

TA 4581: Developing a National Result-Based
M&E System For Key Projects
建设国家重大项目以结果为导向的
监测与评估系统

Measuring Baselines and Setting Targets

March 2007
2007年3月

Baseline data

- Is required during project feasibility investigation – before the project go-ahead decision is made.
- Can be obtained later but accuracy may suffer.

Baseline



Baseline value.....

- Is the indicator performance value before the project commences
- Baseline value source.....
 - Actual measurement taken at situation analysis phase
 - Value from a control group or site, that is delayed within the project design
 - Value from a control group or site excluded from the project scope
- Cannot deliberately exclude a client group simply to source a baseline data value

Baseline

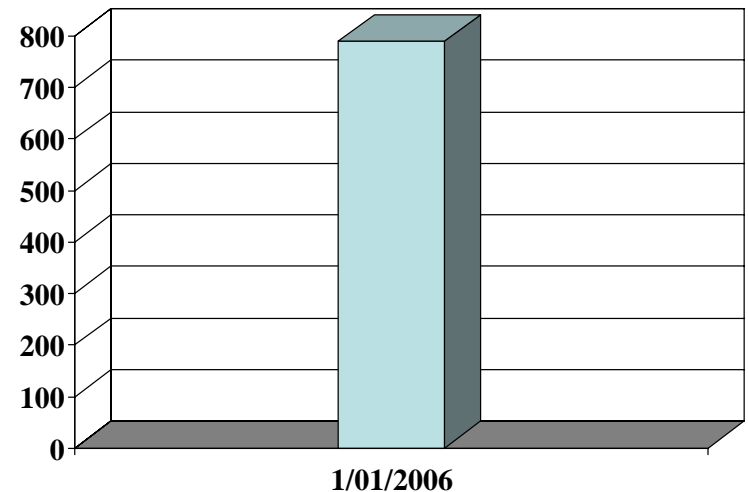


Capturing the base line value....

1. Situation analysis
2. Strategic planning
3. Operational planning
4. Implementation and monitoring
5. Outcome evaluation
6. Impact evaluation

Normally done here

Electricity hours off supply



Baseline



Alternative sources for baseline value....

- Baseline value used by a similar project, in the same context
- Proxy indicator plus a supportable assumption to give required indicator base line value
 - Want: Percent of youth unemployed
 - Have: Percent of eligible workers unemployed = 7%
 - Assume (based on previous studies): Youth unemployment rate is 50% more than eligible workers
 - Base line value = 7 times 1.5 = 10.5%
- Estimated value, provided there is a supportable rationale

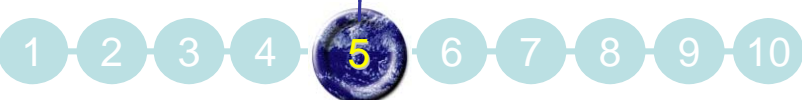
Baseline



Target value is.....

- Future performance value for output, outcome and impact indicators that is:
 - Service standard
 - Contracted standard
 - Aiming point that indicates success
 - Minimum acceptable level
 - What we want to achieve

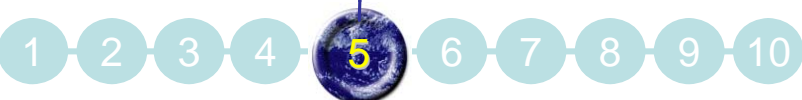
Targets



Target value tips.....

