Participant-led Visual Monitoring Tools for Resilience and Community Visioning in Southern Madagascar

Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) Activity

Program Guide
September 2023

ABOUT IDEAL

The Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) activity is funded by USAID's Bureau for Humanitarian Assistance (BHA) that works to support the United States Government's goal of improving food and nutrition security among the world's most vulnerable households and communities. IDEAL addresses knowledge and capacity gaps expressed by the food and nutrition security implementing community, supporting them in the design and implementation of effective emergency and non-emergency food security activities. IDEAL is led by Save the Children and implemented by a consortium that includes Mercy Corps, TANGO International, and until 2022, The Kaizen Company.

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DISCLAIMER

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LIST OF ACRONYMS

BHA	Bureau of Humanitarian Assistance
CAP	Community Action Plan
CC	Community Consultations
CCA	Community Capital Analysis
CNFA	Cultivating New Frontiers in Agriculture
CRS	Catholic Relief Services
CV	Community Visioning
DIP	Detailed Implementation Plan
ICT4CV	Information and Communications Technologies for Community Visioning
ICT4D	Information and Communications Technologies for Development
IDEAL	Implementer-Led Design, Evidence, Analysis and Learning
IPC	Integrated Food Security Phase Classification
GFD	General Food Distribution
KFF	*Komity Fampandrosoana ny Fokontany*
LoA	Life of Award
M&E	Monitoring and Evaluation
PCS	Program Cycle Support
RFSA	Resilience Food Security Activity
R&I	Refine and Implement
RVA	Resilience Vulnerability Analysis
ToC	Theory of Change
USAID	United States Agency for International Development

Introduction

Catholic Relief Services (CRS) Madagascar and partners apply Community Visioning (CV) in the Maharo Resilience Food Security Activity (RFSA) to promote people-centered integrated food and nutrition security programming driven by participants' needs, aspirations, and shared vision. This inclusive, non-extractive, project-duration process generates vast volumes of qualitative data. The CC-IDEAL project aims to upgrade and leverage the existing CV process within the Maharo RFSA. The main objectives of the CC-IDEAL project include the following: (i) to improve how data are captured, analyzed, and represented to serve as a proof of concept for collaborative participatory monitoring and evaluation in CV implementation; and (ii) to improve how program participants and RFSA staff co-create, co-own, and use data collaboratively to prioritize, plan, and evaluate RFSA interventions in a process of iterative adaptive management.

WHY DO WE NEED THIS GUIDE?

Based on learning from the recent Southern Africa Community Visioning Summit with USAID's Bureau of Humanitarian Assistance (BHA) staff and RFSA implementing partners working in Sub-Saharan Africa in March 2023, a current gap in CV implementation is a comprehensive participatory monitoring system to consistently document decisions and outcomes of the CV process. CV implementation is a project-duration process that generates vast volumes of qualitative data and information. RFSAs and other similar programs using CV, monitor together with participants their resilience planning processes, outcomes, decisions, and actions to ensure program quality and understand the results. Use this guide to create a participatory monitoring and evaluation to accompany CV implementation. This can help RFSA programs and communities alike create a comprehensive data-driven system to document decisions for creating sustained change and improve RFSA program quality.

WHO IS THIS GUIDE FOR?

This guide is for community development practitioners, RFSA program staff, planners, and implementors conducting community visioning for resilience and integrated food security programming who want to develop a participatory monitoring system to accompany their CV approach, whether for new projects or mid-project adaptations.

HOW CAN THIS GUIDE HELP YOU?

This program guide provides an overview of the steps to create a dynamic participatory monitoring and evaluation (M&E) system using ICT4D tools for CV. It touches on the basics to create a M&E system that increases community members/RFSA program participants' level of control, influence, and participation in evaluating and planning their resilience priorities and visions within integrated food/nutrition security programming. The guide is not comprehensive and instead provides examples, links, and "how-to" resources.

