

SMARTER Goals

A source-aware reference for permaculture design

Use this reference with judgement. A goal gives direction and review criteria; it does not guarantee control over a living system.

Historical foundation

George T. Doran's 1981 paper introduced SMART as a management mnemonic. His original terms were Specific, Measurable, Assignable, Realistic and Time-related. Later practice changed several terms and added further letters. There is no single verified lineage for every SMARTER formulation.

In Mark D'Cruz's Diploma work and Mă-Kê Permaculture Academy teaching, the working form is Specific, Measurable, Achievable, Relevant, Time-bound, Evaluated and Reviewed. This is an Academy teaching application; it is not presented as Doran's original wording or as Mark's invention of SMARTER.

The Academy SMARTER questions

Criterion	Question for the design
Specific	What change is intended, for whom or for what living system?
Measurable	What quantitative and qualitative evidence, including a baseline, will support judgement?
Achievable	Can people and systems carry the work with available skills, time, labour, finance, materials and permission?
Relevant	Does the goal serve the purpose, ethics and wider design?
Time-bound	When will action begin, and what seasonal or intermediate reviews are needed?
Evaluated	What changed in the system, the design process and the designer, and what remains uncertain?
Reviewed	Should the work continue, expand, be redesigned, be deferred or stop? What are the effects on other goals, people, living systems and resources?

Purpose, Vision and Goals

Purpose is the originating reason, need or responsibility. Vision describes the desired direction and qualities of a future condition. Goals express Purpose as commitments that can be reviewed. They are complementary: drafting and testing them may reveal that Purpose itself needs refinement.

SMARTER within GoSADIMET

SADIMET is the inherited acronym for Survey, Analyse, Design, Implement, Maintain, Evaluate and Tweak. GoSADIMET makes Goals an explicit opening stage. Goals is outside the inherited SADIMET acronym but inside the name and process of GoSADIMET. Evidence from later stages can return the designer to Goals.

Evaluate, then review

Evaluated interprets evidence

Examine changes in the design object or system, the effectiveness of the design process, unexpected consequences and how participation changed the designer's understanding, skills, assumptions, habits, values or responsibilities.

Reviewed decides what happens next

Decide whether to continue, expand, revise, reduce, defer or stop. Consider effects on other goals, people, living systems and resources, and whether Purpose, Vision or the Goal itself should be revisited.

Source and provenance

Doran, George T. (1981), 'There's a S.M.A.R.T. way to write management's goals and objectives', *Management Review*, 70(11), p. 35.

Academy teaching source: Mark D'Cruz, Design 3 Annexure 2, updated through the reviewed Guide 6 teaching decisions and examples across his Applied Permaculture Diploma.

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