

***PROJECT CYCLE MANAGEMENT FOR DIGITAL, ECOLOGICAL AND
SOCIAL INNOVATIONS
Euro-planning techniques***

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**UNIVERSITÀ
DEGLI STUDI
DI TRIESTE**



Dipartimento

**Scienze Politiche
e Sociali**

Recap of the sixth lesson

Stakeholders, target groups, final beneficiaries

System of key actors

Stakeholder management matrix

Grid influence/interest

How does a good partnership look like?

Recap of the sixth lesson

Partnership roles: Coordinator
and project partners

Associated partners

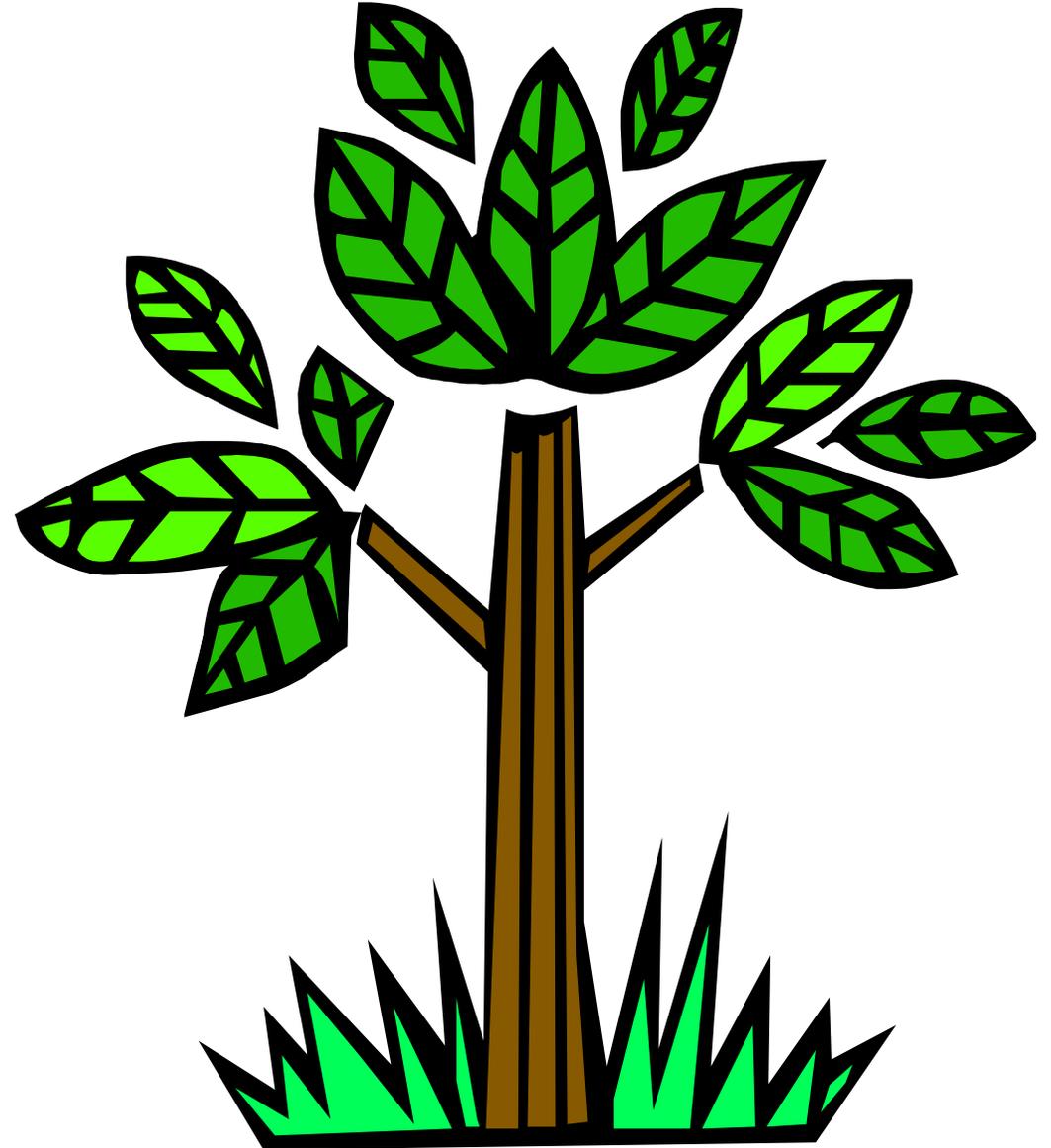
Affiliated entities

Subcontractors

Problems analysis

Developing a problem tree

- A problem tree is a simple representation of problems in hierarchical order.
- To develop the diagram, you must first identify the various problems and choose one to start with.



