KATSINA STATE GOVERNMENT

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND-INTENSIVE AGRICULTURAL INVESTMENT (FRILIA)

PROJECT MONITORING PLAN

FOR THE AL-HIKIMA INTEGRATED AGRO-INDUSTRIAL PROJECT (TASHAR BALA PILOT INVESTMENT)

DECEMBER, 2025

CHAPTER ONE

INTRODUCTION

1.1 Background

The Government of Katsina State is committed to promoting sustainable agricultural investment as a catalyst for economic growth, employment creation, food security and private sector development. In pursuing these objectives, the State has adopted the **Framework for Responsible and Inclusive Land-Intensive Agricultural Investment (FRILIA)** under the State Action on Business Enabling Reforms (SABER) Programme to ensure that agricultural investments involving land are implemented in a manner that protects environmental resources, respects legitimate land rights, promotes social inclusion and delivers shared economic benefits.

As part of the implementation of FRILIA, the **Al-Hikima Integrated Agro-Industrial Project**, located at Tashar Bala within the Batagarawa–Rimi axis of Katsina State, was selected as the State's pilot investment. The project occupies approximately **150 hectares** and comprises a fertiliser blending and bagging plant, an agrochemical production facility, a seed processing and multiplication centre, warehousing facilities, administrative buildings, supporting infrastructure and an out-grower farming programme designed to strengthen agricultural productivity and value chains across the State.

To support responsible implementation of the project, Katsina State has undertaken key preparatory activities, including environmental and social assessment, stakeholder consultations, land acquisition and compensation processes, and the development of environmental and social management measures. These activities provide the foundation for ensuring that project implementation complies with FRILIA principles and applicable national and international standards.

The next critical step is the establishment of a structured monitoring system capable of tracking project implementation, verifying compliance with agreed commitments, identifying emerging risks and facilitating timely corrective actions. This Project Monitoring Plan has therefore been developed to provide a comprehensive framework for monitoring the implementation and performance of the Al-Hikima Integrated Agro-Industrial Project throughout its construction, operational and post-construction phases.

The Plan serves as the principal operational document for monitoring project performance against approved environmental, social, land governance and stake holder engagement commitments. It also provides a basis for periodic reporting to the Katsina State Government, the SABER Programme and the World Bank Independent Verification Agent (IVA).

1.2 Purpose of the Monitoring Plan

The purpose of this Project Monitoring Plan is to establish a systematic framework for monitoring the implementation of the Al-Hikima Integrated Agro-Industrial Project to ensure that all project activities are undertaken in accordance with the commitments contained in the FRILIA Framework, applicable legal and regulatory requirements, environmental and social management instruments, and approved project implementation arrangements.

Specifically, the Plan provides guidance on the indicators to be monitored, institutional responsibilities, monitoring methodologies, reporting procedures, performance evaluation criteria and corrective action mechanisms that will be applied throughout the project lifecycle.

1.3 Objectives of the Project Monitoring Plan

The overall objective of this Project Monitoring Plan is to establish a structured framework for monitoring the implementation of the Al-Hikima Integrated Agro-Industrial Project in order to ensure compliance with the Framework for Responsible and Inclusive Land-Intensive Agricultural Investment (FRILIA), applicable environmental and social safeguards, statutory requirements, and project commitments.

The specific objectives are to:

1. Monitor the implementation of all project activities against approved plans, schedules and contractual commitments.
2. Verify compliance with the environmental and social mitigation measures contained in the Environmental and Social Audit (ESA), Environmental and Social Management Plan (ESMP), and other applicable safeguard instruments.
3. Monitor compliance with land acquisition, compensation and livelihood restoration commitments made to Project Affected Persons (PAPs).
4. Assess the effectiveness of stakeholder engagement activities and ensure that affected communities continue to participate meaningfully throughout project implementation.
5. Monitor the performance of the Grievance Redress Mechanism (GRM) to ensure that complaints are promptly registered, investigated and resolved.
6. Track environmental performance, including soil management, waste management, water resource management, pollution prevention and biodiversity protection.
7. Monitor occupational health and safety practices to ensure the protection of workers, contractors and visitors.

8. Monitor community health and safety risks arising from project construction and operational activities.
9. Assess compliance with national legislation, FRILIA requirements, World Bank Environmental and Social Framework (ESF), and other applicable international standards.
10. Generate reliable monitoring information to support management decision-making, adaptive project management, and reporting to the Katsina State Government, the SABER Programme Coordination Office and the World Bank Independent Verification Agent (IVA).

1.4 Scope of the Monitoring Plan

This Monitoring Plan applies to all activities associated with the Al-Hikima Integrated Agro-Industrial Project from commencement of site development through construction, commissioning, operation and, where applicable, project expansion or decommissioning.

The scope of monitoring includes all physical infrastructure, operational activities and associated environmental and social commitments within the 150-hectare project site and areas directly influenced by project activities.

The Plan covers, but is not limited to, the monitoring of:

- Construction activities and associated infrastructure development;
- Environmental performance and implementation of mitigation measures;
- Land governance and continued compliance with land acquisition commitments;
- Livelihood restoration measures and out-grower programme implementation;
- Occupational Health and Safety (OHS);
- Community Health and Safety (CHS);
- Stakeholder engagement activities;

- Grievance management;
- Employment generation and local content;
- Gender equality and social inclusion;
- Compliance with statutory approvals and permit conditions;
- Implementation of corrective actions arising from monitoring findings; and
- Overall project performance against approved Key Performance Indicators (KPIs).

Monitoring shall extend to all organisations engaged in project implementation, including the project investor, contractors, subcontractors, consultants and service providers whose activities may influence project performance.

1.5 Monitoring Principles

Implementation of this Monitoring Plan shall be guided by the following principles:

1.5.1 Compliance

All monitoring activities shall be undertaken to verify compliance with applicable Federal and Katsina State laws, FRILIA principles, environmental and social safeguard instruments, contractual obligations and regulatory approvals.

1.5.2 Transparency

Monitoring processes, findings and reports shall be documented accurately and made available to relevant stakeholders through established reporting channels to promote openness and accountability.

1.5.3 Participation

Monitoring shall encourage the active participation of host communities, government institutions, the project investor, traditional institutions and other relevant stakeholders to strengthen ownership and improve decision-making.

1.5.4 Accountability

Each institution responsible for project implementation shall be accountable for the implementation of assigned monitoring responsibilities and timely reporting of project performance.

1.5.5 Evidence-Based Decision Making

All monitoring findings shall be supported by verifiable evidence, including field inspection reports, photographs, laboratory results (where applicable), attendance registers, GPS coordinates, monitoring checklists and other documented records.

1.5.6 Continuous Improvement

Monitoring findings shall be used to identify implementation gaps, recommend corrective actions and improve project performance throughout the project lifecycle.

1.5.7 Inclusiveness

Monitoring activities shall ensure that the interests of women, youth, vulnerable persons and Project Affected Persons are adequately considered in project implementation and decision-making.

1.6 Monitoring Approach

The Project Monitoring Plan adopts a risk-based monitoring approach that focuses monitoring efforts on activities with the greatest potential environmental, social, operational and reputational risks.

Monitoring will be undertaken through a combination of routine inspections, scheduled compliance audits, stakeholder consultations, environmental sampling (where required), document reviews, performance assessments and periodic management reviews.

The approach combines:

- **Routine Monitoring** to verify day-to-day implementation of project activities;
- **Compliance Monitoring** to assess adherence to statutory requirements and safeguard commitments;
- **Performance Monitoring** to measure progress against established Key Performance Indicators (KPIs);
- **Impact Monitoring** to assess environmental, social and economic outcomes resulting from project implementation; and
- **Corrective Monitoring** to verify the implementation and effectiveness of agreed corrective actions following the identification of non-compliance or performance gaps.

Monitoring activities shall be proportionate to the level of risk associated with each project phase, with more frequent inspections undertaken during periods of intensive construction and major operational activities.

