

Module 10

Monitoring, evaluation and reporting

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Performance measurement or outputs

Impact monitoring and outcome

Introduction

Monitoring and evaluation (M&E) of a project are critical in terms of answering the questions:

- What constitutes success?
- When have we finished?

Unfortunately, many projects only get around to thinking seriously about M&E after companies have conducted baseline studies and are well advanced in the process of project planning and stakeholder engagement, or are even about to commence implementation. It is critical that M&E is considered and integrated into project planning from the outset so that meaningful indicators can be developed early and measured in order to answer these critical questions.

The International Finance Corporation (IFC) requires project sponsors to “monitor and report on the effectiveness of RAP [resettlement action plan] implementation”. The objective should be to “provide the sponsor with feedback on RAP implementation and to identify problems and successes as early as possible to allow timely adjustment of implementation arrangements” (IFC 2002). The purpose of monitoring is to provide project managers, as well as directly affected persons, households, communities and project financiers, with timely, concise, indicative information on whether compensation, resettlement, other impact mitigation or community development measures are on track to achieve sustainable livelihood restoration and improvement in the welfare of the affected people, or whether plans need to be adjusted.

