



**EKITI STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)**



STAKEHOLDER ENGAGEMENT TOOLKIT

**MINISTRY OF AGRICULTURE AND FOOD SECURITY
&
EKITI STATE DEVELOPEMNT INVESTMENT AND PROMOTION AGENCY (EKDIPA)**

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FOREWORD

I am pleased to introduce the Ekiti State Framework for Responsible and Inclusive Land-Intensive Agriculture (FRILIA). This crucial initiative is aimed at establishing a strong and sustainable road map for the State to ensure the development of a legacy for enabling business reforms on holistic agribusiness and attract more investment opportunities into Ekiti State.

Ekiti State is an agrarian society with comparative advantage in terms of implementation of various developmental interventions aimed at positioning the State as a first choice investment destination to agro-investors and Foreign Direct Investment (FDI). This had attracted both local and international investors into Agro-revolution and industrialization of the State on the Agricultural Growth Corridor. FRILIA harnesses with the commitment of the State Government towards improving the investment climate. Hence, the establishment, adoption and implementation of FRILIA project would help deepen the State's agribusiness reforms including delivering a win-win approach to all the relevant stakeholders on agricultural land matters and investment opportunities in host communities.

The purpose of these FRILIA is to develop working documents which include Investment Approval Process and eight (8) toolkits to provide guidelines critical to addressing challenges in land administration for agricultural purposes with relevant procedures, processes, and organizational arrangements to govern large-scale agribusiness investments based on internationally agreed upon principles and guidelines. The framework ensures that land acquisition, allocation and resettlement for large-scale agribusiness investment are undertaken in line with established international good practices and guarantee shared benefits amongst State actors, private investors, host and surrounding communities.

The establishment, adoption and implementation of FRILIA in Ekiti State adopts guiding principles covering overarching investment, recognition and protection of land rights, state land acquisition, allocation and resettlement, environmental and social responsibility. The FRILIA guidelines shall guide investors and relevant stakeholders throughout the development of land-intensive agricultural projects in Ekiti State. Also, the guidelines would provide comprehensive information for all stakeholders and the responsible MDAs on engaging in consultations with communities/local land rights holders.

Adherence to core principles that mainstream international best practices, such as those based on the Principles for Responsible Investment in Agriculture and Food Systems and related principles and guidance, into the development of agribusiness in the State for sustainable economic growth and development. By aligning ourselves with these principles, we aim to ensure that overarching investment will be consistent with and contribute to the policy objective of the government for shared prosperity.

Secondly, we are committed towards ensuring that the investment will be conducted transparently, minimize adverse effects from land acquisition, ensure a range of inclusive investment and production models are considered, subject the investment to consultation and participation with all potentially affected communities, ensure the affected communities have opportunity and responsibility to make informed decisions regarding land acquisition, foster gender equality and empowerment of women and youth


Thirdly, we recognize and protect land rights by safeguarding against dispossession of legitimate tenure rights holders and ensure transparent and fair land acquisition with resulting resettlement plan. This includes supplementation livelihood restoration; and a robust and effective grievance redress mechanism that provides accessible and affordable procedures for settlement of disputes.

Fourth, we ensure environmental and social sustainability by observing safeguards against social and environmental impacts. Prior to approval or any final decision to proceed, investments will be subjected to independent assessments of potential positive and negative impacts on tenure rights, food security, livelihood, environment, the rights and/or status of women and youth and physical cultural property. Community, individual and workers safety will be protected as well as ensuring their fair treatment, non-discriminatory and equal treatment.

The Ekiti State FRILIA is a dynamic framework while the implementation would deepen the State's agribusiness reforms, create an enabling business environment, enhance easy access to land for large-scale investment opportunities, bridging the gap between investors and communities, improve human capital development, develop the agricultural value chain as well as deliver a win-win approach to all the relevant stakeholders on investment opportunities.

I want to appreciate all stakeholders for their immeasurable contributions in the establishment of FRILA. I invite everyone to actively engage with the Ekiti State FRILIA implementation team, fostering collaboration and commitment as we work towards a future where agriculture drives with remarkable change the socio-economic wheels of our dear State with shared prosperity and sustainable food security for all.

Sincerely,



Hon. Ebenezer Boluwade
Commissioner for Agriculture and Food Security
Ekiti State

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Acronyms and Abbreviations

SE	Stakeholder Engagement
FRILIA	Framework for Responsible and Inclusive Land Intensive Agriculture
IAP	Investment Approval Process
MAFS	Ministry of Agriculture and Food Security
MDA	Ministry, Department, Agency
MOJ	Ministry of Justice
OSG	Office of the Surveyor General
EKDIPA	Ekiti State Development and Investment Promotion Agency
EKSEPWMA	Ekiti State Environmental Protection and Watershed Management Agency
FPIC	Free, Prior and Informed Consent
BLS	Bureau of Land Services
EKIRS	Ekiti State Internal Revenue Service
C of O	Certificate Of Occupancy

1. Introduction

Stakeholders Engagement is critical to the development of constructive institutional, public-private relations which is key to the design and implementation of robust projects. Effective stakeholder participation often improves project ownership and acceptance and strengthens the social and environmental sustainability and benefits of supported interventions. For the purpose of a proper integration of stakeholders, this toolkit has been developed to support the implementation of FRILIA project in Ekiti State.

Effective Stakeholder Engagement (SE) is key to implementing a Framework for Responsible and Inclusive Land Intensive Agriculture (FRILIA), and when properly done, it:

- Improves communication among stakeholders.
- Minimizes the potential for conflict.
- Promotes investment project acceptance and participation.
- Enhances the likelihood of overall project success.

