Challenges

- Lack of a structured plan for monitoring of resettlement process and outcomes.

- Failure to have clear monitoring indicators to assess performance against baseline conditions and the RAP.

- Lack of adequate baseline data against which to monitor resettlement progress and impact on livelihoods.

- Lack of effective internal monitoring and record-keeping systems.

- Lack of an adequate, independent monitoring mechanism.

- Lack of community involvement in M&E.

- Inadequate reporting to stakeholders.

- Lack of structure resulting in community monitoring being used as a forum for people to make additional demands.

- Cessation of external M&E after moves to resettlement sites have been completed.

- A focus on performance measuring, through outputs (eg number of people trained in alternative livelihoods) rather than impact monitoring through outcomes (eg revenue earned by households trained or improvements in the quality of life).

- Lack of resources dedicated to M&E – specific staff should be dedicated to it.

Lessons and recommendations

Planning to monitor and evaluate

- The company should allocate adequate resources to M&E. The resettlement team should develop a formal structured M&E plan specific to resettlement.

- Appropriate databases, reporting and collation systems should be put in place to capture and analyse monitoring data.

- Final external evaluation at the end of projects, including a completion audit, should be planned for.

- Indicators should be established at the outset of projects and integrated into baseline data-gathering efforts.

What to monitor and evaluate

- Monitor and evaluate achievement against objectives; compliance with methods set out in the RAP and associated management plans such as the livelihood restoration plan, cultural heritage management plan, etc; and difficulties arising from implementation.

- It is easy to measure what has been done (outputs or performance measurement), but it is more important to measure what effect that activity had on communities, that is, whether the activity was successful (outcomes or impact monitoring).

- A manageable and meaningful set of indicators should be chosen rather than trying to track everything. This can be extremely difficult, and takes expertise and time.

- Data should be disaggregated to capture outputs, outcomes and impacts for specific groups of interest, for example by gender, vulnerability, age, location, etc.

- It is critical to monitor post-resettlement impacts on livelihoods and well-being.

> Final external evaluation at the end of projects, including a completion audit, should be planned for