# Community Needs Assessment & Development Plan Toolkit

## Prepared for Katsina State

## October, 2024

# 1 INTRODUCTION

The Community Needs Assessment and Development Plan (CNDP) toolkit for FRILIA Katsina State provides an investor with a methodical approach for identifying and assessing the needs, assets and resources of host communities and implementing community development projects. 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). In particular, this toolkit guides the identification of community needs, which community needs will be implemented, how they will be implemented, when they will be implemented, what resources will be required for implementation and who will be responsible for and involved in the implementation.

### *Scope of the Community Needs Assessment and Development Toolkit*

The CNDP serves as a dedicated and mandatory Corporate Social Responsibility (CSR) tool for FRILIA investments. It is designed to augment and complement environmental and social mitigation plans, thereby enhancing the overall effectiveness of environmental and social risk management efforts associated with FRILIA projects. It is essential to recognise that the CNDP is an investment made by the investor/project in the host community.

This toolkit comprises six templates for conducting a CNA and implementing a CDP. The development of the CNDP is underpinned by the following FRILIA principles.

*Overarching Principles*

- OV3. Investments should be consistent with the objectives of social and economic growth and sustainable human development
- OV6. Investments should contribute to policy objectives, including, but not limited to poverty reduction, food security, sustainable land use, employment creation and socio-economic support to local communities

*Land acquisition and resettlement principles*

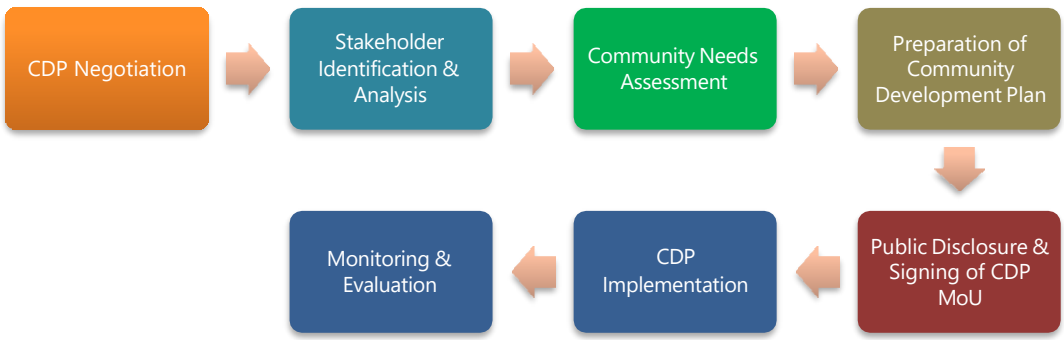
- L5. Public infrastructure and community services that may be adversely affected will be replaced or restored

# 2 COMMUNITY NEEDS ASSESSMENT AND COMMUNITY DEVELOPMENT PROCESS MAP

The CNDP process map provides sequential guidance on the stages required to successfully conduct a CNA and prepare and implement the ensuing CDP. This process map comprises seven stages, with each stage detailing activities required of the investor and other stakeholders (where required).

The overall CNDP process is underpinned by a community-driven development (CDD) approach to build trust between investors and PACs, foster local participation and social inclusion, and engender community ownership and sustainability of implemented projects.

*Figure 2.1 CNDP Process Map*




### *Stage 1: CNDP negotiation*

During the investment negotiation phase, Katsina State Ministry of Agriculture and Livestock Development informs the investor that they willbe required to implement a community development project(s) as part of their investment. This requirement needs to be agreed upon by the Katsina State Government and the investor and included in the FRILIA investment GMoU, Template provided in the GMoU Toolkit (**GMoU Template 1: GMoU between Katsina State Government and FRILIA Investors**).

### *Stage 2: Stakeholder Identification & Analysis*

Due to the collaborative nature of FRILIA, there is a need to identify the different categories of stakeholders, including state and non-state actors who can contribute

to the identification, implementation and monitoring of community development projects. The key stakeholder categories will include:

- Investors
- Katsina State Ministry of Agriculture and Livestock Development
- Katsina State Ministry of Women Affairs and Social Development
- Katsina State Rural Agricultural Development Authority (KTARDA)
- Local Government Area
- Project Affected Communities
- Vulnerable groups
- Community Development Associations and Cooperatives
- Non-governmental Organisations (NGOs), Civil Society Organisations (CSOs) and other voluntary organisations

A stakeholder mapping exercise must be carried out to analyse the roles and responsibilities of stakeholders for the successful implementation and sustainability of community development projects. A bespoke stakeholder identification and analysis protocol is provided in the FRILIA Stakeholder Engagement Template 1 (**SEP Framework**). The stakeholder mapping exercise should be conducted during the scoping phase and updated as required when preparing the investment's Stakeholder Engagement Plan.

