

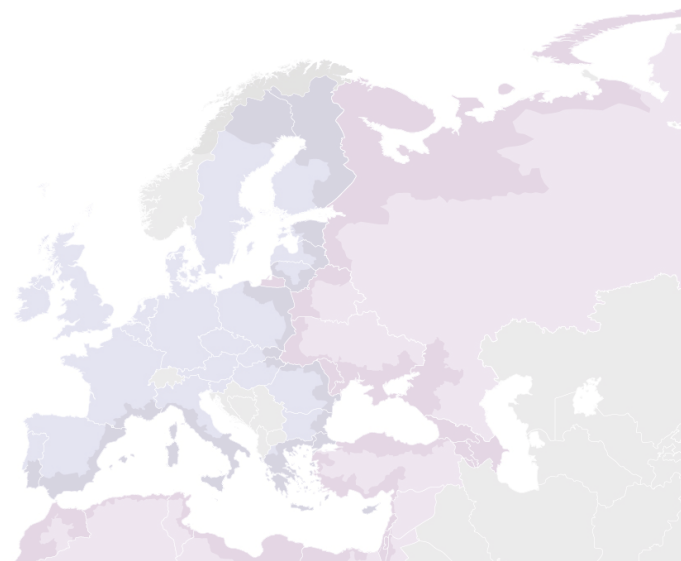
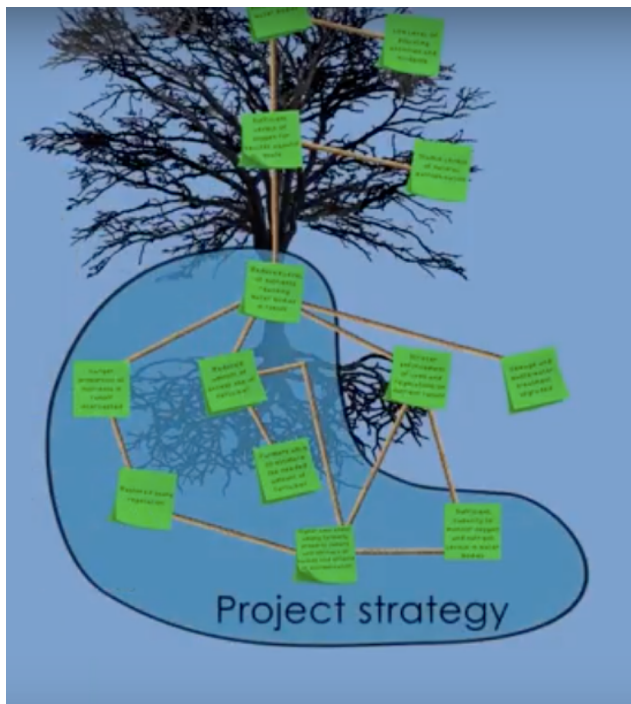


TESIM

Technical support to the implementation and management of ENI CBC programmes

Strategy analysis

Supporting document to the Video tutorial on Project Development, step 4



1. Why is strategy analysis needed?

The objective analysis carried out in the previous step provided an overview of the positive future scenarios of the situation that you want to address with your project. Now it is time to have a closer look at these objectives and decide what realistically can be achieved in the project that you are preparing.

In the objective analysis often there are objectives that are beyond the control of the project partners, or are not in their area of competence. In such cases these objectives are either left out from the project and might become assumptions, or – if they are crucial for the project success – other organisations could be invited to join the project partnership in order for it to have the necessary capacity and competences for the project implementation.

The visual outcome of this step is the project strategy that visually shows the part of the objective tree that will be addressed by the project, as well as the other related objectives that have an impact on the situation.

2. How to carry out the strategy analysis?

Project strategy definition is the final stage of the analysis phase, and its objective is to define a realistic strategy with achievable objectives for your cross-border cooperation project. Strategy analysis implies deciding of which objectives will be included IN the project, and which objectives will be left OUT.

Depending on how complex your objective tree was, you may end up with clusters that could form a single project or a series of projects, for example, for development of tourism activities and products in a cross-border region you may come up with clusters of objectives addressing:

- qualifications of the tourism specialists,
- joint planning of the tourism development on both sides of the border,
- availability of information on the tourism services,
- quality of tourism services,
- availability of data on the visitors to the region,
- tourism product “package” development,
- marketing activities.



It is now up to you to decide which of these clusters to combine into a project proposal. Will you start with the development of a joint tourism strategy and creation of a tourism development specialist network, involving staff from both sides of the border?

Or maybe you make an assessment of the current capacity in the border regions and provide recommendations for its improvement?

What to do when choosing your project strategy:

- *Be realistic when defining what you can do within one project;*
- *Start from the bottom, and see which objectives you can realistically achieve;*
- *Look at the capacity, expertise and resources available at the partner organisations – the scope of the project should match them;*
- *When defining the project strategy, keep in mind the financial limitations of the programme that you are going to apply to;*
- *Make sure that the objectives of your project are of cross-border nature and require participation of the organisations from different countries;*
- *Make sure that your project objectives are in line with those of the programme and that you are clearly contributing to the achievement of the programme output and result indicators;*
- *It can be that the main problem that you defined in the beginning is not directly addressed in your project – but in any case your project will contribute to the improvement of the situation.*

3. Video illustration

Below you will find the illustration of the strategy analysis example used in the video.