1.1 Scope of the Toolkit

This Stakeholder Engagement Toolkit outlines the procedures and tools for stakeholder engagement under FRILIA. It incorporates existing communication channels and explores ways that investment project stakeholders can participate in responsible and inclusive land intensive agriculture investments based on their level of interest and influence. It provides guidance for community consultation and engagement throughout the 10 stages for agricultural investment under Ekiti State Investment Approval Process (IAP), from initial enquiry to aftercare. The toolkit guides investors and implementation agencies to:

- Develop a framework for stakeholder engagement that:
 - o Identifies investment project stakeholders.
 - o Analyses stakeholder interests, influence, roles, and responsibilities.
 - o Understands the relationship between the stakeholders and guides appropriate alignments within the investment process to deliver responsible and inclusive outcomes.
- Develop a strategy and plan that defines pathways for effective communication for enhanced and inclusive participation.

In addition to this toolkit guide, related templates are provided to assist investors and relevant MDAs in developing and implementing this framework.

It is important to note that this toolkit applies to two broad investment scenarios. The first is where the government has previously acquired land and is considering providing it to the investor. The second is where the investor seeks to acquire land directly from local landowners or land users. While stakeholder engagement is essential in both cases, it is likely to be more challenging and time-consuming under the second scenario as the agreement will be led by the investor and the community with little involvement from the responsible MDA or local government at the initial stage. This reinforces the objective

of this Toolkit, which is to provide stakeholders with guidance and standard operational dynamics in navigating the investment project lifecycle.

2. FRILIA Principles Applicable to Stakeholder Engagement

The FRILIA principles most applicable to stakeholder engagement are as follows:

Investments should occur transparently (Principle 1.2).

Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate (Principle 1.5).

Communities have the opportunity and responsibility to decide whether or not to make land available based on informed choices (Principle 1.6).

Investment should be monitored (Principle 1.7).

Compensation standards are to be disclosed and applied consistently (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 (Principle 3.2)

Offer displaced land-based earners replacement land if available (Principle 3.6).

Together, principles 1.5 and 1.6 adopt the international concept of **“Free, Prior and Informed Consent” (FPIC)**. This principle states that any investment affecting the land, or resources of indigenous peoples should not proceed without the free, prior, and informed consent of those affected by the proposed investment project.

Under FRILIA, FPIC is not limited to indigenous peoples but applies to all communities whose land, properties or livelihood may be affected by a proposed investment. Thus, principle 1.6 gives affected communities a veto (the right to say no) to an investment project being implemented in their territory. This power may extend over the lifetime of the investment project if the nature or scope of the investment changes over time.

The four elements of FPIC can be described as follows:

Free: Those deciding whether to consent to a project should do so without coercion, intimidation, or manipulation.

Prior: Consent must be sought well before any authorization or the beginning of project activities. The timetable must allow sufficient time for culturally appropriate consultation and for completion of local decision-making processes.

Informed: People receive all relevant information about the project. The information provided must be objective, accurate and presented in a manner or form that is understandable to those receiving it.

Consent: The people have agreed to the activity that will take place on their land. The right to consent includes the right to say no to the project or to offer to consent only under certain conditions.

3. Stakeholder Engagement Plan

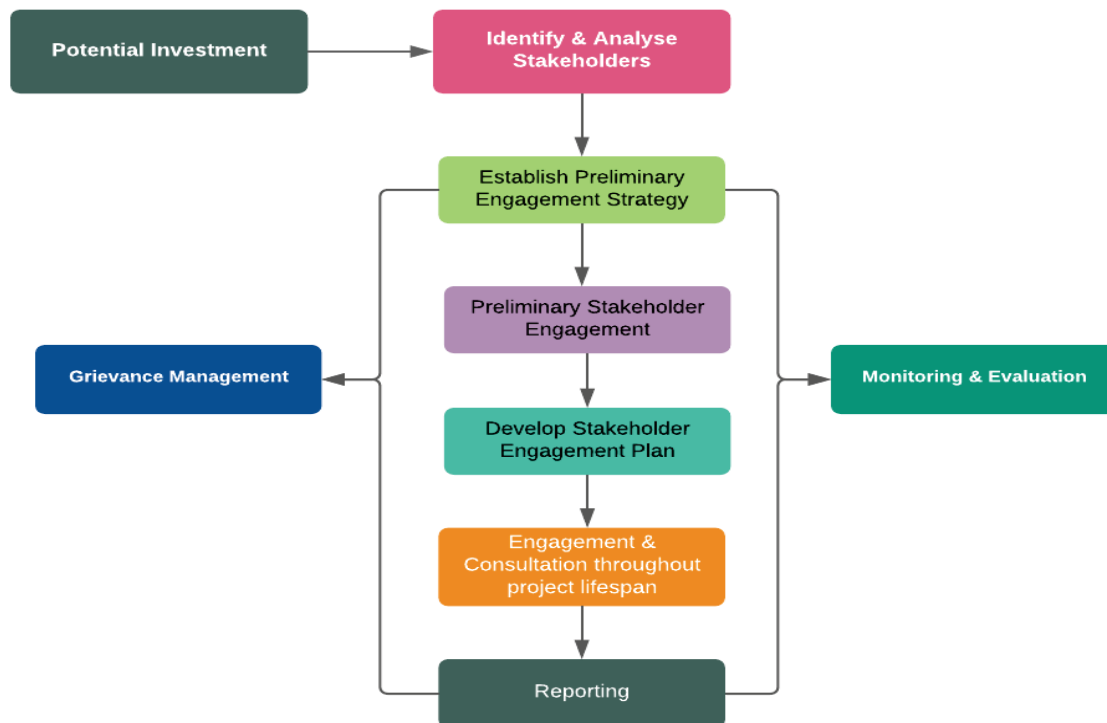
A Stakeholder Engagement Plan is used to identify the stakeholders of a project and how they will be constructively engaged throughout the project lifecycle. It seeks to ensure that there is a positive relationship between the investor and its stakeholders which helps to manage project risks. The Plan is a living document that needs to be reviewed and constantly updated throughout the project lifecycle to reflect any project changes.

Effective stakeholder engagement allows all parties to make representation of their concerns and affords consensual outcomes through transparent dialogues. These dialogues feeds into aspects of land access, community development and serves to anticipate likely impacts that might require the adoption of tailored grievance redress mechanisms.

