



SETTING OBJECTIVES

- Objectives**
- to define objectives
 - to develop and select objectives using an easily remembered technique
 - review needs assessment in relation to selecting objectives
- Time it takes**
- 1¼ hours
- What you Need**
- example of objective on separate flipchart sheet
 - flipchart sheet or overhead: "SMART"
 - handout: "Developing SMART Objectives"
- How it's Done**
1. Tell participants that having established goals, the next step is to set objectives which describe concrete outcomes related to the goals. These tell us "WHAT" and "WHEN" but not the "HOW".

Continue your examples: e.g. If our goal is: *"to build a strong organization representative of our community"* an objective might be to *increase our membership by 5 women living in the Eastern section of Shala County by June, 20__* if our goal is *"to provide educational services addressing unmet needs of girls and women"* an objective might be *"to develop and pilot an experiential-based literacy program with at least 10 women who work in the market by November 20__"*
 2. Refer to the flipchart sheet or overhead, "SMART". Tell participants that the "SMART" technique is a useful tool in checking for clear objectives.
 3. Relate your example to the words. Verify that it is *specific* (concrete, well defined), *measurable* (numbers indicated), *attainable* (feasible, do-able), *realistic* (given our resources), *timed* (a defined time-frame), or simply explain that objectives need to be SMART.
 4. Distribute the handout "Developing SMART Objectives". Explain the activity: 1) "invent before deciding" by brainstorming objectives related to your goal; 2) select *one* objective to develop further in the workshop; 3) ensure that it is "SMART" 4) if time allows ,review it in relation to "Other Questions" especially the last five. Regroup in organizational groups. Allow forty minutes.
 5. In plenary, have groups present their goals and objectives. Invite constructive criticism asking, Is this objective "SMART"
 6. Emphasize that, especially when a goal and objective involve community interaction, the choice of objectives must meet community needs. If so, plan to verify or modify the objective through a *needs assessment* stage. Do this either through participatory action research before plan drafting or rewrite the objective and put needs assessment in the plan, e.g. *"to assess the need for a literacy program with and for market women..."*.

S M A R T

S: SPECIFIC

M: MEASURABLE

A: ATTAINABLE

R: REALISTIC

T: TIMED

Developing SMART Objectives

Our Chosen Goal:

Brainstorming: (invent before deciding)

Choice: (choose 1 for workshop practice)

Rewritten as SMART Objective:

S **Specific**
M **Measurable**
A **Attainable**
R **Realistic**
T **Timed**

Is the objective SMART?

Other Questions:

1. Is it well defined? (specific)
2. Is it feasible? (attainable, do-able)
3. Is it realistic? (attainable given our resources, etc.)
4. Have we anticipated obstacles and ways to overcome the obstacles?
5. Will it see tangible results in a reasonable amount of time? (measurable, timed)
6. Is it already being done by some other group?
7. Will members be enthusiastic about this objective?
8. Will it involve many members and have broad support?
9. Will it lead to constructive action?
10. Will the results be commensurate with the effort expended?

