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EMBAIXADA SOLIDÁRIA: STRATEGIC ANALYSIS OF SOCIAL PROJECTS WITH A FOCUS ON THE USE OF ADMINISTRATIVE TOOLS

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Abstract: This technical report aimed to present the evidence and results obtained in the proposal for financial and strategic improvement of the social project called "Embaixada Solidária". To catalog the data, the forms of bibliographic and field research were used, which consist respectively of the use of scientific articles and books, and the visit to the object of study. As a result, it was difficult to manage a social project, as all work is voluntary, which ends up limiting the application of certain initiatives.

Keywords: Social project, strategic analysis, "Embaixada Solidária".

INTRODUCTION

Social projects can be considered ways in which individuals try to minimize deficiencies that exist in society. Projects can have several areas of activity, such as: sports, food, education, art, aid, among many other areas.

In the established period, from 2011 to 2020, there was a 24.4% increase in the number of registrations of new immigrants in Brazil, with those responsible for the increase being of Venezuelan, Haitian, Colombian, Syrian and Cuban origins. The number of new refugees recognized annually in the country went from 86, in 2011, to 26,500 in 2020 (Source: UNHCR, UN Refugee Agency. Accessed on 04/22/2022).

With the emergence of the Migration Law (Law, number: 13,445/2017), there was an important paradigm shift, when compared to the Foreigner Statute: it moves from the National Security panorama to Human Security, elevating the migrant to a level of equality of rights that was already recommended by the Federal Constitution.

Despite the implementation of the migration law, which aims to protect immigrants, there are still numerous problems and challenges that impact the lives of these citizens. As a result, more and

more social projects are emerging that aim to support and integrate these individuals into society, supporting them with legal issues (for their stay in the country), physical demands such as food, hygiene and clothing and also assistance with achieving employment and fixed housing.

The "Embaixada Solidária", the project covered in this report, focuses on helping immigrants and people in situations of social vulnerability, through donations and the provision of services. Some of the initiatives are: sewing workshop for women, Portuguese language classes, provision of food and hygiene items, clothes, among others.

Based on what was presented, the difficulty that many social projects have in managing their resources was identified, therefore, this study prioritized practical and simple ways to minimize these deficiencies in management.

THEORETICAL FRAMEWORK

The social project "Embaixada Solidária", created in 2015, through requests for help received by foreigners, has as its main objective to assist these people through legal assistance, social and cultural assistance. In view of this, the NGO "Embaixada Solidária" was made official, which supports itself through donations, voluntary work and solidarity bazaars.

Currently, the NGO has a headquarters, in which the space was provided by the city hall, located in area II of block "A" of the Barão do Rio Branco Housing Complex in Toledo – Paraná, intended for the implementation of the institution's social activities.

MISSION, VISION AND VALUES

According to Oliveira (2002, p. 128) cited by Francisco (2012, p. 33), "Mission is the form of a certain system of values in terms of beliefs or basic areas of activity, considering the traditions and philosophy of the company".

The mission defines the reason for the existence of an organization, that is, what its function is for society and must be a specific definition for each organization. Determining the mission is based on some questions, such as: “What is the company’s reason for being?” “What types of activities must the company focus on in the future?” Therefore, the mission presents a “horizon” of what the company actually does.

According to Arantes da Costa (2003), vision is a very precise operational concept that seeks to describe the organization’s self-image, that is, it is a mental model, of course, of a highly desirable state or situation, of a future reality. Vision can also be considered as the way in which a company identifies itself and organizes itself in society.

As Tachazawa and Rezende (2000) explain, values can be defined as “a set of doctrines, creeds, ethical standards and principles that guides the organization’s actions over time and independent of the goals, objectives and strategies adopted by it.”

INTERNAL AND EXTERNAL ENVIRONMENT OF THE PROJECT

Scenario analysis consists of studying factors that can influence the organization’s performance in internal and external environments. This analysis is carried out to try to predict and anticipate possible risks and gains of the company, using parameters, models and conditions.

SWOT ANALYSIS (SWOT)

The SWOT analysis - Strengths, Opportunities, Weaknesses, Threats - in Portuguese Strengths, Opportunities, Weaknesses and Threats (SWOT), has the main objective of analyzing and scoring the main internal and external points of an organization.