1.7 Intended Users of the Monitoring Plan

This Monitoring Plan is intended for use by all institutions and stakeholders responsible for implementing, supervising, regulating or monitoring the Al-Hikima Integrated Agro-Industrial Project.

Primary users include:

- Katsina State Investment Promotion Agency (KIPA);
- State FRILIA Steering Committee;
- SABER Programme Coordination Office;
- Al-Hikima Integrated Agro-Industrial Project Management Team;
- Relevant Ministries, Departments and Agencies (MDAs);
- Batagarawa and Rimi Local Government Councils;

- Host Community Representatives;
- Traditional Institutions;
- Environmental and Social Consultants;
- Independent Verification Agent (IVA); and
- Other regulatory authorities with oversight responsibilities.

CHAPTER TWO

PROJECT OVERVIEW

2.1 Introduction

This chapter provides an overview of the Al-Hikima Integrated Agro-Industrial Project, the pilot investment selected by the Katsina State Government for the implementation of the Framework for Responsible and Inclusive Land-Intensive Agricultural Investment (FRILIA). It describes the project characteristics, implementation phases, institutional arrangements and stakeholders that form the basis for monitoring project performance throughout its lifecycle.

The information contained in this chapter establishes the context for the monitoring activities described in subsequent chapters and identifies the key project elements that will be monitored to ensure compliance with FRILIA principles, environmental and social commitments, and applicable legal and regulatory requirements.

2.2 Project Profile

Item	Description
Project Name	Al-Hikima Integrated Agro-Industrial Project
Project Type	Integrated Agro-Industrial Investment
Project Status	FRILIA Pilot Investment under SABER
Project Location	Tashar Bala, Batagarawa–Rimi Axis, Katsina State
Local Government Areas	Batagarawa and Rimi LGAs
Project Size	Approximately 150 Hectares
Implementing Agency	Katsina State Investment Promotion Agency (KIPA)
Project Investor	Al-Hikima Integrated Agro-Industrial Company
Sector	Agriculture and Agro-Industrial Development
Project Duration	Multi-phase Development
Monitoring Period	Pre-construction, Construction, Commissioning and Operational Phases

The project profile reflects the information established during the Environmental and Social Audit, including the project's location, scale and intended development.

2.3 Project Description

The Al-Hikima Integrated Agro-Industrial Project is a strategic agricultural investment designed to strengthen agricultural productivity, improve agro-processing capacity and stimulate inclusive economic development within Katsina State.

The project is being developed on approximately **150 hectares** of land at Tashar Bala along the Batagarawa–Rimi corridor. The site was selected based on its suitability for agro-industrial development, accessibility to transportation networks and proximity to agricultural production areas. Prior to acquisition, the land was predominantly used for agricultural purposes, and compensation was paid to affected land users following community consultations and established procedures.

The project combines industrial production facilities with agricultural support services to create an integrated value chain that benefits commercial agriculture, smallholder farmers and surrounding communities. In addition to industrial infrastructure, the project incorporates an out-grower farming programme aimed at improving farmers' access to agricultural inputs, extension services and market opportunities.

2.4 Project Components

The principal components of the project include:

2.4.1 Fertiliser Blending and Bagging Plant

A modern fertiliser blending and bagging facility designed to produce quality fertiliser formulations suitable for the agricultural needs of farmers within Katsina State and neighbouring markets.

2.4.2 Agrochemical Production Facility

A production facility for the formulation and packaging of approved crop protection products and related agricultural chemicals to improve crop productivity while ensuring compliance with environmental and safety regulations.

2.4.3 Seed Processing and Multiplication Centre

A seed processing and multiplication facility intended to improve farmers' access to certified seeds and enhance agricultural productivity through improved planting materials.

2.4.4 Storage and Warehousing Facilities

Warehouses for raw materials, finished products and agricultural inputs, including dedicated storage facilities for chemicals and other regulated materials.

2.4.5 Administrative and Support Infrastructure

Supporting infrastructure comprising:

- Administrative offices
- Internal road network
- Utility services
- Water supply systems
- Drainage infrastructure
- Security facilities
- Parking areas
- Maintenance workshops

2.4.6 Out-Grower Programme

A structured agricultural support programme that integrates surrounding farmers into the project's value chain through the provision of quality agricultural inputs, extension services, technical training and market access opportunities. This programme also serves as a key livelihood enhancement measure for local communities.

2.5 Project Development Phases

For monitoring purposes, the project shall be divided into five distinct phases.

Phase	Description	Monitoring Focus
Phase I	Planning and Mobilisation	Regulatory approvals, mobilisation, contractor engagement
Phase II	Site Preparation and Construction	Land development, civil works, environmental and social compliance
Phase III	Equipment Installation and Commissioning	Installation, testing, safety inspections and operational readiness
Phase IV	Operations	Production, environmental compliance, community relations, employment and occupational health and safety
Phase V	Expansion, Rehabilitation or Closure (where applicable)	Environmental restoration, asset rehabilitation and closure obligations

Each phase presents unique environmental, social and operational risks that require tailored monitoring activities.

2.6 Project Area of Influence

For the purpose of this Monitoring Plan, the project area of influence extends beyond the physical project boundary to include locations, communities and activities that may be directly or indirectly affected by project implementation.

The monitoring area therefore includes:

- the entire 150-hectare project site;
- construction work areas;
- material storage locations;
- access roads serving the project;
- transport corridors used for project logistics;
- nearby settlements and host communities;

- areas utilised under the out-grower farming programme; and
- other locations where project activities may generate environmental or social impacts.

Monitoring within this broader area of influence will enable early identification of off-site impacts and ensure that mitigation measures remain effective throughout project implementation.

2.7 Key Stakeholders

Effective monitoring requires the active participation of institutions and groups with defined responsibilities for project implementation and oversight.

The principal stakeholders include:

Stakeholder	‘
Katsina State Investment Promotion Agency (KIPA)	Overall project coordination and FRILIA oversight
Project Investor	Project implementation and compliance
Ministry of Lands and Physical Planning	Land administration and land governance
Ministry of Environment	Environmental compliance and regulatory oversight
Ministry of Agriculture and Livestock Development	Agricultural development and out-grower support
Batagarawa Local Government Council	Local coordination and community engagement
Rimi Local Government Council	Local coordination and community engagement
Host Communities	Community participation and feedback
Traditional Institutions	Community liaison and conflict resolution
Contractors and Consultants	Construction and technical implementation
SABER Programme Coordination Office	Programme oversight and reporting
Independent Verification Agent (IVA)	Independent verification of FRILIA implementation

These stakeholders reflect those identified during the project's stakeholder engagement process.

2.8 Institutional Governance Structure

To ensure effective implementation and monitoring of the project, the following governance structure shall apply:

Katsina State Government

State FRILIA Steering Committee

Katsina State Investment Promotion Agency (KIPA)

Investor   Supervising MDAs   SABER PCO

Project Management Team

Contractors / Consultants

Host Communities

The governance structure establishes clear reporting lines, facilitates coordination among institutions and provides the basis for accountability throughout project implementation.

Comment for Improvement

This chapter is intentionally **project-specific**, because the remainder of the Monitoring Plan will repeatedly refer back to these project components, phases and stakeholders. In the next chapter, we will move from describing the project to explaining **how it will be monitored**, beginning with the overall monitoring framework, monitoring methodology, inspection schedule and detailed roles and responsibilities before developing the comprehensive monitoring matrices. This is where the document starts to look like an operational manual rather than a descriptive report.

CHAPTER THREE

PROJECT MONITORING FRAMEWORK

3.1 Introduction

This chapter establishes the monitoring framework for the Al-Hikima Integrated Agro-Industrial Project. It defines the monitoring strategy, institutional responsibilities, monitoring methodologies, performance indicators and reporting arrangements that will be applied throughout the project lifecycle.

