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**Annex 7**

**Example Results Analysis Matrix for the Bottlenecks Assessment**

The following matrix can be used to summarize and analyze the findings of the bottlenecks assessment across data collection methods and respondents, and to report the results, especially in terms of the bottlenecks identified. The matrix should be adapted to reflect the thematic areas and attributes assessed as well as the assessment methods used for each thematic area (e.g., interviews, surveys, observation). See Annex 1 for a detailed list of the thematic areas and attributes. If the school is required to adhere to specific education standards, such as those developed by a professional council or higher education quality assurance agency, then the assessment team should consider listing standards related to each thematic area above the table for that area. This will help the team identify key bottlenecks under each thematic area that should be included in the preliminary report.

**Description of Academic Programs Assessed:**

|  |  |
| --- | --- |
| **Name of the institution:** |  |
| **Types of programs assessed:** |  |
| **Prerequisite education required:** |  |

**Thematic Area 1: Students**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Number of students |  |  |  |  |  |  |
| Attraction |
| Selection |
| Admissions |
| Retention/throughput |
| Graduation, licensure, and deployment |

**Thematic Area 2: Educators**

*Note: Educators are all those involved in the delivery of the curriculum, including classroom teachers and clinical preceptors or supervisors*

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Quantity |  |  |  |  |  |  |
| Development (to become educators) |
| Attraction and recruitment |
| Retention |
| Quality/expertise in subject matter |
| Quality/ability to teach |
| Continuing professional development (CPD) |
| Research |

**Thematic Area 3: Management**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Financial management |  |  |  |  |  |  |
| Absorptive capacity |
| Leadership and governance  |
| Human resources management |
| Monitoring, self-assessment and evaluation |

**Thematic Area 4: Facilities and Infrastructure**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/ Surveys)** | **Students****(Interviews/ Surveys)** | **Optional: Structured Observation** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Lecture rooms/ classrooms |  |  |  |  |  |  |  |
| Skills labs/ demonstration rooms/ clinical simulation labs |
| Library or learning resource center |
| Computer room or lab |
| Lodging/dormitories |
| Canteen/cafeterias |
| Internet |
| Security |

**Thematic Area 5: Materials and Equipment**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/ Surveys)** | **Students****(Interviews/ Surveys)** | **Optional: Structured Observation** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Skills lab |  |  |  |  |  |  |  |
| Clinical practice |
| Textbooks, journals, and learning materials |
| Computers and projectors |

**Thematic Area 6: Curriculum**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Adapted to population health needs and national HRH policies and strategies |  |  |  |  |  |  |
| Use of information and communication technologies/ eLearning  |
| Learning methods/ approaches |
| Development of practical skills |
| Research |
| Student assessment |

**Thematic Area 7: Clinical Practice**

| **Attributes Assessed** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/ Surveys)** | **Students****(Interviews/ Surveys)** | **Optional: Structured Observation** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Sites/facilities |  |  |  |  |  |  |  |
| Supervision/instruction |
| Duration |

**Thematic Area 8: Quality Assurance**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Accreditation of educational institutions |  |  |  |  |  |  |
| Licensure or certification of graduates |
| Scopes of practice |

**Thematic Area 9: Partnership and Exchange**

| **Attributes** | **Situation Analysis:****Summary of Challenges** | **School Leaders (Interviews)** | **Educators: Classroom and Clinical****(Interviews/Surveys)** | **Students****(Interviews/Surveys)** | **Optional: Key External Informants****(Interviews)** | **Synthesis of Bottlenecks Identified Across All Respondents and Methods** |
| --- | --- | --- | --- | --- | --- | --- |
| Faculty exchange |  |  |  |  |  |  |
| Student exchange |
| Twinning, networks, or partnerships with other schools |
| Collaboration or partnership within the same institution (i.e., between faculties) |
| Collaboration or partnerships with clinical facilities and communities |
| Partnerships with professional councils and associations |