Problems analysis

Developing a problem tree

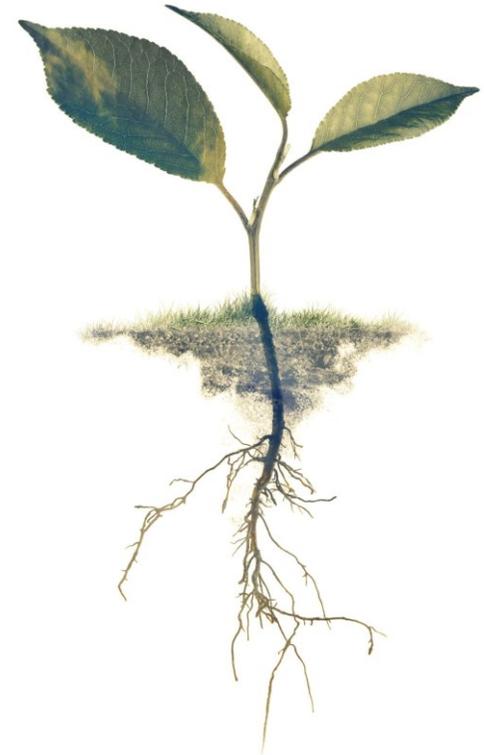
- A second problem is then identified in relation to the first and it is determined whether it is:
- The **cause** of the first, in which case it is placed graphically at a lower level;
- The **effect** of the first, in which case it is placed graphically at a higher level;
- **Neither cause nor effect**, in which case it is placed on the same level.



Problems analysis

Developing a problem tree

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Problems analysis

Developing a problem tree

Example:

Problem identified = malnutrition among children and infants

Cause = limited availability of protein-rich foods

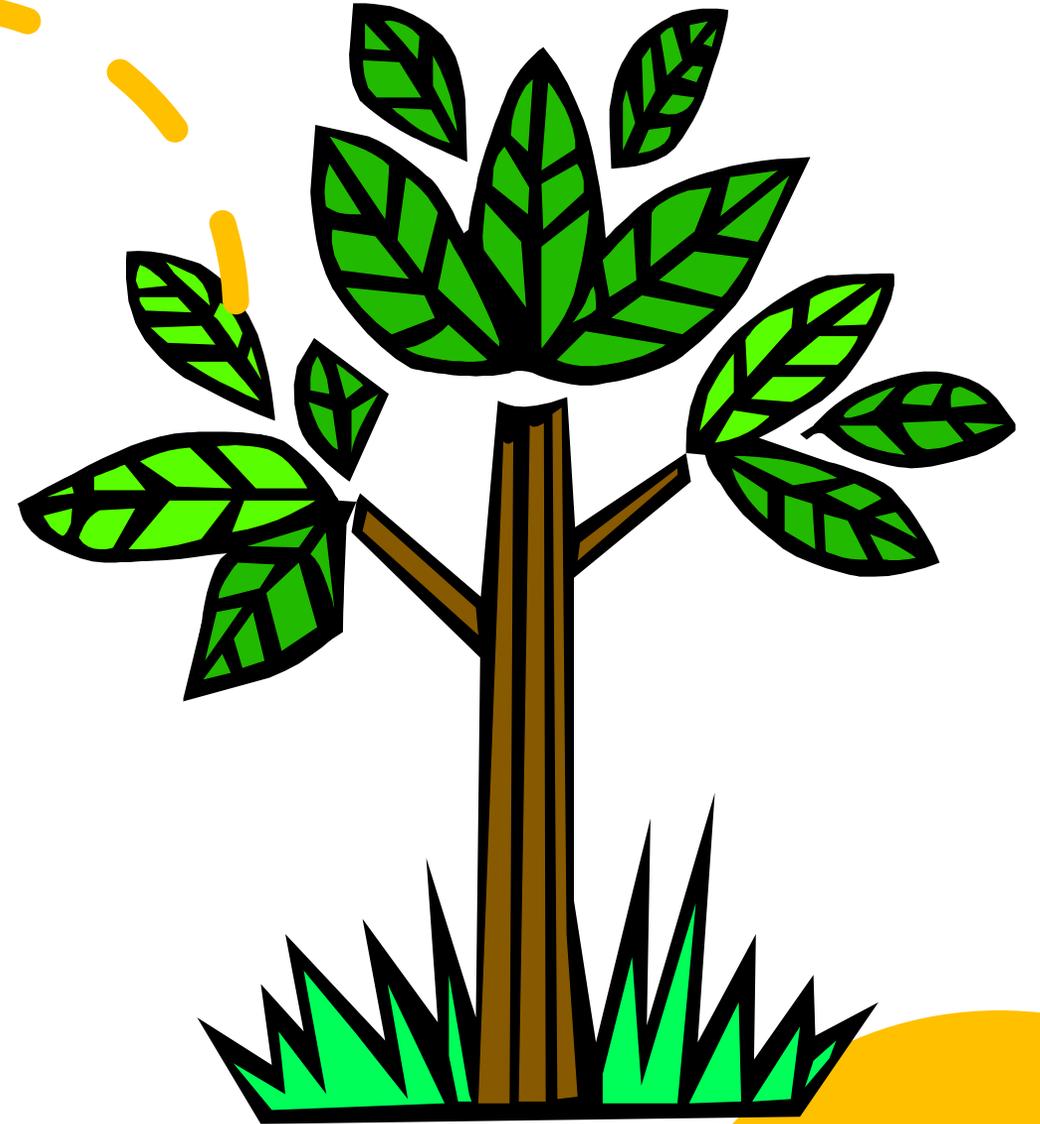
Effect = high infection rates among children and infants



