

- **Problem:** We do not know where we started.
- **Solution:** Always collect baseline data before starting.

Mistake #5: Measuring only for reporting

- **Problem:** We write reports and forget them.
- **Solution:** Use results to improve your work.

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Part #6: Self-Assessment Quiz

Reflection questions

- What is the practical difference between saying:
  - "We trained 100 people"
  - and, "80 people are now using the skills they learned"?

- If your project aims to improve youth mental health, what 2 quantitative and 2 qualitative indicators could you use?

- Why may it be important to measure your project's impact on indirect beneficiaries?

- What are two common mistakes in impact measurement that you should avoid in your project?

- How would you explain the importance of measuring impact to a colleague who thinks: "Doing the work is more important than measuring it."

Part #10: Your mission

Exercise #1: Complete your measurement framework

Task: Complete the data collection plan you started.
Steps
- review the indicators you selected
- design a full survey (10–15 questions)
- define a measurement sample (who, how many, when)
- plan how to analyze the results

Exercise #2: Test the survey
Task: Test your survey on 2–3 people
Steps
- choose people similar to your beneficiaries
- ask them to complete the survey
- ask whether the questions are clear
- revise the survey based on their feedback

Preparation for Session #9

Session #9: Storytelling and Presentations

What you will learn
- how to turn data into compelling stories
- techniques for effective presentations
- how to convince others of your project's importance

What to bring
- the measurement framework you designed
- any data or stories you collected
- your revised survey

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Conclusion

Always remember:

Measuring social impact is not the end of the journey; it is the beginning of a deeper understanding of your work. Every number hides a human story, and every percentage represents a life that is changing.

Quote of this session: *"Do not measure your work by the number of hours spent in the office, but by the number of lives you touch beyond its walls."*

Important reminder
You now have impact measurement tools. Use them wisely:
- to improve, not to criticize
- to learn, not to judge
- to grow, not to show off

See you in the next session, where we will learn how to turn these data and stories into compelling presentations that attract support and recognition.

Session #9

Storytelling & Pitching

Welcome to Session #9 of the YOU SI NET program.

In the previous sessions, you worked on:
- understanding a social problem
- designing a relevant solution
- identifying your target audience and market
- clarifying your business model
- defining the impact you want to create and how to measure it

Now comes a crucial step:
- learning how to communicate your project clearly, convincingly, and memorably.
- A strong idea is not enough on its own.
- If others do not understand it, trust it, or feel inspired by it, they may never support it.

Remember:
People do not connect only with information. They connect with meaning, emotion, and clarity.

In this session, you will learn how to turn your project into a compelling story and present it in a way that builds understanding, confidence, and engagement.

Part #1: Core Concepts

1. Why storytelling matters

Storytelling is not about adding decoration to your presentation. It is about helping people understand:
- what problem exists
- why it matters
- who it affects
- what your solution changes
- why your project deserves attention and support

A good presentation does more than share facts. It makes the audience care. Storytelling helps you:
- simplify complex ideas
- make your project more human
- create emotional connection
- make your message more memorable
- build trust and credibility
- inspire action

Practical principle: Data informs. Stories move. Strong presentations need both.

2. What makes a good project story?

A good project story usually includes five elements:
- **A real person or group:** Who is affected by the problem?
- **A real challenge:** What are they struggling with?
- **A turning point:** What insight or opportunity changes the situation?
- **A solution:** What does your project offer?
- **A result or possibility:** What changes if your solution works?

Example
"Amina is a 22-year-old graduate who has applied to many jobs without success. She has motivation, but not the guidance, experience, or professional network needed to move forward. Our project helps first-time job seekers like Amina access practical support, relevant opportunities, and trusted mentorship."

Key lesson
A project becomes stronger when it is connected to human experience, not only abstract information.

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3. Storytelling vs Description

There is a difference between describing a project and telling its story.

Description
"Our platform provides training and job support for youth."

Story
"Too many young people leave university with hope but not direction. They are told to be ready for the job market, yet many do not know where to start. Our platform was designed to bridge that gap with practical tools, trusted guidance, and accessible opportunities."

