

# Guidance for target monitoring

2 November 2015 – Vrije Universiteit Brussel ; Mobility, Logistics and Automotive Technology Research Centre (MOBI)

Imre Keserű – Jeroen Bulckaen – Cathy Macharis – Koen Van Raemdonck – Paul Otuyalo – Sheida Hadavi – Koen Mommens

*This document provides information on how project targets should be defined and how they can be monitored to assess policy success.*

## 1 THE IMPORTANCE OF TARGET MONITORING

Setting targets is an important part of evaluation as targets help the ex-post assessment of how the objectives have been fulfilled. Targets are usually linked to policy goals and objectives that aim to improve higher-level conditions such as liveability, health, air pollution, equity, etc. Targets are also closely linked to the indicators for which data is collected before, during and after the implementation of the project. Therefore, the monitoring of targets through indicators should be part of the measurement strategy of the project. Figure 1 illustrates how targets fit into the planning and monitoring process. The high-level goal of the improvement of the liveability of the city centre and the linked objectives of traffic reduction is represented by the target of peak-hour traffic reduction by 15 % measured through the indicator peak-hour car traffic.

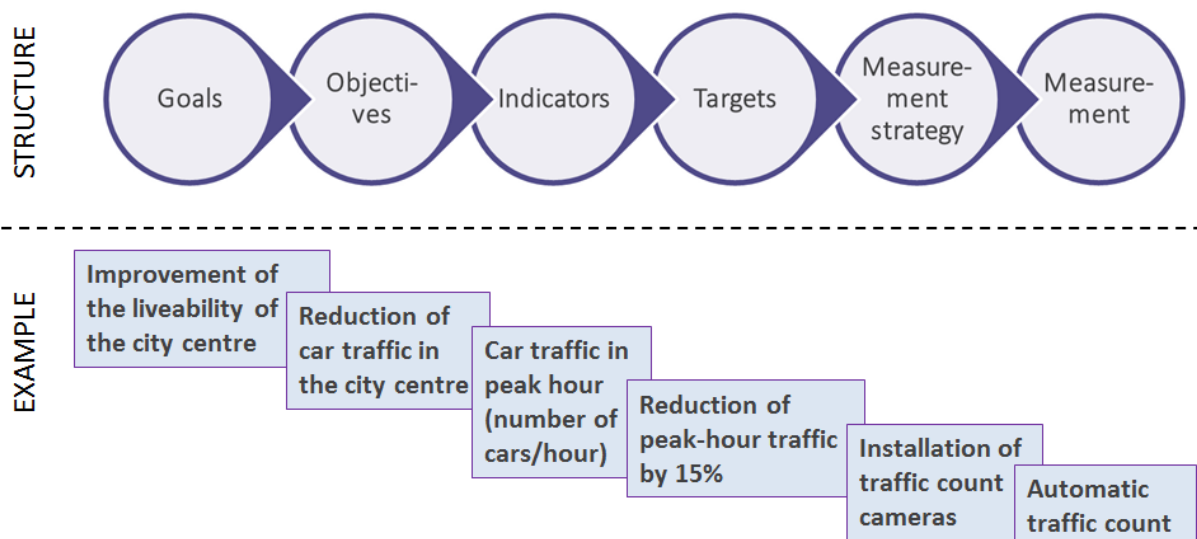


Figure 1 The relationship between targets, indicators and objectives (Source: VUB-MOBI)



It is recommended that the 'SMART' criteria are used to set the targets. SMART refers to **specific, measurable, ambitious and accepted, realistic and time-bound** (Hyllenius et al., 2009).

- **Specific:** targets should be clearly defined, preferably in a quantified form. If it is not possible to quantify targets, qualitative assessment is also possible. In this case wording like 'improvement', 'positive impact' may be used.
- **Measurable:** it is only possible to monitor targets if the before and after situation can be measured, i.e. we know the current traffic level or we can measure it (baseline data is available), and we will also be able to measure it after the project is finished. For accurate monitoring of targets, it is important to define the baseline values.
- **Ambitious and Accepted:** ambitious targets provide motivation throughout the project implementation. Targets should also be accepted by the decision-makers and the project team.
- **Realistic:** While being ambitious, targets also need to be realistic. If, for example, the share of public transport in local travel decreases by two per cent a year, keeping public transport use at the level of the previous year may be a realistic target.
- **Time-bound:** the time-period in which the targets ought to be reached should also be defined (Hyllenius et al., 2009). In the above example: the reduction of peak-hour car traffic in the city centre between 2016 and 2018 would be a time-bound target.

Targets can often be only reached in a longer term, therefore it is important to identify the time period during which targets should be monitored and by when a particular target should be reached. Target achievement can only be affected by the implementation of other projects or the entire sustainable urban mobility plan (SUMP), hence targets can be defined for packages of measures or projects or for the complete SUMP. More information on how to prepare and implement SUMPs is available in the SUMP guidelines at <http://www.eltis.org/mobility-plans> (Wefering et al., 2014).

