



YOBE STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND-INTENSIVE AGRICULTURE

(FRILIA)

COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN TOOLKIT

DATE: 27/12/2024

Issued according to Executive Order No. 001, Establishment of Yobe State, Adoption of a Framework for Responsible and Land Incentive Agriculture, issued on 15th October 2024

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Acronyms and Abbreviations

CAP – Corrective Action Plan

CDA – Community Development Agreement

CDP – Community Development Plan

CLO – Community Liaison Officer

CNA – Community Needs Assessment

CNDP – Community Needs Assessment and Development Plan

CPMB – Community Project Management Board

CSOs – Civil Society Organisations

CSR – Corporate Social Responsibility

FRILIA – Framework for Responsible and Inclusive Intensive Agriculture

GMOU – Global Memorandum of Understanding

GRM – Grievance Redress Mechanism

NGOs - Non-Governmental Organisations

PACs – Project Affected Communities

SWOT – Strengths, Weaknesses, Opportunities and Threats.

1. INTRODUCTION

A community needs assessment is a systematic process to identify a community's problems, issues, and concerns through various tools like surveys, town hall meetings, and focus groups. It aims to determine which projects will best meet the community's needs by gathering information from community members to understand their opinions on issues and services, satisfaction levels, and desired improvements.

Therefore, the FRILIA Community Needs Assessment and Development Plan (CNDP) toolkit for Yobe State provides an investor with a methodical approach for identifying and assessing the needs of host communities to ensure that the community development projects it delivers are inclusive and meet what they really want. This toolkit broadly covers how to conduct a Community Needs Assessment (CNA) and how this should inform the preparation and implementation of a Community Development Plan (CDP).

This toolkit guides how to:

- Identify and prioritise community needs;
- Develop a plan to address the needs that have been prioritised;
- Implement activities outlined in the CDP;
- Establish a realistic timeline for implementation;
- Identify what resources will be required for implementation and who will be responsible for and involved in implementing the CDP.

The ultimate goal of this process is to reach an agreed-upon CDP, sometimes called a Community Development Agreement (CDA). Under either name, this is an agreement typically between an investor, the affected community, and sometimes the government, aimed at ensuring that communities share in the value-added value created by a large-scale investment and are not harmed by it. The CNA and CDP should facilitate the delivery of tangible benefits to host communities and individuals either directly through investment project activities or indirectly through community projects and engagements, which are often integrated within the investor's Corporate Social Responsibility (CSR) pact. They are essential tools for building trust, enhancing community relations, and reducing tensions while contributing to socioeconomic development through shared values. Successfully implemented CDPs can strengthen the investor's social license to operate in the host community.

A Community Need Assessment is the tool that will determine whether CSR initiatives are making a difference. It is a risky investment of time and resources to embark on a CSR project that may or may not achieve its intended goals.

2. OBJECTIVES OF A COMMUNITY NEEDS ASSESSMENT

- **To improve the understanding of the host community:** A needs assessment helps better understand the needs, assets, and challenges of the host community. This information can be used to develop more effective programs, projects, initiatives, and services that meet the needs of the host community members.
- **To increase community engagement:** A needs assessment increases community engagement by allowing community members to share their thoughts and ideas about

the needs of their community. This builds trust and collaboration between host community members and investors.

- **To improve the well-being of the community:** A detailed community needs assessment is a valuable tool for providing required facilities, utilities and services that would make life better for the host community and persons living therein in general.
- **For better allocation of resources:** A needs assessment creates better resource allocation by identifying the areas where the host community needs the most support. This helps to ensure that resources are used in the most effective way possible.
- **To improve program planning and evaluation:** A needs assessment provides valuable information that can be used to plan and evaluate programs and services. This information ensures that project interventions are meeting the host community's needs and making a positive impact.

3. APPLICABLE FRILIA PRINCIPLES

The following FRILIA principles underpin the preparation and implementation of the CDP:

- Investments should be consistent with and contribute to policy objectives, including poverty eradication, food security, sustainable land use, employment creation, and support to local communities [FRILIA Principle 1.1]
- Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate [FRILIA Principle 1.5]
- Communities have the opportunity and responsibility to decide whether or not to make land available, based on informed choices. [FRILIA Principle 1.6]
- Economic and Social impacts caused by land acquisitions or loss of access to natural resources shall be identified and addressed [FRILIA Principle 3.1]
- Economic and social impacts caused by land acquisition or loss of access to natural resources shall be identified and addressed, including people who may lack full legal rights to assets or resources they use or occupy [FRILIA Principle 3.2]
- Public infrastructure and community services that may be adversely affected will be replaced or restored [FRILIA Principle 3.5]
- Investments preceded by independent assessments of potential positive and negative impacts on tenure rights, food security, livelihoods and environment. [FRILIA Principle 4.2]
- Promote Community, individual and worker safety [FRILIA Principle 4.4]

4. COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN TEAM

Setting up a community needs assessment team is crucial to ensure the process is well-organised, inclusive, and effective. The team should be diverse, representing various stakeholders in the community, and it should include members with different skills and expertise to cover all aspects of the assessment.

4.1 Establishing an Effective and Diverse Community Needs Assessment Team

1. **Ensure Team Diversity:** Ensure that the team reflects the community's diversity (gender, ethnicity, age, socioeconomic status, etc.). This helps gain different perspectives and increases the likelihood of accurately representing the community's needs.
2. **Set Up Regular Meetings and Communication Channels:** Schedule regular team meetings to discuss progress, address challenges, and make decisions. Stay connected via email, instant messaging apps, and project management software.
3. **Provide Training and Capacity Building:** Offer training sessions for team members, especially in data collection methods, survey design, or community engagement techniques. This ensures that everyone is equipped to perform their roles effectively.
4. **Engage Community Members Early:** Ensure community members are involved in the planning phase to build trust and transparency. They can be part of the decision-making process, which enhances the credibility of the assessment.
5. **Establish Accountability Mechanisms:** Clearly outline the responsibilities of each team member and set accountability measures to track progress. Have a system for regular updates to ensure milestones are met on time.
6. **Create a Detailed Work Plan:** Develop a comprehensive plan outlining the timeline, tasks, and resources needed for each assessment phase. Each team member should know their specific tasks, deadlines, and how their work integrates with others.
7. **Facilitate Collaboration:** Encourage collaboration within the team and between the team and community stakeholders. Open lines of communication will help resolve issues quickly and keep the process inclusive.

