

III.B. THE PROJECT OBJECTIVES

The project objectives are best identified from the objectives tree. An objectives tree is similar to a problem tree except that it turns each of the causes and/or effects of the problem tree into positive statements.

Example :

“High unemployment rate” (problem)

"Reduction of unemployment rate" (Objective)

N.B. Some causes are too general that they cannot be turned into objectives which could easily be addressed by a single project. Instead, they act as constraints on the project that must be taken into account during the risk assessment.

In other words, any other causes that are left in the objective tree can be considered as constraints that could affect the success of the project.

To better identify issues to turn into objectives, consider the following steps:

Step 1: Answer this series of questions:

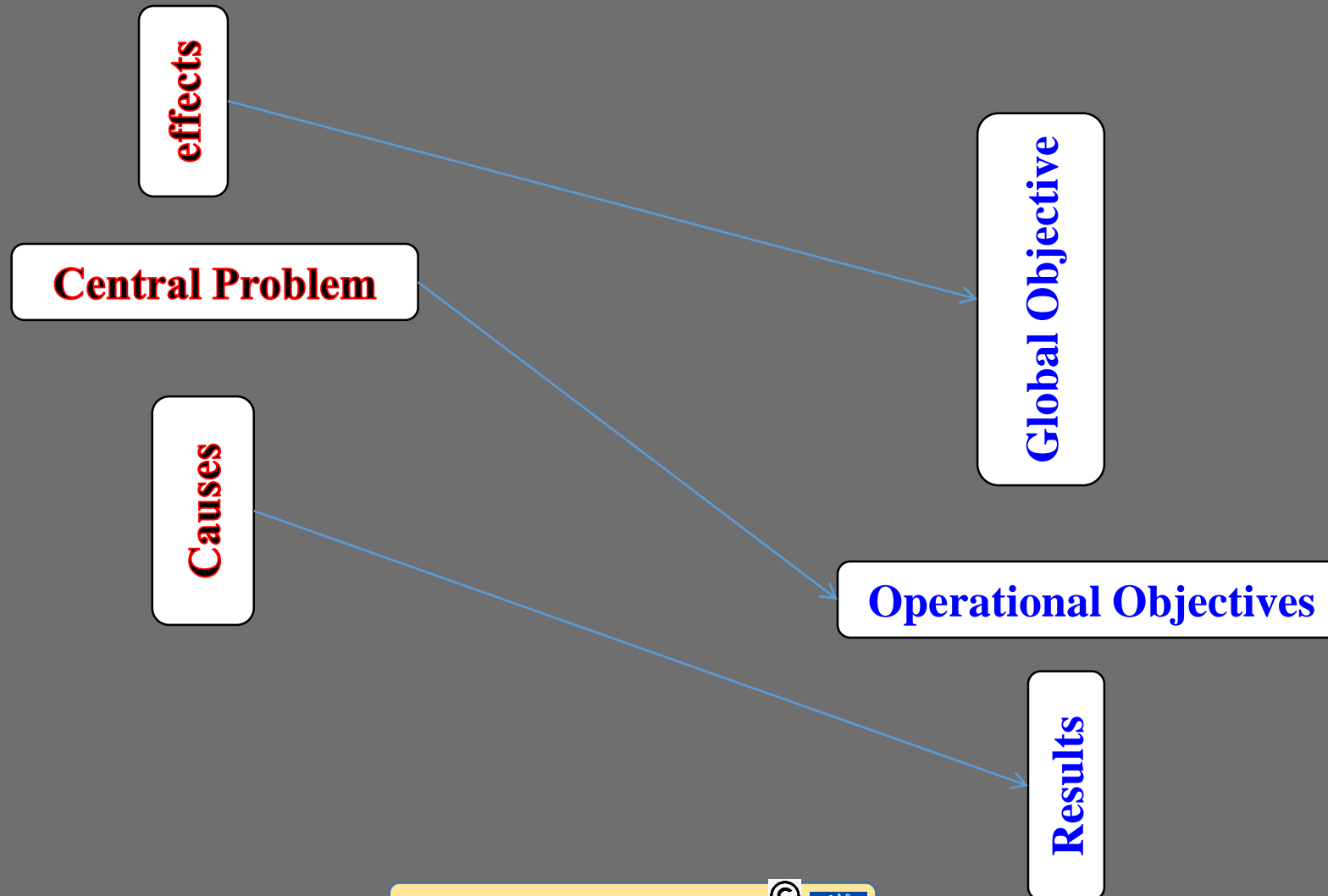
- What issues do we realistically need to address?
- Which combination of goals is most likely to produce the most positive change?

Step 2. Also consider the following essential elements:

- The cost;
- The likelihood of achieving the objectives;
- The risks;
- Stakeholders;
- The involvement of other organizations in dealing with the problem;
- Sustainability, impact, etc.