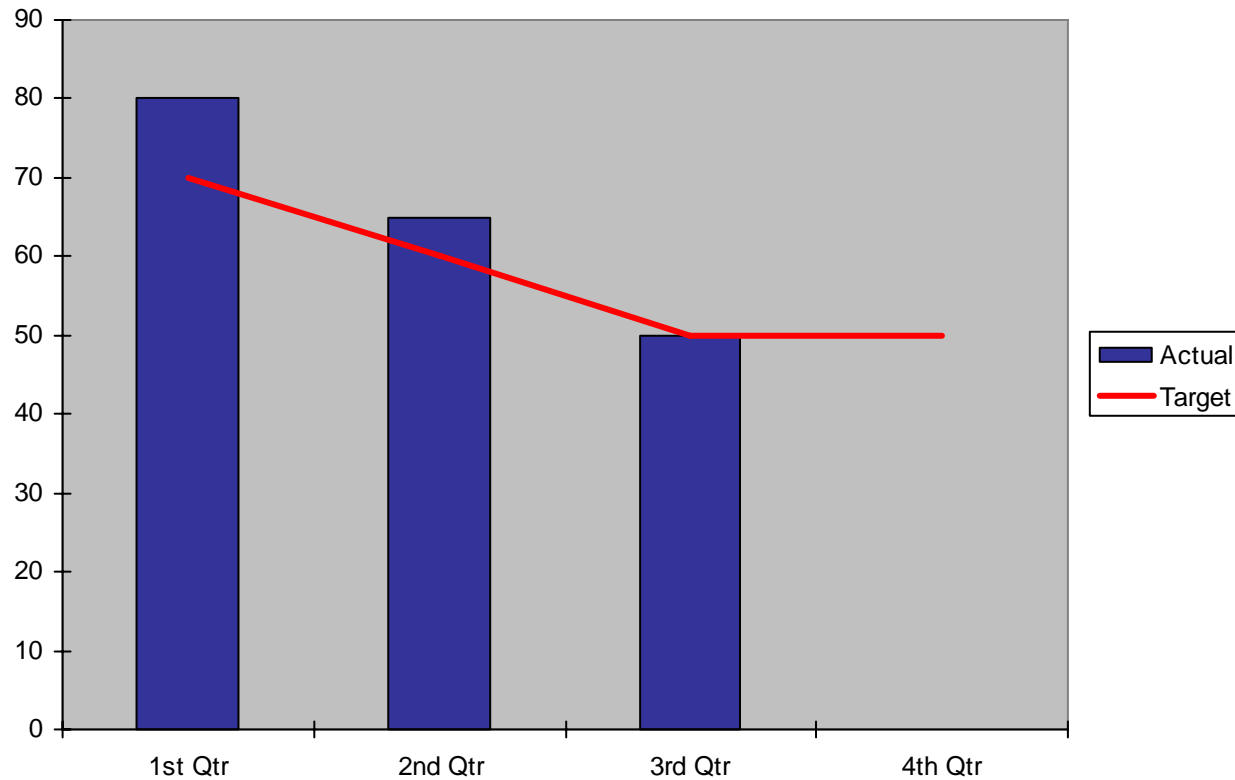
- Use a range rather than a single point value
- Can use benchmarks from elsewhere
- Can set intermediate targets, to allow earlier monitoring and corrective action
- Can monitor progress of some outcomes progressively throughout the project
- Some outcomes are apparent before end of project implementation, e.g. as rural roads are opened during the construction phase, benefits can be seen immediately
- Indicators relying on surveys of people's "satisfaction" can mislead due to rising expectations in the target population – as things improve, their expectations become higher, so overall satisfaction might not change at all, despite the project being successful
- Take monetary inflation into account when setting financial targets
- Some outcomes may not be measurable easily and cost-effectively

Targets



Target value examples.....