SETTING THE STAGE: COLLABORATIVE PLANNING & M&E FOR IMPROVED RESILIENCE

Multiple studies show that such collaboration is crucial for community engagement, mobilization, and project sustainability (Cernea 1985; Chambers 1994; Cornwall & Jewkes 1995). The importance of using qualitative research methods in researching and evaluating resilience programming is now acknowledged in the international development community (Collins 2021) and the academic

research community (Buechler & Hanson 2015). However, although many qualitative research techniques claim to be participative, they often exclude community members from collaborating in the analysis and the application of the research results (Simpson 2000). Inclusion in these processes builds resilience, whereas extractive research strategies reinforce hierarchies of knowledge which discourage engagement (Owen 2018). Therefore, using highly participatory tools adapted to non-literate communities that represent the data visually rather than textually or numerically is essential to a successful CV plan. These create comprehensible, accessible, and usable datasets that belong to the communities themselves and which they can use to evaluate project activities. Besides addressing matters of equity and intellectual property rights (Luintel 2017), the increased accessibility of this community-generated qualitative data achieves four community-level outcomes: (i) to prompt community problem solving; (ii) to promote more informed decision making; (iii) to ensure collaborative monitoring; and (iv) to facilitate social learning. Such iterative communal processes of trial-and-error self-evaluation and learning have been widely demonstrated to enhance the development of community cohesiveness, which is an important step toward the development of resilience (Goldstein 2012; Kulig et al. 2008; Ross & Berkes 2014; Terdoo & Feola 2021; Wilson 2012).

WHAT CAN CV PLANNERS AND IMPLEMENTORS DO?

CV is the mechanism by which participants define, prioritize, plan, monitor, and adapt their food security and resilience, development priorities in partnership with RFSA staff, local leaders, and key stakeholders. As a people-centered approach and process, CV empowers program participants and community members, intentionally engaging women, youth, and the most vulnerable in all stages. Together, participants assess local capacities, resources, and risks to visioning, planning, and prioritizing actions. This is fundamental to ensuring long-lasting collective responsibility for shared goals and empowers communities to advocate for resources and support to achieve them. Most importantly, CV builds trust between RFSA program staff, partners, local stakeholders, and participants. Trust is the basis of mobilization and mobilizing for collective action drives sustainability.

The strength of Community Visioning, unlike traditional top-down development initiatives, lies in its fundamental participatory approach and mindset. The Maharo CV philosophy and approach is **deeply rooted in inclusive community dialogue: listening and mobilizing for action**. The holistic, dynamic, and participatory CV process occurs in three phases (see Figure 1).

Figure 1 – Community Visioning (CV) process and phases

CV is a mindset and unlike other top-down development initiatives, is an approach where community members/program participants drive the process. In the first phase, the CV process

uses various visual tools to enable community members/program participants to **assess their resilience and vulnerabilities** based on the local context. Next, participants together with local stakeholders and program staff, identify and **develop a shared vision through reflective dialogue, prioritizing needed resources and collective actions**. In the final phases, community members/participants **solidify engagement** with the RFSA program, local partners, and stakeholders to achieve their goals for sustained change.

Figure 2 below outlines the Maharo CV approach and facilitation process starting from participants' vision to engagement. Participants' views, interactive discussions, and decisions are collected using three highly visual and participatory tools following a mixed methods framework: (i) the Resilience & Vulnerability Analysis (RVA); (ii) the Community Capital Analysis (CCA); and (iii) the Solution Tree. Three additional participatory and interactive tools facilitated the overall process to link community visioning within the RFSA program by formalizing: (iv) the community vision termed "Our Vision for the Future" by Maharo participants; (v) the Village/Community Action Plan (CAP); and (vi) the RFSA program's Technical Support which enables communities to achieve their shared vision based on their needs and expectations.