Step 3. Come back to, review the entire objectives tree and identify the key branches that the project could address. These are the ones that, in the end, become the objectives of the project.

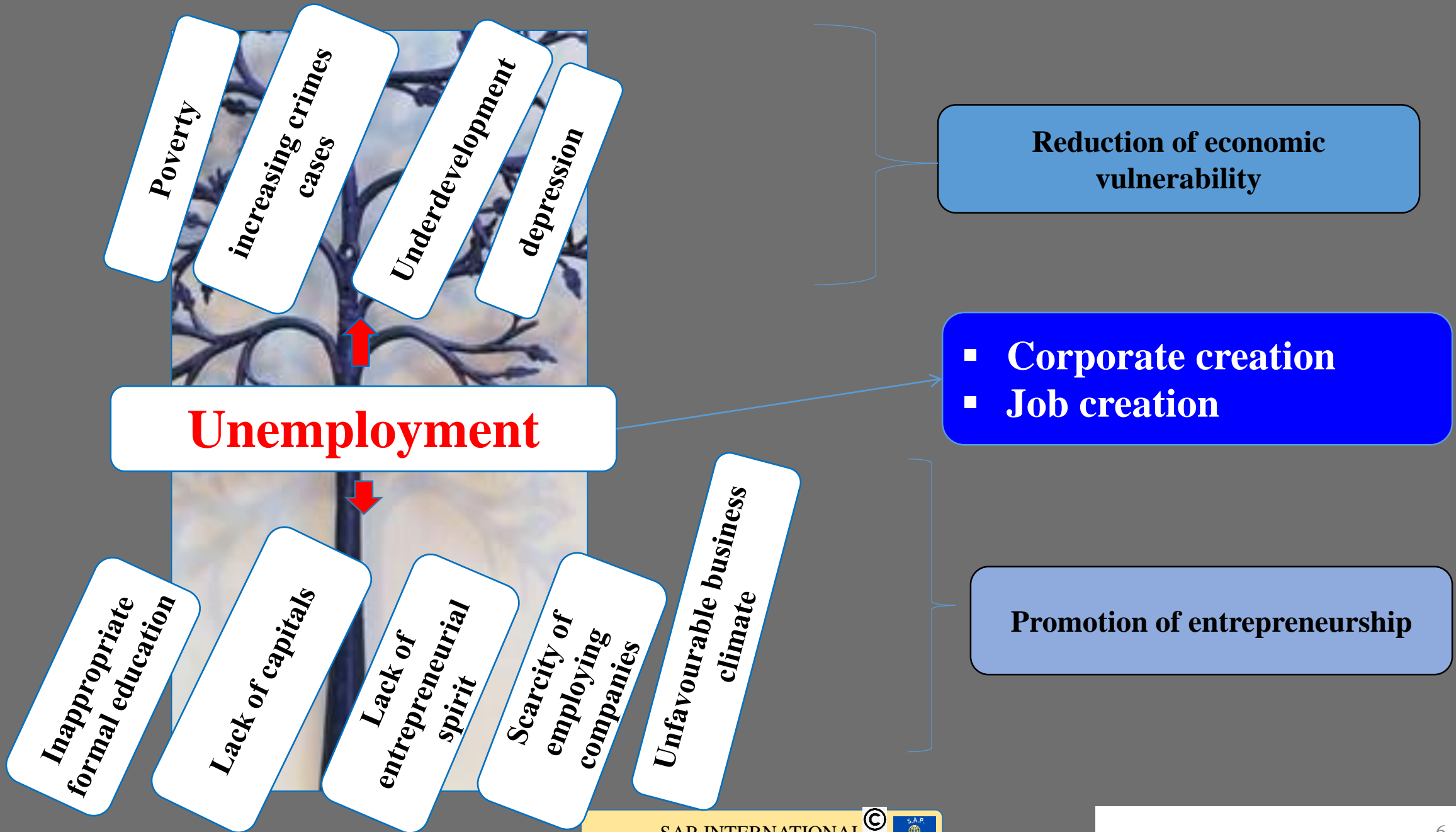
III.B. i. Objective tree



III. B. ii. Demonstration exercise II

Following the problem tree for the YED-KENYA Project design which is established in the previous demonstration Exercise,

What could be the objectives of the project?



From the above objective tree, you will understand that,

- All of the effects of the problem tree are summarized into "economic vulnerability".
- From the central problem, we can deduce several specific or operational objectives,
- The causes, on the other hand, are summarized in a single outcome objective, deemed more achievable by taking into account the probability of achieving the objective. Take for example, the 'Unfavorable Business Climate' case; this cannot be dealt with as part of a single project because it is too ambitious, involves a lot of resources and stakeholders; rather, it will be one of the constraints weighing on the project.