Stakeholder dialogue is fundamental in the pursuit of the full range of effective, transparent and robust legal instruments required to mitigate the risks facing all parties. These instruments will reflect the inclusive and responsible principles of investment fundamental to FRILIA.

Generally, and as explained below, a stakeholder engagement plan should include the steps reflected in this graphic:

Figure 1: Steps for stakeholder engagement Plan



3.1 FRILIA Investment Approval Process (IAP)

The toolkit also provides guidance for community consultation and engagement throughout the Ten (10) stages of Ekiti State's FRILIA Agricultural Investment Approval Process, from Initial Inquiries & Know Your Customer (Due Diligence) to when the parties enter into Final Agreements.

1. Stage 1: Initial Inquiries & Know Your Customer (Due Diligence)

- A. EKDIPA should be the primary entry point for ALL largescale agricultural investments in Ekiti State (except peasant farmers who should be referred to the MAFS)
- B. EKDIPA approached by potential investor (or in some cases EKDIPA may reach out to a potential investor)
- C. EKDIPA conducts preliminary screening and due diligence on investor and provides investor with information related to potential investment: whether general land investments or; Public-Private Partnerships.
- D. Conduct stakeholders engagement comprising of Government, investor to evaluate proposal with the following guidelines:
 - i. Experience on project and technical competence
 - ii. Audited company financial report and evidence of registration with the Corporate Affairs Commission
 - iii. Tax clearance certificate or TIN in case of Individual for the last 3 years
 - iv. Board of Directors including people of integrity
 - v. submission of Business plan to include priority sector, project viability / profitability, market analysis, value of the investment, job creation, clearly stating the number of direct/indirect jobs to be created, benefits to the State/citizens, work plan (giving details of work implementation plans with dates), projected cost of investment, source or access to finance, and types of partnership
 - vi. Evidence of funding
- E. Possible initial engagement with community if area has been preliminary identified.

2. Stage 2: Information Exchange & Site Visits

- a. EKDIPA continues to provide information and resources the potential investor may need to proceed with the investment. Also coordinates the investor's interaction with other government agencies and helps the investor locate service providers.
- b. MAFS arranges for Land identification, field assessments for croppable lands and site visits for the investor after notifying local officials and communities of investor interest.

- c. MAFS notifies local government officials, other ward and community stakeholders to engage in internal consultations and then to respond preliminarily whether they might welcome the investment.
- d. MAFS identify the families/quarters/head of the community where the land is located; Engage with community / stakeholder engagement

3. Stage 3: Potential Investor Proceeds or Withdraws

- a. The investor reacts to the community's initial response to the potential investment and the investor's own assessment of the viability of the investment and potential site. If the investor decides to withdraw, the process stops. If the investor wishes to consider a different location within the State, the process reverts to Stage 2. The process also ends if the community decides not to proceed.
- b. If the potential investor decides to proceed and the community is supportive, the investor should engage further, build relationships with the community and get them fully involved. The investor and the community (with legal assistance provided by Ekiti State Ministry of Justice should begin to discuss a community engagement plan to guide the ongoing consultations.

4. Stage 4: Environmental and Social Impact Assessment (ESIA).

- a. Ekiti State Environmental and Watershed Management Agency makes its determination whether the ESIA is acceptable and notifies the investor within 21days of receiving it.
- b. If not already completed, a community engagement plan should be finished in this stage.
- c. Land lease discussions can continue (if begun in a previous stage) or begin. Leases should not be finalized and signed until Stage 8.

5. Stage 5: Perimeter survey; Topography survey; Production of Maps

- A. Office of Surveyor General issues approval for perimeter surveys for acquisition purposes
- B. Perimeter, Geo-reference and topography survey (including emplacing survey pillars).

6. Stage 6: Enumeration, Valuation and Compensation

- A. Land and crop valuation needed if the investor is considering PPP arrangement
- B. Crop enumeration to be conducted by MAFS

- C. Relevant Professionals in concerned MDAs will be engaged in carrying out enumeration task to encourage professionalism;
 - Crop Enumeration to be carried out by Crop Scientists
 - Animal/Fishery Enumeration to be carried out by Animal/Fishery Scientists
- D. BLS to conduct valuation of land to determine land value (consortium of valuers, BLS, OSG and other relevant MDAs including e.g. MAFS).
- E. Payment of Compensation to verified acclaimed land occupant and their inexhaustive crops improvement (MAFS and BLS)
- F. If not already completed, a community engagement plan should be finished in this stage.

7. Stage 7: Investor Enters into a Memorandum of Understanding (“MoU”) or Memorandum of Association (MOA) as the case may bewithEkiti State Government and Representatives of the Affected Communities.

- a. EKDIPA reviews submissions from assessments done in previous stages and may decide to conduct further does more in-depth due diligence assessments on the investor (where necessary) and EKDIPA shares additional due diligence findings with other stakeholders.
- b. Consultations with the community continues and a community engagement plan may be agreed to at this point.
- c. If all parties continue to be supportive of the proposed investment, they attempt to agree on Memorandum of Understanding / Memorandum of Agreement (depending on context); that covers the framework of the investment, how much land is required, benefits that may accrue to the community, commitments to ongoing consultation, preparation of an ESIA, etc. The MoU does not legally commit any party to a final agreement on the proposed investment.

8. Stage 8: The parties enter into Final Agreements.

- A. The final agreement is likely to be contained in several individual agreements or could be combined into one document. While the precise requirements will vary, approved investment is likely to include some or all of the following:
 - 1. Land lease agreement
 - 2. Out grower contract(s)
 - 3. Community impact and benefit agreement
 - 4. Community engagement plan
 - 5. Monitoring plan
 - 6. Inclusive, accessible and equitable dispute resolution mechanisms

9. Stage 9: Land Acquisition / Lease

- A. Acquisition of land by the BLS and / or granting of lease by BLS to potential investors for agricultural operations is based upon satisfactory presentation of proposal and agreement reached on timelines and intervention approach
- B. BLS to Issue Acquisition Notice; Facilitate land possession and uptake

10. Stage 10: Process title documents including C of O, survey plans and other relevant documents.

- A. Land registration (BLS)
- B. Provide guidelines for payment required for Certificate of Occupancy (C of O) (where the need for one arises) (BLS)
- C. Approve C of O (Governor)
- D. Receipt of payment of necessary dues on behalf of the government (EKIRS)
- E. Production of the survey plan intended for the preparation of the certificate of occupancy for the acquired land (OSG).