The framework is designed to ensure that project implementation remains consistent with the commitments made under the Framework for Responsible and Inclusive Land-Intensive Agricultural Investment (FRILIA), the Environmental and Social Audit (ESA), the Environmental and Social Management Plan (ESMP), applicable statutory requirements and the obligations of the Project Investor.

The monitoring framework is intended to support timely decision-making, facilitate early identification of implementation risks, promote accountability among responsible institutions and provide reliable evidence for periodic reporting to the Katsina State Government, the SABER Programme and the World Bank Independent Verification Agent (IVA).

3.2 Monitoring Objectives

Monitoring activities shall be undertaken to achieve the following objectives:

- verify compliance with approved project plans and statutory approvals;
- monitor implementation of environmental and social mitigation measures;
- monitor compliance with land acquisition and compensation commitments;
- assess implementation of stakeholder engagement activities;
- monitor the effectiveness of livelihood restoration measures;
- ensure compliance with occupational health and safety requirements;

- monitor project impacts on host communities;
- identify implementation risks at an early stage;
- facilitate timely corrective actions; and
- generate evidence for project performance reporting.

3.3 Monitoring Principles

Monitoring activities shall be guided by the following principles:

Compliance

All monitoring activities shall verify compliance with:

- FRILIA commitments;
- Environmental and Social Audit recommendations;
- Environmental and Social Management Plan;
- applicable Federal and State laws;
- statutory approvals;
- contractual obligations.

Independence

Monitoring findings shall be objective, evidence-based and free from undue influence.

Where necessary, independent technical experts may be engaged to undertake specialised inspections or compliance verification.

Transparency

Monitoring records shall be properly documented and maintained.

Monitoring reports shall accurately reflect field observations, findings, recommendations and agreed corrective actions.

Participation

Host communities, traditional institutions, Project Affected Persons (PAPs), contractors, relevant MDAs and the project investor shall participate in monitoring activities where appropriate.

Adaptive Management

Monitoring findings shall inform project decision-making.

Where monitoring identifies deficiencies, corrective measures shall be implemented and monitored until compliance is achieved.

3.4 Monitoring Approach

The Project Monitoring Plan adopts an **Integrated Risk-Based Monitoring Approach**.

This approach combines routine inspections, compliance monitoring, performance monitoring and impact monitoring to ensure that all aspects of project implementation are adequately supervised.

Monitoring activities shall be proportionate to the level of risk associated with each project phase.

Activities with higher environmental, social or operational risks shall receive more frequent monitoring than lower-risk activities.

The monitoring programme comprises five complementary components.

3.4.1 Routine Monitoring

Routine monitoring consists of regular field inspections undertaken to assess day-to-day implementation of project activities.

Routine monitoring shall focus on:

- construction progress;
- housekeeping;
- contractor compliance;
- environmental controls;
- safety practices;
- community relations.

Frequency

- Weekly during construction
- Monthly during operations

3.4.2 Compliance Monitoring

Compliance monitoring shall assess whether project implementation complies with:

- FRILIA commitments;
- environmental approvals;
- social safeguard commitments;
- labour requirements;
- land agreements;
- permit conditions;
- statutory approvals.

Compliance monitoring shall also assess implementation of corrective actions arising from previous inspections.

3.4.3 Performance Monitoring

Performance monitoring measures project achievements against predetermined Key Performance Indicators (KPIs).

Examples include:

- construction progress;
- employment generation;
- local procurement;
- grievance resolution;
- environmental compliance;
- stakeholder engagement.

3.4.4 Impact Monitoring

Impact monitoring assesses whether project implementation is producing the intended environmental, social and economic outcomes.

Examples include:

- improved farmer participation;
- employment generation;
- livelihood improvement;
- environmental protection;
- community satisfaction.

3.4.5 Corrective Action Monitoring

Where monitoring identifies deficiencies, follow-up inspections shall be undertaken to verify implementation of agreed corrective measures.

Corrective actions shall remain open until satisfactory evidence of compliance has been verified.

3.5 Monitoring Responsibilities

Monitoring responsibilities shall be shared among institutions with statutory or operational responsibilities.

Institution	Primary Responsibility
Katsina State Investment Promotion Agency (KIPA)	Overall coordination of project monitoring
Project Investor	Day-to-day compliance and self-monitoring
Ministry of Environment	Environmental inspections
Ministry of Lands	Land governance monitoring
Ministry of Agriculture	Agricultural development and out-grower monitoring
Ministry of Water Resources	Water resource monitoring
Ministry of Health	Community health monitoring
Local Government Councils	Community liaison
Host Communities	Community feedback
Traditional Institutions	Local conflict resolution
SABER Programme Coordination Office	Performance oversight
Independent Verification Agent (IVA)	Independent verification

3.6 Monitoring Cycle

Monitoring activities shall follow a continuous improvement cycle.

Planning
↓
Field Monitoring
↓
Data Collection
↓
Data Analysis
↓
Monitoring Report
↓
Management Review
↓
Corrective Action
↓
Follow-up Inspection
↓
Close-out

This monitoring cycle shall be repeated throughout project implementation.

3.7 Monitoring Methodology

Monitoring shall utilise multiple methods to ensure the accuracy and reliability of findings.

These methods include:

Physical Site Inspections

Routine inspections of construction works, operational facilities and environmental control measures.

Document Review

Review of:

- contractor records;
- permits;
- licences;
- monitoring reports;
- attendance registers;
- payroll records;
- grievance registers;
- compensation records.

Interviews

Structured interviews with:

- workers;
- contractors;
- Project Affected Persons;
- community leaders;
- government officials.

Community Consultations

Periodic meetings with host communities to obtain feedback regarding project implementation.

Photographic Documentation

Photographs shall be taken before, during and after inspections to provide evidence of project conditions.

Each photograph shall include:

- date;

- location;
- description;
- GPS coordinates (where available).

GPS Verification

GPS coordinates shall be collected for:

- project boundary inspections;
- environmental monitoring locations;
- infrastructure development;
- areas requiring corrective action.

3.8 Data Management

Monitoring data shall be managed through a structured system that ensures completeness, accuracy, security and accessibility.

Monitoring records shall include:

- inspection reports;
- attendance registers;
- monitoring checklists;
- environmental monitoring records;
- laboratory reports (where applicable);
- grievance records;
- photographic evidence;
- GPS records;
- contractor reports;
- corrective action records.

All records shall be retained by KIPA throughout the implementation period and made available during supervision missions and independent verification exercises.

3.9 Quality Assurance and Quality Control (QA/QC)

To ensure the credibility of monitoring results, the following quality assurance measures shall be applied:

- Standardised monitoring tools and checklists.
- Training of monitoring personnel.
- Joint inspections involving relevant MDAs where necessary.
- Internal review of monitoring reports before submission.
- Periodic independent verification of selected monitoring results.
- Maintenance of an auditable trail of supporting evidence.

Commentary

This chapter establishes **how** monitoring will be carried out. The next chapter should become the operational core of the document: **Chapter Four – Detailed Monitoring Plan**. Instead of narrative text, it will consist primarily of comprehensive monitoring matrices covering every aspect of the Al-Hikima Integrated Agro-Industrial Project—construction, environmental performance, social safeguards, land governance, stakeholder engagement, grievance redress, occupational health and safety, and community health. These matrices will specify the indicator, target, monitoring method, frequency, responsible institution, means of verification, and reporting requirement for each monitoring activity, making the plan directly usable by KIPA and readily assessable by the World Bank IVA.

CHAPTER FOUR

PROJECT MONITORING PROGRAMME

4.1 Introduction

The Project Monitoring Programme establishes the procedures for monitoring the implementation of the Al-Hikima Integrated Agro-Industrial Project throughout its lifecycle. The programme provides a structured approach for measuring project performance against approved environmental, social, technical, land governance and operational commitments.

The programme is designed to:

- monitor compliance with FRILIA commitments;
- verify implementation of mitigation measures;
- monitor project progress against approved milestones;
- identify implementation risks;
- facilitate timely corrective actions;
- provide evidence for periodic reporting to the Katsina State Government, the SABER Programme and the World Bank Independent Verification Agent (IVA).

