EBONYI STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)

COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN TOOLKIT

DATE: 21st December, 2024

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Acronyms and Abbreviations

CAP – Corrective Action Plan

CDA – Community Development Agreement

CDP – Community Development Plan

CLO – Community Liaison Officer

CNA – Community Needs Assessment

CNDP – Community Needs Assessment and Development Plan

CPMB – Community Project Management Board

CSOs – Civil Society Organizations

CSR – Corporate Social Responsibility

FRILIA – Framework for Responsible and Inclusive Intensive Agriculture

GMOU – Global Memorandum of Understanding

GRM – Grievance Redress Mechanism

NGOs - Non-Governmental Organizations

PACs – Project affected Communities

SWOT – Strengths, Weaknesses, Opportunities and Threats.

1. INTRODUCTION

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

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

This toolkit provides guidance on how to:

- Identify and prioritize community needs;
- Develop a plan to address the needs that have been prioritized;
- Implement activities set forth in the CDP;
- Establish a realistic timeline for implementation;
- Identify what resources will be required for implementation and who will be responsible for and involved in the implementation of the CDP.

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

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

2. OBJECTIVES OF A COMMUNITY NEEDS ASSESSMENT

- **To improve the understanding of the host community:** A needs assessment helps to better understand the needs, assets, and challenges of host community. This information can be used to develop more effective programs, projects, initiatives, and services that meet the needs of the host community members.

- **To increase community engagement:** A needs assessment increases community engagement by providing an opportunity for community members to share their thoughts and ideas about the needs of their community. This builds trust and collaboration between host community members and investors.

- **To improve the well-being of the community:** A detailed community needs assessment is a valuable tool for provision of needed facilities, utilities and services that would make life better for the host community and persons living therein in general.

- **For better allocation of resources:** A needs assessment creates better resource allocation by identifying the areas where host community needs the most support. This helps to ensure that resources are used in the most effective way possible.

- **To improve program planning and evaluation:** A needs assessment provides valuable information that can be used to plan and evaluate programs and services. This information ensures that project interventions are meeting the needs of host community and are making a positive impact.

3. APPLICABLE FRILIA PRINCIPLES

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

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

4. COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN TEAM

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

4.1 Establishing an Effective and Diverse Community Needs Assessment Team

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

Table 1: Sample Structure of a Community Needs Assessment Team

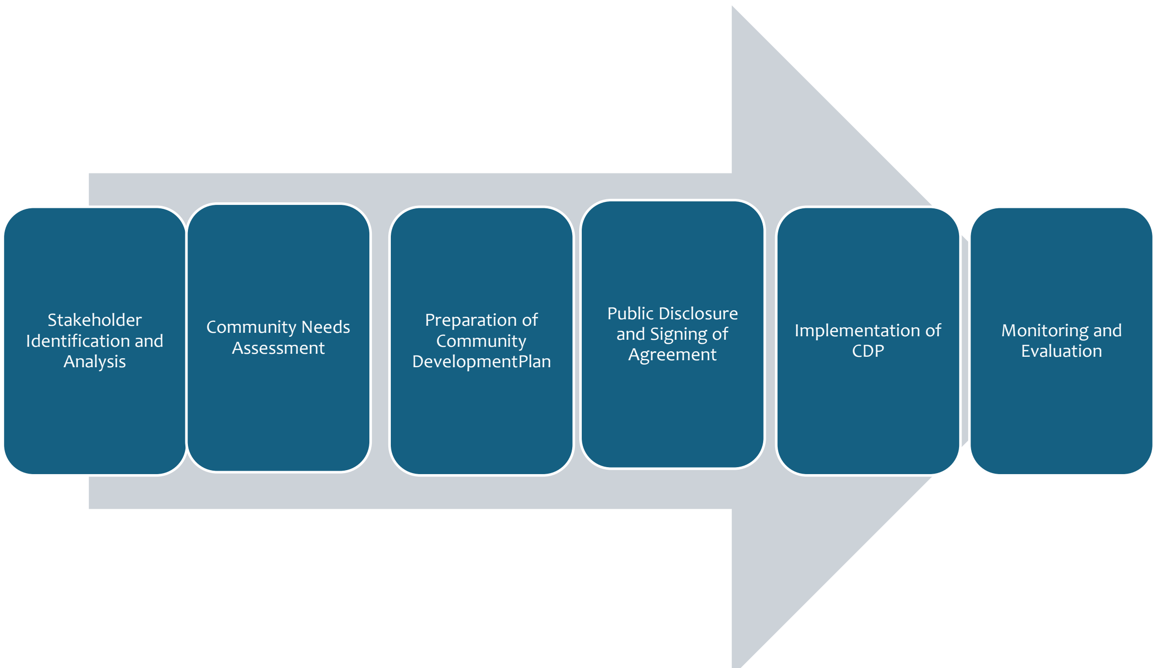
Role	Responsibility	Stakeholder Source
Project Leader/Coordinator	Manages overall assessment process, timeline, and goals.	Government or Development Agency experienced in land-based investments and community development.
Investment Representative	Share investment plans, engage on sustainability	Agricultural Investment Company