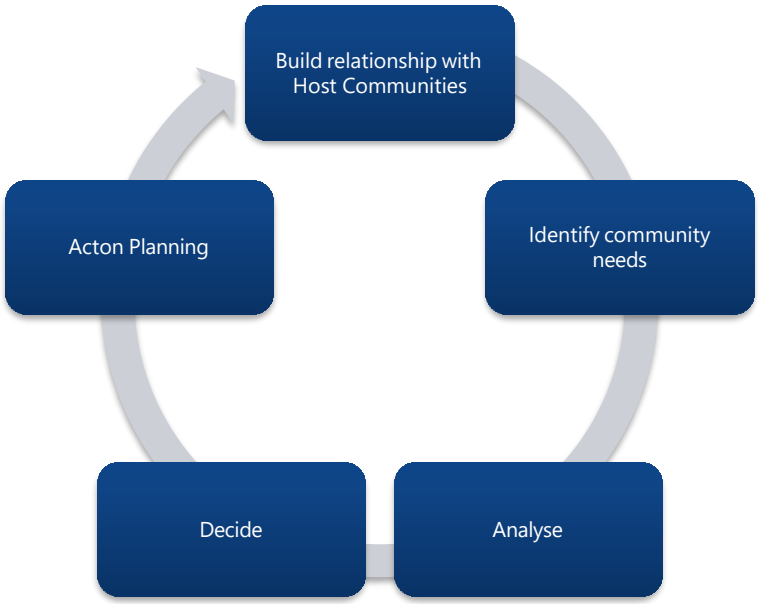
### *Stage 3: Community Needs Assessment*

A Community Needs Assessment (CNA) is crucial as it provides a process for identifying community needs and informs the CDP. Using a CDD approach, CNA is conducted to proactively identify gaps, existing community assets, resources and opportunities for community investments.

The community-driven needs assessment process, carried out in conjunction with PACs, provides a methodical approach towards identifying actual community development needs and potential solutions accurately. The focus of this process is to identify the needs of the collective rather than the wants of the elites/selected groups.

The CNA should follow five (5) steps as illustrated in Figure 1. Following the steps outlined in this toolkit will help the investor delineate between needs and wants, and promote community ownership of the needs assessment process.

*Figure 2.2 Community Needs Assessment Procedure*




The investor should make arrangements to conduct the CNA by employing the services of an independent consultancy or training community facilitators to support the data collection process.

### *Build relationships with host communities*

This process of relationship building with host communities is not only unique to the community needs assessment and development process, but should underpin the entire investment process. This requires a robust stakeholder engagement process (**see guidance for stakeholder engagement in FRILIA Stakeholder Engagement Toolkit**).

Activities within this step include:

- Carry out ongoing engagement with representatives of the PACs, ensuring everyone is represented, especially the vulnerable.
- Provide clear communication that the communities are active stakeholders and have a role to play in developing their communities. This would also help to manage expectations.
- Employ a Community Liaison Officer (CLO): the investor should also consider employing a CLO to facilitate external interface with communities. The CLO should be embedded within the community and have in depth knowledge of community dynamics.

*Identify community needs, assets and opportunities*

To identify the community needs and existing resources, the CNA should employ one or more of the participatory methods outlined in Box 1. The outlined methods have been carefully selected for their cultural appropriateness and cost-effectiveness.

- *Desk review:* This will involve a review of relevant documents and reports related to the community infrastructural development in the FRILIA agri-investment project. The desk review aims to inform 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 will include:
    - Scoping report: This would have been conducted as part of the investor's scoping study for the agri-investment project. The report of the findings should be reviewed to inform the CNA process.
    - Past ESIA report (if existing): specifically, the social baseline and impact mitigation chapters
    - Katsina State Development Plan and related documents
    - Other state documents to inform the demographic profile, socioeconomic features, community dynamics and community development profile of the target community and project area of influence.
- *Household survey:* The baseline survey can be conducted during the social baseline data collection for the ESIA and RAP studies. If the CNA is conducted at this point, the social baseline tool provided (**ES Template 4**) 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.
- *Interviews:* Interviews are important data collection tools for institutional stakeholders such as MDAs and NGO representatives. An interview template with such key informants is provided as **CNDP Template 1**.
- *Focus group discussions:* Additional field data collection can be conducted through focus group discussions with specific groups within the community. These groups can either be segregated by age or/and gender. This toolkit provides a generic FGD tool (**CNDP Template 2**) that can be adapted to fit specific age groups (e.g. adults or youths) and gender (male or female).
- *Community asset mapping*: This involves drawing a map to identify existing resources, communal facilities, infrastructure or services that can be

leveraged upon to facilitate the community development process. The communities should be facilitated to draw their own asset maps.