Monitoring activities shall be undertaken throughout the pre-construction, construction, commissioning and operational phases of the project.

4.2 Monitoring Components

The Project Monitoring Programme consists of nine major monitoring components.

S/N	Monitoring Component	Objective
1	Project Progress Monitoring	Track implementation against approved work plans and milestones
2	Construction Monitoring	Ensure construction activities comply with approved specifications and safeguards
3	Environmental Monitoring	Monitor environmental performance and implementation of mitigation measures
4	Social Monitoring	Monitor social impacts and implementation of social commitments

5	Land Governance Monitoring	Monitor land use, compensation commitments and boundary integrity
6	Stakeholder Engagement Monitoring	Assess the effectiveness of stakeholder engagement activities
7	Grievance Redress Monitoring	Monitor grievance registration, investigation and resolution
8	Occupational Health and Safety Monitoring	Ensure compliance with health and safety requirements
9	Community Health and Safety Monitoring	Monitor risks to neighbouring communities arising from project activities

4.3 Project Progress Monitoring

The objective of project progress monitoring is to assess implementation against the approved project schedule and identify delays that may affect delivery.

Monitoring Matrix 4.1 – Project Progress

Monitoring Activity	Performance Indicator	Target	Monitoring Method	Frequency	Responsible Institution	Means of Verification
Mobilisation of contractor	Contractor mobilised	100%	Site inspection	Once	Investor/KIPA	Mobilisation report
Site establishment	Site offices completed	100%	Physical inspection	Once	Investor	Site inspection report
Construction progress	Percentage of work completed	≥ Planned schedule	Progress meetings and inspections	Monthly	Investor/KIPA	Monthly progress report
Procurement of equipment	Equipment delivered	As per procurement schedule	Document review	Monthly	Investor	Delivery records
Commissioning	Successful commissioning completed	100%	Inspection	Once	Investor	Commissioning report

4.4 Construction Monitoring

Construction activities have the potential to generate environmental, social and safety risks. Monitoring shall therefore focus on ensuring compliance with approved construction methodologies and safeguard measures.

Monitoring Matrix 4.2 – Construction Monitoring

Monitoring Activity	Indicator	Target	Frequency	Responsibility	Means of Verification
Site clearing	Clearing confined to approved project boundary	100% compliance	Weekly	Investor	Site inspection
Earthworks	Erosion control measures installed	100%	Weekly	Contractor	Inspection checklist
Construction materials	Materials properly stored	100%	Weekly	Contractor	Site inspection
Temporary drainage	Drainage functioning	Effective	Weekly	Contractor	Inspection
Dust control	Dust suppression implemented	Daily during dry season	Weekly verification	Contractor	Inspection report
Noise management	Noise controlled within approved working hours	Compliance	Weekly	Contractor	Site observation
Construction waste	Waste segregated and disposed appropriately	100%	Weekly	Contractor	Waste records
Site reinstatement	Temporary disturbed areas restored	100%	Monthly	Contractor	Site inspection

4.5 Environmental Monitoring

Environmental monitoring shall verify that the mitigation measures identified in the Environmental and Social Audit are implemented throughout the construction and operational phases. Key areas include soil management, chemical handling, waste management and water use.

Monitoring Matrix 4.3 – Environmental Monitoring

Environmental Aspect	Monitoring Indicator	Target	Method	Frequency	Responsibility	Means of Verification
Soil erosion	No significant erosion outside approved work areas	Zero uncontrolled erosion	Site inspection	Weekly	Ministry of Environment / Investor	Inspection report
Waste management	Waste segregated and disposed through approved methods	100% compliance	Site inspection	Weekly	Investor	Waste disposal records
Chemical storage	Chemicals stored in designated facilities with spill containment	100% compliance	Inspection	Weekly	Investor	Storage inspection checklist
Water use	Water abstraction consistent with approved requirements	Compliance	Meter review	Monthly	Investor	Water records
Fuel storage	No leakage or contamination	Zero incidents	Inspection	Weekly	Investor	Inspection report
Spill management	Spill kits available and functional	100%	Inspection	Monthly	Investor	OHS inspection
Air quality	Dust effectively controlled	Compliance	Observation	Weekly	Contractor	Site report
Vegetation	Disturbance limited to approved footprint	100% compliance	GPS/site inspection	Monthly	KIPA/Investor	Monitoring report

4.6 Social Monitoring

Social monitoring shall assess whether the project continues to generate positive social outcomes while avoiding or minimising adverse impacts on host communities.

Monitoring Matrix 4.4 – Social Monitoring

Monitoring Activity	Indicator	Target	Frequency	Responsibility	Means of Verification
Local employment	Percentage of workforce recruited locally	Target established by project employment policy	Quarterly	Investor	Employment records
Female participation	Women employed and participating in project programmes	Annual target achieved	Quarterly	Investor	HR records
Youth employment	Youth employed	Annual target achieved	Quarterly	Investor	Payroll records
Out-grower programme	Farmers participating in programme	Planned enrolment achieved	Quarterly	Ministry of Agriculture / Investor	Farmer register
Community consultations	Meetings held with host communities	At least one meeting per quarter	Quarterly	KIPA	Attendance register
Community satisfaction	Stakeholder feedback on project implementation	Majority positive feedback	Six-monthly	KIPA	Consultation reports
Livelihood restoration	Commitments implemented for affected persons	100% implementation	Quarterly	Ministry of Lands / Investor	Monitoring report

4.7 LAND GOVERNANCE MONITORING

4.7.1 Objective

The objective of land governance monitoring is to ensure that land allocated for the Al-Hikima Integrated Agro-Industrial Project continues to be managed in accordance with FRILIA principles, applicable land administration laws, approved land acquisition procedures, and commitments made during the compensation and stakeholder engagement process.

Monitoring will verify that:

- the project remains within the approved project boundary;

- land rights are respected;
- no unauthorized land acquisition occurs;
- compensation commitments remain fulfilled;
- community access rights are maintained where applicable;
- land-related disputes are promptly addressed.

Monitoring Matrix 4.5: Land Governance Monitoring

Monitoring Issue	Performance Indicator	Target	Monitoring Method	Frequency	Responsible Institution	Means of Verification
Project boundary	Development confined within approved 150 ha boundary	100% Compliance	GPS survey and field inspection	Quarterly	Ministry of Lands / KIPA	Survey Report, GPS Coordinates
Boundary markers	Boundary pillars remain intact	No missing boundary markers	Physical inspection	Quarterly	Ministry of Lands	Inspection Report
Encroachment	Cases of encroachment	Zero	Site inspection	Quarterly	Ministry of Lands / Investor	Monitoring Report
Additional land acquisition	Acquisition follows FRILIA procedures	100% Compliance	Document review	As Required	KIPA	Land Acquisition Records
Compensation commitments	Outstanding compensation cases	Zero	Document review and consultations	Quarterly	Ministry of Lands	Compensation Register
Land disputes	Number of unresolved disputes	Zero unresolved disputes	Community consultations	Monthly	Ministry of Lands	Dispute Register
Community access	Existing access routes maintained where agreed	100% Compliance	Site inspection	Quarterly	Investor	Inspection Report
Land documentation	Valid land title and supporting records maintained	Complete documentation	Records review	Annually	Ministry of Lands	Land File

4.8 STAKEHOLDER ENGAGEMENT MONITORING

4.8.1 Objective

The objective of stakeholder engagement monitoring is to assess whether communication between the project and stakeholders remains effective throughout project implementation.

Monitoring shall ensure that information is disclosed in a timely manner, consultations are inclusive, concerns are documented and acted upon, and relationships with host communities remain constructive.