3.2 Stakeholder Identification

Stakeholder identification is an essential process required to identify all the parties whose actions or inactions may affect or be affected by the activities of an investment project. To identify the relevant stakeholders, the following questions must be answered:

1. Who is affected positively by the activities of the investment project?
2. Who is affected negatively by the activities of the investment projects?
3. Who can influence the investment project's outcome/deliverable?
4. What regulatory bodies are concerned with the activities of the investment project?

The Ministry of Agriculture and Food Security should engage with the investor and the local community to identify stakeholders and facilitate initial stakeholder meetings. As part of the process for implementing FRILIA in Ekiti State various stakeholders were identified. This was done in order to understand the stakeholder needs and expectation for engagement, their priorities and objectives in relation to the project and this was and will continue to be used to tailor engagements with these stakeholders. As part of this process, it has been critical to identify vulnerable and disadvantages groups such as women, people living with disabilities etc.

List of FRILIA Stakeholders

- 1 Ministry of Agriculture and Food Security
- 2 Ministry of Wealth Creation
- 3 Ministry of Youth Development
- 4 Ministry of Women Affairs and Social Development
- 5 Bureau of Land Services
- 6 Ekiti State Geospatial Data Center
- 7 Office of Surveyor-General
- 8 Private Investors in Agriculture especially from SAPZ Zone
- 9 Host Communities where land areas were released to State Government for investments.
- 10 Head of Department, Agriculture in all the LGAs and LCDAs
- 11 Directorate of Farm Settlement and Peasant Farmers Development.
- 12 Ekiti State Board of Internal Revenue
- 13 Civil Society Organizations like AFAN, JDPI, Organic Agric., LAPDO, YCAD, Nigerian Association of Agriculture Students, Miyetti Allah, NASSI, NSMES Ekiti State Chapter, EKICCIMA etc.
- 14 Higher Institutions (EKSU, FUOYE Oye, Ekiti State Poly, Isan, Poly Ado, ABUAD, BOUESTI etc.

- 15 Security Institutions like Civil Defence, Police, DSS, Army, Amotekun, Rangers, Vigilantes etc.
- 16 Community Commodities Cooperatives Land Based Beneficiaries.
- 17 Ekiti State Development and Investment Promotion Agency (EKDIPA)
- 18 Ministry of Justice
- 19 Ministry of Trade, Industry, Investments and Cooperative.
- 20 Ministry of Environment and Natural Resources
- 21 Ekiti State Forestry Commission
- 22 Ministry of Finance
- 23 Ministry of Rural Development.
- 24 Ministry of Physical Planning and Urban Development
- 25 Ministry of Local Government Affairs.
- 26 Council of Obas (Traditional Leaders and Chiefs)
- 27 Ekiti State Agricultural Development Program
- 28 Youth group
- 29 Ekiti State Environmental and Watershed Management Agency
- 30 Office of Disability Affairs
- 31 Ekiti State Water and Sanitation Regulatory
- 32 Ekiti State Ministry of Planning and Budget
- 33 Ekiti State Fountain Agricultural Marketing Agency
- 34 Ekiti State Ministry of Chieftaincy Affairs

Note that additional stakeholders may be identified as project development progresses.

3.3 Stakeholder Categorization

In developing a stakeholder engagement plan, it can be helpful to group the stakeholders into categories as the consultation content and methodology may be the same for those falling into the same category or differ across categories.

In Ekiti State, the responsible multi-stakeholder committees and MDAs are :

- Ekiti State FRILIA Steering Committee
- Ekiti State FRILIA Technical Committee
- Ekiti State FRILIA Project Implementation Unit
- Ekiti State Ministry of Ministry of Agriculture and Food Security
- Ekiti State Ministry of Rural Development/Affairs
- Ekiti State Ministry of Environment and Natural Resources
- Ekiti State Ministry of Justice
- Ekiti State Ministry of Water Resources
- Ekiti State Ministry of Women Affairs

Ekiti State Ministry of Youth Affairs
Ekiti State Ministry of Planning and Budget
Ekiti State Bureau of Land Services
Ekiti State Ministry of Urban Planning and Development
Ekiti State Development and Investment Promotion Agency
Ekiti State Internal Revenue Service
Ekiti State Ministry of Finance
Ekiti State Trade, Industry, Investments and Cooperative.
Ekiti State Forestry Commission
Ekiti State Agricultural Development Program
Ekiti State Office of Surveyor-General
Ekiti State Directorate of Farm Settlement and Peasant Farmers Development.
Ekiti State Fountrain Agricultural Marketing Agency

Other MDAs may be included depending on the nature of the agricultural investment project.

The relevant local government authorities are:

Ekiti State Ministry of Local Govt. & Chieftaincy Affairs
Ekiti State Local Government Area and LCDA

Other Local Government authorities may be included depending on the nature of the agricultural investment project.

Community - Level:

Traditional Authorities
Famers

Interest Group/Project Affected Persons:

NGOs and CSOs
Trade groups
Cooperatives
Unions
People Living with Disability
Business groups

3.4 Stakeholder Analysis

Stakeholders Analysis includes a clear identification and description of each stakeholder (there often will be many in each category), their interest or stake (both positive and negative), and their specific role or responsibility. This involves a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy. Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities. Stakeholders are categorized depending on who they are and what interests they might have, figuring out the most appropriate ways to engage. Stakeholder analysis would assist in this prioritization by assessing the significance of the project to each stakeholder group from their perspective, and vice versa.