Problems analysis

Developing a problem tree

- As the tree develops, the remaining problems are placed along the ideal “trunk” and “branches” using the same method;
- Once the tree is complete, a **focal problem** is selected.
- The focal problem must be chosen by agreement between the various interest groups and **established as the main problem to be addressed within the project.**



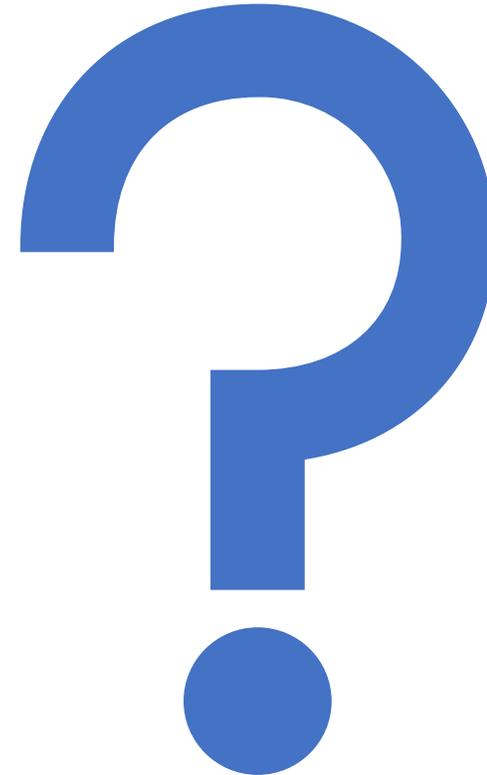
Problems analysis

Define the problem clearly.

- Identify the problem clearly.
- Do not confuse the problem with the solution or the cause.

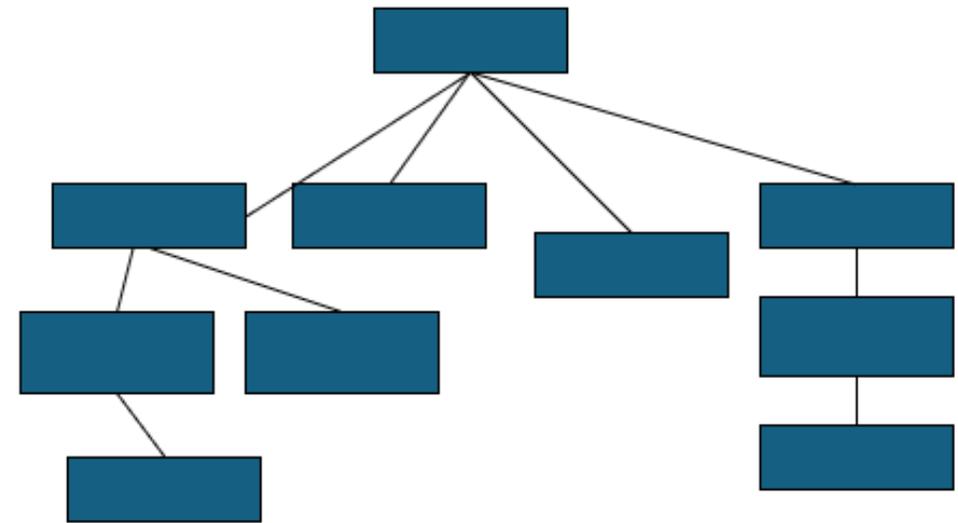
What is the correct definition of the problem?

