



**FRILIA COMMUNITY NEED
ASSESSMENT (CNA) AND
COMMUNITY DEVELOPMENT
PLAN (CDP) TOOLKITS**

LAGOS STATE GOVERNMENT



COMMUNITY NEED ASSESSMENT (CNA) AND COMMUNITY DEVELOPMENT PLAN (CDP) TOOLKITS

Introduction to the Toolkit

The aim of the Community Needs Assessment (CNA) and Community Development Plan (CDP) toolkit is to guide the systematic and strategic planning, development, and implementation of community development projects alongside other mitigation plans associated with the FRILIA large-scale agricultural investments. It can also promote the social license to operate and engender sustained growth and development. Since the toolkit is complementary to other social management plans, specifically, the food security plan and livelihood restoration plan, the use of the CNA/CDP toolkit will be informed by:

- An investor commitment to community social responsibility to improve the quality of life and well-being of project-affected communities
- A need to mitigate project impacts on existing community infrastructure and quality of life.

Scope of the CNA and CDP Toolkit

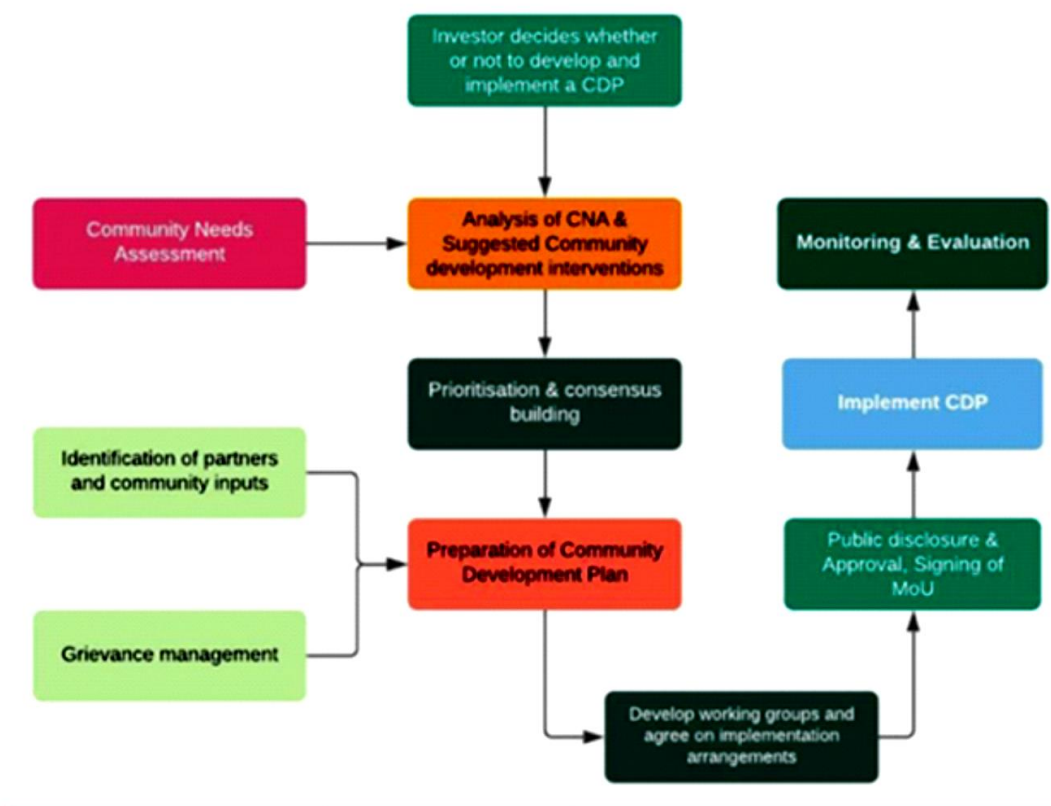
Initial consultations with the Lagos State Investment Promotion Agency (LAGOSIPA) during the preparation of the FRILIA toolkits revealed that the Lagos State Government (LASG) was in the process of developing a framework for CDP that would focus on five (5) thematic areas:

- Women and Youth Empowerment
- Utilization of local contents and materials
- Minority and Vulnerable Groups
- Knowledge Transfer and Dissemination
- Improved community infrastructure

Transformation across the state and community development priorities, the CNA and resulting CDP should focus on the abovementioned thematic areas.