It is a planning tool that helps to understand the Strengths, Weaknesses, Opportunities and Threats involving a project or company. It means specifying the objective of the company or project and identifying the internal and external factors that support or hinder the achievement of that objective. SWOT is often used as part of a strategic planning process (Hofrichter, 2020 p 01).

Strengths and weaknesses make up the company’s internal analysis while opportunities and threats make up its external analysis. Therefore, strengths are controllable internal situations that provide a favorable condition for the company, whereas weaknesses are also controllable internal situations, but which provide conditions³ unfavorable.

Opportunities are external variables over which the company does not have control, which can create beneficial conditions for it to enjoy; finally, threats are internal variables over which the organization has no control, which can create unfavorable conditions for it.

GUT MATRIX

The GUT Matrix, from the acronym: Severity, Urgency and Trend, is a tool used to define the prioritization of activities. With it, activities are scored using the ratio between the three elements: severity, urgency and trend and the answer is given by multiplying the scores of the factors, thus revealing an indicator. The higher this indicator, the higher the priority of the work.

[..] It is a tool to help solve problems and prioritize them. The matrix serves to classify problems according to the severity of their incidences, the urgency in resolving them, as well as the tendency for ensuing encumbrances, which can occur gradually or quickly (DE OLIVEIRA, et. al, 2016).

It consists of solving problems in order of importance, for example, assuming there is a fire, which room must be prioritized. Just

like in companies, there are always countless problems that require a solution, but the degree of importance must be analyzed. Therefore, through the application of the tool it is possible to list each one according to the degree of relevance.

SEVERITY

Severity in the GUT Matrix talks about the positive or negative impact of not taking an action. For example, not sending a commercial proposal to a client can have a major negative impact, such as losing the sale. But organizing an email box has a much smaller impact.

Value scale:

- a) 1 - Not serious
- b) 2 - Not very serious
- c) 3 - Severe
- d) 4 - Very serious
- e) 5 - Extremely serious

URGENCY

Urgency concerns the speed with which an action needs to be taken in relation to an activity. For example, a startup has a problem with its receipt system and all payments are stopped. Obviously, this activity is extremely urgent!

It needs immediate action, unlike buying a new desk for the office. Value scale:

- a) 1 - It can wait
- b) 2 - A little bit urgent
- c) 3 - Urgent, it deserves attention in the short term
- d) 4 - Very urgent
- e) 5 - Requires immediate action

TREND

The trend deals with the prospect of worsening of a problem, that is, how much time can worsen the situation. For example, you have a bill that is due today, if you pay tomorrow you will receive a fine of 10% of the amount for each day late. This is an issue that tends to get worse.

Value scale:

- a) 1 - It will not change
- b) 2 - It will get worse in the long term
- c) 3 - It will get worse in the medium term
- d) 4 - It will get worse in the short term
- e) 5 - It will get worse quickly

5W2H TOOL

The 5W2H is a tool used in the strategic planning of companies, helping to clarify questions, resolve doubts about a certain problem or make decisions. Thus, its use brings benefits such as ease in understanding facts, as 5W2H helps to obtain the best solutions and helps to organize and systematize ideas.

The tool is made up of seven specific questions that have the initials of their words in English, namely:

a) What

This question basically relates to what the problem or context is that is being analyzed.

b) Why

At this point, it is important to analyze the following questions: "Why is this a problem? What are the causes that led to the problem?" Therefore, explain why this problem is happening.

c) Where

If necessary, analyze through which channels the action plan will be carried out, in which area or department, to resolve and treat the problem.

d) When?

In this regard, it is important to point out when corrective action will be taken on the problem, that is, a schedule of actions, specifying the date and in certain cases, the time that will take place.

e) Who

It is important to describe who will be responsible for the corrective action, whether an employee or a manager. This is the same amount that will be charged later for the action.

f) How

In this matter, it is significant that the entire process for taking corrective action is described.

g) How much

The potential costs that were involved in resolving the problem that occurred are analyzed.