Role	Responsibility	Stakeholder Source
	and social responsibility. Ensure transparency on land acquisition and impacts.	
Data Collection Lead	Designs surveys, interviews, and oversees data collection efforts.	Government Agency with expertise in social science and agricultural research
Data Analysts	Compiles, analyzes, and interprets data to identify community needs.	Government Agency supporting responsible agricultural investment
Community Engagement Lead	Engages with the community, organizes focus groups, and ensures participation.	Local Community Representative, Farmers' Union, or Indigenous Group Leader who understands local concerns.
Stakeholder Liaison	Connects with key external partners, government agencies, and NGOs.	Government Agency, Development Partner, or CSO focusing on rural/agricultural development.
Environmental and Social Impact Analyst	Assess environmental and social impacts, recommend sustainable practices.	Government Agency
Legal Advisor	Ensure legal compliance with land rights, advise on agreements.	Government Agency
Economic Development Specialist	Assess economic impacts, identify opportunities for growth.	Government Agency
Reporting Lead	Writes reports, summarizes findings, and creates presentations.	Government Agency/investor
Administrative Support	Manages logistics, documentation, and scheduling.	Local Institution providing logistical support.

5. COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN PROCESS

The process leading to a Community Development Plan that is agreed to by all parties comprises 6 steps, as shown in Figure 1 and described further below. When and how each CNDP step fits into Ebonyi State's IAP is discussed along with each step.

Figure 1: CNDP Process



5.1 Stakeholder Identification and Analysis

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

In Ebonyi State, the stakeholder categories are:

- Investors
- Local communities affected by the investment, including vulnerable groups
- ____________ Ministry of Agriculture
- ____________ Ministry of Lands and Survey
- ____________ Ministry of Women's Affairs
- ____________ Investment Promotion Agency
- Community Development Associations and Cooperatives

- Non- (NGOs), Civil Society Organizations Governmental Organizations (CSOs) and other voluntary organizations etc.

The stakeholder mapping exercise should be conducted during the second stage in the State's IAP and updated as required throughout the process leading to a final decision on whether the project should proceed, including when preparing the investment's Stakeholder Engagement Plan.

Box 1: Who Should Be Involved in the Needs Assessment?

There are often a lot of voices, especially when it comes to planning community programs, projects, initiatives, and services. However, working together with stakeholders will enable an even bigger effect than if done alone. Relevant stakeholders to be involved in the assessment are:

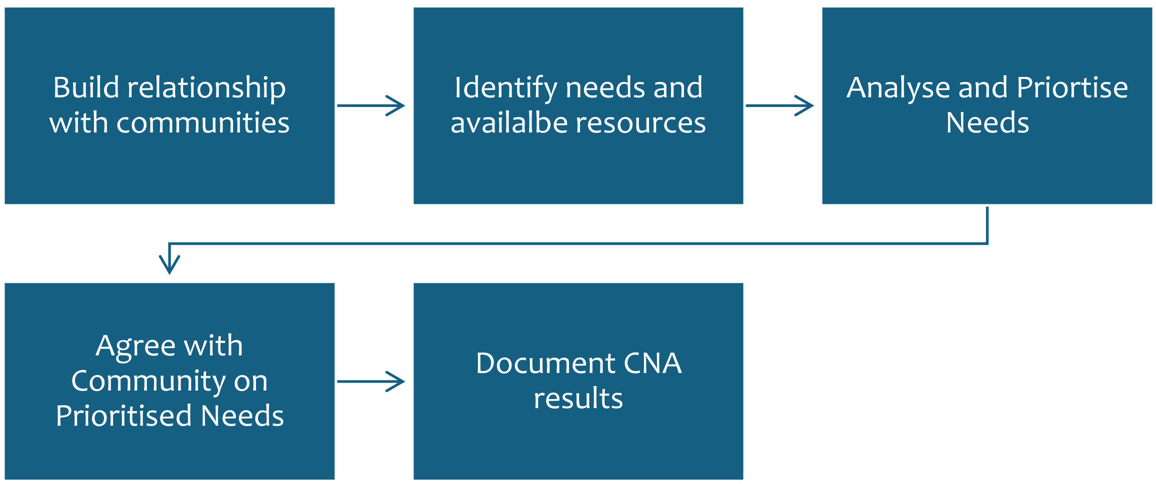
- **Community members with needs.** These are the persons that will benefit most from the actions taken based on the needs assessment result. Whether they're residents of a neighbourhood, an underserved population, or passionate youth community members they need to be at the table to address their needs in earnest.
- **Investor's staff, board members, and supporters**. It's important that the entire team, including the board, colleagues, volunteers, and donors are aware of the assessment. It's not only their support that is needed, but also an array of voices and expertise.
- **Social workers and human service providers**. These persons have a deep understanding and empathy for affected community members. They are willing to advocate on behalf of clients and feel connected to specific causes that support community improvement.
- **Government officials.** Elected officials have significant influence and the ability to enact life-changing policies. Involving them in the process can increase buy-in from key players.
- **Influential people**. Involve community leaders, and other people of professional or social influence, especially if they're widely known for their positive contributions to the community.
- **Subject matter experts.** In some cases, you may need to involve experts in a particular field. Let's say a program involves provision of portable water for the community, consideration will be given to tapping into the expertise of water engineers/hydrologists to understand effective locations for siting boreholes.

While it's no easy task, involving these stakeholders in the community needs assessment will help take the impact of the project to the next level. Including them makes the assessment more robust.

5.2 Community Needs Assessment

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

Figure 2: Community Needs Assessment Process



5.2.1 Build Relationship with Affected Communities

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

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

5.2.2 Identify Community Needs and Available Resources

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

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

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

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

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

a. **Desk review:** This will involve a review of relevant documents and reports related to the community infrastructural development in the area near the FRILIA agri-investment project. The desk review aims to describe the administrative structure of the host community and provide an overview of the historical performance of past and existing community development projects in the host community.

Documents to review could include:

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

- Ebonyi State Community Development Plan and related documents.
- Applicable local government development plans, infrastructure reports or related documents.
- Other documents providing information on the demographic profile, socioeconomic features, community dynamics and community development profile of the target community and project area of influence.

b. **Social baseline household surveys:** The social baseline household survey can be conducted during the social baseline data collection for the ESIA and Resettlement Action Plan (RAP) studies. If the CNA is conducted at this point, the ESIA baseline data collection protocol provided in ESRM Template on Demography will enable robust data collection to inform the CNA in addition to the ESIA and RAP studies. In this case, the CNA component has been included as an addendum to the social baseline tool.

c. **Interviews of key informants:** Interviews are important data collection tools for institutional stakeholders such as MDAs and NGO representatives as well as local community leaders. An interview template with such key informants is provided as **CDP Template 1.**

d. **Focus group discussions:** Additional data collection can be conducted through focus group discussions with specific groups within the community. These groups can either be segregated by age or/and gender. **CDP Template 2** is a generic FGD tool that can be adapted to fit specific age groups (e.g. adults or youths), gender (male or female) or other groups.

e. **Community asset mapping:** This involves working with the community and local government to draw a map to identify existing resources, communal facilities, infrastructure or services that can inform the community development process.

