



**COMMUNITY ENTREPRENEUR DEVELOPMENT INSTITUTE**

**PME**  
**(PLANNING MONITORING EVALUATION)**  
**2020-2030**

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## **CENDI's PME (Planning, Monitoring, and Evaluation) 2020-2030**

For CENDI, visionary Planning is about achieving the long-term objectives of the programme. It also means, giving thought to all of the efforts and energy, intellectual knowledge, human resources, time and money of the programme, and how at the end of 3 or 5 years when the program is ended, it can measure by very detailed and specific indicators what has been achieved. The indicators of achievement of long-term objective must be specific and measurable and reflect in specific, detailed and concrete ways changes of behaviour, which in turn reflect the whole process of changing attitude toward building what is stated at the long-term objective.

For CENDI, the long-term vision and objective of our work is to change the behaviour, attitude and vision of government authorities, policy-makers and policy implementors toward the indigenous community social-economically, ecological cultural politically. Changes in behaviour lead to changes in attitudes, changes of attitude lead to changes of habit, and changes of habit contributing to changes of vision. This is the process that needs to be mapping, planning and analysing for later monitoring and evaluation.

Behaviour, attitude and vision indicators are needed to show how, over 3 years, the resources provided by the programme or project donor have achieved the project objectives. For example, where the government policy-makers have written that indigenous people living in the forest are backward or superstitious, dirty or stupid, and need to be 'washed' by bringing them civilization, you need to be able to show how after 5 years CENDI, by bringing the policy-makers to the field has changed their understanding and attitude. For example, from the government point of view, one indicator of 'backward' and 'dirty' is the use of cow and buffalo manure in composting for soil fertilization, and that people should be using 'modern', chemical fertilizers. To counter this attitude you need to demonstrate that according to the knowledge and values of indigenous people, the use of cow and buffalo manure in composting is not dirty, but is part of the natural cycle of organic processing according to both the scientific principles of ecology and the beliefs of indigenous people in nurturing nature as well as the wisdom of indigenous people in their ways of farming. In fact that it is far cleaner, more advanced and more ecologically sound that the application of chemicals promoted by agrobusiness.

Planning Monitoring and Evaluation, as defined by CENDI, is built into its Theory of Change for changing the behaviour, attitudes and vision of those in power.

### **Outcome, Effect and Impact Indicators**

The progress of a project toward changing the behaviour and attitude of policy-makers we can be measured by Outcome, Effect and Impact indicators.

#### **Outcome indicators**

Outcome indicators are first level indicators of project achievements. For example, the outcome indicator for a project 'aimed at delivering Community Land Right Title to a community would be the number of hectares now in the hands of community ownership. Effect indicators are deeper.

#### **Effect indicators**

A project 'effect indicator' would be not only the number of hectares of forest the community now had rights to, but the realisation by Government of the value of indigenous communities as legal entity equal to and worthy of being a natural resource manager as any National Park, Organisation or Company.

A second effect indicator would be that the community is now no longer engaged in fighting with the National Park, State Forest Enterprise or Company for access to their ancestral land and resources, and that the government no longer has the problems of conflict between the different forest stakeholders.

A third effect indicator of the project would be that the government no longer has a worry about young indigenous people flying to the city for wage work, leaving their parents and land behind, and bringing back to the village many urban problems.

A fourth effect indicator would be that the community now is feeling proud of themselves to be staying in their own territory, governing their natural resources according to their own institutions and sustaining their own livelihoods.

### **Impact indicators**

Impact indicators are an even deeper level of achievement. The indigenous community is now governing their own lives sustainably, culturally, ecologically, economically and politically, according to their own indigenous knowledge, wisdom and customs.

The government no longer has to worry about biodiversity loss, cultural identity loss, loss of the community ethic of voluntary cooperation, and the loss of local seed varieties. And the government no longer needs to spend a lot of money trying to rescue these things.

With the community having access to their own territory, their traditional education system for enriching their wisdom, culture and knowledge is maintained, and the community has a sense of having lost direction.

Finally, the Government has now changed its attitude, and is improving its way of making policy. They now recognise, value and accept the practice of bringing community-based custom, knowledge and behaviours into the governance of forests and land in cooperation with government agencies such as Watershed Management Boards, National Parks, State Forest Enterprises and Companies so that all can work together under fair arrangements to share the responsibility for and the benefits of sustainable natural resource management. In this case, democracy and sustainability is together in achieving the long term objectives of the programme. This achievement will lead CENDI to further develop community entrepreneurship for community enterprising and moving forward to community economy for community self-determination.

