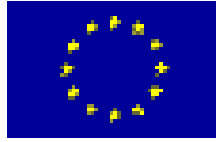


« From Needs Analysis to Project Development »

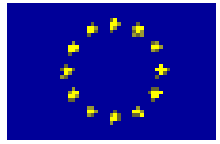
Christine Hemschemeier
European Training Foundation
ETF/ Tempus Selection Team
Website : <http://www.ec.europa.eu/Tempus>
cih@etf.europa.eu



NEEDS ANALYSIS

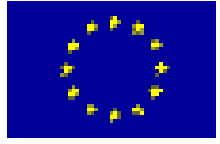
Must be specific to the project:

- > national/regional HE context in Partner Country/ies**
- > structure of Faculty/Dept in target university/ies**
- > current information on actual situation**
- > well defined target group**



HOW TO MAKE A NEEDS ANALYSIS

- ⌘ **Analysis of the existing situation**
- ⌘ **Identification of the real problems faced**
- ⌘ **List of objectives that need to be achieved in order to resolve the identified problem situations**
- ⌘ **Strategic decision which objectives to address in the project definition = project purpose/specific objective**



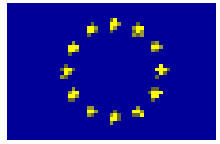
PROBLEMS AND OBJECTIVES ANALYSIS

Step 1: Carry out discussions, consultations, look at available studies

Step 2: Note problems

Step 3: Rephrase the problems from Step 2 as objectives (example on following slide)

Step 4: Build a logical hierarchy of the objectives (“objective tree” on following slide)



TRANSFORMING PROBLEMS INTO OBJECTIVES

lack of skills

new curriculum operational

lack of targeted courses

ad-hoc training available

available staff re-trained

no links edu / market

**companies announce their needs,
structured links**

**country resources
not exploited**

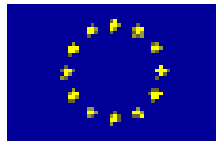
**public actors actively involved,
services available**