Practical insight
- Description explains what you do.
- Storytelling explains why it matters.

4. Connection with Previous Sessions

- **Session 5:** Problem Identification → what are we trying to solve?
- **Session 6:** Solution Development → how will it work?
- **Session 7:** Audience and Market → for whom and in what context?
- **Session 8:** Impact Measurement → what change are we creating?
- **Session 9:** Storytelling and Presentation → how do we communicate all of this clearly and persuasively?

Part #2: Building your project narrative

1. Start with the Problem, but make it human

A problem statement is important, but it becomes more powerful when connected to a person, a situation, or a lived reality.

Instead of saying
"Youth unemployment is a major issue."

Try
"Many young people finish their studies with determination but without practical support, networks, or access to real opportunities."

Practical tip
Start from a human moment:
- a frustration
- a blocked opportunity
- a recurring challenge
- a specific experience you observed or heard

2. Build a simple narrative arc

A useful structure for project storytelling is:
- **Situation:** What is happening now?
- **Tension:** What is the problem or gap?
- **Response:** What is your solution?
- **Transformation:** What changes because of your project?

Example
- **Situation:** Young graduates want to work but feel lost.
- **Tension:** Existing support is fragmented and difficult to access.
- **Response:** We created a mobile-first support platform.
- **Transformation:** Youth gain confidence, practical guidance, and stronger pathways into employment.

3. Link Story and Evidence

Stories should not replace evidence. They should work with it.

Example
"Amina's experience is not unique. In our interviews, many young people described similar frustrations. This confirms that the challenge is broader than one individual case."

You can combine:
- a personal story
- one strong statistic
- one clear insight from your research
- one expected impact

Practical principle
Use stories to open attention, and evidence to strengthen trust.

Part #3: Strong presentation structure

1. What your presentation should answer

A strong project presentation usually answers these questions:
- What is the problem?
- Who is affected?
- Why does it matter now?
- What is your solution?
- How does it work?
- What makes it different?
- What impact do you expect?
- How will it be sustained?
- What do you want from the audience?

2. Suggested structure for a 5–7 minute presentation

- **Slide 1 – Title:** Project name and one-line description
- **Slide 2 – The problem:** What is the issue, and why is it important?
- **Slide 3 – The target audience:** Who is affected? Who is your user?
- **Slide 4 – The solution:** What does your project offer?
- **Slide 5 – How it works:** Main model, process, or service journey
- **Slide 6 – Value proposition:** What makes your project relevant and distinct?
- **Slide 7 – Impact:** What change do you want to create, and how will you measure it?
- **Slide 8 – Sustainability:** How will the project continue over time?
- **Slide 9 – Closing / Call to action:** What support, attention, or partnership do you seek?

3. Keep it clear and simple

A good presentation is not the one with the most information.

It is the one the audience can follow and remember.

Good practices
- one main idea per slide
- short text, not paragraphs
- clear titles
- readable visuals
- simple charts
- consistent design
- minimal clutter

Practical rule
If a slide takes too long to understand, it is too crowded.

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Part #4: Speaking with confidence

1. Presentation is also about delivery

Even with strong content, your delivery matters. A confident presenter is not someone who is perfect.

It is someone who is:
- clear
- calm
- connected to their message
- respectful of time
- able to respond thoughtfully

2. Basic speaking tips

Before presenting
- rehearse out loud
- check timing
- simplify difficult parts
- know your opening and closing by heart
- breathe before starting

During the presentation
- speak slowly enough to be understood
- look at the audience, not only at the screen
- pause after important points
- avoid reading every word
- show energy without rushing

If you feel nervous
- focus on your message, not on yourself
- remember that the audience wants to understand you
- use your first sentence to gain rhythm
- breathe and continue, even if it is not perfect

Key lesson
Confidence grows through practice, not through waiting to feel ready.

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Part #5: Using data and impact in presentations

1. Do not overload with numbers

Impact data is important, but too many numbers can make your message confusing.

