

Preliminary Exercise (A3 Template)

1 Problem	2 Stakeholders			3 Solutions
<p>What is the current problem / the societal challenge (beyond academia or research) that you want to address through your project? Choose one clearly defined problem.</p> <p>Specify for this problem: - <i>WHY</i> is the status quo problematic? - <i>WHAT</i> are the underlying causes for this problem?</p>	<p>Who is impacted / affected by the problem? (Try to be specific with your target group!)</p> <p>Briefly specify for each group: - <i>HOW</i> are they affected? - <i>WHY</i> is it a problem for them / In how far are there demands not met?</p>	<p>Who has the power to influence the outcomes of your projects? (decision makers, influential people within the community, gatekeepers, ...).</p> <p>Briefly specify for each group: - <i>HOW</i> can they change the outcomes / What is their role?</p>	<p>Who has an interest in solving the problem?</p> <p>Briefly specify for each group: - <i>HOW</i> could they contribute and help? - <i>WHY</i> are they interested in solving the problem?</p>	<p>What are your solutions to the problem that you address through your project?</p> <p>Briefly specify for each solution: - <i>HOW</i> does the solution address the problem? - <i>WHICH</i> underlying causes from the problem (block 1) are addressed?</p>

4 Vision Building

Imagine you are X years **in the future** – where X is three times the duration of the project. For example, imagine you are six years in the future if your project lasts two years in total.

What has changed in the past years?

- What does the target group do differently now?
- For whom has there been improvements? What kind of improvements?
- What new opportunities, relationships, etc. have resulted after the project?
- What changes were **particularly important** for these improvements to occur? Without what change would the project have no meaning?

Obstacles: What ALMOST led to failure, and how were these obstacles averted or overcome?

Changes

WHAT main changes have occurred? Specify for each change: **WHO** has benefitted from the change? **HOW** did that change occur?

Obstacles


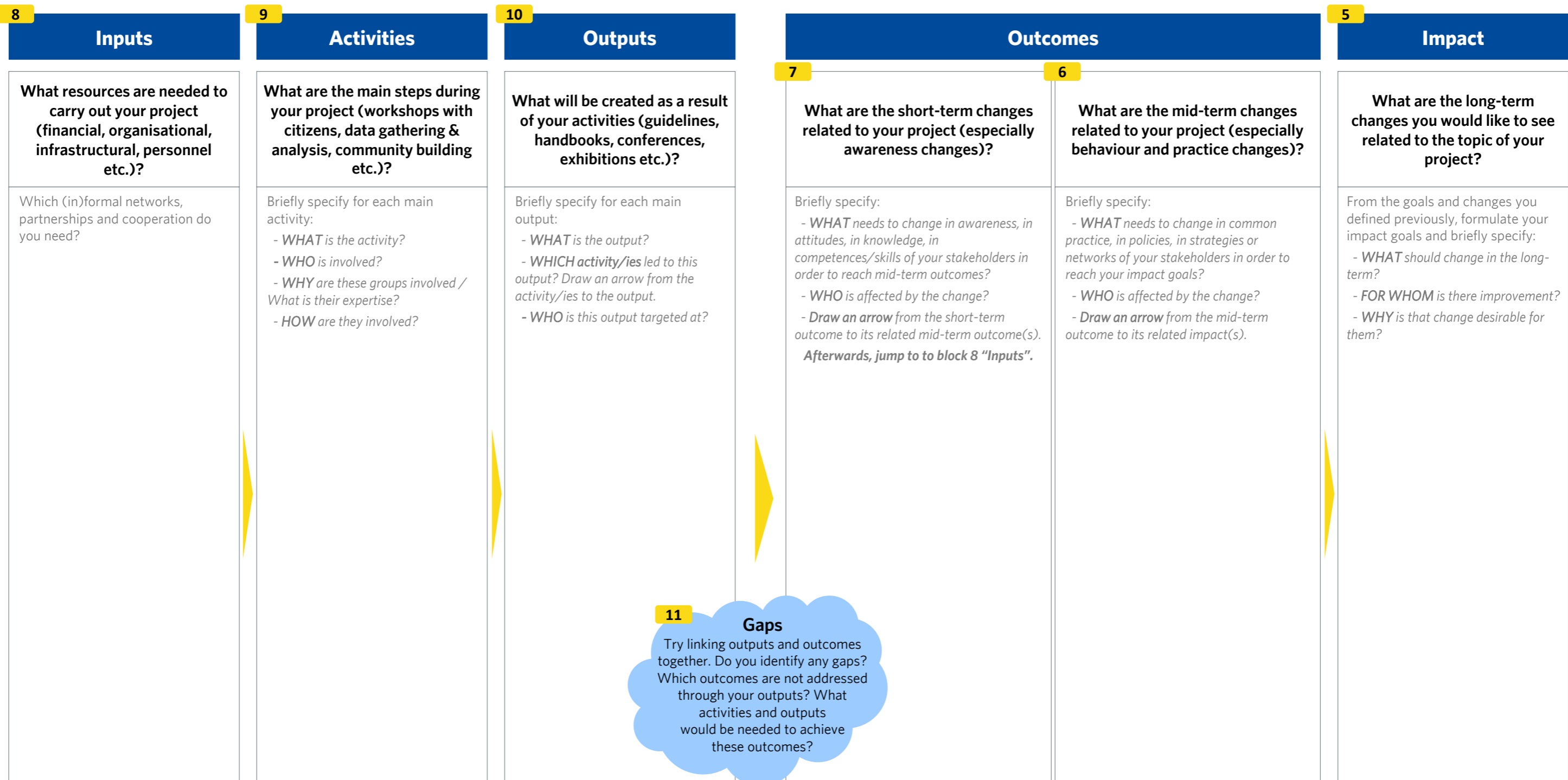
For the **most important** changes: write down the obstacles that almost prevented that change from happening.

Work-arounds

For the **most hindering** obstacles: write down the solution or solutions with which you overcame the obstacle.

Logic Model (A3 Template)

Continue here and follow the numbers!

11 Gaps
Try linking outputs and outcomes together. Do you identify any gaps? Which outcomes are not addressed through your outputs? What activities and outputs would be needed to achieve these outcomes?

Process

Pathways to Impact

12 Assumptions What are the most important changes resulting from your project and why? What are the underlying assumptions that justify linking those elements together? Try to make those assumptions explicit for the most important links. Beyond that: what are the underlying norms and values that inform your understanding of this change process overall? This will help you to critically reflect on your logic model.

13 Monitoring Which are the most important **activities** and **outputs** that you think are worth monitoring? Do they lead to the desired **outcomes**? Which are the **most important outcomes** without which your project would have no meaning anymore? Use this to prioritize what you want to keep track of. How do you collect evidence for this (feedback forms, interviews, quantitative indicators, document analysis, ...)?