Monitoring Matrix 4.6: Stakeholder Engagement Monitoring

Monitoring Activity	Indicator	Target	Monitoring Method	Frequency	Responsible Institution	Means of Verification
Community meetings	Meetings conducted	Minimum one meeting every quarter	Attendance verification	Quarterly	KIPA	Meeting Minutes
Information disclosure	Project information shared with stakeholders	100% Compliance	Document review	Quarterly	Investor	Information Materials
Traditional institution engagement	Meetings with traditional leaders	Minimum one meeting every quarter	Consultation	Quarterly	KIPA	Attendance Register
Women's participation	Female participation in meetings	At least 30% participation	Attendance analysis	Quarterly	KIPA	Attendance Register
Youth participation	Youth represented during consultations	Adequate representation	Consultation	Quarterly	KIPA	Meeting Records
Government coordination	Inter-agency coordination meetings held	Monthly	Meeting review	Monthly	KIPA	Minutes
Stakeholder concerns	Issues documented and addressed	100% Documentation	Review	Monthly	KIPA	Consultation Log

4.9 GRIEVANCE REDRESS MONITORING

4.9.1 Objective

The objective of grievance monitoring is to ensure that complaints relating to project implementation are received, registered, investigated, resolved and closed within agreed timelines.

The monitoring process shall assess the effectiveness of the Grievance Redress Mechanism (GRM) established for the project and ensure transparency and accountability in grievance management. This is consistent with the grievance mechanism described in the project's Environmental and Social Audit.

Monitoring Matrix 4.7: Grievance Redress Monitoring

Monitoring Activity	Indicator	Target	Frequency	Responsibility	Means of Verification
Complaint registration	Complaints entered into register	100%	Monthly	Investor	Grievance Register
Acknowledgement	Complaints acknowledged	Within 3 working days	Monthly	Investor	Correspondence
Investigation	Complaints investigated	Within 14 days	Monthly	GRM Committee	Investigation Report
Resolution	Complaints resolved	Within 30 days	Monthly	GRM Committee	Resolution Report
Escalated grievances	Cases requiring escalation	Declining trend	Quarterly	KIPA	Escalation Register
Outstanding grievances	Open cases	Zero overdue cases	Monthly	GRM Committee	Monitoring Report
Complainant satisfaction	Satisfaction after resolution	≥80% satisfied	Quarterly	KIPA	Feedback Survey

4.10 OCCUPATIONAL HEALTH AND SAFETY (OHS) MONITORING

4.10.1 Objective

The objective of Occupational Health and Safety (OHS) monitoring is to ensure that all construction and operational activities are carried out in a manner that protects workers, contractors, visitors and other personnel from workplace hazards.

Monitoring Matrix 4.8: Occupational Health and Safety Monitoring

Monitoring Activity	Indicator	Target	Frequency	Responsibility	Means of Verification
PPE usage	Workers wearing appropriate PPE	100% Compliance	Weekly	Contractor	Site Inspection
Safety induction	Workers trained before commencing work	100%	Weekly	Contractor	Training Register
Toolbox meetings	Safety meetings conducted	Weekly	Weekly	Contractor	Attendance Register
Workplace accidents	Lost Time Injuries (LTI)	Zero	Monthly	Investor	Incident Register
First aid facilities	First aid kits available and stocked	100%	Monthly	Contractor	Inspection Report
Emergency preparedness	Emergency drills conducted	Twice annually	Six-monthly	Investor	Drill Report
Safety signage	Signage installed and maintained	100%	Monthly	Contractor	Inspection Checklist

4.11 COMMUNITY HEALTH AND SAFETY MONITORING

4.11.1 Objective

The objective of Community Health and Safety Monitoring is to ensure that project activities do not adversely affect neighbouring communities and that appropriate measures are implemented to protect public health and safety throughout the project lifecycle.

Monitoring Matrix 4.9: Community Health and Safety Monitoring

Monitoring Activity	Indicator	Target	Frequency	Responsibility	Means of Verification
Traffic management	Traffic incidents involving project vehicles	Zero major incidents	Monthly	Investor	Incident Records
Public access control	Hazardous work areas secured	100% Compliance	Weekly	Contractor	Site Inspection
Dust impacts on communities	Community complaints relating to dust	Minimal complaints	Monthly	Investor	GRM Register
Noise impacts	Complaints relating to excessive noise	Minimal complaints	Monthly	Investor	Monitoring Report
Community awareness	Public awareness sessions conducted	Quarterly	Quarterly	KIPA / Investor	Attendance Register
Emergency communication	Communities informed of emergencies	100% Compliance	As Required	Investor	Communication Records
Disease prevention	Worker and community awareness activities	Implemented as planned	Quarterly	Ministry of Health / Investor	Health Reports

CHAPTER FIVE

PERFORMANCE MONITORING AND KEY PERFORMANCE INDICATORS (KPIs)

5.1 Introduction

Performance monitoring provides a systematic process for measuring the implementation and outcomes of the Al-Hikima Integrated Agro-Industrial Project against approved objectives, targets and commitments. While Chapter Four defines the monitoring activities, this chapter establishes the performance indicators, targets and reporting thresholds that will be used to evaluate whether the project is achieving its intended environmental, social, governance and operational outcomes.

Performance monitoring will support project management by:

- measuring progress against approved implementation plans;
- identifying emerging risks and performance gaps;
- providing evidence for management decisions;
- facilitating adaptive management and corrective action; and
- supporting periodic reporting to the Katsina State Government, the SABER Programme and the World Bank Independent Verification Agent (IVA).

5.2 Key Performance Indicator (KPI) Framework

The Project adopts a tiered KPI framework consisting of six performance areas.

Performance Area	Objective	Reporting Frequency
Project Delivery	Monitor implementation against approved schedule	Monthly
Environmental Performance	Monitor implementation of environmental commitments	Monthly/Quarterly
Social Performance	Assess social outcomes and stakeholder engagement	Quarterly
Land Governance	Verify compliance with land governance commitments	Quarterly
Occupational Health and Safety	Monitor workplace health and safety performance	Monthly
Compliance and Governance	Assess compliance with FRILIA, legal and contractual obligations	Quarterly

5.3 Project Delivery KPIs

Monitoring Matrix 5.1 – Project Delivery Performance

KPI	Performance Indicator	Target	Risk Rating	Frequency	Means of Verification
Project schedule	Activities completed according to approved work plan	≥95%	High	Monthly	Progress Reports
Construction progress	Percentage completion against approved milestones	≥90%	High	Monthly	Site Inspection
Procurement	Delivery of major equipment on schedule	100%	Medium	Monthly	Procurement Records
Budget utilisation	Expenditure within approved budget	±10% variance	High	Quarterly	Financial Reports
Corrective actions	Corrective actions completed within agreed timeframe	≥90%	High	Monthly	Corrective Action Register

5.4 Environmental Performance KPIs

Monitoring Matrix 5.2 – Environmental Performance

KPI	Target	Risk Rating	Frequency	Means of Verification
Environmental incidents	Zero major incidents	High	Monthly	Incident Register
Hazardous waste management	100% compliance	High	Monthly	Waste Records
Spill response	100% of spills contained and reported	High	Monthly	Spill Register
Soil protection	No significant erosion	Medium	Monthly	Site Inspection
Water management	Compliance with approved abstraction and use	High	Monthly	Water Monitoring Records
Chemical storage	100% compliance with storage procedures	High	Monthly	Inspection Checklist
Air quality management	Dust suppression measures implemented	Medium	Weekly	Site Inspection
Environmental corrective actions	100% implementation	High	Monthly	Corrective Action Register

5.5 Social Performance KPIs

Monitoring Matrix 5.3 – Social Performance

KPI	Target	Risk Rating	Frequency	Means of Verification
Local employment	Meet project employment target	Medium	Quarterly	Employment Records
Women employed	Meet project gender target	Medium	Quarterly	HR Records
Youth employment	Meet project youth employment target	Medium	Quarterly	Payroll Records
Community meetings	At least one per quarter	Low	Quarterly	Meeting Minutes
Stakeholder participation	Broad representation achieved	Medium	Quarterly	Attendance Registers
Community complaints	Declining trend	High	Monthly	GRM Register
Livelihood restoration	All agreed measures implemented	High	Quarterly	Monitoring Reports

