

### III.B. iii. Development of Project Objectives

The formulation of project objectives distinguishes:

- The general objective(s);
- Operational objectives.

#### **i. General (or global) objectives.**

Under normal conditions, a project should have only one overall objective, except in the case of a program which may have more than one. Any general objective should be set within the framework of making a realistic contribution to national or sectorial policy and often has long-term goals.

In short, these are broad objectives that explain why the project is important for a given society.

Ex. *"Contribution to the reduction of economic vulnerability of young people in Niger"*.

## ii. Operational Objectives:

An objective is said to be "**operational**" if it is particularly precise by following a few rules of formulation which make it possible to avoid ambiguities. An operational objective is specific if the end/final audience is clearly and precisely identified. That is, characteristics such as age group or gender will allow a clear and succinct definition of the target population.

The end audience is, for example, the audience whose health should improve as a result of the project/program intervention. The final audience is distinguished from the so-called "relay" audience that interacts with the final audience. These include, for example, associations, professionals who act as subcontractors to deliver goods/services to the final public. It is sometimes useful to distinguish between the two levels when formulating objectives.

Thus, the activity stated by the objective is defined in terms of observable and/or measurable behavior.

Ultimately, the operational objective must be **SMART (Specific-Measurable-Achievable-Realistic-Time)**.

Behavior - action, translates into a verb that is important to choose carefully; some verbs are often used but are subject to many interpretations:

*To know, to realize, to believe, to become aware of, to understand, to think, to deduce, to analyze, to appreciate, to know, to become familiar with etc.*

However, other verbs lead to directly observable behaviors:

**Example:**

- ✓ reduce,
- ✓ construct,
- ✓ designate,
- ✓ fix,
- ✓ identify,
- ✓ demonstrate,

**Ex. Operational objective:**

*"Reduce the infant mortality rate to at least 50% in the province of North Kivu in the DRC, within 3 years".*

Thus, for operational objectives to be SMART, under the specific conditions of the present YED-KENYA project, they can be formulated as follows:

**Contribution to reduction of the economic vulnerability of young people in Kenya**

**Global Objective**

1. Establishment of at least 50 youth enterprises in the district of Machakos within 12 months.

2. Creation of at least 150 jobs from youth enterprises in Machakos in the next 12 months.

3. Promotion of entrepreneurial spirit, in at least 10% of young graduates in Machakos, within 3 years.

**Operational Objectives**