Table 1: Sample Structure of a Community Needs Assessment Team

Role	Responsibility	Stakeholder Source
Project Leader/Coordinator	Manages overall assessment process, timeline, and goals.	Government or Development Agency experienced in land-based investments and community development. YAPPIP, YOGIS, Min. Housing and Urban Dev, Ministry of Environment, Ministry of Budget and Economic Planning.

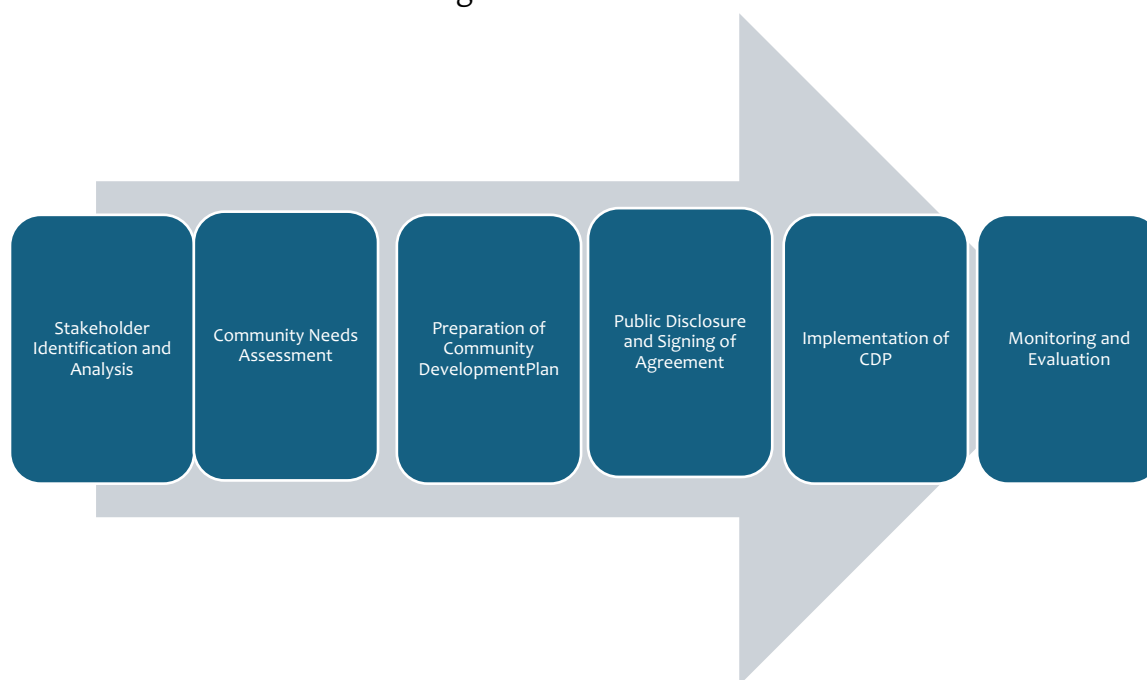
Role	Responsibility	Stakeholder Source
Investment Representative	Share investment plans and engage in sustainability and social responsibility. Ensure transparency on land acquisition and impacts.	YAPPPIP, YOGIS, YOSEPA and the Ministry of Agriculture and Natural Resources
Data Collection Lead	Design surveys and interviews and oversee data collection efforts.	Min. of Budget and Economic Planning, ADP, Yobe State Bureau of Statistics, Yobe State University
Data Analysts	Compiles, analyses, and interprets data to identify community needs.	YAPPPIP, Min. of Budget and Economic Planning, ADP, Yobe State Bureau of Statistics, Yobe State University, Government Agency supporting responsible agricultural investment
Community Engagement Lead	Engages with the community, organises focus groups, and ensures participation.	Local Community Representative, Farmers' Union, or Indigenous Group Leader who understands local concerns.
Stakeholder Liaison	Connects with key external partners, government agencies, and NGOs.	Government agencies, development partners, or CSOs focus on rural/agricultural development.
Environmental and Social Impact Analyst	Assess environmental and social impacts and recommend sustainable practices.	Relevant Government Agency
Legal Advisor	Ensure legal compliance with land rights and advise on agreements.	Relevant Government Agency
Economic Development Specialist	Assess economic impacts and identify growth opportunities.	Relevant Government Agency
Reporting Lead	Writes reports, summarises findings, and creates presentations.	Relevant Government Agency/investor

Role	Responsibility	Stakeholder Source
Administrative Support	Manages logistics, documentation, and scheduling.	YAPPPIP.

5. COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN PROCESS

The process leading to a Community Development Plan comprises six steps, as shown in Figure 1 and described below. When and how each CNDP step fits into the State's IAP is discussed along with each step.

Figure 1: CNDP Process



5.1 Stakeholder Identification and Analysis

In keeping with the collaborative nature of FRILIA, the first step in the process is identifying the different categories of stakeholders who must be involved in and can contribute to identifying, implementing, and monitoring community development programs, projects, initiatives, and services. This should be done via a robust stakeholder mapping exercise to identify and analyse the roles and responsibilities of all relevant stakeholders. This should be done as part of the larger stakeholder engagement process.

