



USAID | **IRAQ**
FROM THE AMERICAN PEOPLE



METHODOLOGY OF SMART

STRATEGIC GOALS

Objective is a specific result the strategic plan seeks to achieve within the plan's timeline through a set of initiatives that include programs, projects, activities and resources directed to achieve the desired goal.

Goals may be:

Secondary or subordinate), such as those related to a sector program, activity or a certain project; or it **Phased** where progress of implementation can be measured; or **Final**, which indicates to desired results to be achieved throughout the strategic span of the plan)

STRATEGIC GOALS

- Goals are used as standard indicators for the results to be achieved throughout the strategic plan.
- Goals should be identified in consistent with the plan and its orientation.

WHAT IS “S.M.A.R.T.” ?

SPECIFIC

MEASURABLE

ATTAINABLE

REALISTIC

TIME-BOUND

IDENTIFYING STRATEGIC GOALS

- Success of the plan depends on its being realistic and achievable
- Limiting goals to 6 to 10 makes achievement of the goals possible, especially with only limited resources and difficulty in getting required funding
- Identify phased goals and mechanisms for measuring plan progress and how far the plan is close to achieving the strategic goals.
- All goals should be SMART goals.

SPECIFIC

- It clearly expresses the thing that we want to achieve
- It helps: 1. focus our efforts; and 2. focus exactly on what you want
- I want to lose weight
- I should lose 2 Kg of my weight monthly

MEASURABLE

- If you do not have a way to measure your goal, you will not be able to tackle it
- You need to write your goal in a way that helps you measure it to know your results
- It helps us: 1. see the change that takes place; 2) know my progress to my goal
- To be a distinguished reader
- Reading three books a month will enable you measure how much you have achieved to realize your goal

ATTAINABLE

- It is not in conflict with your values and principles
- It is not in conflict with more important goals
- If there is a shared goal, there must be consensus about it
- It is a goal that you should totally agree with and want to achieve it
- It helps make no conflict among goals, no conflict between goals and values, and our life peaceful.
- If you want to lose weight and do not like a type of sport, just choose another type appropriate to you.
- Improve my friendship by meeting with my friends on daily basis.
- The last goals may be in conflict with your family and educational goals; so I come out with a solution, such as (going out with friends at the weekend)

REALISTIC

- Realistic is not synonym to simple; rather it means it can be achieved
- It can be achieved theoretically
- Someone has achieved it before
- It needs extra efforts but not impossible
- It helps know that unrealistic goals do not motivate us; rather, they are disappointing.
- losing 20 Kgs a week
- Losing one Kg a month

TIME-BOUND

- Set a rough time to achieve the goals
- Without setting a date to achieve the goal, you will be procrastinating since you will always think that time has not yet come to achieve the goal
- End time should be determined, and it should be reasonable in order that you achieve the goal
- It helps: 1. know the start and end points; 2. encourage us to commit to achieve the goal
- Losing 20 Kg a week
- Losing 2 Kg each month

WHY DO WE DEVELOP GOALS IN SMART APPROACH?

1. Obtain ongoing results and information
2. Help us clearly know our goals and when to achieve them
3. It is an approach that makes our life organized and devoid of uncertainty
4. It is an important step to live the life you want.

NOTES WHEN DRAFTING GOALS

- Write the goal in a positive way, i.e. write what you want to achieve not what you don't want to achieve.

Example: I want to be distinguished in school in stead of I don't want to be a loser.

Example: I want to have nice friends in stead of "I don't want to live alone".

- Beware of using words denoting to weakness

Example: I try, when possible, when time allows, maybe, it is possible

- Beware of using denoting to vagueness.

Example: at once, in the coming days, in the coming weeks, if there is enough time.

IDENTIFYING SECONDARY GOALS

- Identifying secondary goals is connected to planned programs and projects in the contexts of initiative included in the strategic plan
- It is important that planners should have a clear idea about each program or project, including specification, features, general goals, implementation stages, implementation period and timeline, as well as the cost and funding mechanism.
- These elements are the raw material for planners to identify secondary goals that can be achieved in stages. These goals should be identified by going back to experts and the action plan of each program and project

APPROACH FOR IDENTIFYING PRIORITY SECONDARY GOALS

- Developing of a timeline for implementing programs and projects is a very sensitive issue
- Due to limited resources and implementation skills, planners need to develop an action plan and priorities that take into consideration the criteria of “easiness of implementation” and “expected effect” on environment, economy and society in the area of the program or the project, and how far is it consistent with the strategic goals of the directorate/department.