Figure 2 – The Community Consultation Participatory Approach, Process, and Objectives
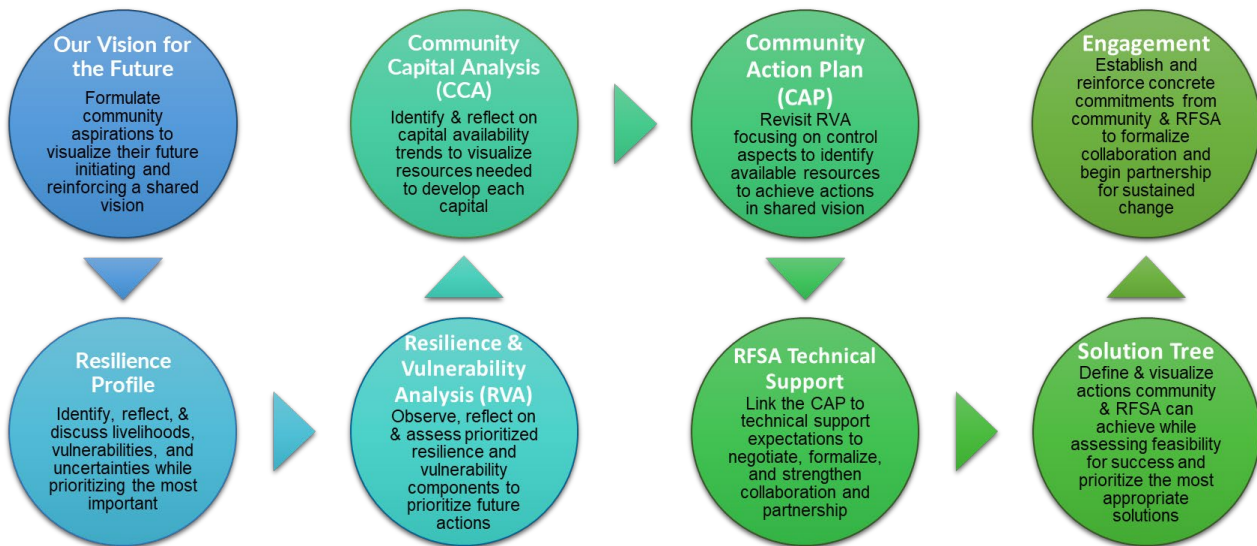
These six tools help participants to envision, plan, monitor, and evaluate the RFSA activities considered most relevant to their needs, skills, and vision to improve their food/nutrition security and resilience. Throughout the data collection process, Information and Communication Technology for Development (ICT4D) tools capture, organize, and analyze data based on participants' and program staff's needs.

Creating Participant-led Monitoring Tools for Community Visioning

This guide presents the key steps and tips on **how to set up a dynamic, participatory visual monitoring system for CV implementation**, following the seven steps within the Maharo RFSA CV approach. Practitioners and implementors can use this guide to follow key steps to set up their own unique CV monitoring system where participants drive the facilitation process, data/information capture, interpretation, and analysis. This guide is not meant to serve as a one-size-fits-all approach

and implementors/practitioners are encouraged to modify their participatory M&E system for CV, depending on their individual context, program goal, scale, and objectives.

1 Preparation and Planning for Effective CV

Prior to initiating CV implementation and subsequent participatory monitoring, the **CV technical strategy** (following the program's Theory of Change as applicable), **accompanying facilitation and data collection tools/guides**, **detailed implementation plan** (DIP), and **sampling framework should be developed and validated** by all RFSA/program staff, partners, and key local resilience stakeholders. Depending on the sampling frame and scale, the time needed to complete the CV process and implementation will vary by operating context and program, but monitoring of CV outcomes and the accompaniment processes to sustain positive changes continue throughout the life of award (LoA). CV participatory monitoring is possible in emergency contexts given that the Maharo RFSA is an emergency-development program. Additional considerations to CV implementation and subsequent sampling frame may need to be made in emergency zones based on the fragility of the context and the short program cycle of humanitarian programs (i.e., six, twelve to eighteen months duration). Also, CV in high conflict areas may require further adaptations depending on program needs and available resources (i.e., program and partner staff and budget) to implement and support effective CV.

Maharo's Community Visioning (CV) Technical Strategy was developed during project inception and rolled out in the refine and implement (R&I) year. Social behavior change communication and training was rolled out to all Key Personnel, Technical Leads and Specialists, including all partner staff to encourage a shared understanding and buy-in of the CV approach by all consortium staff prior to CV launch. The accompanying facilitation approaches and guides were then drafted for the entire CV process and tools along with the DIP to guide activities in the field.

SAMPLING

While Maharo sampled for their consultation process, in general CV is a participatory planning process and so broad participation should be pursued to the extent possible. Based on the Maharo experience, site selection of the villages and communities for CV can use a combined sampling strategy of both purposive (identifying key zones where RFSA/programs operate) and random sampling. Seventy-two fokontany participated in the Community Visioning process.

1 **Select sites to ensure operational feasibility, to avoid data saturation, and to facilitate participants' enthusiasm and thus mobilization for project interventions and their collective visioning**. For Maharo, in the final sampling, the combination of Integrated Food Security Phase Classification (IPC) status and agro-ecological zone served as the two main criteria to select potential fokontany.

2 Choose **sites within each of the present agro-ecological zones** based on context and in areas of extensive food insecurity, using **IPC status** to account for livelihoods, resilience, and food security differences.