Unit cost – Cost of one farmer education course

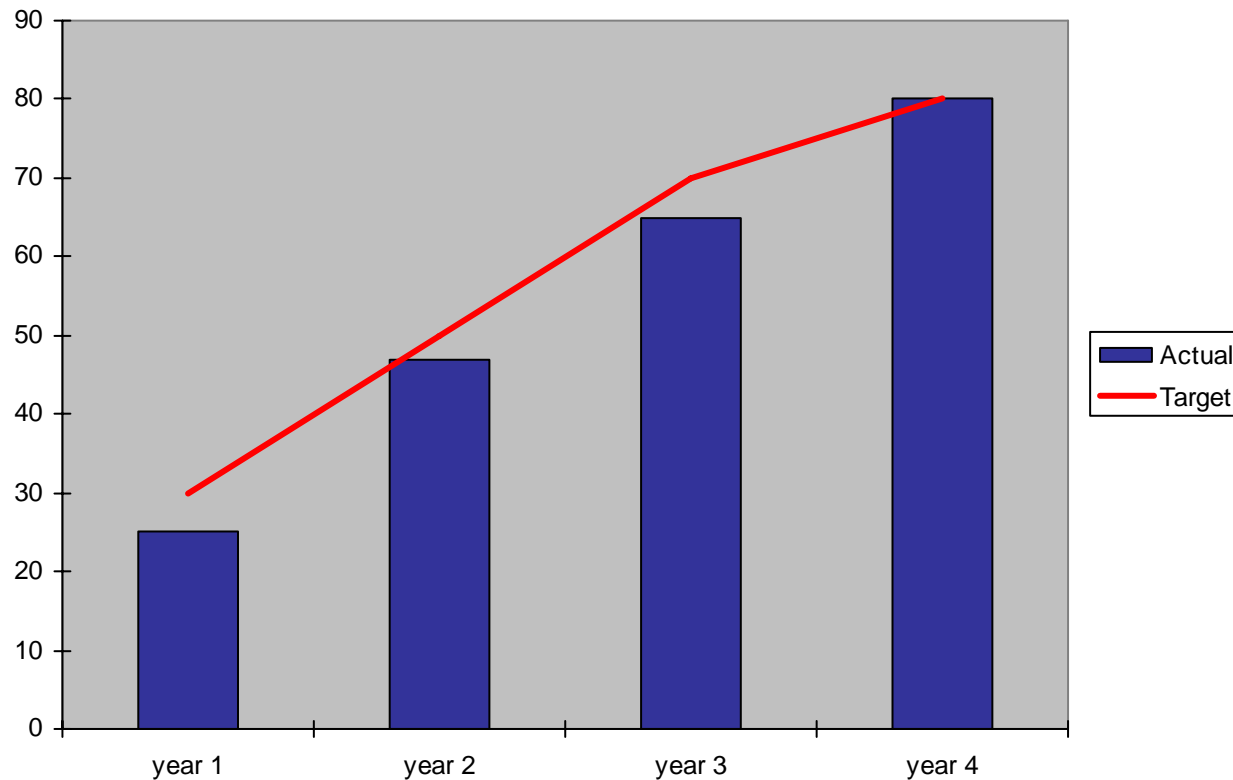


Targets

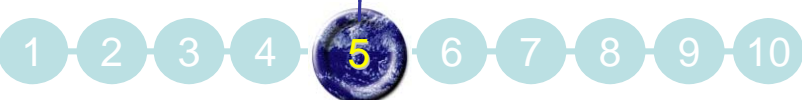


Target value examples.....