Stakeholders have an interest in an investment project if they are likely to affect or be affected by a project. The level of interest is determined by the magnitude of the effect they have on the investment project, or the investment project has on them. See Table 1 and Figure 3.

Table 1: Stakeholder Groups in Ekiti State.

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
State FRILIA Steering Committee	All members of the Steering Committee established by the Executive Order	MAFS, BLS, OSG	High Interest, High Influence	Responsible for the overall coordination of FRILIA in Ekiti State.
State FRILIA Technical Committee	All members of the Technical Committee established by the Executive Order	MAFS, BLS, OSG, MOJ, BIRS	High Interest, High Influence	In charge of the Development of FRILIA toolkit/guidelines/policies for land investment projects in Ekiti State.
Federal Ministries, Departments and Agencies (MDAs)	Federal Ministry of Agriculture & Food Security (FMAFS) State Office, Federal Inland Revenue Services (FIRS)		High Interest, High Influence	A major stakeholder in land-based investment projects.

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
State Ministries, Departments and Agencies (MDAs)	EKDIPA, MAFS, BLS, OSG, MOJ, & BIR	EKDIPA, MAFS, BLS, OSG, MOJ, & BIRS	High Interest, High Influence	They are key stakeholders who are actively involved and have the power to make decisions that impact the project's outcomes.
Traditional authorities	Ekiti State Council of Obas	Traditional Council of Obas especially at the LGA and host communities.	High Interest, High Influence	They ensure internal cohesion between local stakeholders within their enclave They ensure internal grievance are redressed before it escalate.
Local businesses	MSME	Support MITIC, MAFS, ESEPWMA, EKDIPA, Private Sector, Local Community, Civil Society.	Low Influence- high interest	Determine the market force and ensure stability.
Project affected persons	women, men, sub-groups (e.g., pastoralists, people living with disabilities, vulnerable, minority groups)	Support PLWD Agency	High influence- high interest	Ensure that rights of individuals and groups are protected and not violated.
Local Government Departments and Agencies	Local Government Authority	Local Government Authority	High Interest, High Influence	They are key stakeholders who are actively involved in community interventions
NGOs and CSOs	NGOs and CSOs	NGOs and CSOs	Low interest – low influence	In charge of driving social change, advocating for rights and welfare
Development	Development	World Bank,	Low interest- high	Ensure projects are

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
partners	Partners	African Development Bank (AfDB), International Institute for Environment and Development (IIED), Columbia Centre on Sustainable Investment (CCSI) and other partners	influence	inclusive, sustainable and with little disruption to the society and environment. Provides Technical and Financial support for project implementation
Media	Media Organizations	Support Information dissemination	Low influence- high interest	To establish communication channels between institutions and officials that facilitate collaboration and coordination, including information sharing between relevant Stakeholders.

3.5 Stakeholder Mapping

Stakeholder mapping is the process of understanding the relationship between stakeholders and how to manage them. A stakeholder map shows a visual representation of identified stakeholders categorised by their interest and influence in the investment project. A stakeholder map is the first stage to managing stakeholders as it gives a clear understanding of how investment project proponents need to communicate with stakeholders.

A stakeholder matrix (see *Figure 3*) is one of the tools used in stakeholder mapping. Stakeholders are placed into four quadrants:

1. Low interest – low influence: **Manage with Minimal Effort (Monitor)**. These stakeholders have minimal impact on the investment project, and their level of engagement is usually limited to information disclosure.

2. Low interest- high influence: **Keep Satisfied.** This group of stakeholders require regular updates on the investment project to maintain their interest in the project and to incorporate their feedback into investment project decision making.
3. Low influence- high interest: **Keep Informed.** These stakeholders often require that their needs are met and there is constant communication about investment project decisions.
4. High interest- high influence: **Manage Closely.** These stakeholders have control over the project and make key investment project decisions. They need to be engaged constantly throughout the investment project lifecycle.