- ❖ The number of operational ambulances is insufficient.
- ❖ The average response time for ambulances is too long.
- ❖ New ambulances need to be purchased.



Problems analysis

- Identify **the main blocking factor** preventing the ideal situation from being achieved
- **Identification of causes** (without weighting)
- Check whether **the main blocking factor is itself the cause** of further problems.

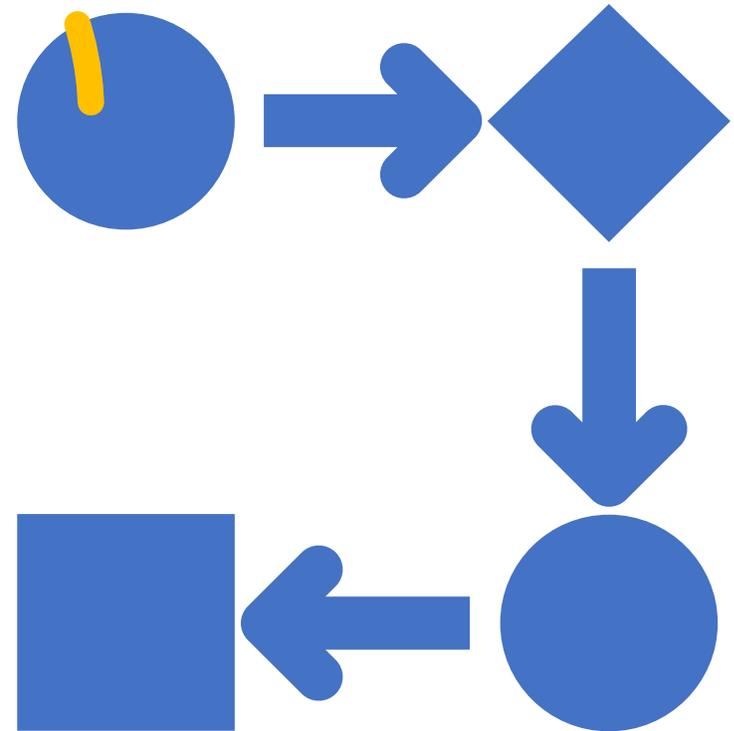


Problems analysis

There are two difficulties that arise during the analysis and identification phase:

- **Inadequate specification** of problems;
- Formulation of problems in terms of **'absence of'**.

Inadequate specification of problems makes it difficult to communicate the true nature of the issues to be addressed.