### **Monitoring**

In CENDI, project monitoring is done according to a one month, 3 month, 6 month, 1 year, and 3 year framework. We monitor how much has been achieved in terms of output, effect and impact indicator during the previous monitoring period, and how closely we are following the project planning. Monitoring, as practicing by CENDI, involves internal cross-monitoring between different sectors, and independent monitoring by Key farmer representatives from target communities. We also open up Monitoring for government policy-makers and policy-implementors to join the monitoring process during the whole journey of implementing the 3month, 6month, 1 year action plans. We invite them to come with us to the field to confirm the effectiveness of our 30 step land allocation process ([http://cendiglobal.org/upload/files/VIII\\_%20CENDI\\_%2030%20steps%20in%20confirming%20land%20and%20forestland%20rights.pdf](http://cendiglobal.org/upload/files/VIII_%20CENDI_%2030%20steps%20in%20confirming%20land%20and%20forestland%20rights.pdf)). By this means, they are involving from the beginning, in the field, in processing data from the field, and finally in presenting the people with their land right title and legal map. Through this inclusive monitoring process, government policy makers and policy implementors become committed to the CENDI vision of indigenous people's livelihood sovereignty.

## Evaluation

We have both 'internal' and 'external expert' evaluations. After 1, 2, or 3 years, evaluators view the above described planning and monitoring process and then, from their understanding, critically analyse what CENDI has achieved in terms of 3 levels achievements: at the farmer/beneficiary group level; at the policy implementation level; and at the policy-making level. External evaluator reports are then used to reassess CENDI vision/objective, methodology and Grass-Root Community Based Organizational & Institutional Development Strategy Priority.

For example, when external experts Prof Goeltenboth and Dr Chris Erni came to evaluate CENDI, they recognised that farmer beneficiaries of our projects not only achieve the 5 rights of Livelihood Sovereignty (<http://cendiglobal.org/community-entrepreneur.html>), but that these rights are woven into and are responsible for their happiness and wellbeing. This helped us to better understand LISO as a holistic formulation of rights including farmer **Freedom** and ethnic **Independence** and their daily livelihood **Happiness**, as proclaimed in the Vietnam Constitution, and that LISO rights weave in with the **United Nations Declaration of the Rights of Indigenous Peoples at articles 3, 4, 5, 12, 24, 25 and article 26**. See the report of Dr Chris Erni and Prof Goeltenboth at the link: (<http://cendiglobal.org/upload/files/MECOECOTRA%20independent%20evaluation%20report%20by%20Chris%20Erni%202013.pdf>). We didn't recognise this until it was pointed out by external expert evaluator Dr Chris Erni. And through the confidence gained via this Evaluation process we have pushed our strategic planning forward to include in our long-term objectives of 3 higher rights: 1) Community ownership of natural resource management to include not just forest and land but also everything in nature such as soil, micro-organisms, water, etc.; 2) Community ownership of experiential farming knowledge; and 3) Community ownership of native trees and herbs, for food processing, dying and weaving, etc. These three ownership rights now provide the foundation for bringing sustainable traditional farming cultivation, which we call 'agroecology' at the community and family levels, into the rural development policies of Mekong countries under the principle of Democracy and people's monitoring. In Vietnam, the government now has a policy for bringing the preservation of local customary law and the preservation of local native species coming into the Forest Law No. 16/QH 14/2017. (<http://cendiglobal.org/17-articles-provided-by-liso-that-have-been-included-in-the-new-forest-law-no.16-2017-qh14-of-the-vietnamese-government-s89.html>).

This is how we incorporate the Evaluation process into moving forward our vision/long term objective, strategy in PME. From this we develop projects in consultation between Key Farmer, CENDI staff, and local level government authorities. This is then followed by action plans, quarterly, yearly and 2 yearly, to be carried out by Key farmers and CENDI staff in the field, and the action plans then becomes the basic tool for Monitoring and Evaluation reports, and for furthering the CENDI direction and destination in our indigenous community development action, strategy, and values via our theory of change.

**Programme PME logical framework**

TT	Objective	Strategic Outcomes	Stakeholder Participatory	Output Indicator	Effect Indicator	Impact Indicator	Theory of Change	Sustainability

**Yearly Action Plan**

TT	Activity	Coordinator	Multi- Participants	CBO-CBI Approaching	Output Indi	Outcomes Indi	Duration	Risk Management