In Yobe State, the stakeholder categories are:

- Investors
- Local communities affected by the investment, including vulnerable groups
- Representative of Yobe State Ministry of Agriculture

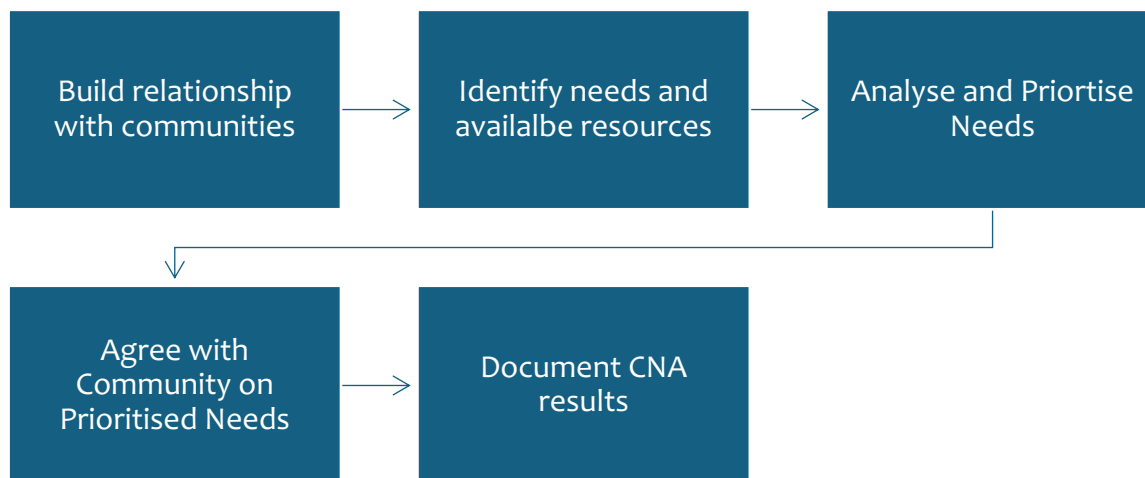
- Representative of Yobe State Geographic Information Service (YOGIS)
- Representative Yobe State Ministry of Women Affairs
- Representative Yobe State Agency for Public-Private Partnership and Investment Promotion (YAPPPIP)
- Community Development Associations and Cooperatives
- Civil Society organisations (CSOs), Non-Governmental Organisations (NGOs), and other voluntary organisations.
- However, the list is not exhaustive and may vary between investments.

The stakeholder mapping exercise should be conducted during the Information Exchange & Site Visits and updated as required throughout the process. This will lead to a final decision on whether the project should proceed, including when preparing the investment's Stakeholder Engagement Plan.

5.2 Community Needs Assessment

After mapping stakeholders, the investor should then next collaborate with those stakeholders on a community needs assessment. It consists of 5 major steps (see Figure 2).

Figure 2: Community Needs Assessment Process



5.2.1 Build Relationships with Affected Communities

The process of relationship building with host communities is not unique to the community needs assessment and development process; rather, it should be an integral part of the entire investment process. This requires a robust stakeholder engagement process (*see guidance for stakeholder engagement in Yobe State FRILIA Stakeholder Engagement Toolkit*). It is important to remember that all consultations and negotiations concerning a CNA and the CDP that result from all consultations and communications between the investor and the affected community are affected by the information and power asymmetries that usually favour the investor. Thus,

as with all other aspects of the engagement between the community and the investor, it is essential that the community have independent legal and technical support.

To build a positive relationship with the community, investors should engage with representatives of the project-affected communities (PACs), ensuring everyone is represented, especially the vulnerable. This requires clear communication that the communities are active stakeholders and have a role in developing their communities. One approach is for the investor to employ a Community Liaison Officer (CLO) who can facilitate interactions with communities. The CLO should have in-depth knowledge of community dynamics.

5.2.2 Identify Community Needs and Available Resources

Multiple data-gathering methods should be employed to access and collect information from the community. Data come in many forms; varying data collection methods provide a more comprehensive community assessment. For example, direct observation enables you to understand better the environment in which people interact and see things others may not know. It may also produce useful information that may not be apparent from your other data-collection methods, such as a key informant interview or focus group. This type of data collection allows you, the observer, to choose a location or event and watch what is happening.

A combination of 2 or more data-collection methods is recommended to confirm or support initial findings. The goal of this step is to reflect the community's interests through a diverse set of data-collection methods and to mobilise support by demonstrating a detailed, thorough process of data collection. Comprehensive data enables a more effective action plan for community improvements, so this task should be performed carefully to ensure the data needed to make decisions is available.

Also, consider if the community has already gathered data for another purpose. To determine if you can use that information for the needs assessment, consider the following:

- How old is the data? If the data are less than 6 months old, they can be used. If not, new data should be gathered.
- Do you have all the information?
- Is the information relevant?
- Can you use the data in the existing format?
- Do you need more data?
- Does anyone on your team have experience with analysing data? If answers to these questions are negative, do not use the data.

To identify the community needs and existing resources, the CNA should employ one or more of the following methods, all of which should be as broadly participatory as possible:

- a. **Desk review:** This will involve a review of relevant documents and reports related to the community infrastructural development in the area near the FRILIA agri-investment project. The desk review aims to describe the administrative structure of

the host community and provide an overview of the historical performance of past and existing community development projects in the host community.

Documents to review could include:

- Scoping report, feasibility study or business plan (if available): This may have been conducted as part of the investor's scoping study for the agri-investment project. If so, a report of the findings should be reviewed to inform the CNA process.
 - ESIA report (if available): the social baseline and impact mitigation chapters.
 - Yobe State Community Development Plan and related documents.
 - Applicable local government development plans, infrastructure reports or related documents.
 - Other documents provide information on the demographic profile, socioeconomic features, community dynamics, and community development profile of the target community and project area of influence.
- b. **Social baseline household surveys:** The social baseline household survey can be conducted during the social baseline data collection for the ESIA and Resettlement Action Plan (RAP) studies. If the CNA is conducted at this point, the ESIA baseline data collection protocol provided in the ESRM Template will enable robust data collection to inform the CNA in addition to the ESIA and RAP studies. In this case, the CNA component has been included as an addendum to the social baseline tool.
- c. **Interviews of key informants:** Interviews are important data collection tools for institutional stakeholders such as MDAs, NGO representatives, and local community leaders. An interview template with such key informants is provided as **CDP Template 1**.
- d. **Focus group discussions:** Additional data collection can be conducted through discussions with specific community groups. These groups can either be segregated by age or/and gender. **CDP Template 2** is a generic FGD tool that can be adapted to fit specific age groups (e.g. adults or youths), gender (male or female) or other groups.
- e. **Community asset mapping:** This involves working with the community and local government to draw a map to identify existing resources, communal facilities, infrastructure or services that inform the community development process.