Problems analysis

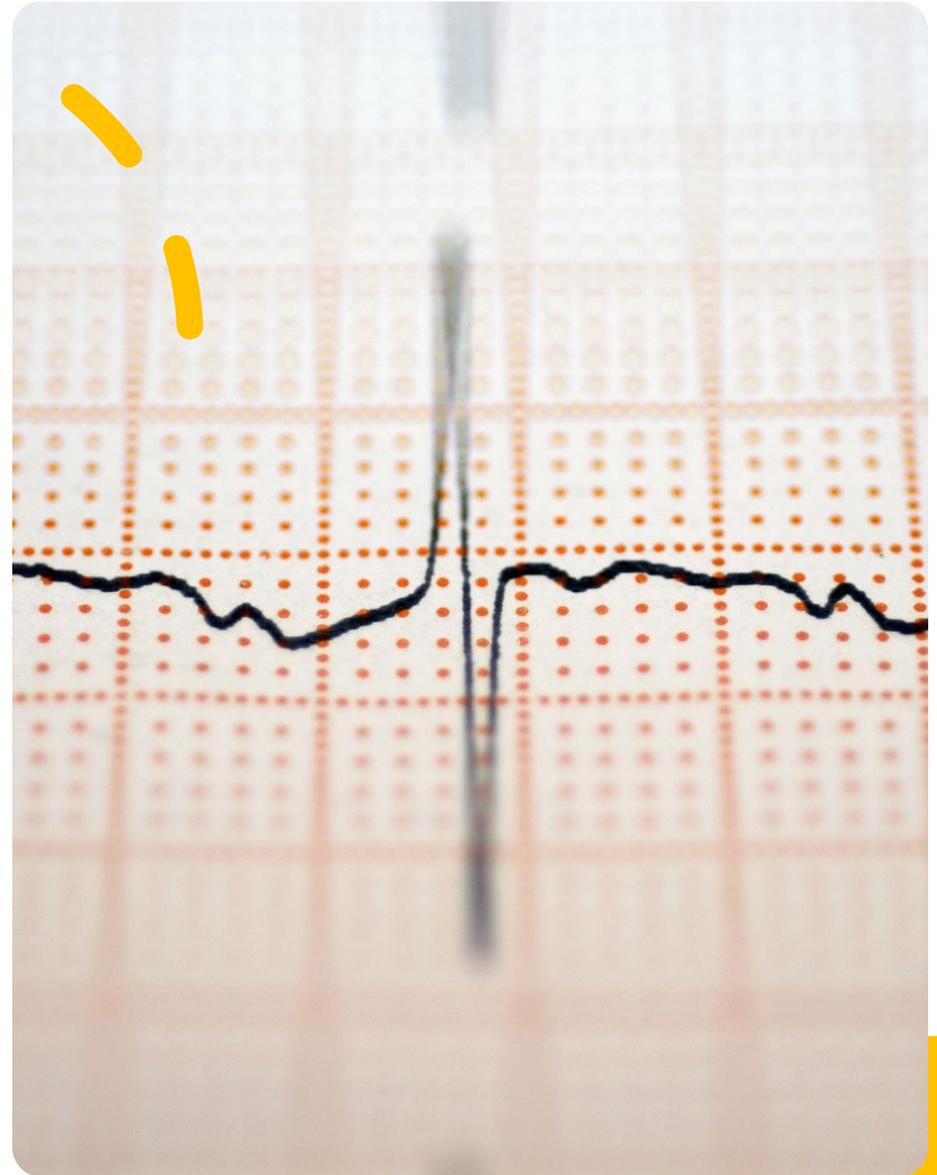
Statements such as '**poor management capacity**' must be further specified so that the actual problem can be understood and the underlying causes analyzed.

“Poor management skills” may imply, for example, ‘inadequate financial control’, ‘delayed delivery of essential services’, etc.

Problems formulated in terms of ‘absence of’ are false problems and do not describe the issues to be resolved so much as the absence of a desired situation.

Problems analysis

Exercise on the tree of problems



Exercise

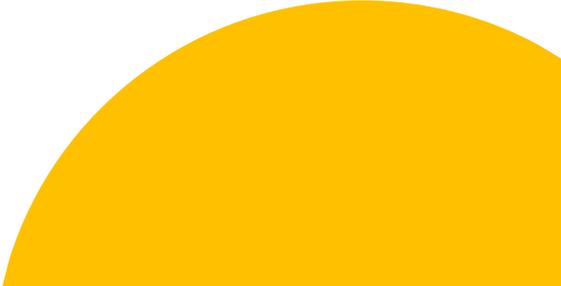


The municipality of Monteverde is a mountainous area covered with forests, and in the past, forestry was the main local economic activity.

The sector is now in crisis due to competition from imported timber sold on the market at lower prices. Some businesses have already closed, and many people have emigrated to work in the city.

A couple of small family-run hotels have opened, and some tourists are beginning to arrive, attracted by the presence of a herd of ibex in the surrounding mountains.

A study by the nearby University of Monti Verdi indicates that forestry waste could be used to build a biomass power plant capable of providing district heating for all the homes in the village at competitive prices.



Exercise

The Mayor of Monteverde asks you to revive the town's economy.

- Define the problem;
- Identify the stakeholders (with their interests, obstacles and available resources);
- Build the problem tree.



Thank you for your attention!

