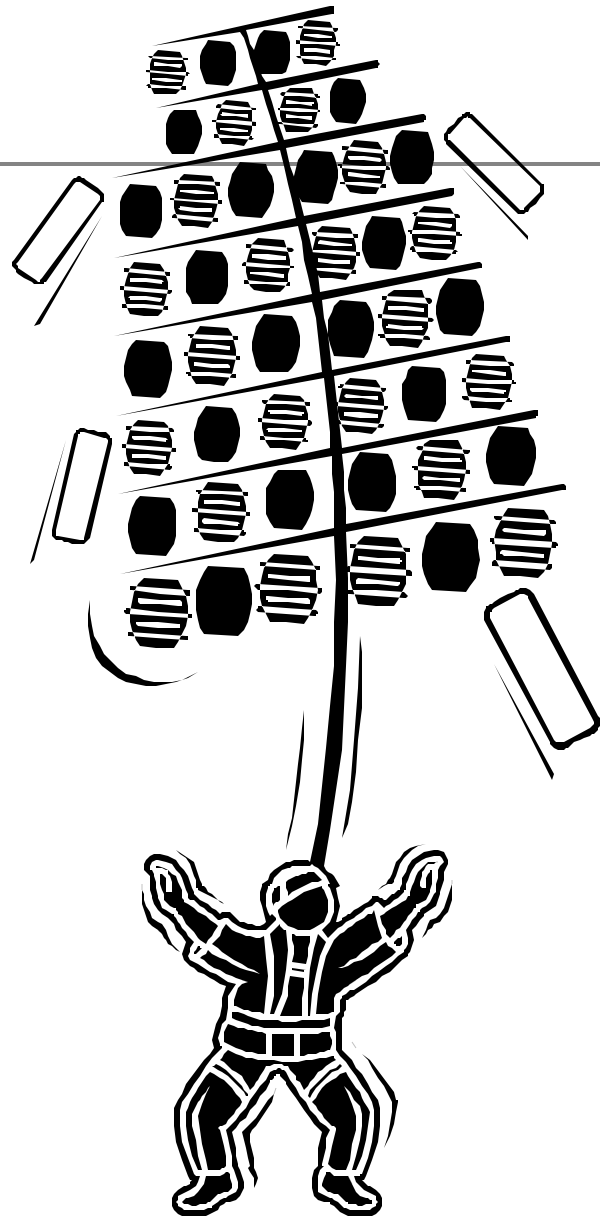


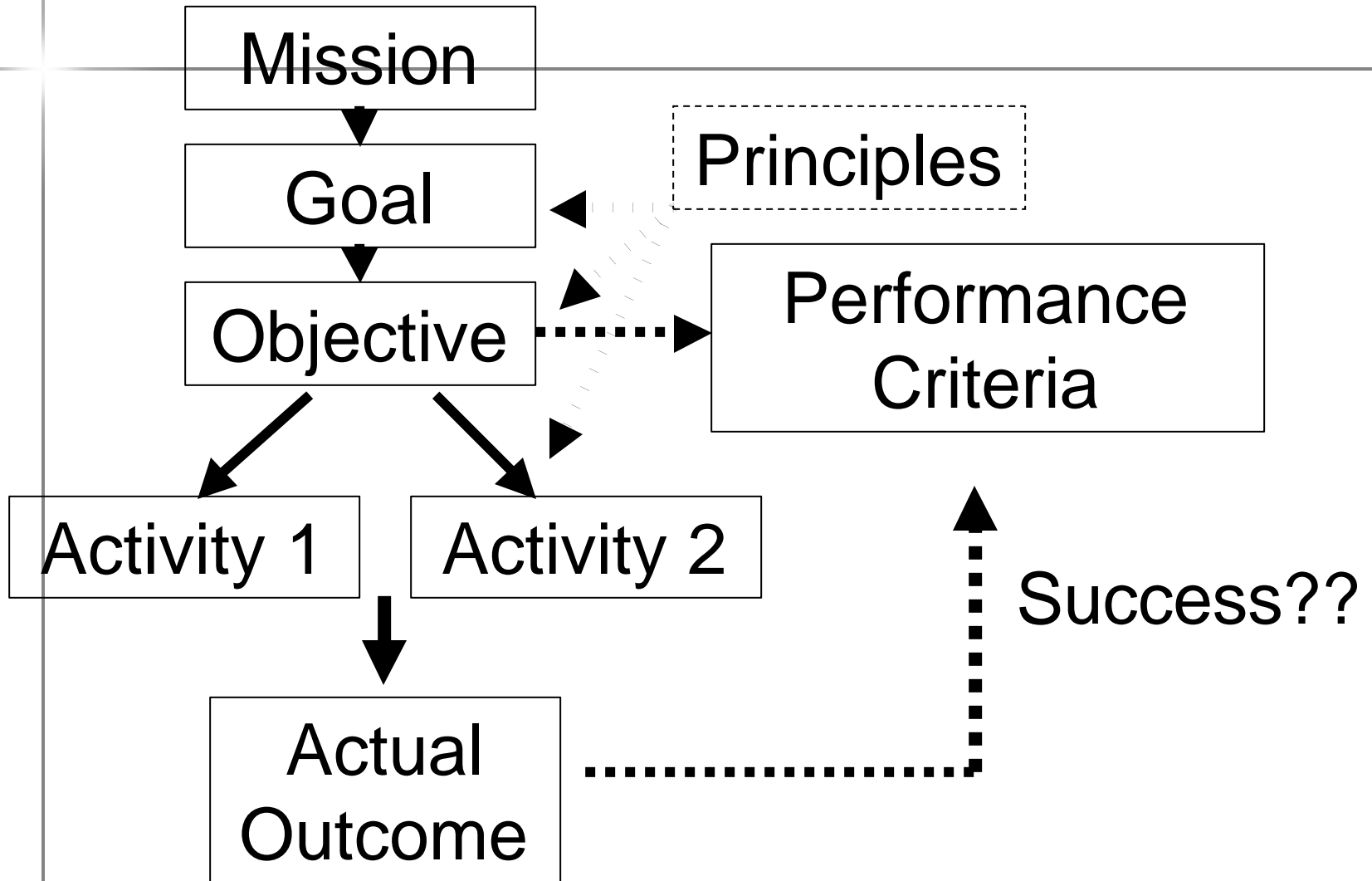
Goals, Objectives, and Performance Criteria