See Table 2 for information on the advantages and disadvantages of various data collection methods.

Table 2: Advantages and Disadvantages of Qualitative Data Collection Methods

Method	Definition	Advantages	Disadvantages
Individual Interviews	Conversation with a purpose that is conducted between two people either face- to- face or by telephone	• Interviewer can ask what he or she wants to know • Can tell if questions are understood • Can ensure questions are answered • Interviewees might tell interview things he or she would not write on a survey	• Time-consuming • Must transcribe notes after interview • Person being interviewed may be biased
Focus Groups	Involve gathering information and opinions from a small homogenous group of people (8 to 10 per group) Group discussions often provide insights that might not emerge in interviews	• Allows for multiple feedback on a subject area. • Observers can be present without distracting participants. If videotaped can share with others who couldn't attend. • Have participants' undivided attention	• Responders lose anonymity • Logistical challenges in rural areas or small towns
Observation	Data collection method that allows you to use the events around you to gather clues and generate conclusions about specific locales or experiences	• Relatively inexpensive	• provides only an overview of the community • Requires closer observation to identify previously unrecognised assets/issues
Postal Survey	Mailing self-completion questionnaires to a targeted group of people (e.g., a client's customers or people living in a certain area)	• Relatively inexpensive • Less potential for people to give answers they assume the interviewer wants to hear • No interviewer training required	• Suitable only for short and straightforward surveys • Data collection takes a long time • Relatively low response rates • Moderate literacy level required

Method	Definition	Advantages	Disadvantages
Telephone Survey	Collection of data from a sample population using a standardised questionnaire by telephone	• Minimizes missing data • Can use open-ended questions and more complex interviewing schedules • Can record reasons and characteristics of non-consenters • Quick and inexpensive	• Can be hard to prevent consultation with and/or interference from others • Need to keep questions few and short • Unable to ask questions requiring visual cues • Some likelihood of socially desirable responses
Face-to-face Survey	A face-to-face survey is a telephone survey without the telephone. The interviewer physically travels to the respondent's location to conduct a personal interview	• Allows flexibility in the number and style of questions • Minimizes missing data • Allows physical measurements & direct observations • Minimizes literacy level issues	• High likelihood of socially desirable responses • Can be hard to prevent consultation with or interference from others • Very expensive, especially if respondents are widespread geographically • Time-consuming
Web-based Surveys	A group of potential respondents is invited to participate in completing a web-based survey, and their responses are submitted electronically via the Internet	• Can be relatively inexpensive • Relatively quick method of data-collection • Minimises social desirability biases	• Useful only for relatively large-scale surveys • High level of literacy and basic computer skills required • Requires access to good hardware, programming, and support services • Best suited to pre-coded questions

Source: Community Needs Assessment. Atlanta, GA: Centres for Disease Control and Prevention (CDC), 2013.

5.2.3 Analyse and Prioritise Needs

After the data collection, the community needs and suggested solutions are consolidated for each community (if the CNA involves more than one community). The analysis phase requires prioritisation of the proposed community development initiatives. It may be essential to assess whether the initiatives under consideration align with the Yobe State Development Plan.

Using a SWOT Analysis (see **CNDP Template 3**), the investor or assigned consultant analysed the strengths, weaknesses, opportunities and threats to implementing potential community development projects in the community. Additional information to inform the SWOT analysis should be sought from key stakeholders. It is important to note that this toolkit does not consider ad-hoc discretionary initiatives or goodwill support provided by the investors, such as donations to the communities during festivities, as a community development project.

Of course, the desirable initiatives in one community may vary considerably from those that should be considered elsewhere. A sampling of possible areas of intervention and initiatives is outlined in **Table 3**.

Table 3-Sample Community Initiatives/Programs and Projects

Development Domain	Development-Project
Quality and Affordable Education	• Investment in education facilities, eg, Classrooms, Laboratories, Equipment, Instructional materials, etc. • Promoting gender equity in education • Teacher training/capacity building • GBV Sensitisation
Delivery of effective healthcare	• Medical outreach • Primary Health Care Facilities • Water, sanitation and health services • Public health education and awareness
Infrastructure and rural development	• Support for infrastructure (such as roads) construction and maintenance, Rural Electrification,
Increased agricultural production	• Strengthening community associations such as trading associations and cooperatives • Productive women's associations and cooperatives to empower women in agriculture • Sustainable agricultural livelihoods and climate-smart agriculture training • Urban Agriculture
Affordable housing	• Support for community housing projects

It is important to note here that one of the most significant challenges in developing a mutually acceptable CDP is that the expectations of communities are often greater than the ability of the investor to fund programs that meet the social and development needs of the community. Communities that lack adequate physical or social infrastructure may look to the investor to cure the shortfalls, even when doing so would undermine the financial viability of the investment. Thus, it is essential to remember that the government is largely responsible for providing infrastructure and services, so investors will generally only be called upon to offer complementary initiatives.