Percent of the target population within 5 kilometers of a clinic

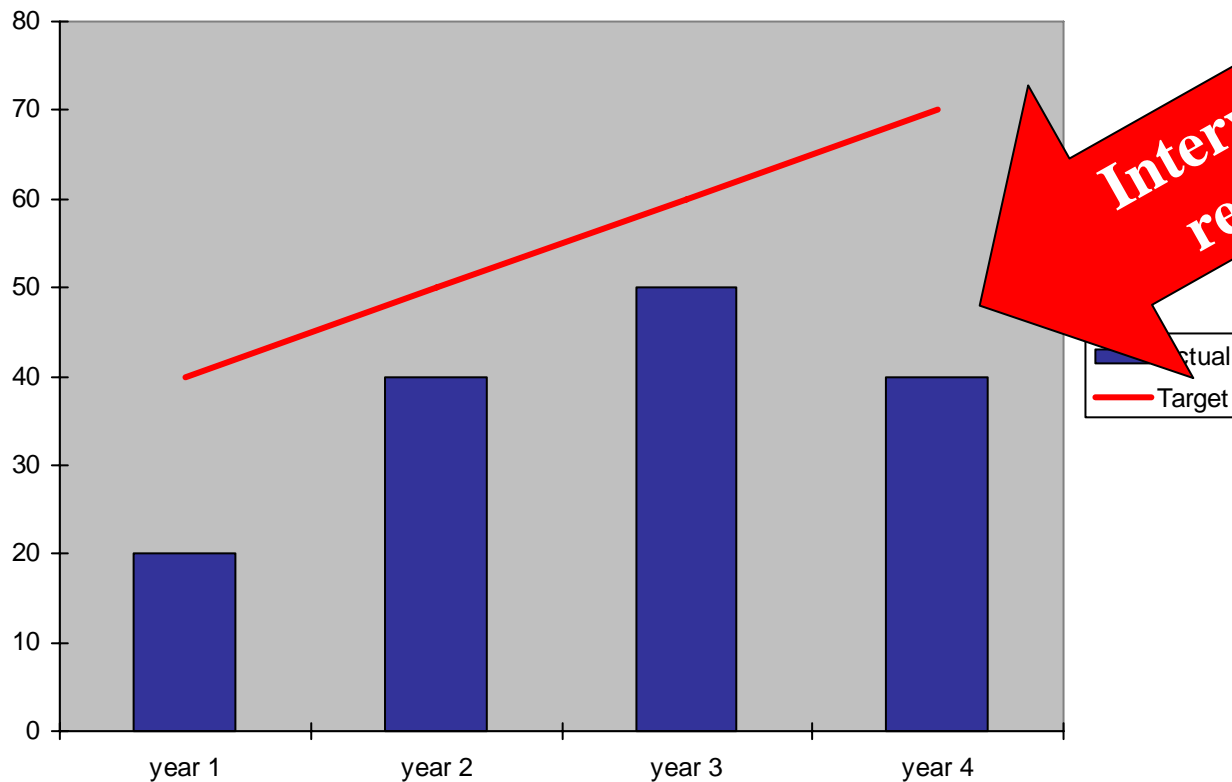


Targets

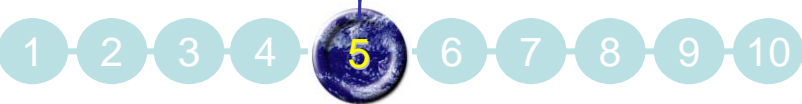


Note performance that deteriorates.....