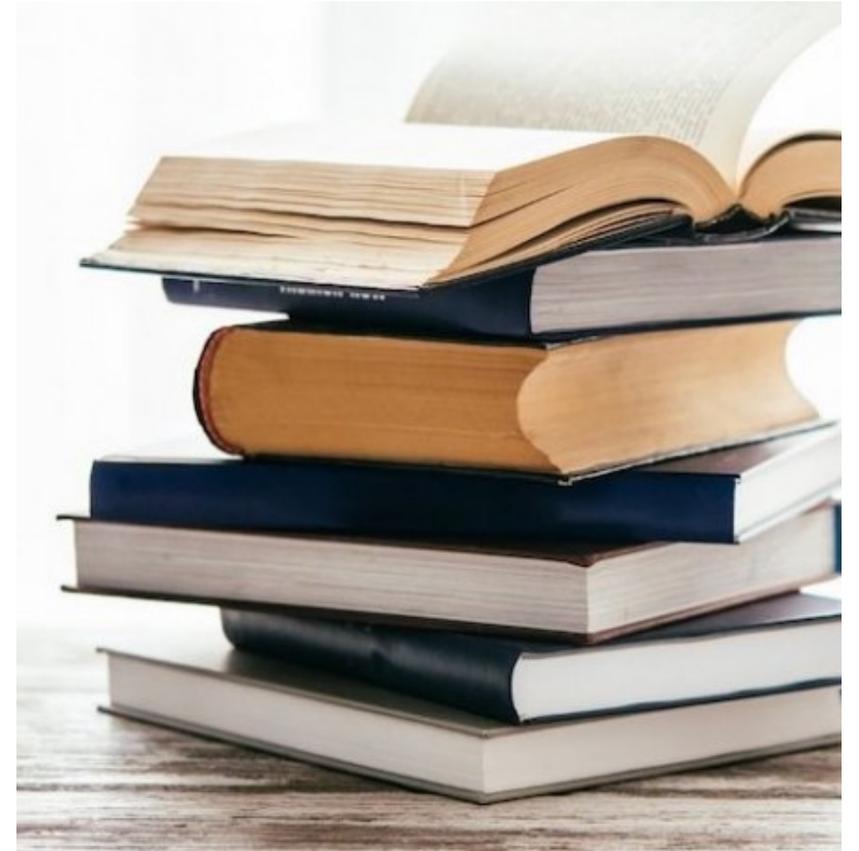
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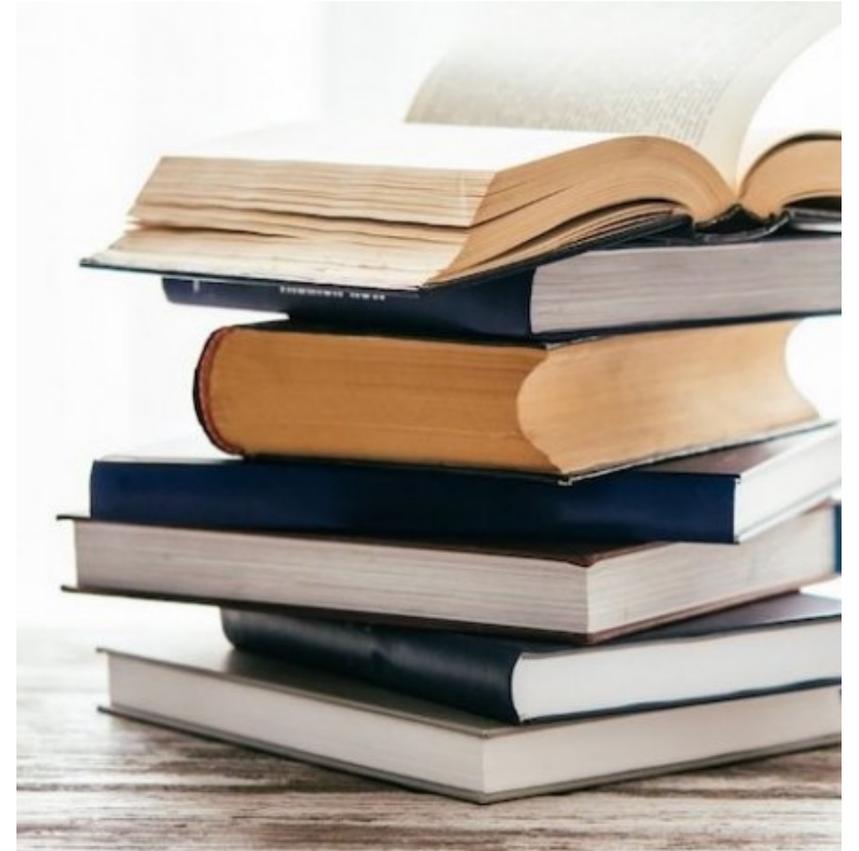


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