5.2.4 Agree with Community on Prioritised Projects.

The host community must agree to identify and prioritise needs and potential projects. This is the next step in the CNA process. Thus, once the community development needs have been identified, a consensus-building exercise is carried out between the investor, community(s), and key institutions to agree on prioritisation and the implementation of projects. The feasibility of projects is defined by available resources (financial and non-financial), the investor's capacity, and opportunities for external support from MDAs, NGOs or CBOs. The consensus-building exercise should likely take place in a stakeholder workshop and open dialogue style, which may be facilitated by a consultant or a representative of the coordinating FRILIA MDA. The consensus-building exercise will utilise the following steps:

1. Presentation of community needs and priorities to participants.
2. Presentation and confirmation of existing community resources to support the identified priorities.
3. Understand community attachments and preferences to high-priority projects.
4. All participants must agree on feasible short-term, medium-term, and long-term community development projects. To be included in the MOU.

5.2.5 Document Community Needs Assessment Result

After completing these four steps, the CNA is documented using the reporting template provided (**CDP Template 5**). The report will provide the basis for developing the community development plan itself.

5.3 Preparation of the Community Development Plan

The Community Development Plan (CDP) arising from the CNA process will ensure that identified community development priorities are implementable, sustainable, inclusive and contextually appropriate. The CDP should include the following:

- **Identification of community development implementation partners:** the FRILIA stakeholder identification and analysis template will guide the identification of internal and external institutions that can contribute to various aspects of the CDP.

- **Grievance management procedure:** a GRM is required to manage current and future conflicts that may arise regarding the community development project(s). The GRM will be guided by the FRILIA GRM procedure detailed in the GRM toolkit. Grievances related to the CDP can be covered by the broader project GRM. Investors should refer to the FRILIA GRM toolkit for detailed guidance on managing different forms of grievances.
- Budget and resources required for the implementation of the CDP: the success and sustainability of the plan relied heavily on clearly defined financial and non-financial commitments by the investor, host communities, the Yobe State Government and, in some cases, other partners, including NGOs/CSOs. The costs of implementing and monitoring the CDP project(s) should be identified in the plan. This will cover financial requirements and consider in-kind/non-financial resources such as voluntary land donation by host communities, community resources in the form of skilled and unskilled labour, infrastructural development by the Government, etc. The recruitment of local community members for the implementation of the CDP will be guided by the FRILIA local employment MOU (GMOU Template).
- **Implementation schedule:** The CDP should set a schedule for implementing the agreed-upon priorities in the form of an implementation matrix that describes the specific projects agreed upon for implementation, project phasing, and timeline. (**See CNDP Template 7**). This matrix will be detailed in the MoU and signed by the investor, Yobe State, and the host community.

A template for the CDP is provided in CNDP Template 6.

5.4 Public Disclosure and Signing of a Final Agreement

The next step is a public disclosure activity, where the CDP, including the agreed-upon development projects, is presented to the community(s). This involves describing and discussing the plan for resources and indicative timelines, including identified implementation stakeholders and partners. Disclosure should be seen as a continuation of informing and consulting with all stakeholders and should continue throughout the investment process. This is a final opportunity for all stakeholders to consider whether the CDP is acceptable.

Following the public disclosure, if all parties agree, they should enter into a CDP agreement to formally agree on which development projects will be implemented and the institutional arrangements required. This can be in the form of an MoU or a more formal contract. The GMOU toolkit can be adopted.

5.5 Implementation of the CDP

A Community Project Management Board (CPMB) should ensure smooth running, transparency, and accountability during implementation.

The CPMB may comprise representatives of the following:

1. Ministry of Agriculture
2. Ministry of Women Affairs and Social Development,
3. Local Government Authority
4. Traditional rulers
5. The affected community and,
6. The investor.
7. Others may be relevant to the identified and agreed-upon community development priorities.

5.5.1 Responsibilities of the Community Development Project Board CPMB

The Community Development Project Board plays a crucial role in ensuring that the project delivers real, sustainable benefits to the community while maintaining financial, environmental, and social accountability.

The Board will oversee the successful implementation, management, and monitoring of the community development project.

The board ensures that the project aligns with the community's needs as identified, prioritised and agreed upon during the Needs Assessment exercise and adheres to responsible and sustainable practices.

Specific responsibilities are as follows:

1. Governance and Accountability

- **Ensure Compliance with Regulations:** Ensure the project complies with local, national, and international laws and regulations, particularly in land use, environmental protection, and social inclusion.
- **Set Accountability Structures:** Establish clear reporting structures and ensure accountability across all project stakeholders.
- **Risk Management:** Identify potential risks (financial, legal, environmental, etc.) and put in place measures to mitigate those risks.

2. Financial Oversight

- **Approve Budgets:** Oversee and approve the project's financial plans, ensuring that resources are allocated effectively.
- **Monitor Expenditure:** Ensure financial resources are used efficiently and responsibly by reviewing regular financial reports and audits.
- **Secure Funding:** Play an active role in securing funding from investors, government agencies, and donors.

3. Stakeholder Engagement

- **Foster Collaboration:** Actively engage with all stakeholders, including community members, investors, government agencies, NGOs, and traditional leaders, ensuring their views are considered.
- **Promote Inclusivity:** Ensure that marginalised groups (e.g., women and indigenous groups) have a voice in the project and benefit from its outcomes.

4. Monitoring and Evaluation (M&E)

- **Monitor Progress:** Regularly review project progress, ensuring it is on track to meet objectives and timelines.
- **Evaluate Impact:** Assess the social, economic, and environmental impact of the project through regular evaluations.
- **Adjust Plans as Needed:** If necessary, adjust project plans based on feedback from the monitoring and evaluation process to improve outcomes.

5. Communication and Reporting

- **Transparent Communication:** Maintain transparent communication channels with stakeholders, providing regular updates on project progress, challenges, and successes.
- **Report Outcomes:** Prepare and present reports on project performance to relevant stakeholders, including investors, government agencies, and the community.

6. Sustainability and Legacy

- **Promote Long-term Sustainability:** Ensure the project is designed and implemented with sustainability, addressing environmental, economic, and social factors.

Plan for Post-Project Continuity: Develop a plan for how the community can maintain and build on the project's achievements after its formal completion, ensuring that the benefits continue over time. In sum, this group will be mainly responsible for the governance and monitoring the community development projects. The CPMB will interface with implementation partners and the PACs to ensure the successful implementation and sustainability of the community development projects.