REPORTING METHOD

To construct this study, face-to-face meetings were held with the mentor and other participants in the project's organizing committee, in which issues regarding improvements and areas for improvement were discussed. The SWOT, GUT and 5W2H tools mentioned above were also used.

There was also observation of the Embassy's initiatives such as participation in solidarity bazaars, assistance in organizing food stocks and cleaning the project headquarters.

The meetings were held in person on the following days:

a) 06/04/2022

b) 14/04/2022

c) 21/04/2022

d) 22/04/2022

e) 30/04/2022

INTERVENTION PROPOSAL/ INTERVENTION RESULTS

Based on the previously highlighted tools, the intervention proposal was presented, taking as a reference the analyzes specified below.

MISSION, VISION AND VALUES

a) Mission

Provide support to men, women, children and immigrant families, stabilizing and increasing the quality of life through solidarity actions and encouraging autonomy, preservation of culture and social protagonism.

b) Vision

With the work of this organization, we seek a fairer and more supportive environment, meeting the needs of families and needy people and encouraging autonomy, preservation of culture and social protagonism.

c) Values

Social responsibility, transparency, solidarity and acceptance.

SWOT MATRIX

As mentioned previously, this tool is a great ally for detecting strengths, opportunities, weaknesses and possible threats of the business organization.

5W2H TOGETHER WITH GUT

As previously mentioned, the 5W2H matrix is a way of making a company's demands more specific, leaving pre-defined what it will be, why it is being demanded, where it will be carried out, who will execute it, when it will be done, how it will be developed and How much this procedure will cost the organization. The GUT tool is generally used in conjunction with the 5W2H matrix, as it determines the task's priority levels.

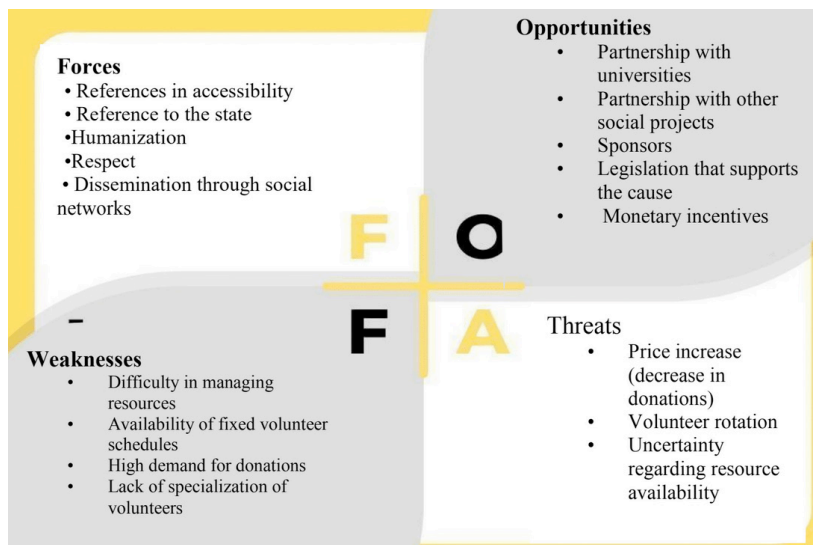


Figure 1 – "Embaixada Solidária" SWOT Matrix

Source: developed by the author (2022).

Number of Situation	5W2H							Priority			
	What?	Why?	Where?	Who?	When?	How?	How Much?	G	U	T	Total
1	Attachment of volunteers	"Aid fever"	Communication network	Edna	Until 06/30	Strategies for volunteers to remain in the project	Volunteer work	4	4	4	64
2	Stock organization	Control of item exits/entrances	At the Embassy headquarters	Responsible for stock	Until 06/30	Mapping of stock items	Volunteer work	3	4	4	48
3	Creation of the reserve quantity of items	Guarantee if donations decrease	At the Embassy headquarters	Responsible for stock	Until 06/30	Average departures each week	Volunteer work	4	3	4	48
4	Resource administration	Make donations more efficient	At the Embassy headquarters	Responsible for stock	Until 06/30	Tools like spreadsheets	Volunteer work	2	3	4	24
5	Creation of volunteer participant schedule	Improve participant distribution	At the Embassy headquarters	Responsible	Until 06/30	Create a spreadsheet/schedule in Excel	Volunteer work	2	2	2	8
6	Partnership with universities	Increase volunteers	At FAG Toledo	Edna	Until 06/30	Formalizing the partnership with the university	Possible travel costs	2	2	1	4

Figure 2 - 5W2H matrix together with GUT

Source: developed by the author (2022).