APPROACH FOR IDENTIFYING PRIORITY SECONDARY GOALS

- Scheduling requires that planners should be updated on data related to each program or project and they should have a good and exact idea about the cost, funding resources, implementation mechanism, implementation period
- The more a project or program is costly and has low impact on the environment, the less its rank in priority, and vice versa, especially when the cost is justified and accepted based on expected results

MATRIX OF EVALUATION OF GOALS IMPLEMENTATION

EVALUATION				FACTORS	
EASY IMPLEMENTATION OF THE GOAL		IMPLEMENTATION OF THE GOAL IS DIFFICULT			
4	3	2	1		
Less than six months	6-12 years	From one to two years	More than two years	Implementation period	-1
it can be implemented with the resources allocated in the budget	No need to additional resources; shortage of resources can be funded from budget reserves	It needs to human resources/additional fund from outside the budget	It requires additional human and financial resources from outside the budget	Quality and quantity of required material	-2
No relations with external parties	Limited coordination with external parties is required	Implementation depends on cooperation with external agencies (technical advice, etc.)	Implementation requires approval/participation of external parties	Participation of external parties	-3
No need to changes in rules, measurement or procedures	requires change in rules, measurement and processes	It requires change in behavior/skills, and may be in structure too	It requires extensive/deep change in capacities and behavior, and may be structural	Type of change	-4
No real risks to be mentioned	Implementation risks which can be addressed	political and implementation risks that can be addressed	high political and implementation risks	Risks	-5
High harmony with one or two of the vision aspects	It harmonizes with aspects and elements of the vision	Not direct harmony with the vision by contradicts with aspects and elements of the vision	It contradicts with the vision, its aspects and elements	Harmony with ministry vision	-6

Evaluation method:

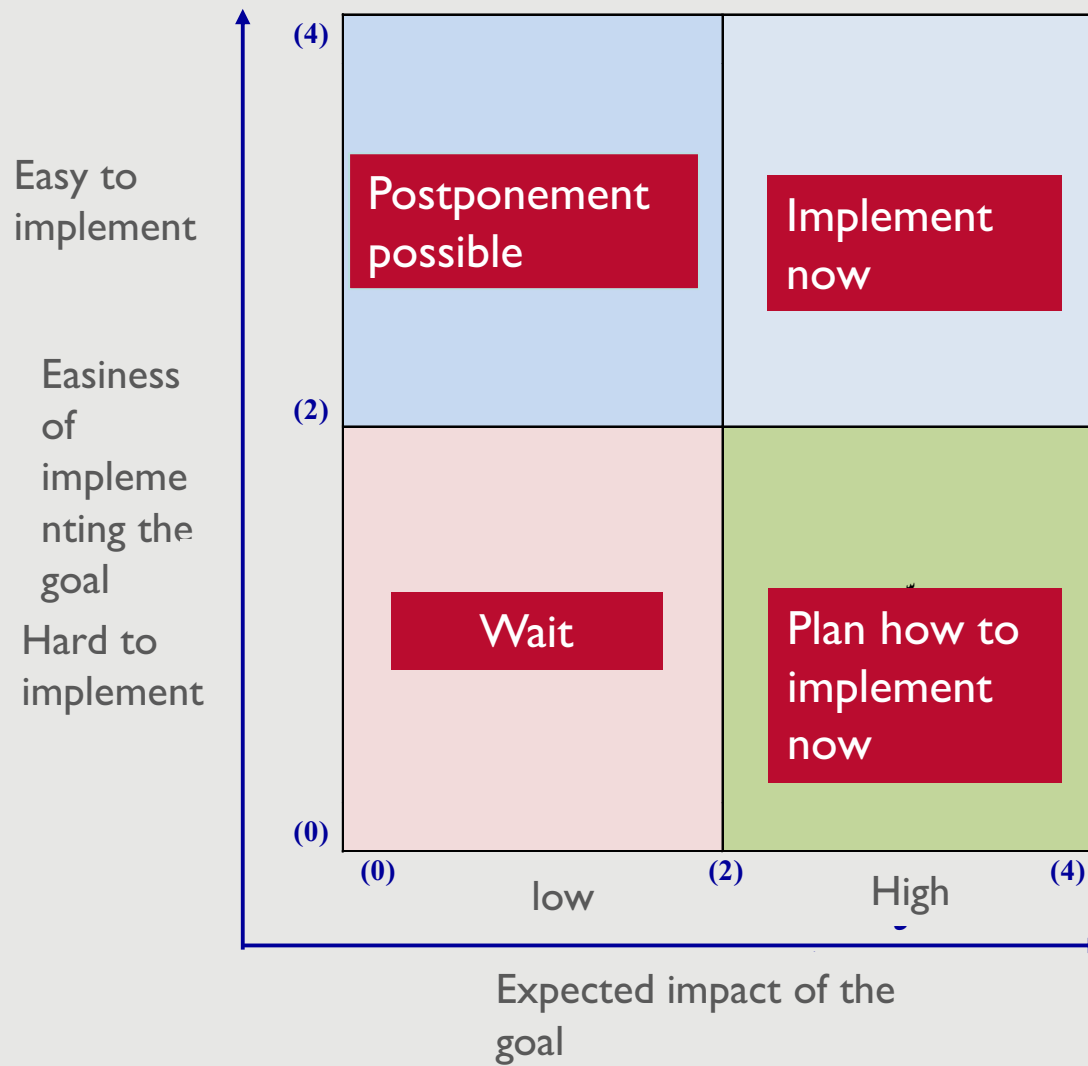
- Put a mark for each secondary goal as per a cell for each of the six factors
- Add the scores for each goal and divide by six

