



Community Needs Assessment & Development Plan Toolkit

Prepared for Sokoto State Government

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1 INTRODUCTION

The Community Needs Assessment and Development Plan (CNDP) toolkit for FRILIA Sokoto 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 you about the preparation and implementation of a Community Development Plan (CDP). 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

CNDP serves as a resolute 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 recognize 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.

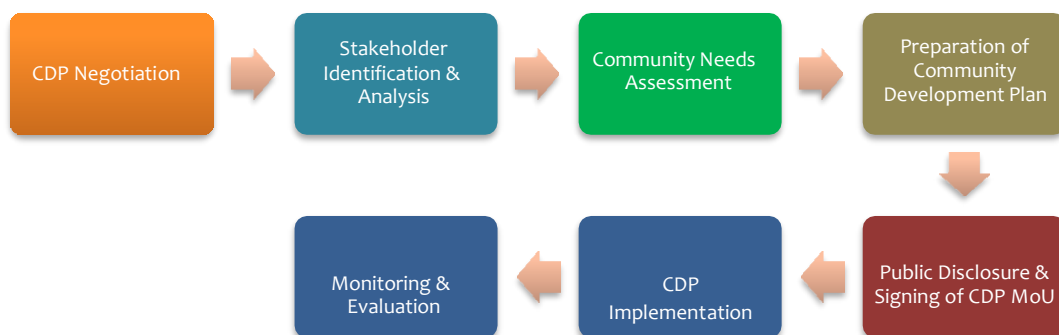
- L5. Public infrastructure and community services that may be adversely affected will be replaced or restored.

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

Stage 2: Stakeholder Identification & Analysis

Due to the collaborative nature of FRILIA, there is a need to identify the various 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
- Sokoto State Ministry of Agriculture
- Sokoto State Ministry of Women and Children Affairs
- Sokoto State Rural Agricultural Development Authority
- Local Government Area
- Project Affected Communities
- Vulnerable groups
- Community Development Associations and Cooperatives
- Non-governmental Organizations (NGOs), Civil Society Organizations (CSOs), and other voluntary organizations

A stakeholder mapping exercise must be conducted to analyze 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 Stakeholder Engagement Plan.

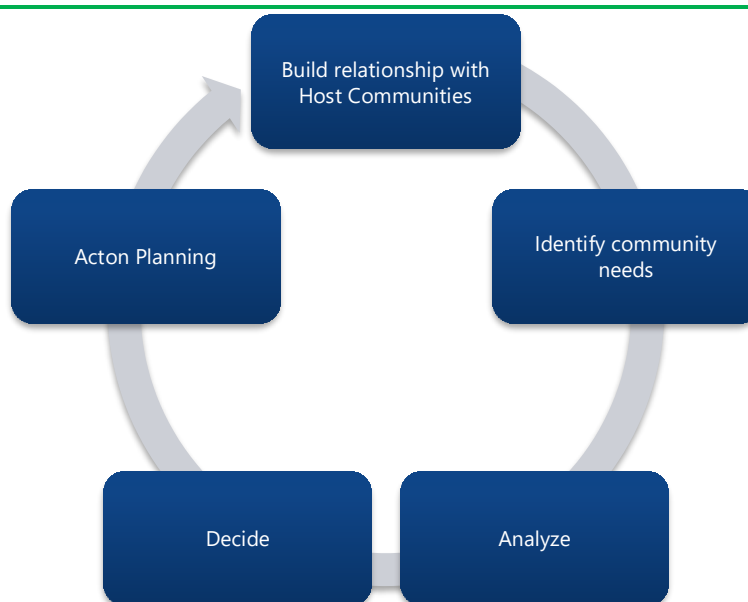
Stage 3: Community Needs Assessment

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, conducted 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 decide 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:

- Conduct 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.
- Employing 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
 - Sokoto 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. Members of the community and the CLO should lead this walk.

Analyze 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 prioritization of the suggested community development initiatives.

The investor's consultants should ensure that the initiatives that are being considered align with the Sokoto Development Plan (Table 1), and where practicable, the investors' values. This toolkit provides some community development initiatives that are aligned with the Sokoto 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 Sokoto State Development Plan

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

Sokoto 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 - Promoting women associations/co-operatives to engender gender empowerment in agricultural production - Sustainable agricultural livelihoods training
Attainable and affordable Housing and Urban Renewal in the State	- Opportunities for community housing projects - 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 conducted between the investor, community (s), and key institutions to prioritize which community development initiative (s) should be implemented. Community needs cannot be realistically met by one investor or through one investment. Therefore, a prioritization exercise needs to be conducted 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 Sokoto State Development priorities (Table 1). The consensus-building exercise should take on 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 networks.
 - 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 prioritized 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 contextual appropriate.

In developing and finalizing 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 communities, and Sokoto State Government and NGOs/CSOs¹. 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 communities²,

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 Sokoto State Government or host communities to ensure such land is free of encumbrances.

community resources in the form of skilled and unskilled labor, 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, Sokoto 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 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 a 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 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

Templates		Description
CNDP Template 1	Key informant interview template	Template for one-to-one engagement with key stakeholders or individuals with authoritative knowledge of local community needs and development opportunities.
CNDP Template 2	Focus group discussion template	Template for stratified group engagements e.g., stratification by sex, age, or livelihoods.
CNDP Template 3	SWOT analysis template	Template to enable the investor or their consultants to analyze existing strengths, weaknesses, opportunities, and threats in relation to community's assets and resources.
CNDP Template 4	Prioritization template	Template to guide the prioritization of community projects identified by the project communities and better understand the community's preferences in the choice of community development initiatives.
CNDP Template 5	Community Needs Assessment reporting outline	An outline of a standard Community Needs Assessment report.
CNDP Template 6	Community Development Plan outline	Detailed table of contents to guide the preparation of a community development plan.



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