3 In areas of chronic food insecurity, **use ArcGIS to overlay IPC status data with the agro-ecological zones** to assess food insecurity within the agro-ecological zones.

4 Then, **randomly select CV sites per type of agro-ecological zone and IPC category** present in the district.

Results of the social profiling (resource mapping of communities, key historical livelihoods trends, and seasonal calendars) can provide an additional criterion for the potential sites to include in the random selection. **The total sites selected/sampled depend on available resources and budget allocated to implement and set up a participatory monitoring approach to accompany the CV process throughout life of award (LoA) or a particular program.** For other RFSA programs in sub-Saharan Africa, such as the Amalima Loko RFSA in western Zimbabwe (led by CNFA), the CV process was implemented in 500+ communities given the available sufficient rural and road infrastructure to facilitate ease of travel and consistent community engagement (PCS 2023). For southern Madagascar and other areas where rural infrastructure is limited, such a scaled approach is not cost effective nor feasible in a five-year program given the vast distances between sites and the poor rural road infrastructure.

FACILITATION AND DATA COLLECTION TOOLS

Once communities are committed to engaging in the CV process, fieldwork preparation can begin.

Develop the **facilitation and the semi-structured (narrative and observation) discussion guides to accompany the participatory discussions** and visual diagrams of the six CV participatory tools.

Draft and refine the digital data collection forms for each of the six CV tools using a digital data collection platform (open source or CommCare) to streamline data capture and not disrupt the CV approach, discussions, or facilitation flow.

Complete field tests of all facilitation, narrative discussion guides, and digital forms with potential participants of similar education levels, gender, and age to modify and refine tools for improved participant comprehension and understanding.

For CV data collection tools examples, see the digital forms which are attached in the accompanying Final Technical Report Annexes. **Digital forms to facilitate all six CV tools can be translated into the local language and uploaded into the CommCare (or other ICT4D digital data collection) platform**; the QR code for all digital forms is presented in Annex 1 of the accompanying Final Technical Report.

Semi-structured (narrative) discussion guides probe key themes and concepts in relation to participants decisions, key actions, and priorities at each stage and step in the CV process. Discussion guides dig deeper into why participants chose certain resilience capacities, vulnerabilities, shocks, and priority actions following the CV process. For certain CV tools and discussions, grouping by gender and age can be used to limit the bias of influence between participants. As a lead facilitator supports the discussion for each participatory and visual tool, another facilitator observes, listens to, and probes on additional concepts. Discussions can be digitally recorded (after obtaining consent) to ensure quality transcription for qualitative coding/analysis. Narrative discussions are then transcribed into Word documents and uploaded into NVivo (or other qualitative analysis software) for data organization, coding, and analysis. Narrative data are organized and categorized by key themes that emerge from participants'

discussions/perspectives. Queries using NVivo are completed based on age, gender, and agro-ecological zone disaggregation requirements. All complete narrative discussion guides are presented in Annex 1 of the Final Technical Report.

Digital data collected for six CV tools are extracted from CommCare using the SQL server and merged into databases for data management, organization, and analysis. Digital data from the six participatory CV tools are visualized in a [PowerBi data dashboard](#) based on components of each tool disaggregated by geographic location, agro-ecological zone, age, and gender. Subsequent analysis on various quantitative data (that compiled qualitative perception data result trends comparing them across locality, age, and gender groups) using STATA to analyze results based on data disaggregation.