5.6 Monitoring and Evaluation

Monitoring is a way to determine whether parties to the CDP Agreement are complying with their obligations. It also enables parties to assess these investments' positive and negative impacts on their development priorities as communities and individuals. In broad terms, monitoring involves collecting qualitative and quantitative data to establish a baseline and then periodically collecting the same data for comparison throughout implementation.

Effective monitoring, however, is not easy. It is a complex and challenging exercise that is time-consuming and must occur over the entire life of a project or, in this case, CDP. It is a shared responsibility involving the investor, the host community, the government and other parties. The best practice is for communities to be involved in designing and implementing a monitoring framework. This should clearly state the indicators, data collection method, frequency, and who is responsible for collection and analysis. It should also provide for a validation process. Funding for this should have been accounted for in the overall CDP budget and resourcing plan.

An expert in the field should carry out the Monitoring and Evaluation. This may be sourced from the YAPPIIP relevant MDA.

6. COMMUNITY DEVELOPMENT PLAN BUDGET AND RESOURCING PLAN

A Community Development Plan Budget and Resourcing Plan is essential for ensuring that the community needs assessment and subsequent development activities are well-funded, efficiently managed, and aligned with the objectives of responsible land-based agricultural investments. (See CNA Template 8) for the key components of the Budget.

6.1 Resourcing Plan

Key Resourcing Areas

1. **Personnel:** This includes salaries for key staff such as the Project Coordinator, Community Liaison Officer, and administrative staff. These personnel are critical for the day-to-day operations of the CDP.
2. **Technical Expertise:** Environmental and social impact assessments, legal advice, and training programs require skilled professionals. Some may come from partner organisations, and others may need to be contracted.
3. **Community Contributions:** In some cases, communities can contribute in-kind resources such as labour for small-scale infrastructure projects or participation in community meetings.
4. **Materials and Equipment:** For workshops, training, and field surveys, materials like stationery, audio-visual equipment, and data collection devices are essential.

Potential Funding Sources

- **Agricultural Investors:** Investors in land-based agricultural projects should contribute to the budget, especially in areas like infrastructure development and capacity building that directly align with their business goals.
- **Government Agencies:** Local and regional governments can provide funding, especially for compliance, environmental assessments, and legal support.
- **NGOs and Development Agencies:** These stakeholders may offer grants or direct support for community engagement activities, capacity building, and environmental sustainability projects.
- **Development Partners and International Donors:** Organisations like the World Bank, African Development Bank, or USAID can provide financial or technical assistance to support responsible agricultural investments and community development.
- **Community Contributions:** Communities may provide in-kind contributions, including volunteer labour or locally sourced materials.

Resource Allocation Strategy

- **Prioritise Critical Areas:** Focus on key areas like project management, community engagement, and environmental/social impact assessments, ensuring these areas are fully funded.
- **Leverage Partnerships:** Partner with academic institutions, NGOs, and government agencies to access technical expertise, training, and in-kind resources.
- **Long-Term Sustainability:** Ensure the resourcing plan is sustainable beyond the initial assessment phase, securing ongoing funding for monitoring, evaluation, and community support initiatives.

Sample Budget Timeline

Phase	Key Activities	Timeframe	Estimated Budget (Local Currency/ Naira)
Phase 1: Planning & Coordination	Stakeholder engagement, team setup, and budget finalisation.	Month 1	XX
Phase 2: Data Collection & Analysis	Field surveys, community focus groups, and environmental and social assessments.	Months 2-3	XX

Phase 3: Implementation	Capacity building workshops, infrastructure improvements, and project execution.	Months 4-6	XX
Phase 4: Monitoring & Evaluation	Ongoing M&E, community feedback sessions, and project reporting.	Months 7-12	XX

Risk Management and Contingency Planning

- **Cost Overruns:** Allocate a contingency fund to handle unforeseen expenses.
- **Delays in Funding:** Have a phased implementation plan that prioritises activities that can proceed while awaiting additional funding.
- **Stakeholder Conflicts:** Set aside resources for conflict resolution processes, ensuring that community and investor interests are balanced.

This budget and resourcing plan will help ensure that the Community Development Plan for Responsible Land-Based Agricultural Investments is well-resourced, cost-effective, and aligned with community needs and project goals.

7. TEMPLATES

CNA TEMPLATE 1: INTERVIEW TEMPLATE

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE		
Section A: General Information		
1	Date/Venue	
2	Name of Community	
3	Name of Facilitator (s)	
4	Name of Organisation/ Institution	
5	Name of respondent (s)	

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE

6	Position of respondent (s)	
7	Overview of the respondent's roles/functions in community development	
Section B: Community development profile and needs		
8	How would you describe the availability and adequacy of the following in the community? a) Water b) Sanitation, hygiene and waste facilities c) Healthcare facilities and services d) Education facilities e) Electricity f) Road network/Transportation g) Security h) Local empowerment opportunities [especially for women and youths]	
13	What are the top 3 community development challenges in this community? And how can these be addressed?	
Section C: Community organisations and resources		

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE		
14	What are the community associations and groups, CBOs or NGOs, currently existing in the community? Have any of these been supporting the community in undertaking community development activities?	
15	What external/internal resources do you think are required to solve the current community challenges?	
16	What community resources/capacities exist to address the current community challenges?	
17	How can you/your organisation contribute to/support implementing community development initiatives?	
Section D: Additional Information		

CNA TEMPLATE 2: FOCUS GROUP DISCUSSION TEMPLATE

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE		
Section A: General Information		
1	Date/Venue	
2	Name of Village	
3	Name of Facilitator (s)	

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE

4	Number of participants	
5	Overview of participants (age range, observed disabilities, etc.)	
6	Who are the vulnerable groups in your community?	
Section B: Community Development Profile and Needs		
7	How would you describe the availability, adequacy and access to the following infrastructure/amenities in the community? a) Water b) Sanitation, hygiene and waste facilities c) Healthcare facilities and services d) Education facilities e) Electricity f) Road network/Transportation g) Security h) Local empowerment opportunities [especially for women and youths]	
8	What are the top 3 community development challenges in your community? And how can these be addressed?	
9	Are there any challenges peculiar to women/men/youth/vulnerable groups [delete as required]? How can these challenges be addressed?	
10	What can empower women/youths [delete as required] in the community?	

