

1. Why is objective analysis needed?

The objective analysis is an important methodological step in the development of the project strategy. It bases on the first step – the problem analysis - that provided an overview of the negative aspects of the existing situation. The objective analysis, in its turn, describes the positive scenarios expected in the future.

The objective analysis will further serve as a basis for your project strategy, and for this you will need to:

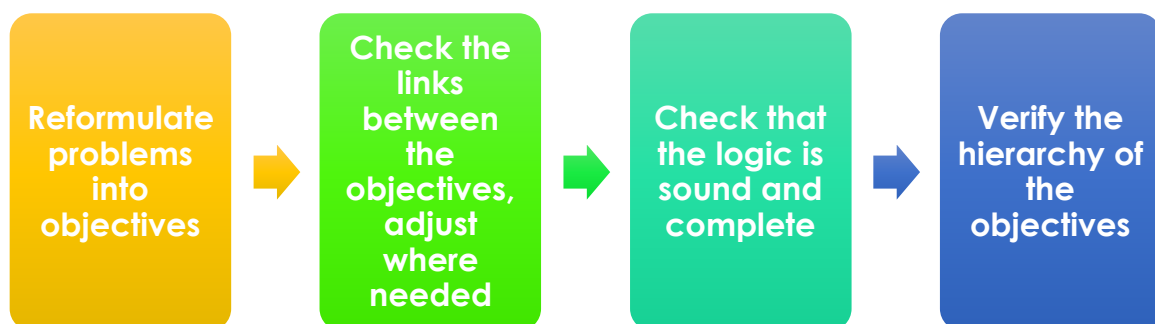
- show what you want to achieve as a result of the intervention: *what is the desired situation?*
- show that you understand the relations between the objectives: *what leads to what?*
- linked to the stakeholder analysis carried out in the previous step, show: *how will those affected benefit?*

The visual outcome of this step is the objective tree that shows the means-ends relations in a form of a diagram.

2. How to carry out the objective analysis?

The key task in the objective analysis is reformulating the defined problems into the objectives to be achieved, i.e. turning the existing negative situation into the desired positive one.

Sometimes this reformulation process reveals that the links established between the problems in the problem tree do not hold true for the objectives. This is why the logical links between the reformulated objectives need to be rechecked; and if needed the objective tree can be also supplemented with additional objectives.



As was the case with the problem analysis establishing the cause and effect relationships between the defined problems, also the objective tree establishes the **means to ends** relationships of the objectives. It also allows verifying the hierarchy of the defined objectives. This last step – verification of the hierarchy – is a check that should ensure that the objectives defined on a lower level are necessary and sufficient to achieve objectives on the level above them.

It is important to keep in mind that at this stage we are still defining objectives for the defined area of intervention as a whole, not only the objectives that can or will be achieved in a project. This is why it is important to map all objectives related to the solution of a specific problem and highlight different paths that can be taken in order to achieve them.

What to do:

- *Formulate objectives as a desired positive situation that has already happened, not as an action;*
- *Formulate objectives that are realistic;*
- *Add other objectives to the tree if there are gaps that need to be filled in.*

What not to do:

- *Do not use negative statements when formulating the objectives;*
- *Do not think of what is possible or impossible in your project, the objective analysis should show the situation as a whole;*
- *Do not panic if you need to go back to already formulated objectives, as formulation of objectives is an iterative process.*

For example, let us imagine that there is the problem “young specialists leaving the border region” defined in the problem tree, and now it can be reformulated into the objective “the border region is attractive for the young specialists”. You could also check if the objectives leading to it include the different aspects of attractiveness, for example, availability of vacancies in their profession, possibilities for sports and culture activities, affordable housing.

3. Video illustration

Below you will find the example developed in the video tutorial.