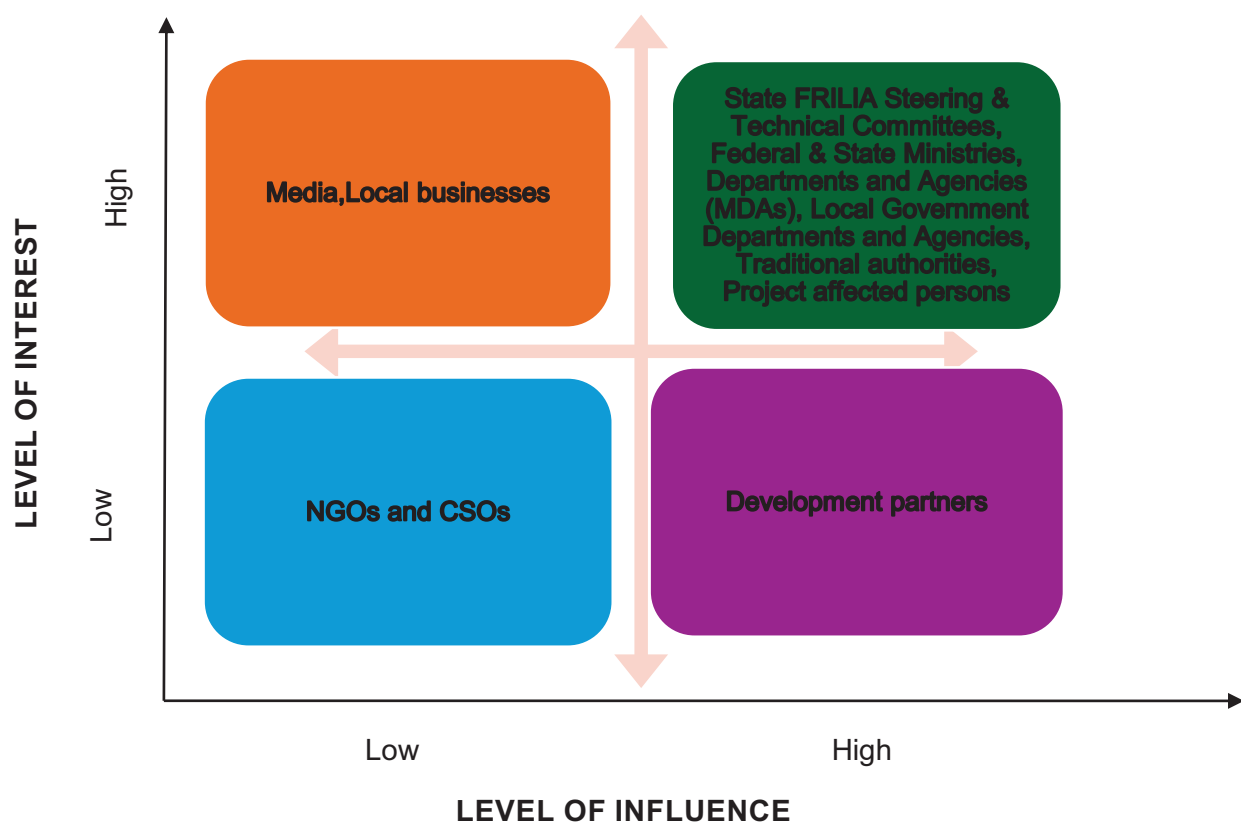


Figure 2: Stakeholder matrix

Organizing stakeholders into primary, secondary, and tertiary groups involves prioritizing them based on their level of influence, interest in the project, and the extent to which they are affected by the project. Here is a general guideline to help you categorize stakeholders into these groups:

Primary Stakeholders:

High Influence, High Interest: These stakeholders have a significant impact on the project and are actively involved or invested in its success. They often include direct beneficiaries, key decision-makers, and primary funders.

Secondary Stakeholders:

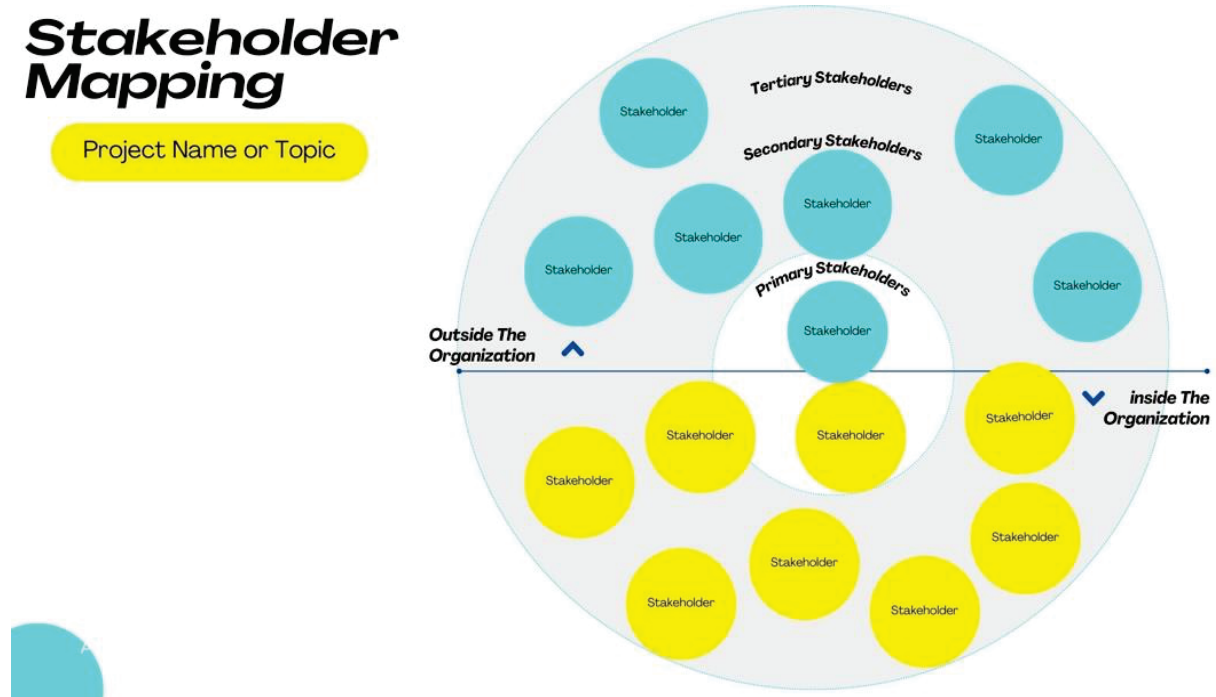
High Influence, Low Interest: These stakeholders have the potential to influence the project but may not be directly affected by it or have a lower level of interest. They could include regulatory bodies, industry associations, or influential community leaders.

Low Influence, High Interest: Stakeholders with a high level of interest but limited influence on the project fall into this category. They are typically concerned citizens, advocacy or Pressure groups, or local organizations.

Tertiary Stakeholders:

Low Influence, Low Interest: These stakeholders have minimal influence on the project and low interest in its outcomes. They could be the general public, distant communities, or individuals with indirect connections to the project.

Figure 3: Stakeholder map



4. Stakeholder Engagement

Stakeholder engagement begins early in the investment process and should continue for the entire life of the investment project. It is one of the essential elements of a responsible and successful investment in agriculture. The principles of FPIC (as described above and pursuant to FRILIA principle 1.5) should be followed at all times.

Stakeholder engagement should be guided by a Stakeholder Engagement Plan (SEP). The following elements should be included in every SEP in Ekiti State:

1. Initial stakeholder engagement
2. Key message document
3. Engagement with the LGA
4. Description of the methods to be used to engage with each stakeholder group.
5. The specific stakeholder activities to be utilized throughout the project lifecycle.

4.1.1 Initial Stakeholder Engagement.

Initial community engagement by the Ministry of Agriculture and Food Security, other relevant MDAs and the investor may occur during the stakeholder mapping process. If not then, initial engagement should begin soon after stakeholder mapping has been completed. Note that all stakeholder engagement conducted throughout the project lifecycle must be recorded in the form of meeting minutes and/or pictures, videos, audio recordings, etc (Pictures must be Geo-referenced with Coordinates which would indicate location and time in line with International Standard Practices). Records of the initial stakeholder engagements will be required for the development of a Stakeholder Engagement Plan.