Table 1 gives some examples for targets for a sustainable urban mobility plan. Similar targets can be used for individual projects but with target values adapted to your project.



Index	Description	Formulation	Existing	Target
Average speed of network	Average running speed (km/h)	Average running speed for all vehicles	27	35
Modal share of public transport	Modal share	Public transport trips/total study area trips	10%	30%
Modal share of non-motorised transport	Modal share	NMT trips/total trips	25%	60%
Accessibility	Percentage of work trips with travel time <15min	Work trips with travel time less than 15 min/total trips	8%	40%
Bus supply (Nagpur City)	Bus fleet	No. of buses/100 000 population	8	50
Walkability	Availability & usability of foot paths	Footpath length in km/total road length in km x 100	70%	100%
Bikability	Availability & usability of cycle paths	Cycle path length in km/total road length in km x 100	0%	100%
Fatality rate	Fatal traffic accidents	No of fatalities/100 000 population	9.59 (2012)	0

**Table 1 Targets from the Nagpur Comprehensive Mobility Plan (India)**  
(Source: Böhler-Baedeker et al., 2014)

Figure 2 shows an extract from the Local Transport Plan of North Nottinghamshire, UK, where not only targets but also the trajectory of the targets is indicated (intermediate targets during the period of the implementation of the transport plan).

Core Indicator	Definitions	Year Type	Units	Year	Value		Actual and trajectory Data										Notes
							2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11			
Total local public transport patronage in target	Thousands of passenger journeys (i.e. boardings) per year in the authority	Financial	Thousand passenger journeys	Base Data	2004/05	29,352	Actual Figures	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	As following indicator.	
				Target Data	2010/11	31,158	Trajectory	N/A	29,352								
of which number of bus passenger journeys- BVPI 102		Financial	Thousand passenger journeys	Base Data	2004/05	29,352	Actual Figures	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	See Appendix B, section 15.3.1	
				Target Data	2010/11	31,158	Trajectory	N/A	29,352								
Satisfaction with local bus services- BVPI 104		Financial	Percentage	Base Data	2003/04	61.00%	Actual Figures	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Stretching target. See Appendix B, section 15.3.1	
				Target Data	2009/10	75.00%	Trajectory	61.00%									

**Figure 2 Targets for public transport in the Local Transport Plan of Nottinghamshire, UK**  
(Source: Nottinghamshire County Council, 2006)



## 2 TARGET MONITORING IN NISTO

While the first two strands of the NISTO evaluation framework assess projects based on a complex set of criteria (sustainability assessment and stakeholder evaluation), target monitoring is linked to the main objectives of the project.

Target monitoring adds another layer to the evaluation and very often, the underachievement of some fundamental targets may render the whole project unsuccessful even if it performs well on one or more evaluation criteria.

In the NISTO project, **targets are defined together with the objectives and indicators**. Each project objective should be accompanied by a quantitative or qualitative target. Each target should be monitored and updated if the monitoring process reveals that they are unrealistic. The reasons for not being able to reach targets should be analysed in order to avoid similar issues in the future.

Targets are also important instruments to monitor the progress of a project or a plan by defining desired trajectories and monitoring how the actual performance related to this trajectory (Wefering et al., 2014).

The definition of targets may be based on modelling of future impacts (but this may be expensive and time-consuming) or experience from similar projects or plans. The following websites may be useful when looking for examples:

- ELTIS Urban Mobility Observatory (look for case studies) ([www.eltis.org](http://www.eltis.org)),
- CIVITAS (look for evaluation reports of CIVITAS projects) (<http://www.civitas-initiative.org>)
- KonSULT, the Knowledgebase on Sustainable Urban Land use and Transport (<http://www.konsult.leeds.ac.uk/>)

The outcome of target monitoring of the NISTO demonstration projects is presented in the Final Evaluation Report.

## 3 REFERENCES

- Böhler-Baedeker, S., Kost, C., Merforth, M., 2014. Urban Mobility Plans: National Approaches and Local Practice. Moving Towards Strategic, Sustainable and Inclusive Urban Transport Planning.
- Hyllenius, P., Smidfelt Rosqvist, P., Haustein, S., Welsch, J., Carreno, M., Rye, T., 2009. MaxSumo: Guidance on how to plan, monitor and evaluate mobility projects.
- Nottinghamshire County Council, 2006. Local Transport Plan of North Nottinghamshire.
- Wefering, F., Rupprecht, S., Buhrmann, S., Böhler-Baedeker, S., 2014. Developing and implementing a Sustainable Urban Mobility Plan. Available at <http://www.eltis.org/mobility-plans>