APPROACH FOR COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN



Stage 1 - Initial Enquiry:

- The investor reaches out to LAGOSIPA intending to conduct a CNA and develop and implement a CDP.

Stage 2 - Detailed Enquiry (including a site visit):

- Investor conducts stakeholder identification and analysis using FRILIA's Stakeholder Engagement Toolkit as guidance.
- Investor conducts CNA to identify community needs and community development interventions and opportunities. Afterwards, the interventions are prioritised, and investors agree with other stakeholders (e.g. host communities; Ministries, Departments and Agencies) on feasible community development projects.



- A CDP is then prepared, documenting the community development project(s) and implementation arrangements. Once the CDP has been developed, it is disclosed to the public, and an MoU is put in place.
- LAGOSIPA liaises with other MDAs or institutions on sustainability and scales up community development projects in the target community.

Stage 3 - Negotiations/Signing of MOU

- CDP MoU signed.

Stage 4 - Due Diligence and Facilitation of Implementation:

- Implementation of the community development project commences as detailed in the Memorandum of Understanding (MOU).

Stage 5 - Operations Initiated:

- Monitoring and evaluation of implemented projects by investors, **LAGOSIPA**, and the established working group.

Stage 6 - Aftercare:

- LAGOSIPA, in collaboration with host communities, oversees the maintenance of the implemented community development projects.

CDP Principles in line with FRILIA

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

- Supporting project host communities: Investments should be consistent with and contribute to policy objectives, including poverty eradication, food security, sustainable land use, employment creation, and support to local communities [FRILIA Principle 1.1].
- Active consultation and participation: Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate [FRILIA Principle 1.5].
- Community infrastructural development: Public infrastructure and community services that may be adversely affected will be replaced or restored [FRILIA Principle 3.5].



CDP Methodology

Stakeholder Identification and Analysis

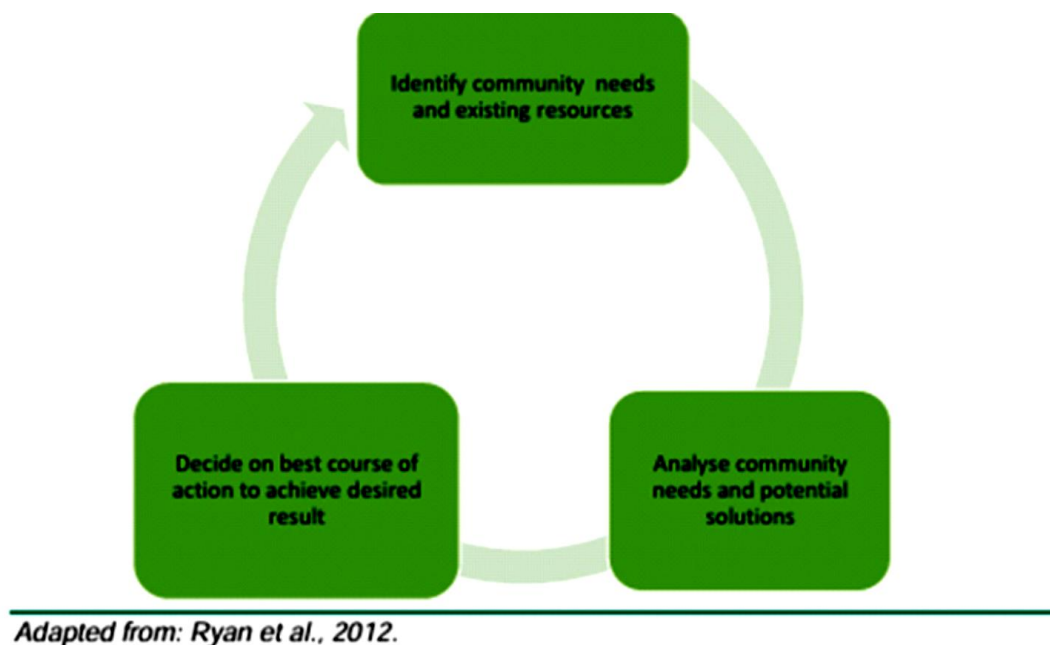
In line with the first objective of the CDP and the collaborative nature of FRILIA, there is a need to identify the different categories of stakeholders, including state and non-state development actors who can contribute to the identification, implementation, and monitoring of community development projects. The key stakeholders from Lagos State Government (LASG) will include:

- Lagos State Investment Promotion Agency (LASEPA)
- Lagos State Geographic Information System (LASGIS)
- Lagos State Community Development Agency (LASCDA)

However, a robust stakeholder mapping exercise will need to be carried out to identify and analyse the roles and responsibilities of stakeholders for the successful implementation and sustainability of the community development projects. A bespoke stakeholder identification and analysis protocol is provided in the FRILIA Stakeholder Engagement Toolkit.

Community Needs Assessment

A Community Needs Assessment (CNA) is crucial to actualising the FRILIA principles. The participatory needs assessment process, carried out in conjunction with host/project-affected communities, provides a methodical approach to identify actual community development needs and potential solutions accurately. A CNA also assesses community capacities and resources in the management of community development projects. A CNA follows three (3) key steps as illustrated in Figure 1.



Identify community needs

To identify the community needs and existing resources, the CNA will draw on one or more of the methods outlined below. Although there are various methods for conducting a CNA, we have carefully selected culturally appropriate and cost-effective methods in this toolkit.

a. 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 (if available): This may have been conducted as part of the investor's scoping study for the agri-investment project. If so, a report of the findings should be reviewed to inform the CNA process.
- ESIA report: specifically, the social baseline and impact mitigation chapters
- Lagos State Community 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.

b. Social baseline household survey

We present two scenarios for the baseline data collection. The CNA can occur at one of two points in the agri-investment project cycle:

Scenario one: 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.

Scenario two: Where the ESIA and RAP baselines have been completed prior to the CNA, the baseline survey can still be conducted independently. However, this survey will only be required if a review of the existing social baseline data (from ESIA or RAP studies or desk review) show significant gaps. The CNA component of the FRILIA social baseline tool is still applicable in this case.

c. Interviews

Interviews are important data collection tools for institutional stakeholders such as MDAs and NGO representatives. Interview template with such key informants is provided as CDP Template 1.

d. 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. We have provided a generic FGD tool (CDP Template 2) that can be adapted to fit specific age groups (e.g. adults or youths) and gender (male or female).



Analyse community needs and potential 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 solutions are then analysed through prioritisation into low, medium and high priority projects. We have provided a prioritisation matrix (CDP Template 3) to guide this process.

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

Once the community development solutions have been prioritised, a consensus-building exercise is carried out between the investor, community (s) and key institutions to agree on feasible projects to be implemented. The feasibility of projects is defined by available resources (financial and non-financial), the investor's capacity, and opportunities for external support from MDAs, non-governmental organisations (NGOs) or community based organisations (CBOs). The consensus-building exercise will take a workshop and open dialogue style, which will be facilitated by the consultant. The consensus-building exercise will follow the outlined steps:

1. Presentation of community needs and priorities to participants
2. Presentation and confirmation of existing community resources to support the identified priorities
3. Understand community attachments and preferences to high priority projects
4. Agreement from all participants on feasible short term, medium-term and long-term community development projects.

After these three (3) processes, the CNA is then documented using the reporting template provided (CDP Template 4).

Preparation of community development plan

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



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

- Identification of community development implementation partners: the FRILIA stakeholder identification and analysis template will guide the identification of internal and external institutions that can contribute to an aspect of the CDP.
- Grievance management procedure: a grievance redress mechanism (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.
- Public disclosure, signing of MOU and approval: The public disclosure exercise where the agreed-upon development projects are presented to the community (s) with the plan for resources and indicative timelines, including implementation partners identified. Following the public disclosure, the MOU signing will take place. The investor, at this point, will be required to sign an MOU (see GMOU Template 7) with the community to formally agree on which development projects will be implemented and the institutional arrangements required for this.

A reporting template for the CDP is provided in CDP Template 5.