Instead of
listing many statistics without context,
Try
choosing:
- 1 key insight
- 2–3 essential indicators
- 1 short success story
- 1 visual that makes the message easier to understand

2. Translate numbers into meaning

Weak
"We reached 300 participants."
Stronger
"We reached 300 participants, which means 300 young people had access to support that was previously unavailable in their area."

Example
"80% of participants improved their skills" becomes more powerful when you explain:
- how those skills matter
- what changed in practice
- why this matters for their future

Practical principle
Do not present numbers alone. Explain what they mean.

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3. Combine quantitative and qualitative evidence

Your presentation becomes stronger when you combine:
- numbers
- quotes
- observations
- testimonials
- visuals

Example
"Beyond the 70% satisfaction rate, many participants told us they felt more confident and more supported than before."

Part #6: Real examples from YOU SI NET

Example #1: Youth employability project

Weak version
"We provide training and support for youth."

Improved version
"Too many young people leave school motivated but underprepared for the realities of the labor market. Our project supports first-time job seekers through practical training, guidance, and trusted opportunities."

Why it works
- starts with a real challenge
- explains the gap
- makes the audience understand why the solution matters

Example #2: Traditional crafts initiative

Weak version
"We want to preserve heritage and support artisans."

Improved version
"Traditional crafts are not only products - they are living knowledge. But many artisans struggle to adapt to changing markets, while younger generations feel disconnected from these skills. Our project helps bridge tradition and modern demand."

Why it works
- humanizes the issue
- creates urgency
- connects culture to livelihoods and identity

Example #3: Community food project

Weak version
"We serve meals to people in need."

Improved version
"Food support should not only reduce hunger. It should also preserve dignity, build connection, and strengthen community solidarity. Our model was designed to offer all three."

Why it works
- moves beyond charity language
- clarifies deeper value
- reflects both practical and emotional impact

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Part #7: Practical activity

Task: Build the first version of your project presentation story.

Step #1: Write Your One-Sentence Project Description

Complete this sentence:
Our project helps [audience] who struggle with [problem] by offering [solution], so that [expected change].

Example
Our project helps rural high school students who struggle with low access to engaging learning tools by offering simple digital learning support, so that they can improve their confidence and academic progress.

Step #2: Build your narrative arc
Use this sequence:
- **Current reality:** What is happening?
- **Problem:** What is the gap or challenge?
- **Audience:** Who is affected?
- **Solution:** What do you offer?
- **Change:** What becomes possible?

Write one or two sentences for each.

Step #3: Select your key evidence
Choose:
- 1 important problem insight
- 1 audience insight
- 2–3 impact indicators
- 1 quote, observation, or short story

Goal
Keep only the most important evidence, not everything you know.

Step #4: Outline your slides

Create a rough structure for your presentation.

Suggested outline:
- Title
- Problem
- Audience
- Solution
- How it works
- Value proposition
- Impact
- Sustainability
- Closing

Step #5: Practice your opening

Write and rehearse your first 30–45 seconds.

Good opening options
- a short story
- a striking fact with context
- a clear challenge statement
- a human-centered question

Example
"What happens when a motivated young person has talent, but no access to trusted opportunities?"

Part #8: Common mistakes

Mistake #1: Starting with too much theory

- **Problem:** The audience gets lost before understanding why the project matters.
- **Correction:** Start with the human problem, not with abstract concepts.

Mistake #2: Saying too much

- **Problem:** The presentation becomes crowded and difficult to follow.
- **Correction:** Prioritize the essential message. Not everything needs to be said in one presentation.

Mistake #3: Using vague language

- **Example:** "We empower communities through innovation."
- **Correction:** Be specific. Who? How? For what change?

Mistake #4: Ignoring the audience's perspective

- **Problem:** The presenter explains everything from their own point of view.
- **Correction:** Frame the project around the user, the need, and the value created.

Mistake #5: Reading slides instead of presenting

- **Correction:** Use slides as support, not as a script.

Mistake #6: Presenting data without meaning

- **Correction:** Explain what the numbers represent and why they matter.