Box 2: Documentation

Keep a comprehensive file of all sources of information, key contacts, and data to review at a later date or to share with coalition members. The file can be in multiple forms—notebooks or bound volumes, facilitator guides, field notes, meeting minutes, or an electronic data file. The purpose of cataloguing all the data files is to ensure that everything your team collects can be accessed and used.

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

Table 2: Advantages and Disadvantages of Qualitative Data Collection Methods

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

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

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

5.2.3 Analyse and Prioritise Needs

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

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

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

Table 3-Sample Community Initiatives/Programs and Projects

Development Domain	Development-Project
Quality and Affordable Education	• Investment in education facilities • Promoting gender equity in education • Teacher training
Delivery of effective health care	• Medical outreach • Water, sanitation and health services • Public health education and awareness
Infrastructure and rural development	• Support for infrastructure (such as roads) construction and maintenance
Increased agricultural production	• Strengthening community associations such as trading associations and cooperatives • Productive women's associations and cooperatives to empower women in agriculture • Sustainable agricultural livelihoods and climate-smart agriculture training
Affordable housing and urban renewal	• Support for community housing projects • Support for local renewal/regeneration projects

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

See Box 3 for more information on the categories of community needs.

Box 3: What Are Community Needs?

Local community needs are gaps between the services that exist for a population and the services that *should* exist or are most needed.

Community needs are typically categorised into five groups:

1. **Perceived Needs** - Perceived needs are gaps in services based on what individuals feel about their own needs or the needs of the community. Investors can learn about perceived needs by speaking directly to community members through avenues such as individual interview, surveys, focus groups, or town meetings.
2. **Expressed Needs** - A *perceived* need becomes an *expressed* need when a number of individuals assume similar views on what is needed by the community. Be mindful of the false assumption that all people with needs always seek help.
3. **Normative Needs** - Normative needs are identified based on a set of agreed-upon criteria or standards. Let's say a state-wide authority establishes the current standards for public housing; a community may identify a need for improved local public housing based on these criteria.
4. **Absolute Needs** - These needs are deemed universal, including those for survival. Examples of absolute needs include shelter, food, water, safety, and clothing. Many organizations and community leaders look to prioritize absolute needs over others.
5. **Comparative Needs** - Comparative needs are identified based on equity. A Comparative need exists when two groups or communities with similar characteristics do not receive similar services. For example, students from School A who receive free lunches reported being happier at school. The program determines that School B should also receive free lunches to improve student engagement and performance.

Note that communities can experience all types of needs, even at the same time!

However, categorizing the community's needs will help you understand those that are most pressing and important to your community.

5.2.4 Agree with Community on Prioritised Projects.

It is essential that the host community agree with the identification and prioritisation of needs and potential projects. This is the next step in the CNA process. Thus, once the community development needs have been identified, a consensus-building exercise is carried out between the investor, community(s) and key institutions to agree on prioritisation and thus which projects should 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, NGOs or CBOs. The consensus-building exercise likely should take place in a stakeholder workshop and open dialogue style, which may be facilitated by a consultant or a representative of the coordinating FRILIA MDA. The consensus-building exercise will utilize the following steps:

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

5.2.5 Document Community Needs Assessment Result

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

5.3 Preparation of the Community Development Plan

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

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

- **Grievance management procedure:** a GRM is required to manage current and future conflicts that may arise regarding the community development project(s). The GRM will be guided by the FRILIA GRM procedure detailed in the GRM toolkit. Grievances related to the CDP can be covered by the broader project GRM. Investors should refer to the FRILIA GRM toolkit for detailed guidance on managing different forms of grievances.