Learning Outcomes

- Be able to distinguish goals from objectives
- Learn how to write effective goals, objectives, and performance criteria
- Understand why, in practice, effective goals, objectives, and performance criteria are rare in resource management

Structure of Goals, Objectives, Performance Criteria



Characteristics of Goals

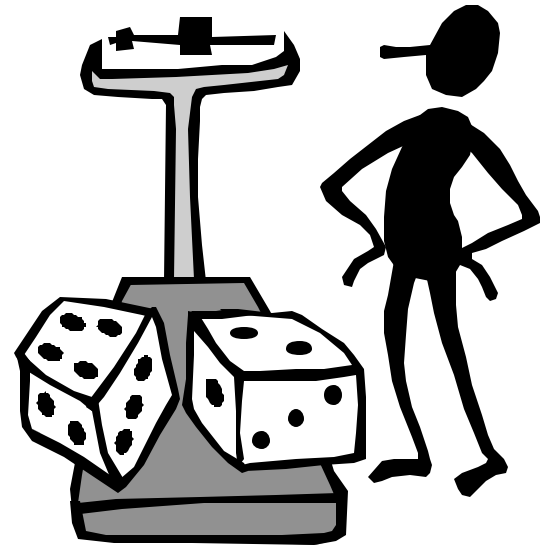
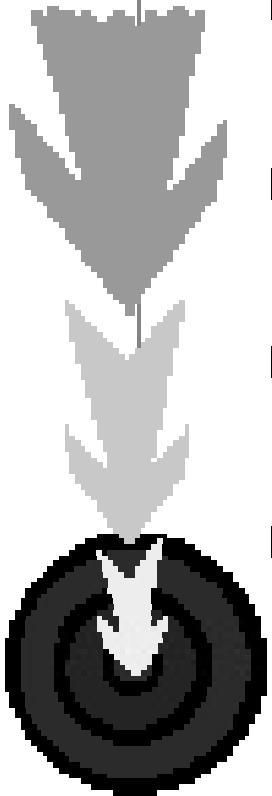
- Covers relatively long term spans (5+ years)
- Should not predetermine the details of program activities
- Should be expressed as a desired outcome to be achieved rather than as an action or process
- Should reflect direction desired by policy makers and top administrators, not staff personnel

Characteristics of Objectives

- More difficult to formulate than goals
- Derived from goals; an objective must be accomplished to achieve a goal; some goals will require more than one objective
- Should be expressed as a desired outcome rather than as an action or process
- Should account for unintended or negative effects
- Lower level program personnel are source of knowledge for defining objectives