5.6 Land Governance KPIs

Monitoring Matrix 5.4 – Land Governance Performance

KPI	Target	Risk Rating	Frequency	Means of Verification
Boundary integrity	100% maintained	High	Quarterly	GPS Survey
Land disputes	Zero unresolved disputes	High	Monthly	Dispute Register
Compensation obligations	100% fulfilled	High	Quarterly	Compensation Records
Land documentation	Complete and current	Medium	Annually	Land File Review
Encroachment	Zero encroachment	High	Quarterly	Site Inspection

5.7 Occupational Health and Safety KPIs

Monitoring Matrix 5.5 – OHS Performance

KPI	Target	Risk Rating	Frequency	Means of Verification
Lost Time Injury Frequency Rate (LTIFR)	Zero fatalities and continuous reduction in LTIs	High	Monthly	Incident Reports
PPE compliance	100%	High	Weekly	Site Inspection
Safety training	100% of workers inducted	High	Monthly	Training Register
Emergency drills	Two per year	Medium	Six-monthly	Drill Reports
Toolbox talks	Weekly	Medium	Weekly	Attendance Register

Note: *Where the Investor has adopted internationally recognised safety metrics (e.g., LTIFR or Total Recordable Incident Rate), these may be reported in addition to the KPIs above to enhance benchmarking.*

5.8 Performance Rating System

To facilitate management oversight, project performance shall be assessed using a Red–Amber–Green (RAG) rating system.

Rating	Meaning	Required Action
Green	Target achieved or on track	Continue routine monitoring
Amber	Minor deviation from target	Monitor closely and implement corrective measures
Red	Significant deviation or non-compliance	Immediate management intervention and corrective action required

Performance ratings shall be assigned during monthly and quarterly reviews and incorporated into management reports.

CHAPTER SIX

REPORTING, DOCUMENTATION AND INFORMATION MANAGEMENT

6.1 Introduction

Effective monitoring is dependent upon timely reporting, proper documentation and systematic management of project information. This chapter establishes the procedures for recording, validating, analysing and reporting monitoring information generated during the implementation of the Al-Hikima Integrated Agro-Industrial Project.

The reporting framework is intended to:

- provide reliable information for project management;
- facilitate informed decision-making;
- demonstrate compliance with FRILIA commitments;
- provide verifiable evidence for the World Bank Independent Verification Agent (IVA);
- maintain transparency and accountability throughout project implementation.

6.2 Reporting Principles

All monitoring reports shall comply with the following principles:

Accuracy

Reports shall present factual and verifiable information obtained from field inspections, interviews, measurements, records and other approved monitoring methods.

Timeliness

Reports shall be submitted within the timelines established in this Monitoring Plan.

Completeness

Reports shall contain sufficient information to enable project management and regulatory agencies to understand project performance and determine whether corrective actions are required.

Traceability

All reported information shall be supported by documentary evidence.

Confidentiality

Information classified as confidential shall be handled in accordance with applicable Government policies and contractual obligations.

6.3 Reporting Hierarchy

Field Monitoring Officers

↓

Project Monitoring Coordinator

↓

KIPA FRILIA Monitoring Unit

↓

Director General, KIPA

↓

State FRILIA Steering Committee

↓

SABER Programme Coordination Office

↓

Independent Verification Agent (IVA) / World Bank (where applicable)

6.4 Monitoring Reports

The following reports shall be prepared throughout project implementation.

Table 6.1: Reporting Schedule

Report	Purpose	Frequency	Prepared By	Submitted To
Daily Site Log	Record daily site activities	Daily	Site Supervisor	Project Manager
Weekly Inspection Report	Record field observations	Weekly	Monitoring Officer	KIPA
Monthly Progress Report	Measure implementation progress	Monthly	Project Manager	KIPA
Monthly Environmental Monitoring Report	Environmental compliance	Monthly	Environmental Officer	Ministry of Environment & KIPA

Monthly Social Monitoring Report	Social performance	Monthly	Social Safeguards Officer	KIPA
Quarterly FRILIA Compliance Report	Overall compliance assessment	Quarterly	KIPA	FRILIA Steering Committee
Quarterly Performance Dashboard	KPI status	Quarterly	KIPA	SABER PCO
Incident Report	Major incidents	Within 24 hours	Responsible Officer	KIPA
Annual Project Performance Report	Overall annual performance	Annually	KIPA	State Government / SABER

6.5 Minimum Contents of Monitoring Reports

Every monitoring report shall contain the following information:

Section 1

General Information

- Report title
- Reporting period
- Date of inspection
- Monitoring team
- Weather conditions (where applicable)

Section 2

Summary of Activities

- Activities undertaken
- Areas inspected
- Persons interviewed

Section 3

Monitoring Findings

- Positive observations

- Non-compliance issues
- Emerging risks
- Good practices

Section 4

Performance Assessment

- KPI status
- Environmental performance
- Social performance
- Construction progress
- Land governance performance

Section 5

Corrective Actions

- Action required
- Responsible person
- Completion date
- Status

Section 6

Supporting Evidence

- Photographs
- GPS coordinates
- Attendance registers
- Laboratory reports (where applicable)
- Meeting minutes
- Inspection checklists

6.6 Document Control

All monitoring documents shall be managed through a formal document control system.

Table 6.2: Document Control Register

Document	Custodian	Retention Period	Format
Monitoring Reports	KIPA	Project Life + 5 Years	Electronic & Hard Copy
Inspection Checklists	KIPA	Project Life	Electronic
Photographs	KIPA	Project Life	Electronic
Attendance Registers	KIPA	Project Life	Hard Copy
Grievance Register	KIPA	Project Life	Electronic
Incident Register	Investor	Project Life	Electronic
Corrective Action Register	KIPA	Project Life	Electronic

6.7 Data Quality Assurance

Before submission, every monitoring report shall undergo quality assurance to verify:

- completeness;
- accuracy;
- consistency;
- supporting evidence;
- approval by the responsible officer.

No report shall be submitted without review and approval by the Project Monitoring Coordinator.

6.8 Information Management

Project monitoring information shall be maintained in both electronic and hard-copy formats.

Electronic records should be securely backed up and organised to allow efficient retrieval during audits, supervision missions and independent verification exercises.

Monitoring information should include:

- project correspondence;
- monitoring reports;
- photographs;
- GPS data;
- maps;
- permits;
- inspection records;
- environmental monitoring data;
- social monitoring data;
- stakeholder engagement records;
- grievance records;
- incident reports.

6.9 Reporting Timeline

Activity	**Timeline**
Daily Site Log	End of each working day
Weekly Inspection Report	Within 2 working days
Monthly Report	Within 5 working days after month-end
Quarterly Report	Within 10 working days after quarter-end
Annual Report	Within 20 working days after year-end
Incident Report	Within 24 hours of occurrence

CHAPTER SEVEN

NON-COMPLIANCE MANAGEMENT, CORRECTIVE ACTIONS AND ADAPTIVE MANAGEMENT

7.1 Introduction

The successful implementation of the Al-Hikima Integrated Agro-Industrial Project depends on the timely identification and effective management of non-compliance with approved project requirements. Non-compliance may arise from environmental, social, technical, occupational health and safety, land governance, contractual or statutory obligations.

This chapter establishes the procedures for identifying, documenting, investigating, correcting and preventing non-compliance during project implementation. It also provides a framework for adaptive management, enabling project implementation strategies to be modified in response to monitoring findings, emerging risks or changing project conditions.

The objective is to ensure that project performance remains consistent with the commitments contained in the FRILIA Framework, the Environmental and Social Audit (ESA), the Environmental and Social Management Plan (ESMP), statutory approvals and applicable legal requirements.