- *Transect walk:* This participatory approach involves walking across strategic points within the community to identify and observe existing community resources and their conditions. This walk should be led by members of the community and the CLO.

*Analyse community needs and suggested solutions*

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 involves prioritisation of the suggested community development initiatives.

The investor's consultants should ensure that the initiatives that are being considered align with the Katsina State Development Plan (Table 1), and where practicable, the investors' values. This toolkit provides some community development initiatives that are aligned with the Katsina State Development Plan. It should be noted that these initiatives are neither prescriptive nor exhaustive. The initiatives that would be implemented would vary across communities and must reflect their contextual realities.

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

*Table 2.1 Suggested community development initiatives aligning with the Katsina State Development Plan*

| Katsina State SDP Domain | FRILIA CDP Opportunities |
|---|---|
| Provision of affordable Qualitative Education | • Investment in education facilities<br>• Promoting gender equity in education attainment<br>• Employability training |
| Provision of efficient Health Care Delivery | • Medical Outreach<br>• Water, Sanitation and Health services<br>• Public health education & awareness |

| Katsina State SDP Domain | FRILIA CDP Opportunities |
|---|---|
| Boosting Infrastructure and Rural Development, and Employment Generation | Infrastructural projects e.g. road network construction or maintenance |
| Increased Agricultural Production and Industrialization across the State | • Strengthening community associations e.g.: Community-based associations, trading associations<br>• Promoting women associations/co-operatives to engender gender empowerment in agricultural production<br>• Sustainable agricultural livelihoods training |
| Attainable and affordable Housing and Urban Renewal in the State | • Opportunities for community housing projects<br>• Opportunities for local renewal/regeneration projects |

### *Decide on the best course of action to achieve the desired result*

Once the community development solutions have been consolidated, a consensus-building and validation exercise is carried out between the investor, community (s) and key institutions to prioritise which community development initiative (s) should be implemented. Community needs cannot be realistically met by one investor or through one investment. Therefore, a prioritisation exercise needs to be carried out to collectively decide feasible and high priority projects (**see CNDP Template 4**).

The feasibility of projects is informed by the SWOT analysis and defined by available resources (financial and non-financial), the investor's capacity, and opportunities for external support from MDAs, NGOs or CBOs, and in line with Katsina State Development priorities (Table 1). The consensus-building exercise should take a workshop format using nominal technique, and follow the outlined steps:

- Presentation of community needs and priorities to participants
- Presentation and confirmation of existing community resources to support the identified priorities
- Understand community attachments and preferences to high priority projects
- Collectively agree on:
    - Short term projects: quick win projects which can help build trust and help the investor to gain social license e.g rehabilitation of existing road network
    - Medium term projects: can help strengthen community relations
    - Long-term projects: sustain investors social license and brand perception

- Collectively agree on roles and responsibilities- who does and contributes what.

*Action planning*

The next step involves the documentation of the CNA using the reporting template provided (**CNDP Template 5**). A community development plan is then prepared highlighting the prioritised community development initiatives, the strengths, weaknesses, opportunities and threats.

*Stage 4: Preparation of community development plan*

The Community Development Plan (CDP) arising from the CNA process will ensure that identified community development priorities are sustainable, innovative and contextually appropriate.

In developing and finalising the community development plan, the following are required:

- 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 an aspect 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**. Investors should refer to the FRILIA GRM toolkit for detailed guidance on managing different forms of grievances.
- Budget and resources required for implementation of the community development project (s). The success and sustainability of the community development project lie heavily on clearly defined financial and non-financial commitments by the investor, host commuinties and Katsina State Government and NGOs/CSOs[1]. The cost requirements of implementing the project(s) and monitoring it should be considered in the preparatory phase. This section will cover financial requirements and consider in-kind/non-financial resources such as voluntary land donation by host communities[2],

[1] All stakeholders have a role to play in the provision of resources to ensure the successful implementation and sustainability of community development projects.

[2] Where land is required for community development projects, it is the responsibility of the Katsina State Government or host communities to ensure such land is free of encumbrances.

community resources in the form of skilled and unskilled labour, infrastructural development by the Government, etc. The recruitment of local community members for implementation of the CDP will be guided by the FRILIA local employment MOU (**GMOU Template 6**).

- Implementation schedule: the implementation matrix describes the specific projects agreed for implementation, project phasing and timeline An implementation schedule template is provided (See the **SEP Framework**). This matrix will be detailed in the MoU which will be signed by the investor, Katsina State and the host community.