- **Budget and resources required for implementation of the CDP:** the success and sustainability of the plan rely heavily on clearly defined financial and non-financial commitments by the investor, host communities, the Ebonyi State Government and, in some cases, other partners including NGOs/CSOs. The costs of implementing and monitoring the CDP project(s) should be identified in the plan. This will cover financial requirements and consider in-kind/non-financial resources such as voluntary land donation by host communities, community resources in the form of skilled and unskilled labour, infrastructural development by the Government, etc. The recruitment of local community members for implementation of the CDP will be guided by the FRILIA local employment MOU (GMOU Template).

- **Implementation schedule:** the CDP should set forth a schedule for implementing the agreed-upon priorities in the form of an implementation matrix that describes the specific projects agreed for implementation, project phasing and timeline. (**See CNDP Template 7**). This matrix will be detailed in the MoU which will be signed by the investor, Ebonyi State and the host community.

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

5.4 Public Disclosure and Signing of a Final Agreement

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

Following the public disclosure and if all parties agree, the parties should enter into a CDP agreement in which they formally agree on which development projects will be implemented and the institutional arrangements required for this. This can be in the form of an MoU or a more formal contract. If the parties wish to use an MoU, it should be stated that the understandings are legally binding. (See Box 4 for a sample list of matters that should be considered for inclusion in the agreement.)

Box 4-Terms to Include in CDP Agreement

- Goals and objectives
- Duration of the agreement and suspension or termination provisions
- The person(s), committee, body or other entity managing the agreement
- The person(s), committee, body or other entity representing the community
- The means for representing the interests of women, youth and sub-communities in decision-making processes and implementation
- Planned activities to be carried out pursuant to the CDP
- The roles and obligations of the host community towards the investor
- The roles and obligations of the investor towards the host community
- The roles and obligations of any other party to the agreement
- The means for reviewing the agreement and how parties will be bound by the current agreement if any modifications sought by one party are not agreed to by the other party
- The framework for consultations and monitoring between the investor and host community, likewise their responsibilities in the process
- Communication mechanisms between parties
- The financing, institutional and reporting arrangement for funding and resourcing identified priorities
- General meeting guidelines – quorum, decision making, frequency, location, amongst others
- Grievance and dispute-resolution mechanisms
- Reasons and procedures for declaring force majeure
- Signatures of all parties to the agreement

5.5 Implementation of the CDP

To ensure smooth running, transparency and accountability during the implementation phase, a Community Project Management Board (CPMB) should be established.

The CPMB may comprise of representatives of the following:

1. Ministry of Agriculture

2. Ministry of Women Affairs and Social Development,

3. Local Government Authority

4. Traditional rulers

5. The affected community and,

6. The investor.

7. Others as may be relevant to the community development priorities identified and agreed.

5.5.1 Responsibilities of the Community Development Project Board CPMB

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

The Board will be responsible for overseeing the successful implementation, management, and monitoring of the community development project.

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

Specific responsibilities are as follows:

1. Governance and Accountability

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

2. Financial Oversight

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

3. Stakeholder Engagement

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

4. Monitoring and Evaluation (M&E)

- **Monitor Progress**: Regularly review project progress, ensuring it is on track to meet objectives and timelines.

- **Evaluate Impact**: Assess the social, economic, and environmental impact of the project through regular evaluations.
- **Adjust Plans as Needed**: If necessary, adjust project plans based on feedback from the monitoring and evaluation process to improve outcomes.

5. Communication and Reporting

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

6. Sustainability and Legacy

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

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

5.6 Monitoring and Evaluation

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

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

The Monitoring and Evaluation should be carried out by an expert in the field. This may be sourced from the relevant MDA.