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE

Section C: Local governance and decision-making

11	Please describe the local governance structure in your community.	
12	How are women involved in the decision-making process?	
13	What is the role of community leadership in community development?	

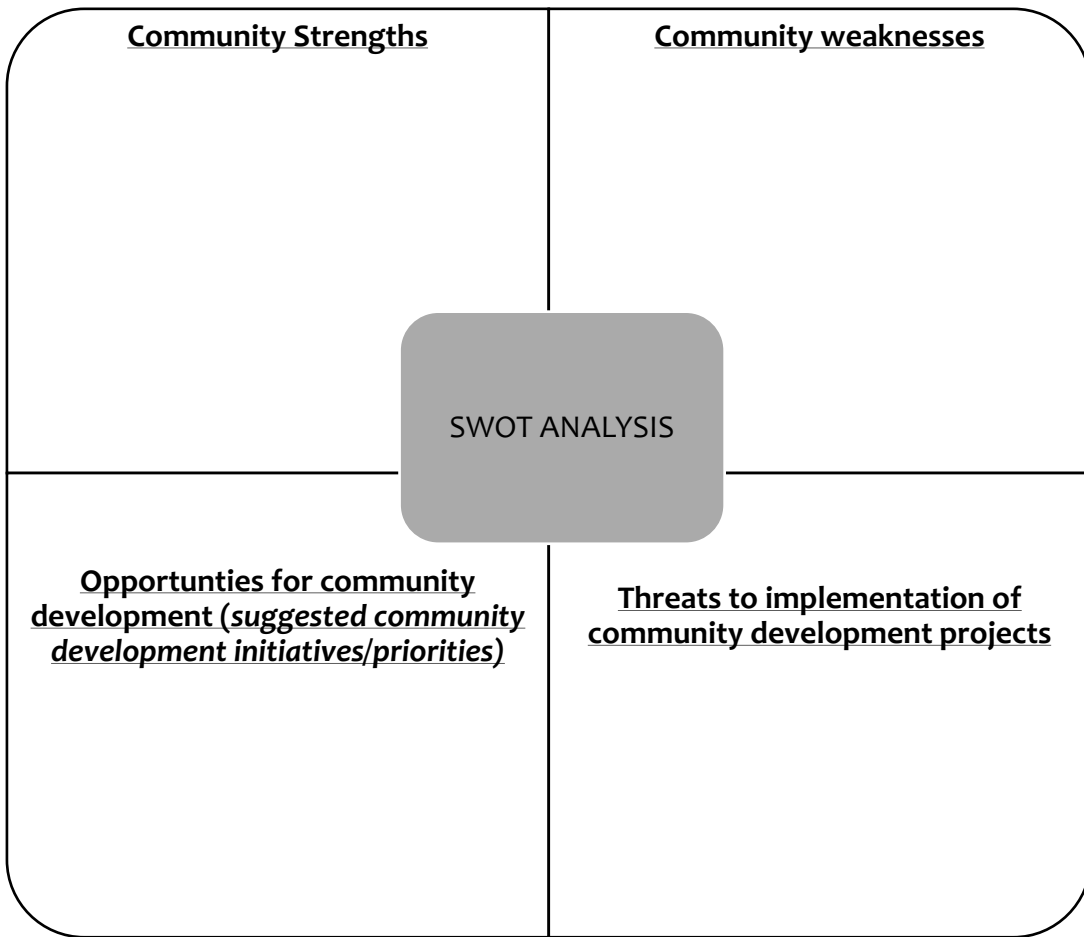
Section D: Community organisations and resources

14	What are the community associations and groups, CBOs or NGOs, currently existing in the community? Have any of these been supporting the community in undertaking community development activities?	
15	How are community infrastructures maintained?	
15	What external/internal resources do you think are required to solve the current community challenges?	
16	What community resources/capacities exist to address the current community challenges?	
17	How can women/men/youth/traditional leaders [delete as required] support the implementation of community development projects?	

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE		
Section D: Additional Information		

