

Handouts #4

Practical training "Project initiation"

Problems /objectives tree as a tools for identification of problems and solutions

Problem identification phase

1. Open discussion or brainstorming of problems, which stakeholders consider being a priority (What is/are the problem(s)? Whose problem(s) it is/are?);
2. Selection of the "starter" or "core" problem; From the problems identified through the brainstorming exercise an individual main problem should be selected.
3. Establishment of a hierarchy of problems related to the „core problem“ in a diagram; The problems related to the „core“ problem should be identified applying the „cause and effect / negative consequences“ principle. i.e.:
 - Problems which are directly causing the starter problem are put below it;
 - Problems which are direct effects of the starter problem are put above it;
 - Problems which are neither an effect nor cause are put at the same level.
4. Reviewing the diagram and verification of its validity and completeness. (Are there are there important problems that have not been taken into account?)

Solutions (Objectives) identification phase

1. Turn all negative situations (problems) into positive situations that are:
 - Desirable;
 - Realistically achievable;
2. Analyse the means---ends relationships to ensure their validity and completeness;
3. If necessary: revise statements, add new objectives or delete objectives that do not seem suitable or necessary.

Objectives formulations phase

1. Formulate the overall goal as combination of two sentences as #1 "Solving the problem will enable / ensure" and #3 "Archive the positive impact"
2. Formulate Specific Objectives to be expressed in terms of benefits to the target group being 'Increased/improved/ etc., or using active verbs "to increase / improve", etc.,