6. COMMUNITY DEVELOPMENT PLAN BUDGET AND RESOURCING PLAN

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

6.1 Resourcing Plan

Key Resourcing Areas

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

Potential Funding Sources

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

Resource Allocation Strategy

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

Sample Budget Timeline

Phase	Key Activities	Timeframe	Estimated Budget (Local Currency/ Naira)
Phase 1: Planning & Coordination	Stakeholder engagement, team setup, budget finalization.	Month 1	**XX**
Phase 2: Data Collection & Analysis	Field surveys, community focus groups, environmental and social assessments.	Months 2-3	**XX**
Phase 3: Implementation	Capacity building workshops, infrastructure improvements, project execution.	Months 4-6	**XX**
Phase 4: Monitoring & Evaluation	Ongoing M&E, community feedback sessions, project reporting.	Months 7-12	**XX**

Risk Management and Contingency Planning

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

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

7. TEMPLATES

CNA TEMPLATE 1: INTERVIEW TEMPLATE

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE		
Section A: General Information		
1	Date/Venue	
2	Name of Community	
3	Name of Facilitator (s)	
4	Name of Organisation/ Institution	
5	Name of respondent (s)	
6	Position of respondent (s)	
7	Overview of respondent's roles/functions in community development	
Section B: Community development profile and needs		
8	How would you describe the availability and adequacy of the following in the community? a) Water b) Sanitation, hygiene and waste facilities c) Healthcare facilities and services	

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE		
	d) Education facilities e) Electricity f) Road network/Transportation g) Security h) Local empowerment opportunities [especially for women and youths]	
13	What are the top 3 community development challenges in this community? And how can these be addressed?	
Section C: Community organisations and resources		
14	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these been supporting the community in undertaking community development activities?	
15	What external/internal resources do you think are required to solve the current community challenges?	
16	What community resources/capacities exist to address the current community challenges?	
17	How can you/your organisation contribute to/support the implementation of community development initiatives?	
Section D: Additional Information		

COMMUNITY NEEDS ASSESSMENT- INTERVIEW TEMPLATE

CNA TEMPLATE 2: FOCUS GROUP DISCUSSION TEMPLATE

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE		
Section A: General Information		
1	Date/Venue	
2	Name of Village	
3	Name of Facilitator (s)	
4	Number of participants	
5	Overview of participants (age range, observed disabilities etc)	
6	Who are the vulnerable groups in your community?	
Section B: Community Development Profile and Needs		
7	How would you describe the availability, adequacy and access to the following infrastructure/amenities in the community? a) Water b) Sanitation, hygiene and waste facilities c) Healthcare facilities and services d) Education facilities e) Electricity f) Road network/Transportation g) Security h) Local empowerment opportunities [especially for	

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE		
	women and youths]	
8	What are the top 3 community development challenges in your community? And how can these be addressed?	
9	Are there any challenges peculiar to women/men/youth/vulnerable groups [delete as required]? How can these challenges be addressed?	
10	What can be done to empower women/youths [delete as required] in the community?	
Section C: Local governance and decision-making		
11	Please describe the local governance structure in your community.	
12	How are women involved in the decision-making process?	
13	What is the role of community leadership in community development?	
Section D: Community organisations and resources		
14	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these been supporting the community in undertaking community development activities?	
15	How are community infrastructures maintained?	
15	What external/internal resources do you think are required to solve the current community challenges?	

COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE		
16	What community resources/capacities exist to address the current community challenges?	
17	How can women/men/youth/traditional leaders [delete as required] support the implementation of community development projects?	
Section D: Additional Information		

