

CRAFTING GOALS AND OBJECTIVES

Goals and Objectives are essential for effective and successful program planning, implementation and evaluation. They help to guide the design, implementation and evaluation of any program. They also articulate the criteria against which the success of the program will be measured.

Goals. Goals are general statements regarding planned outcome. Goals are global and general in nature, providing an overall sense of direction. They often refer to the distant or ultimate “prize” such as reductions in morbidity, mortality, or quality of life. Goals may also refer to changes in behavior related to prevention or care. Goals are often inferred but not observed. They are usually not measurable.

Outcome Objectives. Outcome objectives are specific statements describing the intended effects of the intervention and are generally stated in terms of changes in knowledge, attitude, skills, and behaviors. Outcome objectives address the question, “How well did we do what we said we were going to do?”. *There is a close link between the defined “need” and the outcome objective.* The objective should directly address the defined need.

Outcome objectives should include:

- Target date
- Target audience
- Intervention
- Expected change to knowledge, skill, attitude, behavior (or intent)
- Means for measuring change

Process Objectives. A specific statement of the service that will be delivered and focus on the amount, frequency and duration of the intervention as well as the characteristics of those served by the intervention. Process objectives address the question, “Did we do what we said we were going to do?” It might be helpful to think of these as the “deliverables”. There may be one or more process objectives associated with each outcome objective.

Process objectives should include:

- Target date
- Target audience
- Type, number of interventions, duration
- Expected number of clients (service units, contacts)
- Location (service area and venue)
- Means of measurement

Activities. A specific statement about what actions or steps will be taken to accomplish each process objective. Activities are a means to an end, not an end in themselves. They are things that must be done by someone to accomplish a process objective. They might be thought of as “to do” lists.

S.M.A.R.T <i>Guidelines for Well-Crafted Objectives</i>		
Specific	<i>who? what?</i>	<p>Is the target audience specified?</p> <p>Is the intended change (knowledge, attitude, behavior) specified?</p> <p>Is the intervention described?</p> <p>Is the venue/location specified?</p>
Measurable	<i>how much? how many?</i>	<p>Can the intended change be measured in an objective manner?</p> <p>Is the method/tool for measurement specified?</p> <p>Are there baseline data to compare to?</p>
Appropriate	<i>why? where? how?</i>	<p>Is there a clear link between the defined need and the outcome objective?</p> <p>Are these objectives culturally appropriate?</p> <p>Will the program or service be accepted by the target audience?</p>
Realistic		<p>Is the level of service feasible?</p> <p>Is the amount of change achievable given resources and experience?</p> <p>Is the amount of change consistent with behavioral science and evaluation literature?</p>
Time-based	<i>when?</i>	<p>Does the objective specify when the change will be achieved?</p> <p>Can the objective be reasonably accomplished within the given time frame?</p>

GOALS, OBJECTIVES AND ACTIVITIES

- Examples -

Goal	Decrease HIV-related risk behaviors among African American men who have sex with men in Detroit.
Outcome Objective	<p>By September 30, 2010, increase from 25% to 50% the proportion of African American MSM participating in “Hot and Healthy” workshops who report intention to use condoms with secondary sex partners.</p> <p>Achievement of this objective will be measured through administration of a pre and post-workshop questionnaire.</p>
Process Objective	<p>By September 30, 2010, conduct a total of 5 “Hot and Healthy” skills-building workshops for 50 African American MSM living in Detroit.</p> <p>Achievement of the objective will be measured through sign-in sheets and completed event forms.</p>
Activities	<p>By April 15, 2010 tailor “Hot and Healthy” workshop curriculum.</p> <p>By April 15, 2010 develop pre/post-workshop questionnaires.</p> <p>By May 15, 2010 recruit and train peer facilitator.</p> <p>By May 30, 2010 advertise workshops via community partners and outreach in community venues</p> <p>By June 15, 2010, begin to implement workshops.</p> <p>By September 15, 2010, complete analysis of pre/post-workshop questionnaires and use results to refine workshop curriculum.</p>