

Strategies...
Objectives...
Programmes...
Activities...
WOW!

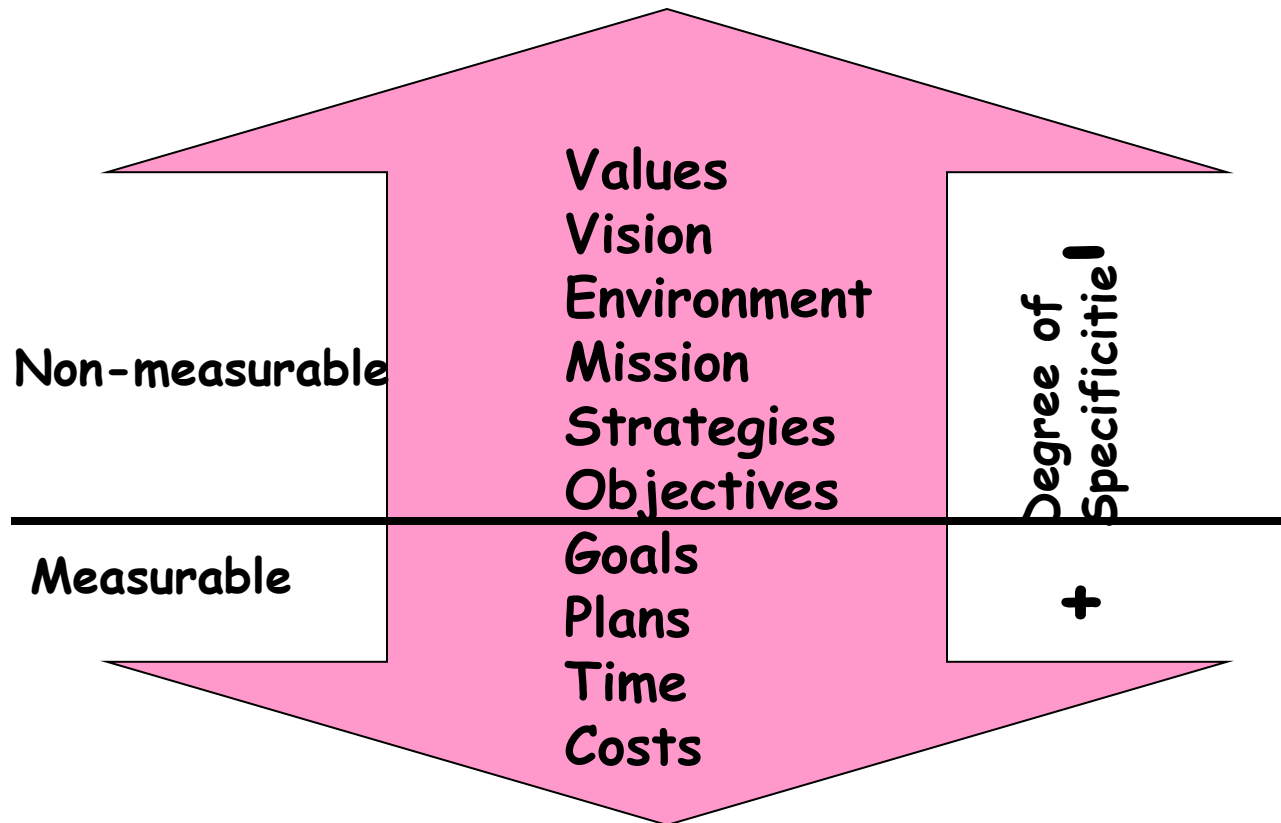
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Mission, Goals, Objectives, Activities

What confusion!!

In creating a strategic plan itself, it is very important to establish measurable goals and objectives.



"If the goal is not measurable, it is not a goal"

Need to distinguish:

- **What do we want to achieve?**
 - i.e. What are our objectives?
- **How will we achieve our objectives?**
 - Which programme of activities will contribute to the achievement of our strategic objectives
- **But we need to start with objectives**

Where do we start?

- **What do we want to maintain/preserve?**
 - What do we want to keep that we already have?
- **What do we want to add?**
 - What do we want that we do not have?
- **What do we want to do less of or eliminate?**
 - What do we have now that we don't need or want?

Setting "SMART" Objectives/Outcomes

- S** Specific; Stretching
- M** Measurable (in terms of time, quality, quantity, money, standards)
- A** Achievable; Agreed
- R** Relevant (to corporate mission); Resourced
- T** Time-bound, with start, intermediate review and end dates

ICA's Original Objectives

- **From the Evaluation TOR:**
 - "To increase the amount of finance going to sustainable infrastructure in Africa from public, private and public-private sources;
 - To facilitate greater cooperation between members of the ICA and other important sources of finance, e.g. China, India, Arab Funds, the private sector;
 - To highlight and help remove policy and technical blockages;
 - To increase knowledge of the sector through monitoring and reporting on key trends and developments."
- **Plus "strategic objectives" in the 2008 Secretariat Work Plan:**
 - Enhance donor collaboration
 - Advocate for infrastructure in Africa
 - Enhance private sector participation
 - Support capacity building in African regional institutions.