7.2 Definition of Non-Compliance

For the purpose of this Monitoring Plan, **non-compliance** refers to any failure by the Project Investor, contractor, consultant or other implementing entity to comply with:

- FRILIA commitments;
- environmental and social mitigation measures;
- approved project designs;
- statutory approvals or permit conditions;

- contractual obligations;
- occupational health and safety requirements;
- approved monitoring procedures;
- directives issued by KIPA or competent regulatory authorities.

7.3 Classification of Non-Compliance

Non-compliance shall be categorised according to its severity.

Table 7.1: Classification of Non-Compliance

Category	Description	Required Response
Minor	Administrative deficiencies or isolated issues with limited impact.	Correct within 14 days.
Moderate	Repeated non-compliance or issues that could result in environmental or social impacts if not addressed.	Correct within 7 days and verify implementation.
Major	Significant breach of legal, environmental, social, land governance or health and safety requirements.	Immediate corrective action and notification to KIPA and relevant authorities.
Critical	Serious incident causing or likely to cause significant environmental damage, injury, fatality, major community impact or breach of statutory requirements.	Immediate suspension of the affected activity pending investigation and corrective action.

7.4 Sources of Non-Compliance

Non-compliance may be identified through:

- routine monitoring inspections;
- environmental monitoring;
- social monitoring;
- land governance inspections;
- community consultations;
- grievance investigations;
- internal audits;
- external audits;
- regulatory inspections;

- supervision missions;
- complaints from workers or communities;
- Independent Verification Agent (IVA) observations.

7.5 Non-Compliance Management Process

The following process shall apply whenever non-compliance is identified.

Identification of Non-Compliance
↓
Record in Non-Compliance Register
↓
Risk Assessment and Classification
↓
Notification to Responsible Party
↓
Preparation of Corrective Action Plan (CAP)
↓
Implementation of Corrective Action
↓
Follow-up Inspection
↓
Verification of Compliance
↓
Close-out or Escalation

7.6 Corrective Action Procedure

Where non-compliance is identified, the following steps shall be followed:

Step 1 – Identification

The Monitoring Officer shall document:

- location;
- date;
- description of the non-compliance;

- photographs;
- supporting evidence;
- initial risk rating.

Step 2 – Notification

The responsible contractor, consultant or project manager shall be notified in writing within two (2) working days.

Step 3 – Corrective Action Plan

The responsible party shall prepare a Corrective Action Plan containing:

- root cause of the non-compliance;
- corrective measures;
- responsible officer;
- implementation timeline;
- required resources.

Step 4 – Implementation

Corrective actions shall be implemented within the agreed timeframe based on the severity of the non-compliance.

Step 5 – Verification

KIPA shall undertake a follow-up inspection to verify that corrective actions have been fully implemented.

Step 6 – Close-out

Where corrective actions have been satisfactorily implemented, the issue shall be closed in the Corrective Action Register.

Where implementation is unsatisfactory, additional corrective measures or enforcement actions may be initiated.

7.7 Corrective Action Matrix

Table 7.2: Corrective Action Matrix

Non-Compliance	Risk Rating	Corrective Action	Responsible Party	Completion Period	Verification Method
Inadequate waste management	High	Remove waste and implement approved waste management procedures	Contractor	7 days	Site inspection
Missing PPE	High	Provide PPE and retrain workers	Contractor	Immediate	Safety inspection
Dust generation	Medium	Increase water spraying and install dust suppression measures	Contractor	3 days	Site inspection
Community complaint unresolved	High	Investigate, engage complainant and resolve grievance	Investor	14 days	GRM review
Boundary encroachment	High	Stop works and restore boundary	Investor	Immediate	GPS verification

7.8 Escalation Procedure

Where corrective actions are not implemented within the agreed timeframe, the matter shall be escalated as follows:

Level	Responsible Authority	Action
Level 1	Project Manager	Issue reminder and agree revised timeline
Level 2	KIPA Monitoring Unit	Formal notice of non-compliance
Level 3	Director General, KIPA	Management review and directive
Level 4	State FRILIA Steering Committee	Enforcement decision
Level 5	Relevant Regulatory Authority	Regulatory enforcement where required

7.9 Adaptive Management

Adaptive management is a structured process for improving project implementation based on monitoring results, lessons learned and emerging risks.

Adaptive management may be triggered by:

- repeated non-compliance;
- unforeseen environmental impacts;
- changes in project scope;
- new regulatory requirements;
- community concerns;
- recommendations arising from audits or independent verification.

Where adaptive management is required, KIPA shall convene a review meeting with the Investor and relevant stakeholders to determine the appropriate modifications to project implementation or monitoring arrangements.

7.10 Continuous Improvement

The Project shall promote continuous improvement through:

- periodic review of monitoring findings;
- analysis of trends in project performance;
- lessons learned workshops;
- refresher training for project personnel;
- annual review of this Monitoring Plan;
- incorporation of recommendations from the World Bank, the Independent Verification Agent (IVA), regulatory agencies and stakeholders.

7.11 Non-Compliance Register

A Non-Compliance Register shall be maintained throughout the project lifecycle.

Table 7.3: Non-Compliance Register

Ref. No.	Date Identified	Description of Non-Compliance	Risk Rating	Corrective Action	Responsible Party	Target Date	Verification Date	Status
NC-001								
NC-002								
NC-003								

CHAPTER EIGHT

IMPLEMENTATION ARRANGEMENTS, MONITORING SCHEDULE AND RESOURCE PLAN

8.1 Introduction

The successful implementation of this Project Monitoring Plan requires clearly defined institutional arrangements, adequate resources, competent personnel and a structured monitoring schedule. This chapter outlines the implementation framework that will guide monitoring activities throughout the lifecycle of the Al-Hikima Integrated Agro-Industrial Project.

The implementation arrangements are intended to ensure that monitoring activities are undertaken in a coordinated, timely and consistent manner and that findings are effectively used to improve project performance and maintain compliance with the FRILIA Framework.

8.2 Institutional Implementation Arrangements

Implementation of this Monitoring Plan shall be coordinated by the **Katsina State Investment Promotion Agency (KIPA)**, working in collaboration with the Project Investor, relevant Ministries, Departments and Agencies (MDAs), Batagarawa and Rimi Local Government Councils, host communities and other stakeholders.

Table 8.1: Institutional Roles and Responsibilities

Institution	**Key Responsibilities**
KIPA	Overall coordination, monitoring oversight, reporting to SABER and World Bank IVA
Project Investor	Day-to-day implementation, internal monitoring and compliance reporting
Ministry of Lands and Physical Planning	Land administration, boundary verification and land governance monitoring
Ministry of Environment	Environmental compliance inspections and technical guidance
Ministry of Agriculture and Livestock Development	Monitoring of agricultural development and out-grower programme

Ministry of Health	Community health monitoring and emergency response coordination
Batagarawa & Rimi LGAs	Community liaison and local coordination
Host Communities	Participation in consultations and provision of feedback
FRILIA Steering Committee	Strategic oversight and policy guidance
SABER Programme Coordination Office	Programme oversight and performance review
Independent Verification Agent (IVA)	Independent verification of project implementation and monitoring evidence

8.3 Annual Monitoring Calendar

Table 8.2: Indicative Annual Monitoring Schedule

Monitoring Activity	Weekly	Monthly	Quarterly	Bi-Annual	Annual
Construction Monitoring	✓	✓			
Environmental Monitoring	✓	✓	✓		✓
Social Monitoring		✓	✓		✓
Land Governance Monitoring			✓		✓
Stakeholder Engagement		✓	✓		
Grievance Monitoring	✓	✓	✓		
Occupational Health & Safety	✓	✓		✓	✓
Community Health & Safety		✓	✓		✓
Performance Review		✓	✓		✓
Internal Compliance Audit			✓		✓
Monitoring Plan Review					✓

8.4 Monitoring Resources

To ensure effective implementation of the Monitoring Plan, KIPA and the Project Investor shall provide adequate human, financial and logistical resources.