Characteristics of Performance Criteria

- Are explicit part of objectives
- Should be based on specific performance targets
- Should be objective (verifiable by outside sources)
- Should indicate degrees of accomplishment
- Should be agreed to by major actors involved in the program—managers, supervisors, field personnel



Goals vs. Objectives

Basis of Comparison	Characteristics	
	Goals	Objectives
Similar	Terminology clearly defined	Terminology clearly defined
	Outcome oriented	Outcome oriented
Different	Not measurable in quantitative terms	Measurable in quantitative terms
	Partially operational	Fully operational
	Time period unspecified	Time period specified
	Linked to problems characteristic of larger areas	Linked to problem characteristic of specific area
	Broad purposes	Specific aims
	Developed at highest levels within policy structures	Developed at intermediate and lower levels within policy structures

Desirable Characteristics of Actions or Activities

- always be linked to specific objectives
- should be focused on process (tells who, what, where, when and how)
- should be feasible based on available resources and constraints
- should be appropriate within the local context



Sample “Objectives” from Sarawak

The mission of the Sarawak Forest Department is to sustainably manage and develop the forest resources and optimize their contributions to the socio-economic development of the nation.

The objectives of the National Parks and Wildlife Division (Sarawak Forest Department) are:

- 1) To establish and manage the National Parks, Wildlife Sanctuaries, Nature Reserves, Forest Parks and other equivalent reserves throughout Sarawak.
- 2) To provide recreational and other facilities in National Parks, Wildlife Sanctuaries, Nature Reserves, Forest Parks and other equivalent reserves.
- 3) To preserve and protect the flora and fauna, especially the protected species, and totally protected species.
- 4) To develop an effective publicity and extension service on nature conservation.
- 5) To undertake research in the ecology, preservation and propagation of wildlife and their natural habitat.

(source: <http://www.forestry.sarawak.gov.my/forweb/np/about/intro.htm>)

Sample “Objectives” from Sarawak (Dept. of Land and Survey Department)

The mission of the Land and Survey Department is to “manage land to the best advantage to the state in accordance with the concept of Politics of Development.”

Objectives: (source: <http://www.landsurvey.sarawak.gov.my/profile.htm>)

- 1.To administer land within the existing political, social, legal and economic framework so that it would be put to its most profitable and efficient use;
- 2.To control the alienation of State Land so that maximum benefit can be accrued to the community at large;
- 3.To speed up the adjudication of Native Customary Land and the issue of Section 18 titles;
- 4.To establish an integrated survey control network for the whole State and to produce up-to-date maps and cadastral plans to cope with the growing demands for such plans in view of the rapid pace of development;

Sample “Objectives” from Sarawak (Dept. of Land and Survey Department) Continued

Objectives: (source: <http://www.landsurvey.sarawak.gov.my/profile.htm>)

5.To provide prompt and efficient Valuation Services to both the Government and the private sectors;

6.To control and regulate the use of land so as to ensure that the development of the urban and rural areas of Sarawak is being carried out in accordance with the requirements of sound town and country planning principles;

7.To speed up the issue of mining leases and prospecting licences so that the State’s mineral resources can be fully exploited to benefit the people and the State;

8.To computerise important functions of the Department so as to provide reliable, fast and efficient service to other Government agencies and the public.

Sample Goals, Objectives, and PC from Land and Survey Department

Goal: To speed up the issue of mining leases and prospecting licenses so that the State's mineral resources can be fully exploited to benefit the people and the State

Objective: Increase the number of mining leases issued by 10% in fiscal year 2004.

Performance criteria: Number of mining leases issued in 2004.

Action: Revise mineral leasing approval criteria by eliminating xxxxxxxx criteria.

← Relabeled as a goal....

← Unnecessary condition...

Objective: Increase the area land (in hectares) leased for mining by 10% in fiscal year 2004.

Performance criteria: Hectares of land leased for mining in 2004.

Action: Increase minimum amount of land for lease applications.

Sample Goals, Objectives, and PC National Parks and Wildlife Division

Potential Revision

Goal: To increase public commitment to nature conservation in Sarawak.

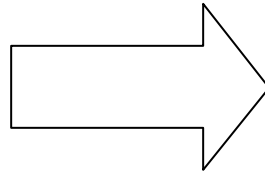
Objective: Increase the number of Sarawak households that visit nature reserves and national parks by 10% in 2004.

Performance criteria: Number of households that visit nature reserves and national parks in 2004.

Action: Develop media adds to appear on TV, radio, and newspapers in 2004.

Original

Objective: To develop an effective publicity and extension service on nature conservation



Not an objective...