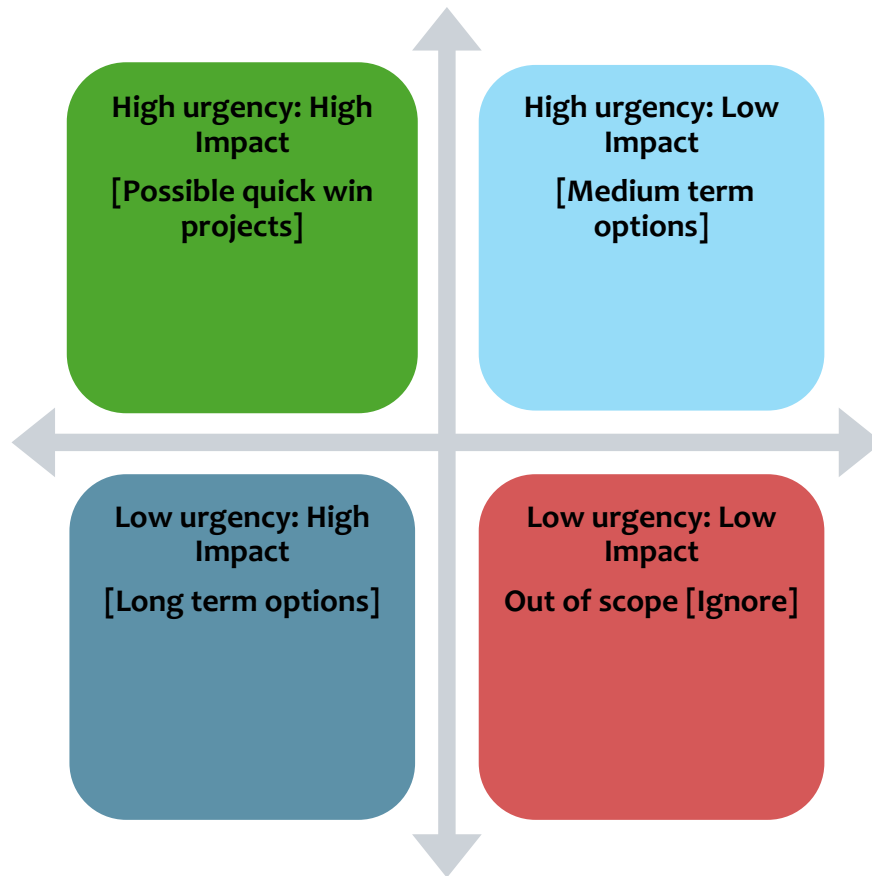
CNA TEMPLATE 3: SWOT ANALYSIS TEMPLATE

SWOT ANALYSIS TEMPLATE



CNA TEMPLATE 4: PRIORITISATION MATRIX TEMPLATE

PRIORITISATION MATRIX TEMPLATE



CNA TEMPLATE 5: COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE

COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE (TABLE OF CONTENTS)

- Acronyms
- List of Tables
- List of Figures
- Executive Summary

Chapter 1: Introduction

- 1.0: Overview
- 1.1: Project background
- 1.2: Objectives of the Community Needs Assessment
- 1.3: Description of the Project Area <Including a project area map if available>
- 1.4: Structure of the consultancy team
- 1.5: Report structure

Chapter 2: Community Needs Assessment Methodology

Chapter 3: Community Needs Assessment Analysis

- 3.1: Description of how data collected during community needs assessment have been analysed

Chapter 4: Community Needs Assessment Results

- 4.1: Overview of community
- 4.2: Administrative and Development Institutions
- 4.3: Community Development Profile
- 4.4: Identified Community Needs
 - 4.4.1 Cross-cutting community needs <if more than one community>
- 4.5: Community Resources and Capacities

Chapter 5: Conclusion and Next Steps

- 5.1: Conclusion
- 5.2: Next steps
 - 5.2.1: Community Development Plan

Appendices

CNA TEMPLATE 6: COMMUNITY DEVELOPMENT PLAN REPORT OUTLINE

(TABLE OF CONTENTS)

COMMUNITY DEVELOPMENT PLAN REPORT OUTLINE (TABLE OF CONTENTS)

- Acronyms
- List of Tables
- List of Figures
- Executive Summary

Chapter 1: Introduction

- 1.1: Overview
- 1.2: Objectives of the Community Development Plan
- 1.3: Structure of the consultancy team
- 1.4: Report structure

Chapter 2: Project Description

- 2.1: Project Overview
- 2.2: Description of the Project Area <Including a project area map if available>

Chapter 3: Community Needs Assessment Methodology

- 3.1: Summary of Needs Assessment Methodology
- 3.2: SWOT Analysis
- 3.3: Prioritisation of Community Development Projects/Initiatives

Chapter 4: Community Development Projects

- 4.1: Overview of community development needs and prioritised initiatives
- 4.2: Community resources and capacities
- 4.3: Community Development Project Phasing
 - Short-term
 - Medium-term
 - Long-term

Chapter 5: Institutional Structure

- Establishment of the Community Project Management Board
- Identification of potential implementation partners

Chapter 6: Grievance Redress Mechanism

- 6.1: Overview of the GRM
- 6.2: CDP GRM Procedure

Chapter 7: Community Development Project Public Disclosure and Sign-off

- 7.1: Public Disclosure
- 7.2: Legally Memorandum of Understanding

Chapter 8: Implementation Schedule

- 8.1: Community Development Implementation Matrix
- 8.2: Budgeting, Resourcing, and Reporting

Sample Implementation Schedule 2

CNA TEMPLATE 8: BUDGET COMPONENTS

Budget Item	Description	Estimated Cost (Local Currency/ USD)	Notes
Project Coordination and Management	Salaries for the Project Coordinator, Community Liaison Officer, administrative staff, etc.	XX	Personnel costs for management and coordination roles, ensuring the smooth operation of CDP activities.
Community Engagement Activities	Meetings, workshops, and focus groups to gather input from community members.	XX	Includes transportation, facilitation fees, venue, and refreshment costs for engagement activities.
Data Collection	Surveys, interviews, and other methods for gathering information from the community.	XX	Includes costs for fieldwork (transportation, equipment, personnel) and data collection tools (surveys, etc.).
Training and Capacity Building	Workshops to enhance community members' capacity on various agricultural or investment topics.	XX	Includes trainers' fees, materials, and logistics for capacity-building activities.
Environmental and Social Impact Assessment (ESIA)	Assessment of environmental and social impacts of the proposed agricultural investments.	XX	Consultancy fees for environmental experts, data collection costs, and reporting.
Legal and Compliance Costs	Fees for legal advisors to ensure compliance with local laws and protect land rights.	XX	Legal costs related to land rights verification, contracts, and agreements.
Infrastructure Development	Small-scale infrastructure improvements (e.g., roads, water supply) to benefit the community.	XX	Costs for basic infrastructure that supports the agricultural investment and benefits the community directly.
Monitoring and Evaluation (M&E)	Regular evaluation of the progress and impact of the CDP.	XX	M&E officer fees, data collection for progress evaluation, and reporting costs.

Administrative Costs	Office supplies, communication tools, transportation, etc.	XX	Day-to-day operational costs for the CDP team.
Contingency Fund	Reserve funds for unforeseen expenses.	XX	Typically 5-10% of the total budget.



Chairman, Yobe State FRILIA Technical Committee.