- **CDP Implementation**

Develop working groups: To ensure smooth running, transparency and accountability during the implementation phase, a two-tier governance system will be set up. The first group, the Community Development Technical Committee (CDTC), will comprise a maximum of ten (10) high-level stakeholders. This group will be mainly responsible for the governance and monitoring of the community development projects. The requirements/qualifications for this group are outlined in the CDP MOU (GMOU Template 7). A second working group, the Community Development Implementation Committee (CDIC), will be set up to oversee implementation activities at the community level. Similar to the CDTC, the membership requirements and roles of this working group are detailed in the CDP MOU (GMOU Template 7)



- **Implementation schedule:** the implementation matrix describes the specific projects detailed in the MoU, project phasing and timeline. An implementation schedule template is provided (See SE Template 4).
- **Budget requirements and resources:** The success and sustainability of the community development project lie heavily on clearly defined financial commitments. The cost requirements of implementing the project(s) and monitoring it should be considered in the preparatory phase. This section will cover financial requirements and consider in-kind/non-financial resources such as voluntary land donation by host communities, community resources in the form of skilled and unskilled labour, etc. The recruitment of local community members for implementation of the CDP will be guided by the FRILIA local employment MOU (GMOU Template 10).

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 CDIC and CDTC).
 - 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.



TEMPLATES

COMMUNITY NEEDS ASSESSMENT- KEY INFORMANT INTERVIEW TEMPLATE*		
Section A: General Information		
1	Date/Venue	
2	Name of Village	
3	Name of Facilitator (s)	
4	Name of Organisation/ Institution	
5	Name of Respondent (s)	
6	Position of Respondent (s)	
7	Overview of institution's roles/functions in community development	
Section B: Community Infrastructure and needs		
8	How would you describe the availability and adequacy of water in the community?	
9	How would you describe the availability and adequacy of sanitation, hygiene and waste facilities in the community?	
10	How would you describe the availability and adequacy of healthcare facilities and services in the community?	
11	How would you describe the availability and adequacy of education facilities in the community?	
12	How would you describe the availability and adequacy of access to other amenities like road and security?	
13	What are the top 3 community development challenges? And how can these be addressed?	
Section C: Community organisations and resources		
14	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these being supporting the community in undertaking community development activities?	
15	What external/internal resources do you think are required to solve	



	the current community challenges?	
16	What community resources/capacities exist to address the current community challenges?	
Section D: Additional Information		

*The key informant interview questions provided here in this template only serves as a guide and should be expanded to fit the project realities.



COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE*		
Section A: General Information		
1	Date/Venue	
2	Name of Village	
3	Name of Facilitator (s)	
4	Number of participants	
5	Overview of participants (age range, observed disabilities etc)	
6	Major occupation of participants	
Section B: Community Infrastructure and Needs		
7	How would you describe the availability and adequacy of the following infrastructure/amenities in the community? a. Water b. Sanitation, hygiene and waste c. Health d. Education e. Electricity f. Roads/transportation g. Market h. Security	a. Water b. Sanitation, hygiene and waste c. Health d. Education e. Electricity f. Roads/transportation g. Market h. Security
8	What are the challenges faced in accessing these infrastructures?	
9	How are these infrastructures maintained?	
10	Are there any challenges peculiar to women/men/youth [delete as required]? How can these be solved?	
11	What are the top 3 community development challenges? And how can these be addressed?	
12	What can be done to empower women/youths [delete as required] in the community?	
Section C: Community organisations and resources		
13	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these being supporting the community in undertaking community development activities?	
14	What external/internal resources do you think are required to solve the current community challenges?	
15	What community resources/capacities exist to address the current community challenges?	
16	What are the roles of women/men/youth [delete as required] in community development?	



Section D: Additional information

A large, empty rectangular box with a black border, intended for providing additional information.

*The Focus Group Discussion questions provided here in this template only serves as a guide and should be expanded to fit the project realities.



	Identified Community Development Projects	URGENCY			
		High	Medium	Low	
PRIORITY	High	1			
		2			
		3			
		4			
		5			
		6			
		7			
	Medium	1			
		2			
		3			
		4			
		5			
		6			
		7			
	Low	1			
		2			
		3			
		4			
		5			
6					
7					



COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE (TABLE OF CONTENTS)

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

Chapter 1: Introduction

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

Chapter 2: Community Needs Assessment Methodology

Chapter 3: Community Needs Assessment Analysis

- 3.1: Prioritization
- 3.2: Consensus-building

Chapter 4: Community Needs Assessment Results

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

Chapter 5: Conclusion and Next Steps

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

Annex