4.1.2 Key Message Document

The investor may wish to draft a short document containing the key information about the investment project to be disseminated to affected persons, government officials/agencies, and other stakeholders. This “key message” document should be written in simple English (translation to the local language may be required for some communities) and should ideally not exceed one page (see **Annex 1**). It should include:

A concise but clear description of the investment project, including project background and components, including timeframe.

A clear description of the investment project proponents or consultancy undertaking the consultations.

Description of the intended activities to be carried out and highlights of possible impact (positive and negative – in the case of the latter, mitigation/adaptation mechanisms to be considered should be mentioned).

Description of the anticipated mode of stakeholder engagements.

A statement of assurance of adherence to good practices, professionalism, and protection of community rights.

4.1.3 Engagement with LGA (where applicable)

In most cases, the Local Government Authorities (LGA) will have some involvement in assessing, overseeing or monitoring the proposed investment. Communities have a close relationship with the LGAs in Ekiti State, so it is important to engage and consult them in addition to engaging directly with the community members. Thus, it is important that the Ministry of Agriculture and Food Security, the Department of Agriculture in the Local Government of the host community and the investor have a plan to engage with the LGAs. Doing so can help the investor to:

- Properly introduce the investment project to the LGA.

- Effectively communicate objectives, goals and impacts of the investment project to the LGA.

- Understand local government regulations specific to the investment project.

- Garner the support of the local government in the development of the investment project.

The investor can use the content of the key message document (see Annex 1) in drafting a letter to the applicable LGA. This should lead to follow-up meetings and other communications with LGA officials.

4.1.4 Initial Engagement with the Community

Engaging with the affected community throughout the investment approval and implementation process is essential to a successful investment. Thus, from the earliest stages, the investor should utilize a robust process of consultation and participation with the community aimed at obtaining their free, prior and informed consent (FPIC).

Because no two communities are exactly alike, the initial approach by the Ministry of Agriculture and Food Security and/or the investor can vary. In most cases, it is important to identify key community stakeholders such as community leaders/traditional authorities, interest groups and other people who have current information about the community and may be seen as leaders. Communication with these leaders often should be done through a face-to-face meeting (Which must be documented using the standard procedures as indicated in 4.1.1 above) to introduce the investment project and the project proponents or representatives. The community leaders can then assist in the identification of stakeholders and arrange other initial meetings with the broader community. It should be noted that some communities have customs and traditions that need to be respected during community engagements to elicit support from community leaders and prevent hostility and grievances.

Stakeholder Engagement Plan/Strategy

ACTIVITIES	OBJECTIVE	ENGAGEMENT APPROACH/ TOOL	OUTCOME
List of Various Stakeholders involved	<p>To identify all relevant Stakeholders</p> <p>To inform Stakeholders about land-based investment opportunities, identify challenges and other associated issues</p> <p>To notify project affected persons and community about the project set up and development objectives;</p> <p>To determine stakeholders needs and expectation for engagement</p> <p>To establish and maintain a two-way process of dialogue and understanding between the project and its stakeholders</p>	Correspondence, information boards, public meetings, workshops	A comprehensive list of all stakeholders
<p>1. Government Agencies</p> <p>2. Traditional leaders/Local communities</p> <p>3. Private Sector/Investors</p> <p>4. CSOs, NGOs, Universities/Institutions</p>	<p>Stakeholders are categorized depending on who they are and what interests they might have, figuring out the most appropriate ways to engage.</p> <p>Stakeholder analysis would assist in this prioritization by assessing the significance of the project to each stakeholder group from their perspective, and vice versa.</p>	Formal meetings/Workshops	Stakeholders Grouping

Management and implementation and high-level engagement and co-ordination	Engage all categories of Stakeholder for continuous dialogue, collaboration and information	Focus group discussions, Town hall meetings, questionnaires, Phone calls, Emails, Print media, Formal meeting	Stakeholders Engagement
Enhance communication among relevant Stakeholders	To establish communication channels between institutions and officials that facilitate collaboration and coordination, including information sharing between relevant Stakeholders.	Print media, TV, radio,	Formalized communication channels between project and stakeholders.
Collect and analyse Stakeholders Feedback	To determine level of preparedness, readiness and acceptance	Focus group, questionnaires, feedback form	Collect feedback received by stakeholders and combine this into project strategy and work.
Implementation monitoring and fine-tuning.	To establish a monitoring and evaluation strategy that will ensure minimum operating standards and realization of plans. The M & E team would ensure up-to-date reporting, assessment and monitoring procedures for overall success of the project.	Physical Inspection, survey forms	M&E Strategy

4.1.5 Stakeholders Engagement Methods

International standards increasingly emphasize the importance of a consultation being ‘free, prior and informed’, which implies an accessible and unconstrained process that is accompanied by the timely provision of relevant and understandable information. In order to fulfil this requirement, presented below is a range of consultation methods to facilitate the processes of information provision, information feedback as well as participation and consultation.