Focused on action,
not outcome...

Objectives from “National Strategy for the Conservation of Australia’s Biological Diversity” (1996)

- 1.1 Identify important biological diversity components and threatening processes.
- 1.2 Manage biological diversity on a regional basis, using natural boundaries to facilitate the integration of conservation and production-oriented management.
- 1.3 Improve the standards of management and protection of Australia's biological diversity by encouraging the implementation of integrated management techniques.
- 1.4 Establish and manage a comprehensive, adequate and representative system of protected areas covering Australia's biological diversity.
- 1.5 Strengthen off-reserve conservation of biological diversity.
- 1.6 Ensure the maintenance of, and where necessary strengthen, existing arrangements to conserve Australia's native wildlife.
- 1.7 Enable Australia's species and ecological communities threatened with extinction to survive and thrive in their natural habitats and to retain their genetic diversity and potential for evolutionary development, and prevent additional species and ecological communities from becoming threatened.
- 1.8 Recognise and ensure the continuity of the contribution of the ethnobiological knowledge of Australia's indigenous peoples to the conservation of Australia's biological diversity.
- 1.9 To complement in-situ measures, establish and maintain facilities for ex-situ research into and conservation of plants, animals and microorganisms, particularly those identified by action taken in accordance with Objective 1.1.

Goals from “The National Greenhouse Strategy” (1998)

1. To limit net greenhouse gas emissions, in particular, to meet our international commitments.
2. To foster knowledge and understanding of greenhouse issues.
3. To lay the foundations for adaptation to climate change.

Performance indicators will be employed to contribute to assessments of the effectiveness of the NGS.

“As a result of the Kyoto Protocol, developed countries, as a whole, will strive to reduce their greenhouse gas emissions from 1990 levels by at least five per cent by 2008–2012. In recognition of the fact that developed countries have different economic circumstances and differing capacities and costs in making emissions reductions, each developed country has a specific, differentiated target. Australia’s requirement is to limit our greenhouse gas emissions in the target period to no more than eight percent above 1990 levels.”

**If you don't specify your target,
how do you know whether you've
hit it?**

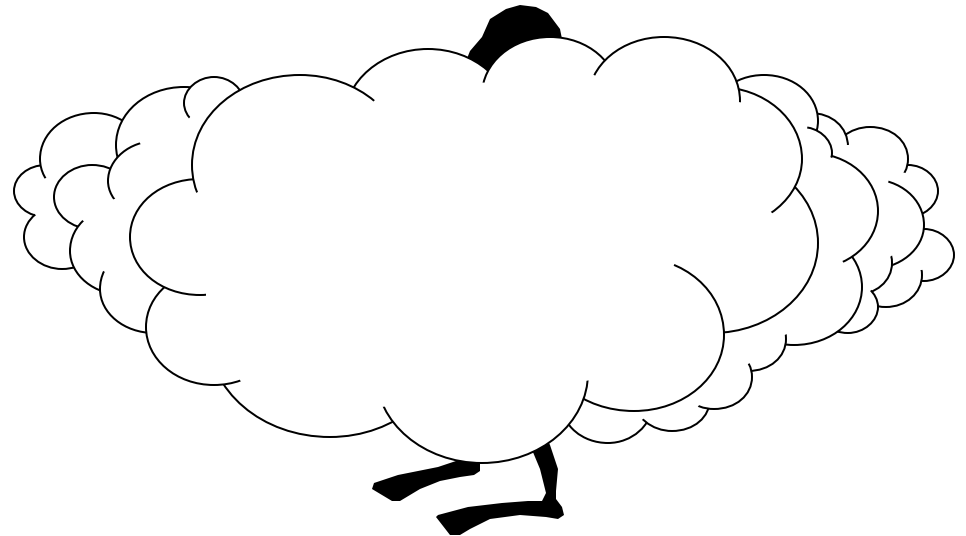


**If you don't indicate where you are
going, how do you know if you got
there?**



Reasons for Not Developing Specific Goals, Objectives, and Performance Measures?

- Difficult/ambiguous
- Time consuming
- Creates accountability
- Implies resource allocation and perhaps changes in allocation
- Creates political target



Problems with Goals in Practice

- *They often conflict!!!!*

...and seldom is guidance provided to resolve conflicts based on prioritization or weighting of goals

- *They are ambiguous*

...and without objectives to provide clarity, they become a highly subjective guide to action

- *They ignore real-world trade-offs*

...and often reflect wishful thinking rather than difficult prioritization and allocation of scarce resources