The following eight steps summarize the overall CV process presented in Figure 2. These steps can be completed in approximately one week to day days per each CV site/community. Community participants first collectively formulate their aspirations in the '**Community Vision for the Future**' and the changes they wish to see in terms of rural infrastructure, natural resources, culture, and cultural sites in their community. This step closes with participants collectively developing and validating their shared vision statement based on prioritized improvements they want to action. In Step 2 the community created their '**Resilience Profile**' as participants reflect upon, discuss, and identify their main livelihoods, vulnerabilities (shocks and stressors) they experience throughout the year in their daily life, while prioritizing the most important. Step 3 the '**Resilience and Vulnerability Analysis (RVA)**,' takes the prioritized resilience and vulnerabilities aspects from the previous step to discuss the degree of uncertainty to which participants manage or control their livelihoods, shocks, and stressors in their daily lives to prioritize future actions or solutions. Here participants dive deep into how and why different groups in their community (youth, men, women, etc.) may experience these vulnerabilities and level of uncertainty differently. Next, in the '**Community Capital Analysis (CCA)**,' participants reflect on and identify the resources and capital available or needed to support solution identification for future community action planning. The available resource/capital trends, condition, and management are explored in this step emphasizing the importance of local human, natural, and social capital. In Step 5 '**Community Action Planning (CAP)**' process helps participants identify available resources as they revisit the degree of control on the resilience capacities and vulnerabilities (in RVA) focusing on those that are dependent on other actors and where they have no control. Step 6 '**RFSA Technical Support Partnership**' enables participants and RFSA staff to collaboratively link the CAP to technical support solutions in a Theory of Change process where all negotiate, formalize, and strengthen the collaborative partnership to achieve their prioritized actions. Through the '**Solution Tree**' (Step 7), participants define, visualize, and prioritize the most appropriate solutions/actions and together formalize the community-RFSA collective action plan. Finally, '**Engagement and Commitment**" reinforces the concrete commitments, trust, and social cohesion created between the community/participants and the RFSA program to solidify their partnership for positive change.

Limitations of CV relate to the degree of scale and the prevailing governance systems. Adequate resources, including human and operational resources, are needed to initiate and scale across numerous communities, especially in areas of poor road infrastructure. Also, in contexts experiencing government decentralization, and where corruption and red tape may be the norm, it can create challenges in CV action planning achievement if not embedded into local/regional development plans. Creating linkages with all government and non-governmental stakeholders throughout the CV process ensures feasible and timely community action planning success.

2 Step 1 – Community Vision for the Future

Objectives
The first step in the CV process seeks to identify and collectively **formulate community aspirations to visualize their future initiating and reinforcing a shared vision** by all.
Duration
Approximately 1.5 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.
Tools & Resources
Flipchart paper, masking tape, cardstock paper (three different colors), markers (black, blue, green, red) to differentiate ideas by gender and age groups, 1 tablet with all CV Digital forms uploaded, backup power bank for tablet
Organization
Divide participants into 6 heterogeneous groups (differing by gender and age) based on the components that inform a shared vision and a better life for the future: • Group 1: Rural infrastructure (women) • Group 2: Rural infrastructure (men) • Group 3: Culture and Cultural Sites/places (women) • Group 4: Culture and Cultural Sites/places (men) • Group 5: Natural Resources (including farm/ pastoral land), Community Living Space (women) • Group 6: Natural Resources (including farm/, pastoral land), Community Living Space (men)
Process Steps
1. **Participants in group work define the changes they want to see** by going back over the mapping of the collective list and review the improvements/changes for each element (rural infrastructure, crop and pastoral lands, natural resources, cultural beliefs/cultural places) 2. **Each group presents their 4 priorities for each category, they are validated by the group** and put on the map. 3. Based on a collective discussion and validation, participants draft a **shared vision statement**.
Information Collected
• Vision statement for each gender and age group and one collective. • A collective and representative Community Vision statement validated by all participants. • Explanation and in-depth idea of how participants identified and reached their shared visions. • Facilitators note themes from the shared visions specific to rural infrastructure improvements, community assets and living spaces, and natural resources.
Observations & Recommendations
1. **Avoid changing the color used to represent each gender and age** groups' results and priorities. 2. **Pay attention to the color representing each category** corresponds to gendered and age groups.

3   Step 2 – Resilience Profile

Objectives
The resilience profile step supports community members/participants to **reflect upon and discuss livelihoods, vulnerabilities (shocks, stressors), and uncertainties** while prioritizing the most important.
Duration
Approximately 2 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, discussions, and information capture.
Tools & Resources
Flipchart paper, masking tape, cardstock paper (three different colors), markers (black, blue, green, red) to differentiate ideas by gender and age groups, seeds/pebbles, one tablet with all CV Digital forms uploaded, backup power bank for tablet
Organization
Participants remain in the same 6 heterogeneous groups (differing by gender and age):   - Groups 1 & 2: discuss livelihoods   - Groups 3 & 4: discuss shocks and stressors   - Groups 5 & 6: discuss the uncertainty related to resilience and vulnerabilities.   Each seeks to prioritize their top 4 livelihoods, shocks, and stressors to be brought into the resilience and vulnerability analysis (RVA) wheel in the next CV step. Pebbles/seeds are used on the map to easily create a visual representation of prioritized decisions.
Process Steps
1. **Identify the main livelihood activities, shocks, and stressors** that individuals, families, and community members experience throughout the year and in their daily life.   2. **Reflect and discuss together on what is important, why, and prioritize 4** for each category (livelihoods, shocks, and stressors).
Information Collected
- The main livelihoods, vulnerabilities (shocks and stressors), and uncertainties participants experience in their daily lives.   - Selection of the most important 4 priorities for each category (livelihoods, shocks, stressors) by the collective (i.e., the four in each category with the most votes/seeds/stones are selected for RVA).   - Reasons participants chose/selected these main livelihoods and problems (shocks, stressors) they experience, and how their felt experience shapes the uncertainty to address these problems.
Observations & Recommendations
1. Be sure to **discuss and capture the reasons participants prioritized their top 4 choices** for each category.   2. **Estimate the seeds/pebbles so that everyone has the same amount** to divide among the categories and it does not skew observations.