MATRIX OF EVALUATION OF GOALS IMPLEMENTATION

EVALUATION				FACTORS	
HIGH IMPACT		LOW IMPACT			
4	3	2	1		
very high improvement at the short-term	High improvement at the short-term	average improvement at the short-term	No concrete improvement at the short-term	short improvement (for one or two years)	-1
Full support to achieve justice in society	High support to achieve justice in society	average support to achieve justice in society	No concrete support to achieve justice in society	Support the principle of justice	-2
Full support to achieved competitiveness in services delivered to citizens	High support to achieve competitiveness in service to citizens	average support to achieve competitiveness in service to citizens	No clear support to achieve competitiveness in services to citizens	Support the principle of competitiveness	-3
Full improvement at the long term	High improvement at the long-term	average improvement at the long-term	It does not lead to concrete improvement at the long-term	Support the principle of sustainability (improvement for 3-10 years)	-4
large number are positively affected; affected groups are completely in consistent with vision expectations	large number are positively affected; affected groups achieve vision expectations	Average number are positively affected; affected groups does not achieve vision expectations	Only few number are positively affected	Population/groups positively affected	-5
Permanent and important effects	Interrupted important effects	Marginal effects	marginal effect from now and then	Size of individual effect	-6

Evaluation method:

- Put a mark for each secondary goal as per a cell for each of the six factors
- add the scores for each goal and divide by six
- the result is the degree of easiness of implementing the goal



CONSISTENCE OF THE PLAN WITH STRATEGY ORIENTATIONS

- The consistency process aims to:
 - Verify that the Directorate's plan is close to the general line of the federal and local governments; and identify deviations from this line
 - Identify exclusive differences and the adjustments that should be included to make the plan more consistent with the national development directions.
- On another level, the purpose of consistency is to work in order to achieve the highest degrees of harmony and integration among plans of different directorates within the national development directions.

INITIATIVES AND PROJECTS

- Initiatives are a set of connected programs and/or projects and activities to achieve one of the plan strategic goals.
- Project is an independent activity within a wider program; or it is an independent activity that ends with end of its purpose.
- Combined projects includes a number of activities that last for along time, or end with the completed of the components and stages of the project.

Initiatives and projects of strategy implementation includes the following elements:

- Develop draft legislation and make legislative amendments
- Reconsider administrative structures
- Build institutional capacity.

PRACTICAL PROCESS TO IMPLEMENT PROJECTS

When a program and/or project is adopted by the concerned directorate and approved by the Governor, and required funding is secured, an action plan for each program/project is developed and implementation of the plan is initiated. A timeline is set and overseen.

IDENTIFY PRIORITY PROJECTS

Effort and Impact Methodology

High impact with low effort; these are called quick successes

High impact and high effort; these are called main projects

Low impact and low effort; these are called filling-the-gap projects

Low impact and high effort; these are called ungrateful projects

Working in groups to identify
SMART goals for the Directorate/Department
based on results of SWOT Analysis

THANK YOU



Iraq Governance Strengthening
Program