Table 8.3: Minimum Resource Requirements

Resource	Purpose
Monitoring Officers	Conduct routine inspections and monitoring activities
Environmental Specialist	Environmental compliance monitoring
Social Safeguards Specialist	Social performance monitoring
Land Administration Officer	Land governance and boundary monitoring
Occupational Health and Safety Officer	Workplace health and safety monitoring
GPS Device	Boundary verification and georeferenced inspections
Digital Camera / Tablet	Photographic documentation and electronic data collection
Inspection Vehicle	Field monitoring and supervision visits
Personal Protective Equipment (PPE)	Safe access to construction and operational sites
Laptops and Data Management Software	Data analysis, reporting and record management

8.5 Capacity Building and Training

The effectiveness of the monitoring programme depends on the competence of personnel responsible for implementation. KIPA shall coordinate periodic capacity-building programmes for all officers involved in monitoring.

Training Areas

- FRILIA Principles and Requirements
- Environmental and Social Safeguards
- Land Governance and Responsible Land Acquisition
- Occupational Health and Safety
- Community Engagement and Stakeholder Consultation
- Grievance Redress Mechanism
- Monitoring and Evaluation Techniques
- GPS and GIS Applications
- Data Collection and Analysis
- Report Writing and Documentation

Training shall be conducted:

- Prior to project mobilisation;
- Annually as refresher training;
- Following significant regulatory or project changes; and
- When monitoring identifies capacity gaps.

8.6 Communication and Coordination

KIPA shall establish regular coordination meetings with the Project Investor and relevant stakeholders to review monitoring findings, discuss implementation challenges and agree on corrective actions.

The following coordination meetings shall be held:

Meeting	Frequency	Chair
Site Coordination Meeting	Weekly	Project Manager
Monitoring Review Meeting	Monthly	KIPA
FRILIA Steering Committee Meeting	Quarterly	Chairperson, Steering Committee
Annual Project Performance Review	Annually	Director General, KIPA

8.7 Risk-Based Monitoring Schedule

Monitoring activities shall be prioritised based on the level of risk associated with project activities.

Table 8.4: Risk-Based Monitoring Priorities

Risk Level	Monitoring Frequency	Examples
High	Weekly or Continuous	Land acquisition compliance, hazardous materials, OHS, grievance management
Medium	Monthly	Construction progress, waste management, stakeholder engagement
Low	Quarterly or Semi-Annual	Administrative compliance, documentation review, training records

This risk-based approach ensures that resources are focused on activities with the greatest potential impact on project performance and compliance.

8.8 Monitoring Budget Framework

Adequate financial resources shall be allocated annually to support the implementation of this Monitoring Plan. The annual monitoring budget should cover, at a minimum:

- Personnel and field allowances;
- Transportation and logistics;
- Monitoring equipment maintenance and replacement;
- Environmental and laboratory testing (where required);
- Community consultation and stakeholder engagement activities;
- Training and capacity building;
- Data management and reporting;
- Independent technical assessments, where necessary;
- Contingency for emergency inspections.

The monitoring budget shall be incorporated into the annual project operational budget and reviewed each financial year.

8.9 Review of the Monitoring Plan

This Monitoring Plan shall be reviewed:

- Annually as part of the project performance review;
- Following significant changes to project scope or design;
- Following major environmental or social incidents;
- In response to changes in applicable laws or FRILIA requirements;
- Upon recommendations arising from audits, supervision missions or the Independent Verification Agent (IVA).

Any revisions shall be approved by KIPA and the State FRILIA Steering Committee before implementation.

8.10 Conclusion

The implementation arrangements outlined in this chapter provide the institutional, operational and resource framework required to deliver an effective monitoring system for the Al-Hikima Integrated Agro-Industrial Project. By ensuring clear responsibilities, regular monitoring, adequate resources and continuous capacity development, the Plan supports responsible project implementation and demonstrates Katsina State's commitment to transparency, accountability and compliance with the FRILIA Framework.

ANNEX 1

Site Inspection Checklist

Item	Yes	No	Remarks
Construction confined to approved project boundary			
Site properly fenced			
PPE being used by workers			
Safety signage available			
Waste properly managed			
Drainage functioning			
Dust suppression implemented			
Equipment properly maintained			
Emergency contacts displayed			
Community access maintained			

ANNEX 2

Environmental Monitoring Checklist

Parameter	Status	Observation	Action Required
Soil erosion			
Air quality			
Dust control			
Water quality			
Hazardous waste			
Solid waste			
Fuel storage			
Chemical storage			
Noise control			
Vegetation protection			

ANNEX 3

Social Monitoring Checklist

Indicator	**Status**	**Comments**
Local employment		
Female participation		
Youth employment		
Community meetings held		
Stakeholder participation		
Livelihood restoration		
Out-grower programme		
Vulnerable groups supported		

ANNEX 4

Land Governance Inspection Checklist

Item	Status	Remarks
Boundary markers intact		
Encroachment observed		
Compensation issues		
Access roads maintained		
Land disputes		
GPS verification completed		

ANNEX 5

Occupational Health & Safety Inspection Checklist

Item	Status	Remarks
PPE available		
PPE properly used		
Toolbox meeting conducted		
First aid available		
Fire extinguisher functional		
Emergency exits clear		
Safety signs installed		
Incident register updated		

ANNEX 6

Community Health & Safety Checklist

Indicator	Status	Remarks
Traffic control		
Public safety barriers		
Dust impacts		
Noise complaints		
Emergency communication		
Community awareness conducted		

ANNEX 7

Stakeholder Engagement Register

Date	Stakeholder	Issue Discussed	Action Agreed	Responsible Officer	Status

ANNEX 8

Community Consultation Attendance Register

Name	Community	Gender	Organisation	Signature

ANNEX 9

Grievance Register

Grievance No.	Date	Complainant	Complaint	Action Taken	Status	Date Closed

ANNEX 10

Incident Report Form

- Incident Number:
- Date:
- Time:
- Location:
- Type of Incident:
- Description:
- Immediate Action Taken:
- Injuries/Damage:
- Root Cause:
- Corrective Action:
- Responsible Officer:
- Date Closed:

ANNEX 11

Non-Compliance Register

Ref No.	Date	Description	Risk Rating	Corrective Action	Responsible Officer	Target Date	Status

ANNEX 12

Corrective and Preventive Action (CAPA) Register

Action No.	Non-Compliance	Corrective Action	Preventive Action	Responsible Officer	Due Date	Status

ANNEX 13

Monthly Monitoring Report Template

1. Executive Summary
2. Monitoring Activities Conducted
3. Key Findings
4. KPI Performance
5. Environmental Performance
6. Social Performance
7. Land Governance
8. Stakeholder Engagement
9. Grievance Management
10. Occupational Health & Safety
11. Corrective Actions
12. Photographic Evidence
13. Recommendations

ANNEX 14

Quarterly FRILIA Compliance Report

- Compliance Status
- Major Achievements
- Key Risks
- Non-Compliance Cases
- Corrective Actions
- Stakeholder Engagement Summary
- Environmental Performance
- Social Performance
- KPI Dashboard
- Recommendations

ANNEX 15

Annual Project Performance Report

- Executive Summary
- Project Progress
- Financial Performance
- Environmental Performance
- Social Performance
- Land Governance
- Stakeholder Engagement
- OHS Performance
- Community Health & Safety
- Lessons Learned
- Recommendations

ANNEX 16

Project Performance Dashboard (RAG Status)

Indicator	Target	Current Status	Rating (□/□/□)	Remarks

ANNEX 17

GPS Verification Form

Location	Coordinates	Date	Officer	Remarks

ANNEX 18

Photographic Evidence Register

Photo No.	Date	Location	Description	Officer

ANNEX 19

Document Control Register

Document	Version	Date	Prepared By	Approved By

ANNEX 20

Annual Monitoring Activity Calendar

Month	Planned Activities	Responsible Institution	Status
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			