Outcome – Percent of eligible female workers fully employed

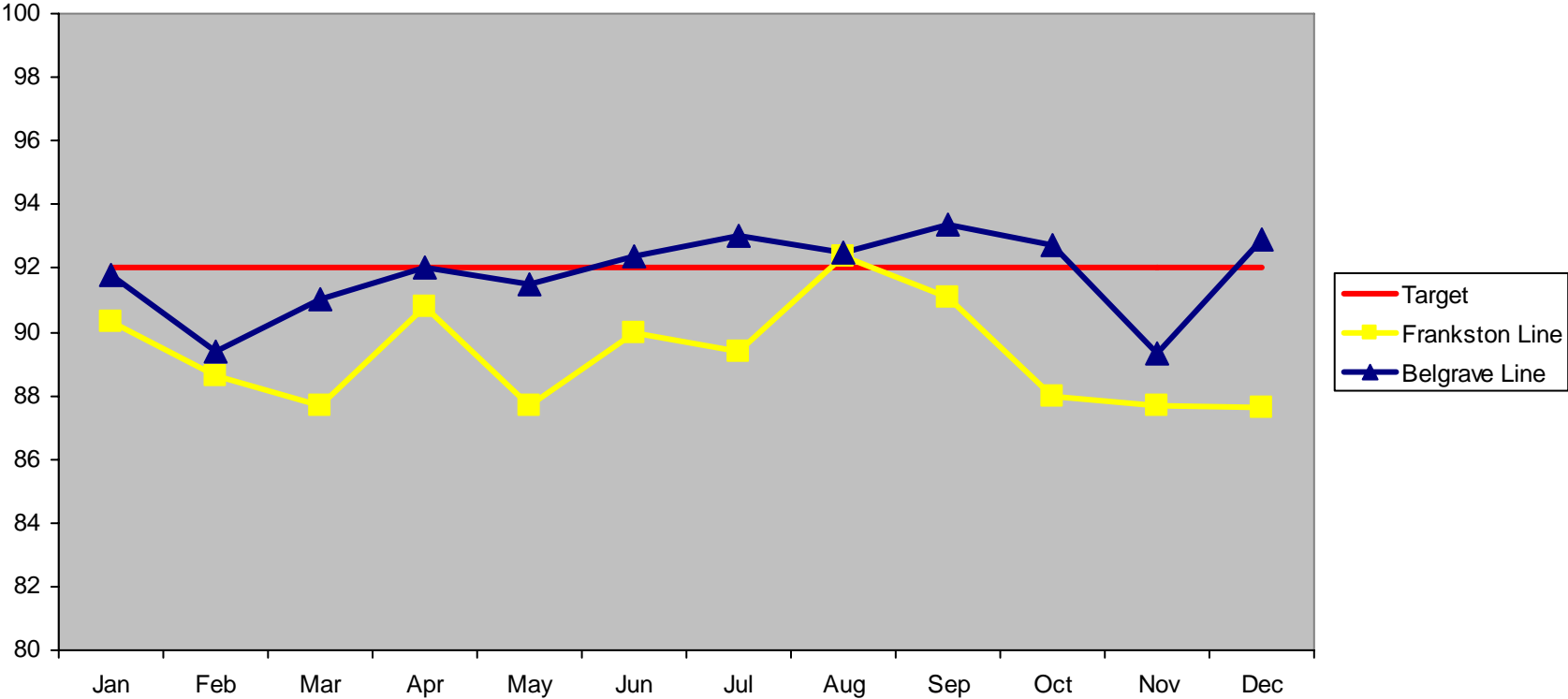


Targets

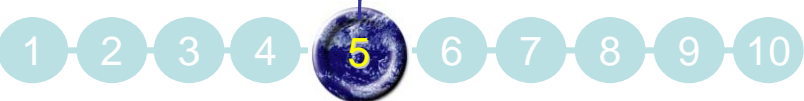


Public transport – Australia

% On-Time Performance 2006



Targets



Target value sources.....

- Small pilot to prove design and expected outcomes
- Other projects' results
- Results from a similar context, this project aims for – a future control group
- Proven econometric model
- Benchmark results that should be achievable with this project
- International standards or results that should be achievable with this project

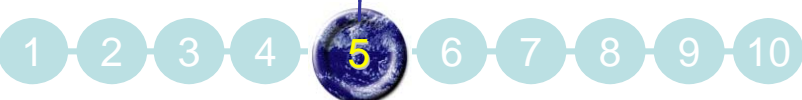
Targets



Target values should NOT be.....

- An expression of improvement without reference to a base number
 - Improve women in employment by 10%
 - Improve agricultural output by 20%
 - We will achieve optimum productivity
 - We will improve conditions to best practice
- A guess – we must develop target values using the base line value and then either evidence or an assumption
- Target indicator value **MUST** be a future **NUMERIC** value

Targets



Target values may change ...

- Target values may change due to the changed project design or context
- Changes may include:
 - project design or scope
 - funding
 - laws and regulations
 - Another project that affects this project
 - Other reason outside the control of the project manager

Targets



Target values should NOT be changed in these circumstances...

- Actual values are below target values, and causes outside the control of the project such as scope, design, funding have NOT changed
- Design assumptions are not met or risks emerge that adversely affect the project
- Normal variations happen – weather, seasonal demand, political events

Targets



Workshop (案例研讨)

- Break into groups.
- Take the Design and Monitoring Framework and project documents you are given for the case example and follow the instructions.

Targets

