

SMART Objectives are fundamental to successful planning for all elements of strategic planning including marketing, fundraising, advocacy and international relations. Remember to include each part to ensure that the objective is a useful tool.

**S**pecific

**M**easurable

**A**chievable

**R**ealistic

**T**imetabled

**Example:** To raise £50,000 (25% from trusts; 25% from corporate relationships; 50% from individual giving) by July 2011 for an artist in residence programme enabling 300 children from 10 schools to take part.

SMART Objectives make planning possible. They keep us on track and ensure we aren't too ambitious. They keep us focused and are a wonderful way of explaining that we know what we are doing and how to do it, gaining internal and external support along the way.

A plan might contain approximately 10 objectives (certainly no more) with sub-objectives, strategies and tactics which flow from them. They need to be:

o **Specific**

It will include a sum of money, or a target group of people, or precise activity.

o **Measurable**

You will be able to monitor progress finding out how close you are to the target set in the objective at any given stage in the plan's lifetime; and use it to evaluate your success against the specifics in the objective at the end of the timeframe.

o **Achievable**

The objective will be possible to achieve within the timeframe / budget set.

o **Realistic**

The activity specified will be possible for the number of staff you have, the time they have available and the identified resources.

o **Timetabled**

So that you know when you have completed the task and everyone has a common goal to work towards - it can always be adjusted if it turns out to be unrealistic when new factors come into play.

Remember your plan isn't set in stone, nor should it gather dust. It is a working document which should be updated regularly, adjusted as necessary and used to help your organisation remain sustainable.