4   Step 3 – Resilience and Vulnerability Analysis (RVA)

Objectives
In the RVA or RVA wheel, **participants observe, reflect on, and evaluate the prioritized resilience and vulnerability components to prioritize future actions/solutions** leading to future planning processes.

Duration
Approximately 2 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.

Tools & Resources
Flipchart paper, masking tape, cardstock paper (three different colors), markers (black, blue, green, red) to differentiate ideas by gendered and age groups, seeds/pebbles (n=40) of 4 differing colors, RVA wheel printed on A0 large banner with Velcro labels, whiteboard marker to label categories in wheel, 1 tablet with all CV Digital forms uploaded, backup power bank for tablet.

Organization
Participants are divided into 4 homogenous groups (differing by gender and age): young women, women, young men, and men. Each group discusses all 12 aspects and uncertainties related to the top 4 priorities for each of the three categories (livelihoods, shocks, and stressors). Pebbles/seeds are used on the map to easily create a visual representation of prioritized decisions.

Process Steps
1. **Discuss the uncertainty** to which communities manage or control the livelihoods, problems, shocks, and stressors they face in their daily lives.
2. **Participants discuss and estimate the degree of uncertainty for each category** (controlled/managed, dependent on external actors to control, and uncontrolled or no control).
3. **Follow-up narrative discussions on how and why** groups experience this level of uncertainty.
4. **Results are tabulated and compiled so there is an RVA wheel for each gender and age group** for each site.

Information Collected
• **Define the vulnerabilities and uncertainties experienced** for each category. • **Explain why and how** different groups, participants, and individuals experience vulnerabilities differently.

Observations & Recommendations
1. Facilitators should **remind participants not to lose seeds/pebbles** or it can skew results.
2. The facilitation for the RVA process is complex and long, so be sure to **manage time well and take cues from participants** on their concentration and engagement.
3. **Be sure to capture the reasoning and narrative discussions** behind reflections, priorities for livelihoods, vulnerabilities and how participants manage uncertainty.

5   Step 4 – Community Capital Analysis (CCA)

Objectives
Participants identify and reflect on capital availability trends to visualize resources needed to develop each capital for future community action planning.

Duration
Approximately 1.5 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.

Tools & Resources
Flipchart paper, masking tape, cardstock paper (6 different colors), markers of 6 differing colors, icon bank of differing images representing the six different capitals (natural, physical, social, human, financial, and productive), whiteboard marker to label categories in wheel, 1 tablet with all CV Digital forms uploaded, backup power bank for tablet

Organization
Participants remain in the 4 homogenous groups (differing by gender and age). Each group discusses the available resources of all 6 capitals and the trends of their condition and management at the same time.

Process Steps
1. **Present the 6 capitals to the participants** explaining the key concepts behind each. 2. **Participants reflect on those resources they have available in their community** by identifying the visual icons/elements represented within each of the 6 capitals. 3. **Participants discuss the evolution, trends, and condition/management** of certain capitals (e.g., physical, financial, and natural). 4. **Participants compile the results for each group to agree upon the main village capital** and resources available.

Information Collected
• Participants and community identify capital (physical, natural, financial, social, human, skills) • Trends, conditions, and management of various capitals identified by participants. • Know the evolution of physical, natural, and financial capital available to various groups/participants. • Identify available and unavailable capital.

Observations & Recommendations
1. **Pay attention to the color representing each capital** that corresponds to gendered and age groups. 2. Make a note to document the **perceptions on conditions and management of each resource/capital.** 3. **Good time management and excellent facilitation skills** are essential, as the exercise can be long and monotonous.