CNA TEMPLATE 3: SWOT ANALYSIS TEMPLATE

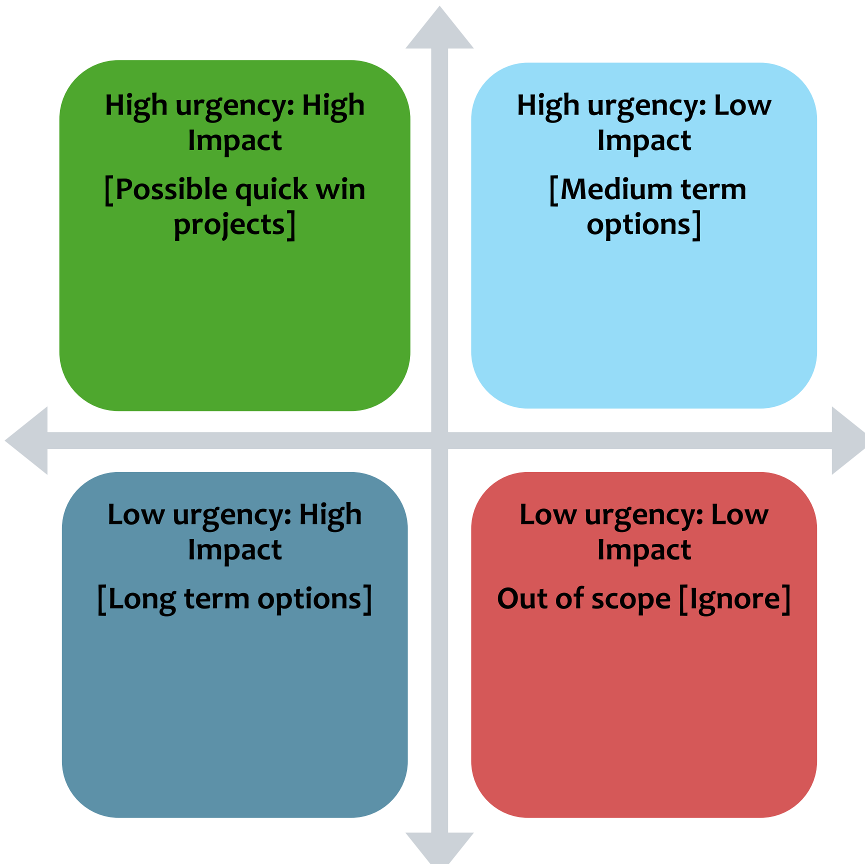
SWOT ANALYSIS TEMPLATE

Community Strengths	**Community weaknesses**
Opportunties for community development (*suggested community development initiatives/priorities)*	**Threats to implementation of community development projects**

SWOT ANALYSIS

CNA TEMPLATE 4: PRIORITISATION MATRIX TEMPLATE

PRIORITISATION MATRIX TEMPLATE



CNA TEMPLATE 5: COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE

COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE (TABLE OF CONTENTS)

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

Chapter 1: Introduction

1.0: Overview

1.1: Project background

1.2: Objectives of the Community Needs Assessment

1.3: Description of the Project Area <Including a project area map if available>

1.4: Structure of the consultancy team

1.5: Report structure

Chapter 2: Community Needs Assessment Methodology

Chapter 3: Community Needs Assessment Analysis

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

Chapter 4: Community Needs Assessment Results

4.1: Overview of community

4.2: Administrative and Development Institutions

4.3: Community Development Profile

4.4: Identified Community Needs

4.4.1 Cross-cutting community needs <if more than one community>

4.5: Community Resources and Capacities

Chapter 5: Conclusion and Next Steps

5.1: Conclusion

5.2: Next steps

5.2.1: Community Development Plan

Appendices

CNA TEMPLATE 6: COMMUNITY DEVELOPMENT PLAN REPORT OUTLINE

(TABLE OF CONTENTS)

COMMUNITY DEVELOPMENT PLAN REPORT OUTLINE (TABLE OF CONTENTS)

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

Chapter 1: Introduction

1.1: Overview

1.2: Objectives of the Community Development Plan

1.3: Structure of the consultancy team

1.4: Report structure

Chapter 2: Project Description

2.1: Project Overview

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

Chapter 3: Community Needs Assessment Methodology

3.1: Summary of Needs Assessment Methodology

3.2: SWOT Analysis

3.3: Prioritisation of Community Development Projects/Initiatives

Chapter 4: Community Development Projects

4.1: Overview of community development needs and prioritised initiatives

4.2: Community resources and capacities

4.3: Community Development Project Phasing

- Short-term
- Medium-term
- Long-term

Chapter 5: Institutional Structure

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

CNA TEMPLATE 7 SAMPLE IMPLEMENTATION SCHEDULE

Sample Implementation Schedule 1

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

Sample Implementation Schedule 2

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

CNA TEMPLATE 8: BUDGET COMPONENTS

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

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

SIGNED:

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Honourable Commissioner
Ebonyi State Ministry of Lands and Survey