



SMART objective criteria

S	M	A	R	T
Specific	Measurable	Achievable	Relevant	Time-bound
Be as specific as possible when defining objectives so that it is clear what you are working toward.	Ensure that the objective is measurable so that you can tell when you have achieved it.	Choose realistic objectives that can be accomplished with your available resources, partners, and skills.	Ensure that objectives are an important contribution to your overall vision for a malaria-free country.	Specify when you intend to complete or make progress toward your objective.

Here are some examples of SMART objectives and objectives that do not satisfy these criteria:

Sample objective 1: Obtain public pledges of commitment to malaria elimination from 100 members of parliament by January 2020.

Is this objective specific ?	Yes , it defines the type of pledge (public, to malaria elimination) and the people who should make the pledge (100 members of parliament).
Is this objective measurable ?	Yes , the objective will be achieved when 100 members have made public pledges.
Is this objective achievable ?	Yes , if the campaign gains a high enough profile to gain access to parliament members, asking them to pledge their support is a realistic objective.
Is this objective relevant ?	Yes , parliamentary support on will be critical for achieving malaria elimination.
Is this objective time-bound ?	Yes , a date for achieving the objective is specified.

Sample objective 2: Raise funds for malaria programme.

Is this objective specific ?	No , it does not specify what type of funds, how much to raise, who to raise it from, etc.
Is this objective measurable ?	No , though funds are easy to measure, it does not specify how much should be raised.
Is this objective achievable ?	Yes , raising funds is a realistic objective for a campaign, but it depends how much is targeted.
Is this objective relevant ?	Yes , funding for malaria elimination is an essential piece of a successful campaign.
Is this objective time-bound ?	No , no date is specified for this objective.

Who does the campaign need to influence?

The [Stakeholder Analysis tool](#) can help you identify the major players or potential actors in malaria in your country. Now that you have a better understanding of your objectives, you can prioritize stakeholders for partnerships or outreach. Who among the listed stakeholders has influence that may help you achieve your objectives? This influence could be through political connections, scientific or advocacy

networks, access to funding, or a platform for spreading messages to key audiences.

Some stakeholders may be easy to get in touch with, but with little influence, or perhaps with a position contradictory to your vision. Other stakeholders may be very influential and very positive, but hard to access—such as the President or celebrities. Try using the following tool to create a “map”

		Influence	
		Low	High
Alignment	High	Secondary supporters These stakeholders support you but do not have very much power. Keep them engaged, as it is important to have a broad support base.	Primary supporters These stakeholders could become major allies and help you achieve your objectives. Focus engagement efforts here.
	Low	Secondary opponents Though they oppose your work, they do not have much power. Listen to them to understand their concerns, but otherwise they can be ignored.	Primary opponents These stakeholders may disagree with your objectives or have other plans. Be aware of them and try to change their views if possible.

of stakeholder's influence, attitude, and accessibility to determine who to approach and how to approach them.

Supporters and opponents map

Not every stakeholder will be willing to work in your favour, some may even oppose some of the campaign's objectives. This map will help you gain awareness of who will be willing to help and who may impede progress. Group stakeholders in the boxes grouped by **Influence** and **Alignment** like in the table below.

Using the tool above, how would you classify the following sample stakeholders? What would you do to engage them effectively (how much resources would you invest in engaging them, how would you approach them, etc.)?

- **The mayor of a small town:** This mayor is interested in protecting young children from the disease. They aren't well connected with other mayors though and intend on working alone.
- **A group of parliamentarians:** In this example, these parliamentarians want to cut public expenses. They do not believe that the government should increase investments in health and have some influence over the budget.
- **The Minister of Health:** The Minister of Health is a former paediatrician who is very concerned about malaria. They are well respected among other members of government.
- **A small business in the capital city:** This business wants to build a positive name for itself but does not have that many resources to support the campaign.
- **The leaders of a small village:** In this example, the leaders of a small village that is very isolated, but has many malaria problems, do not trust national health workers. They are suspicious of attempts to increase health services and have refused to participate in past indoor residual spraying campaigns.

- **Religious leaders:** A group of prominent religious leaders want to help alleviate poverty and solve health problems. Many people respect them and listen to their weekly radio broadcasts.

Section 2: Toward a plan of action

At this point, you are ready to develop a concrete plan for how you will engage your target audiences to achieve your objectives. This section will help you articulate your theory of change, build a detailed action plan to guide your work, assess the resources you will need, and evaluate risks.

Action planning

Action planning should take place with members of your campaign before beginning activities. Working together, you and your team will agree on an approach suited to your team structure and aims, with clear responsibilities defined for all parties.

Action planning matrices are best organized by objective, to visualize how each action contributes to their achievement. After listing your top-line objectives, add the indicator you will use to measure progress, the targets you hope to achieve, the date you hope to achieve them by, and delegate their responsibility to an individual.

The **Political engagement**, **Private sector engagement**, and **Community engagement** modules can help you decide what types of actions to use to reach each stakeholder.

The action planning stage is the ideal time to begin thinking about monitoring and evaluation (M&E). Use the [M&E framework tool](#) on page 76 after developing your action plan to choose indicators and show how they related to the activities, outputs, and outcomes covered by your campaign.