6   Step 5 – Community Action Planning (CAP)

Objectives
Participants **revisit RVA focusing on control aspects to identify available resources to achieve actions** in shared vision.

Duration
Approximately 2 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.

Tools & Resources
Flipchart paper, masking tape, cardstock paper (3 different colors), markers of differing colors, 12 different excerpts from RVA (matrices with seeds/responses) and narrative explanations, 1 tablet with all CV Digital forms uploaded, backup power bank for tablet

Organization
Participants return to the 6 groups formed during the RVA step. Each group discusses 2 different aspects out of the 12 identified main livelihoods, shocks, and stressors.

Process Steps
1. **Participants review and discuss the results of their 2 activities discussed in the RVA wheel** step, focusing only on the 'dependent on external actors' and 'uncontrolled' aspects. 2. Participants **review and discuss the available and unavailable resources needed to carry out the activities** in action planning. 3. Participants note the **reasoning for their decisions** on the resource selection.

Information Collected
• Participants identify activities they can achieve to reduce dependency on external actors and uncontrolled situations to better manage risk and reinforce existing resilience capacities. • Collective identification of available and unavailable capital to achieve vision.

Observations & Recommendations
1. Be sure to **note the reasoning behind the available resources chosen to be prioritized for action** planning. 2. Each group discusses different livelihoods, shocks, and stressors/problems (dependent on other actors or uncontrolled); **no group should discuss the same category or uncertainty.**

7   Step 6 – RFSA Technical Support Partnership

Objectives
Participants **link the CAP to technical support expectations provided by the RFSA to negotiate, formalize, and strengthen collaboration and partnership**.

Duration
Approximately 1.5 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.

Tools & Resources
Flipchart paper, masking tape, cardstock paper (6 different colors – one for each capital), markers of 6 differing colors, icon bank of differing images representing the six different capitals (natural, physical, social, human, financial, and productive), whiteboard marker to label categories in wheel, 1 tablet with all CV Digital forms uploaded, backup power bank for tablet

Organization
Participants remain in the 6 groups formed during the previous CAP step.

Process Steps
1. **Each group presents their action plan** to the stakeholders and RFSA/Maharo technical staff including field agents, and community mobilizers to discuss, noting specific priorities for collaboration.
2. **RFSA/program staff present simplified components of program's Theory of Change** (ToC) identifying simplified outcomes.
3. **Participants, local stakeholders, and RFSA/program technical staff discuss the feasibility of actions**, identify, and validate community prioritizations for RFSA technical support.
4. **Conditions for collaboration are discussed and finalized by the collective** to reinforce the shared commitment for collaboration and partnership.

Information Collected
• Specific **areas of collaboration between RFSA/program and community on CAP are noted** and recorded to identify next steps to help communities achieve, monitor, and sustain solutions.
• **Collaborations and actions are reinforced by RFSA staff to inform technical support prioritizations by agro-ecological zone**; this is where the high-level RFSA/program ToC meets the community's aspirations based on their shared vision.

Observations & Recommendations
1. **Reinforce the linkages between vulnerabilities (in RVA) and external support from RFSA/program tech teams** as leverage points for action planning and priorities.
2. **RFSA/program staff should note specific technical support approaches to discuss with communities** based on their priorities and not once-size-fits-all approaches/solutions.
3. **There may be zones/areas where certain sectors/approaches are prioritized over others** due to the context and community priorities.