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

*Stage 5: Public disclosure & signing of CDP MoU*

The public disclosure exercise is where the agreed-upon development projects are presented to the community (s) with the plan for resources and indicative timelines, including implementation partners identified. Following the public disclosure, the MoU signing will take place. The investor, at this point, will be required to sign an MoU (GMoU Template 3) with the community to formally agree on which development projects will be implemented and the institutional arrangements required for this.

*Stage 6: CDP Implementation*

To ensure smooth running, transparency and accountability during the implementation phase, a Community Project Management Board (CPMB) will be established. The CPMB will comprise five (5) nominees from the Ministry of Agriculture, Ministry of Women Affairs and Social Development, Local Government Authority, a representative of the traditional rulers, and a representative of the investor. This group will be mainly responsible for the governance and monitoring of the community development projects. The requirements/qualifications for this group are outlined in the CDP MOU (**GMOU Template 3**). The CPMB will interface with implementation partners and the PACs to ensure the successful implementation and sustainability of the community development projects.

*Stage 7: Monitoring and Evaluation*

The monitoring and evaluation process will cover the following:

- Outline the goals and objectives of the CDP.

- Define the project monitoring indicators (these will be developed by the CPMB).
- Define data collection methods and timeline.
- Define who is responsible for monitoring and evaluation and determine their responsibilities.

For the evaluation, both process (which measure the progress of the implemented community development project in line with pre-defined indicators) and impact evaluation (the impact of the community development project on the quality of lives of beneficiaries in comparison to the baseline data) should be conducted.

# 3 TEMPLATES FOR THE COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT TOOLKIT

## 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) | |
| 6 | Position of respondent (s) | |
| 7 | Overview of 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?<br>a) Water<br>b) Sanitation, hygiene and waste facilities<br>c) Healthcare facilities and services | |

| COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE | | |
|---|---|---|
| | d) Education facilities<br>e) Electricity<br>f) Road network/Transportation<br>g) Security<br>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** | | |
| 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 the implementation of community development initiatives? | |

| COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE |
| --- |
| **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) | |
| 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?<br>a) Water<br>b) Sanitation, hygiene and waste facilities<br>c) Healthcare facilities and services<br>d) Education facilities<br>e) Electricity<br>f) Road network/Transportation<br>g) Security | |

| COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE | | |
|---|---|---|
| | 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 be done to empower women/youths [delete as required] in the community? | |
| **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? | |

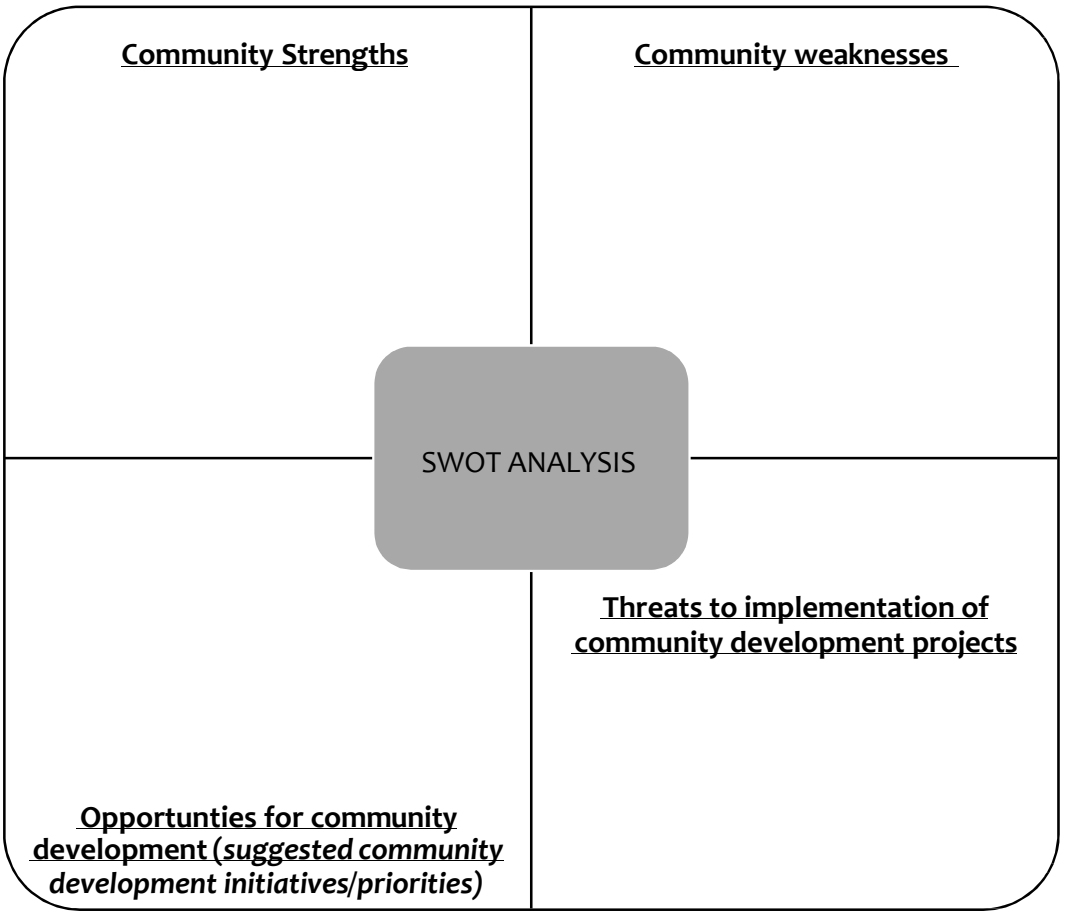
**COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE**