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Part #9: Self-Assessment Quiz

Why is storytelling important in a project presentation?
- A) Because it replaces the need for evidence
- B) Because it helps make the project more human, memorable, and convincing
- C) Because it guarantees funding
- D) Because it makes the presentation longer

Question #2

Which of the following is the strongest opening?
- A) "Our initiative is a holistic innovation platform for sustainable empowerment."
- B) "Today I will present my project in nine parts."
- C) "Many young people want to move forward, but lack the guidance and opportunities to do so."
- D) "This slide contains our conceptual framework."

Question #3

What is the role of impact data in a presentation?
- A) To impress the audience with large numbers only
- B) To replace storytelling
- C) To strengthen trust and show the meaning of the change created
- D) To avoid discussing the audience

Question #4

What is the difference between describing a project and telling its story?
Write your answer in one or two sentences.

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Part #10: Your mission

Prepare a first short presentation of your project.
- Step 1: Write your one-sentence project description.
- Step 2: Write your opening paragraph.
- Step 3: Create a rough 7–9 slide structure.
- Step 4: Select:
  - 1 story or quote
  - 2–3 indicators
  - 1 key audience insight
- Step 5: Practice presenting for 3 to 5 minutes.

Optional
Record yourself or present to a peer and ask:
- What was clear?
- What was confusing?
- What was memorable?
- What should be improved?

Submission: Upload your draft pitch and slide outline to the YOU SI NET platform before the next session.

Preparation for Session #10

Session #10: Final Pitch

What you will do
- present your project
- receive feedback
- refine your message
- practice confidence and clarity

What to bring
- your draft pitch
- your slide structure
- your opening and closing lines
- your key impact indicators
- your best version so far

Suggested preparation
- rehearse with a timer
- simplify your slides
- focus on clarity over complexity
- prepare for questions

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Conclusion

Storytelling and presentation are not the final decoration of your project. They are part of how your project creates understanding, trust, and support.

Always remember:
- A strong project deserves a clear voice.
- A clear voice can turn attention into belief, and belief into action.

parachute16

happy smala

youSnet

Open Online Course on
Innovation & Entrepreneurship

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Session #10

Final Pitch

Welcome to the final session of the YOU SI NET journey.

Over the past sessions, you have:
- explored your motivations and strengths
- identified a social problem that matters to you
- developed a potential solution
- understood your target audience and context
- defined the impact you want to create
- learned how to communicate your idea clearly

Today is the moment to bring everything together.
This session is not about perfection. It is about sharing your vision, your learning, and your commitment to creating positive change.

Remember:
Every impactful project once started as a simple idea shared with others.

Tips for a successful Pitch

- **Keep it simple:** Focus on the essential ideas.
- **Be authentic:** Speak from your motivation and experience.
- **Speak clearly:** Take your time and avoid rushing.
- **Show the value:** Explain why your project matters.
- **Stay confident:** Your idea deserves to be heard.

Remember
People support ideas they understand and believe in.

During the presentation

When presenting your pitch:
- speak clearly and calmly
- look at your audience
- explain your ideas step by step
- use examples if possible
- respect the time limit

If you feel nervous, remember:
Everyone started from the same place: learning, exploring, and growing.

Receiving feedback

Feedback is an important part of learning.

It helps you:
- see new perspectives
- strengthen your idea
- improve your project

When receiving feedback:
- listen openly
- take notes
- ask questions if something is unclear

Feedback is not criticism. It is an opportunity to grow.

Reflecting on your journey

Take a moment to reflect on what you have learned during this program.

Think about:
- one idea that inspired you
- one skill you developed
- one challenge you overcame
- one action you want to take next

Social innovation is a continuous journey of learning and action.

What comes next?

This session is not the end; it is a beginning.

After the program, you can:
- continue developing your project
- connect with other participants
- collaborate on new ideas
- explore opportunities in your community
- keep learning and experimenting

The most important step is always the same: take action.

Every social change begins with people who choose to care and act.

You now have:
- new knowledge
- new connections
- new perspectives

Use them to continue building solutions that matter.

Remember: Great change often starts with small initiatives and courageous voices.

Thank you for being part of this journey.

Your ideas, energy, and commitment are the seeds of future impact.