8 Step 7 – Solution Tree

Objectives
Participants **define and visualize actions the community & RFSA can achieve together** while assessing the feasibility of success and **prioritizing the most appropriate solutions**.
Duration
Approximately 1.5 hours including the introduction to the tool, explaining the objectives and process, obtaining informed consent, facilitating discussions, and information capture.
Tools & Resources
Flip chart paper, masking tape, CAP identified with RFSA/Maharo Technical Offer, 6 solution tree templates printed on a large banner, 1 larger Solution Tree template for compiling all responses
Organization
Participants remain in the 6 groups formed during the previous step.
Process Steps
1. Participants **define, visualize, and prioritize the most appropriate solutions and actions**, leveraging results from previous RFSA tech support step. 2. **Participants, RFSA staff, and local stakeholders categorize solutions/actions based on the likelihood of achieving them** (i.e., low, medium, and high feasibility). 3. **Participants and RFSA staff validate prioritize solutions/actions and specify next steps to reinforce the collaboration** and partnership (draft joint action plan).
Information Collected
• Prioritized **actions that are most appropriate and feasible are visualized and validated**. • **Solutions and actions are ranked** based on the likelihood to achieve them. • **Draft community and RFSA action plan established** that outlines next steps.
Observations & Recommendations
1. **Time management and excellent facilitation skills are essential** as the task can be timely and arduous for some participants. 2. **Take cues from participants to encourage a respectful and collaborative discussion, even if no agreement is reached;** at times discussion may be heated so facilitators may need to manage points of conflicting opinion. 3. Encourage participants, local stakeholders, and RFSA/program staff to **freely express their perceptions of the feasibility of achievement** of identified solutions and actions. 4. **Embed monitoring and measuring of progress on achievements with existing local structures** already facilitating and leading inclusive community development and visioning processes such as the Village Development Committees or KFF (*Komity Fampandrosoana ny Fokontany*).

9   Step 8 – Engagement & Commitment for Change

Objectives
Participants, local stakeholders, and RFSA/program staff **establish and reinforce concrete commitments from community and RFSA to formalize collaboration and begin partnership** for sustained change.
Duration
Approximately 2 hours including the introduction to the tool, facilitation process, and ceremonial signing contract signing.
Tools & Resources
One 4-meter white sheet/banner, 3 different colors of acrylic paint (1 color to represent participants, 1 color for RFSA staff, and 1 color for local stakeholders), 3 medium sized paint brushes (for painting lettering on banner)
Organization
All community members and RFSA staff who participate in the CV process should be invited to participate in the engagement and commitment for change ceremony.
Process Steps
1. Facilitators and RFSA staff **thank all participants and community members, stakeholders for joining and initiating the CV process** and commitment for change. 2. Community members typically give **formal speeches to recognize and thank RFSA/program staff and local stakeholders** for their commitment to change. 3. To signify the commitment and strengthen the partnership, all those present will **sign a visual contract** to be displayed in their community. 4. Facilitators ask for volunteers to write in paint on the banner the village name, name of their community action plan and whatever else they wish, then all **members place their painted handprints on the banner to signify their engagement and commitment to commence the CV process** and partnership.
Information Collected
• All parties accept the agreement and commitment for partnership that has been established. • It's a sign of trust between all parties.
Observations & Recommendations
1. The **engagement for commitment ceremony should be inclusive of all groups/participants involved in the CV process** including local leaders, local government actors, participants, RFSA staff, and other local stakeholders. 2. The **event should be a celebration and culmination to mark the formal start of the CV process and partnership** for collective change. 3. **Choose an area or central location to display the banner where it can be viewed/visible to all** such as Growth Monitoring sites, general food distribution (GFD) sites, a location of importance chosen by the collective participants in that site/village.

Closing

This guide to develop a participatory monitoring system for CV implementation can assist other RFSAs and programs using similar visioning processes to build resilience capacities for sustained change. The steps presented here streamline CV analysis by disaggregating voluminous qualitative data by social group, location, and agro-ecological zone to link CV findings to adaptive management decisions for integrated resilience and food security programming. The framework and participatory ICT4D monitoring system enable future CV RFSA implementers to have a comprehensive system to collect, capture, and support intentional and inclusive community dialogue on resilience and food and nutrition security programming.

Collaborative and participatory M&E for CV implementation enables effective and relevant data capture of results and outcomes of Community Visioning that is both useful for RFSA program staff, local stakeholders, and participants in selected communities. Participatory ICT4D tools are developed and tested in association with the existing facilitation CV tools and approaches to support community dialogue and learning uptake by RFSA teams, local stakeholders, and communities alike.

Communities in partnership with RFSA CV implementors can effectively identify and monitor at various scales from only a few communities to several hundreds, the major resilience capacities, shocks, and vulnerabilities experienced, while focusing on community capabilities and resource planning needs to achieve a shared vision and prioritize appropriate collective actions. This improved *ICT4CV* (or information and communications technologies for community visioning) participatory monitoring system and approach assists RFSA projects and program participants alike to collectively identify, capture, and analyze the priorities and appropriate collective actions necessary to achieve shared goals for resilience and food security. ICT4CV modernizes participatory non-extractive M&E processes that empower communities through an inclusive dialogue and visioning process where they drive the direction necessary to strengthen their resilience for sustained change.

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