| | | |
|---|---|---|
| 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? | |

**Section D: Additional Information**

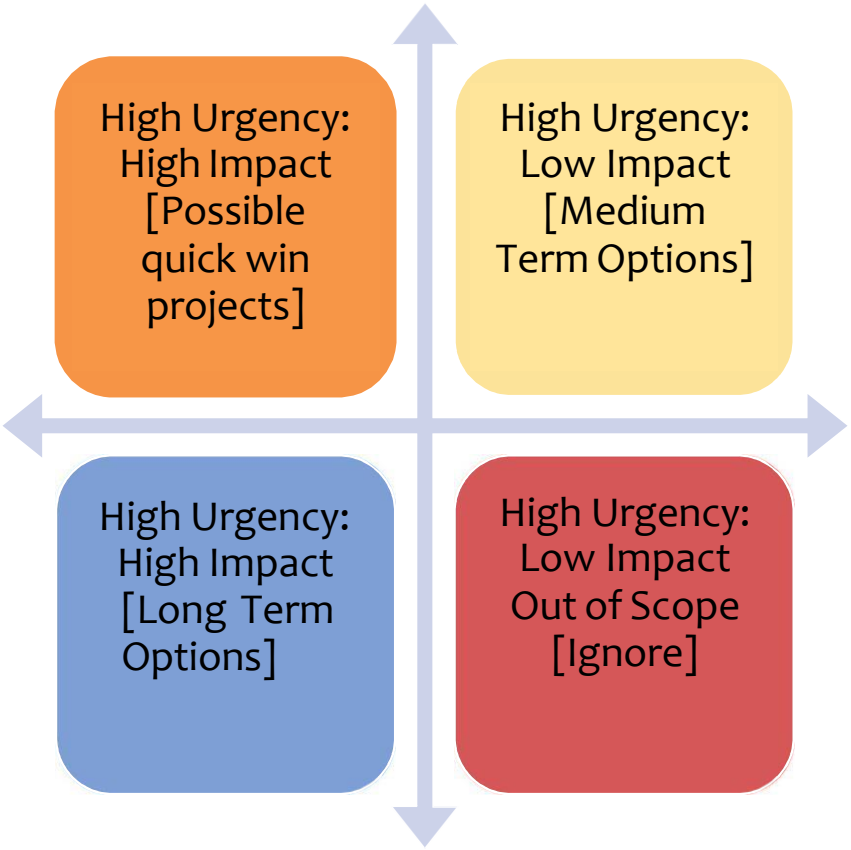
# CNA TEMPLATE 3: SWOT ANALYSIS TEMPLATE

**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

8.3 : Monitoring and Evaluation

**Appendices**

## CNA TEMPLATE 7 SAMPLE IMPLEMENTATION SCHEDULE

Sample Implementation Schedule 1

| Task | Month | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

**Sample Implementation Schedule 2**

| Task | Year 1 | | | | Year 2 | | | | Year 3 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

## 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 smooth operation of CDP activities. |
| **Community Engagement Activities** | Meetings, workshops, and focus groups to gather inputs 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. |

***Other FRILIA Templates and Toolkit***

- ES Template 4: ESIA baseline data collection tool (Social parameters)
- GMOU Template 3: MOU between investors and community members for implementation of community development projects
- GMOU Template 6: FRILIA local employment MOU
- SEP Framework: For guidance on implementation schedule
- GRM Toolkit: For guidance on GRM procedure

**APPROVED BY:**

20th December, 2025

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