lack of data / information

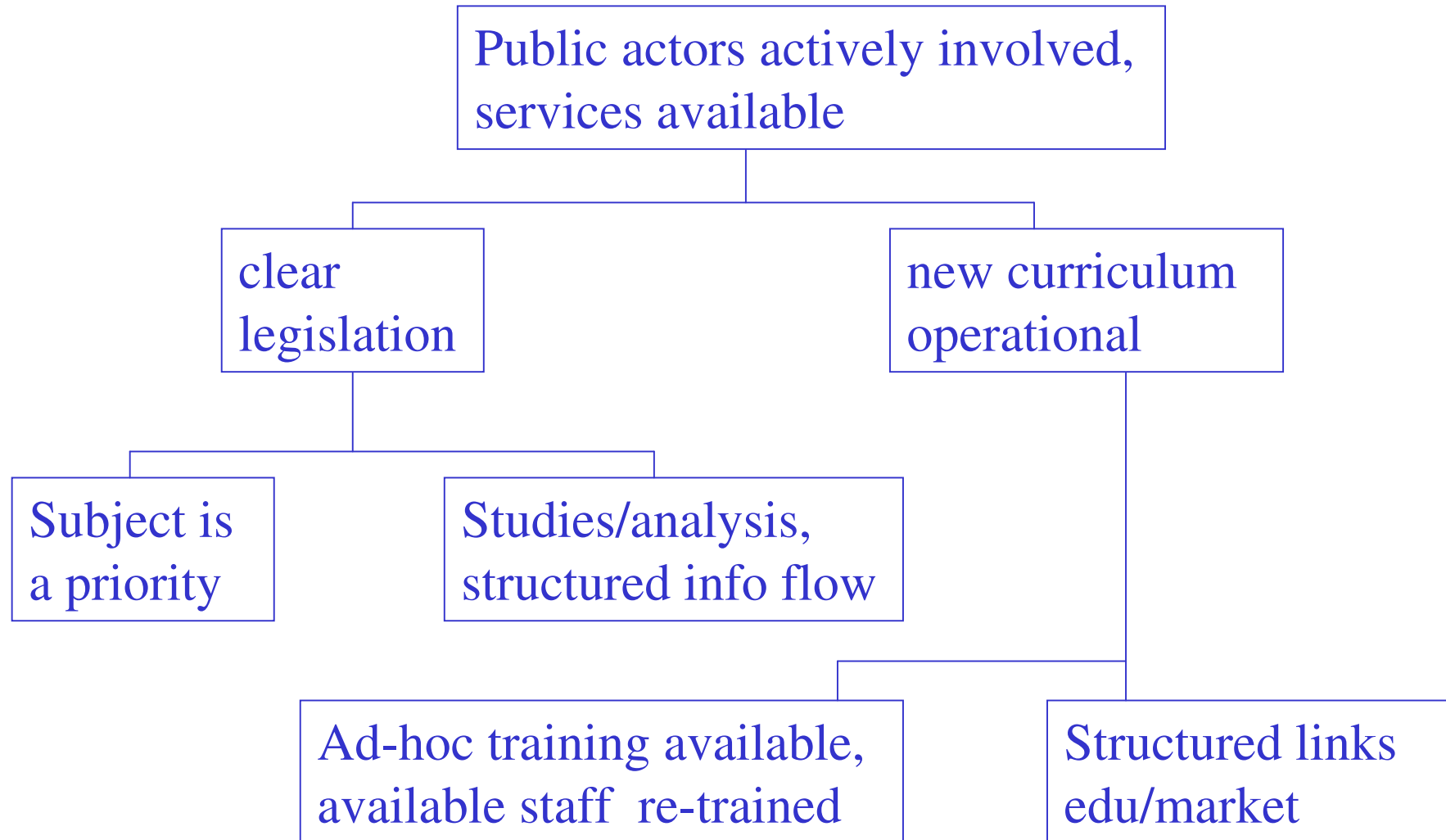
**studies and analysis taken into
account, structured information
flow between stakeholders**

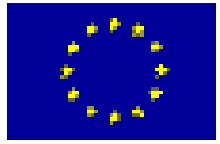
unclear legislation

clear legislation



“OBJECTIVE TREE”





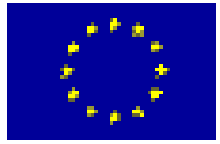
PROJECT DEFINITION

Step 1: Choose the specific objective from the objective tree

Step 2: Identify the overall objective from the objective tree

Step 3: Identify the objectives that lead directly to the project purpose; these are outcomes or potential assumptions/risks at result level

Step 4: Reformulate the objectives in the tree which lead to the results as activities; place these under the appropriate outcomes; add to these any other activities proposed



HOW TO IDENTIFY PRIORITY OBJECTIVES

Problems identification



Definition of objectives

Many problems



Many objectives

Step 1: According to their importance and urgency allocate objectives to:

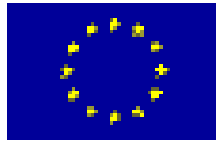
A= top B= second C= third priority

Step 2: Now try to allocate all B-priorities either to A or C

Step3: C-priorities = drawer

Step 4: A-priorities = identified priority objectives

⊆ project purpose



PROJECT SPECIFIC OBJECTIVE

Should be “smart”:

Specific

Measurable

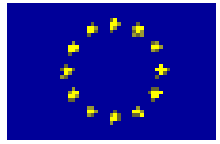
Achievable during lifetime of the project

Realistic

Time bound

A specific project objective is:

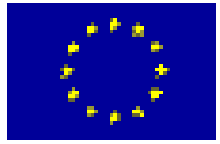
- **Relevant in the local context**
- **Clear**



FACTORS OF SUSTAINABILITY

Step 1: Determine the results/outcomes and activities that need to continue after termination of the project intervention by the donor

Step 2: Identify solutions that ensure that these results/outcomes and activities can be continued without the financial support of the donor



PROJECT LOGIC