SPECIFICATIONS OF 5H2W AND GUT MATRICES

a) Situation 1 – Attachment of volunteers

This situation consists of planning methods that make volunteers remain in voluntary activity. Among the initiatives that can be adopted are:

- Motivate volunteers;
- Recognize attitudes that develop the project;
- Make communication more flexible;

- Flexible participation times.

It is important that measures like these are taken so that the project always has volunteers willing to work, as something that is easily observed at the Embassy is the lack of proportional participation. In other words, at sometimes there are many volunteers willing to help, but at other times there are not enough people willing to help. This causes some volunteers to become overwhelmed with work and end up giving up participating.

This initiative has 64 points in the GUT analysis because, as discussed with the project

mentor, this is one of the points that most needs development at the Embassy. Therefore, it is allocated in the first line in terms of priority.

b) Situation 2 - Stock organization

The organization of the stock aims to control the amount of donations that the Embassy has. This way, there will be an improvement in the management of item distribution. Measures that can be adopted:

- Implementation of the use of spreadsheets for better visualization;
- Registration of stock entries;
- Division into item categories;
- Make data accessible to everyone in the organization.

It was scored 48 on the GUT scale, as the stock is essential for the development of the embassy. It is necessary to organize data, what enters and what is removed from the organization, so that it can have an improvement in the distribution of stocks, being able to make better use of it and consequently, serve more people.

c) Situation 3 - Creation of reserves

Having a reserve of items in stock is essential in situations where donations decrease. Therefore, developing a minimum quantity of items to have in reserve is essential for the Embassy to continue operating. The project mentor reports that there were cases in which emergency services were provided to immigrants and there were not enough supplies to make the donation. Therefore, by reserving items for emergencies, these cases would be drastically minimized.

It scored 48 in the GUT matrix, just as there must be an ordering of the stock, it is also important to create a reserve. Donations can end up being unpredictable, so the reserve helps to maintain a future guarantee, in case the flow of donations decreases.

d) Situation 4 – Resource administration

This improvement case aims to make resource monitoring more efficient, taking into consideration, that resources are finite and need good management to meet demand in the best possible way. In the GUT matrix, a score of 24 was obtained, which is an important question, as, after organizing and creating a donation reserve, it is essential to manage these resources. Putting excellent quality administration into practice increases the efficiency of the embassy's work.

e) Situation 5 - Creation of a volunteer participation schedule

This is an issue that helps with the internal organization of the embassy, as this means there is a better distribution of tasks for volunteers. If this adequate distribution does not occur, it may end up overloading certain areas and people or needing people to carry out some activities.

With a score of 8 on the GUT scale, creating a schedule would facilitate the management of activities carried out within the project, meaning volunteers would have clarity on which activities to focus on and perform during a given time.

f) Situation 6 – Partnerships with universities

In this regard, methods must be analyzed that enable the embassy to achieve greater partnerships with universities, as universities need to play this role of actively participating in social development, through fundraising campaigns, volunteer campaigns, even academics from certain courses, which can provide services linked to your training. Although assistance from universities is extremely important, the partnership with them ends up being last on the GUT scale, as there are some actions that need to be prioritized internally at the embassy so that external help can then be sought.

FINAL CONSIDERATIONS

Measurement of the development of actions will be done through comparisons and reports that will be presented at the end of each month at the monthly project meeting. This way, it will be possible to count on the participation of all members of the Embassy's organizing committee, where they will be able to report on how they developed these objectives/goals during the month.

In the process of developing this report, it was noted the great difficulty this sector has in managing its resources due to the lack of volunteers, or even the non-availability of the volunteers it already has. As it is voluntary work, "aid fevers" often occur, which arise from a mass commotion, but after the end of this fever, social projects lack volunteers, thus reaching the point of ceasing their activities or reducing the number of people served.

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