An important aspect of planning for stakeholder engagement is determining which communication method will work best for each stakeholder. There are many stakeholder communication methods, not all of which are appropriate for each stakeholder group. The following table details various communication methods which may be considered:

Table 3: Stakeholder communication methods

METHOD	DESCRIPTION	MOST APPROPRIATE APPLICATION OF TECHNIQUE
Public/ Townhall Meetings	These are large meetings that are convened in the community to inform the community members, mainly for information disclosure. It is used to inform the community about the investment project status and progress.	<ul style="list-style-type: none"> • Present project information to a large audience of stakeholders, and in particular communities • Allow the group of stakeholders to provide their views and opinions • Build relationships with local communities • Distribute non-technical project information • Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents • Record discussions, comments/questions raised and responses
Focus Group Discussions	These are engagements conducted with different stakeholder groups to discuss topics of similar interests. At the community level, this can be gender-segregated (male and female groups), age-segregated (youth and adults), limited to those engaging in certain livelihoods, etc. Discussions usually follow themes that are discussed, with multiple participants sharing their views and opinions.	A study tour to similar investment or project elsewhere may be necessary as a Guide or Template for successful implementation, but can leverage on which of the best approach would best fit for their community.
Key Informant Interviews	This is a method of engagement that involves consultation with persons that have authorial knowledge about issues to gain an in-depth understanding and collect information.	<ul style="list-style-type: none"> • Solicit views and opinions • Enable stakeholders to speak freely and confidentially about controversial and sensitive issues • Build personal relations with

		<p>stakeholders</p> <ul style="list-style-type: none"> • Recording of interviews
Workshops	<p>These are meetings designed for stakeholders to work together to share views and opinions. They are often participatory with the aim of either sensitising stakeholders, finding solutions to problems or consultation for decision making.</p>	<ul style="list-style-type: none"> • Present project information to a group of stakeholders • Allow the group of stakeholders to provide their views and opinions • Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies collaboratively • Recording of responses
Media Broadcast	<p>This is the use of print media, radio, television and social media handles or platforms to convey information about the project to a wider audience.</p>	<ul style="list-style-type: none"> • Disseminate project information to large audiences, and illiterate stakeholders • Inform stakeholders about consultation meetings
Notice Boards	<p>These are information boards set up at vantage points to disseminate information to the general community.</p>	<p>Disseminate project information through bill/notice boards</p>
Correspondence by Letters and Emails	<p>This is a written and typed mode of communication which can be used to introduce the investment project to Government stakeholders, traditional leadership and others. A sample letter of intent is provided in Annex 2.</p>	<ul style="list-style-type: none"> • Distribute project information to government officials, organizations, agencies and companies • Invite stakeholders to meetings
Surveys	<p>This is the use of structured and semi-structured questionnaires to collect data from a defined group of people.</p>	<p>Gather opinions and views from individual stakeholders using paper surveys/questionnaires or online surveys</p> <p>Gather baseline data</p> <p>Record data</p> <p>Develop a baseline database for monitoring</p> <p>Analyze and process the collected data to ensure informed decisions and recommendations</p>
Project Information Document	<p>A high-level project brief provided to MDAs, traditional leaders and others during project inception.</p>	<p>Distribute project information</p>
Infographics	<p>Visual representation of project details presented in a simple, clear and linguistically appropriate manner.</p>	<p>These can be used as Guidance notes.</p>
Information Centre and Information Boards		<p>Establish Information Boards in each Project area community.</p> <p>Install suggestion boxes in each of these communities so there are sufficient feedback mechanisms</p>

		for people to use. Set up dedicated email addresses and feedback forms
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Table 4: Communication methods applicable to each stakeholder group

STAKEHOLDER GROUP	COMMUNICATION METHOD	DESCRIPTION
Federal Ministries, Departments and Agencies (MDAs)	Letters, Memo, Gazettes.	Newsletter, Circular, Gazettes, Emails, Phone calls/SMS, Website portals
State Ministries, Departments and Agencies (MDAs)	Direct meetings, workshops, key informant interviews	Newsletter, Circular, Gazettes, Emails, Phone calls/SMS, Presentations, Website portals, Socialmedia handles
Traditional authorities	Direct meetings; townhall meetings, key informant interviews, infographics	Newsletter, Letters of Invite, Phone calls/SMS, Emails, Radio/TV jingles.
Local businesses	Letters, townhall meetings, media broadcast	Social media, Radio/TV, Informal meetings, Focus Groups, Monthly or Annual Progress reports, Notice Boards, Newsletter, Regular meetings,

Project affected persons (women, men, sub-groups (e.g., pastoralists)	Townhall meetings; focus group discussions, infographics, noticeboard, media broadcast etc. (Note the possible need for women-only meetings.)	Social media, Radio/TV, Informal meetings, Focus Groups, Monthly or Annual Progress reports, Notice Boards, Newsletter, Regular meetings,
Local Government Departments and Agencies	Letters, meetings, key informant interviews	Social media, Radio/TV, Informal meetings, Focus Groups, Monthly or Annual Progress reports, Notice Boards, Newsletter, Regular meetings,
NGOs and CSOs	Letters, townhall meetings	Newsletter, Circular, Gazettes, Emails, Phone calls/SMS, Presentations, Website portals, Social media handles
Development partners	Letters, townhall meetings, media broadcast	Newsletter, Circular, Gazettes, Emails, Phone calls/SMS, Presentations, Website portals, Social media handles
Media	Townhall meetings, Media broadcast	Social media, Radio/TV, Informal meetings, Focus Groups, Monthly or Annual Progress reports, Notice Boards, Newsletter, Regular meetings,

4.1.6 Special Considerations for Gender and Vulnerable Groups

In every community, there are people who are disadvantaged or vulnerable and need special consideration or attention to ensure their participation in investment project decision making and outcomes.

Thus, one section of the SEP should identify and describe vulnerable groups and the special measures that should be taken to ensure they are engaged, their concerns and opinions entrenched in investment project decision making. For example, it may be necessary to have separate meetings with women, youths, minority groups and People Living with Disability (PLWD) to ensure their voices are heard and given considerations. The section will also describe the steps the investment project will take to ensure project representatives who work in the community do not trigger any Gender-Based Violence or Sexual Exploitation Abuse, or Harassment (GBV/SEAH).

4.1.6.1 Consultation with Vulnerable Groups

Vulnerable Groups are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program. The vulnerable groups identified by the project include the persons with disabilities, women and girls. Women and girls are considered especially vulnerable as they are the primary household members responsible for providing water for domestic consumption. Engagement with the vulnerable groups and individuals often requires the application of bespoke measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and participation in the process are commensurate to those of the other stakeholders.

Table 5: Consultation methods for vulnerable groups

Category	Method of consultation
Elderly	Recognize their organization and leadership, focus group meetings, assisted transport to meetings
Women	Additional separate focus group meetings, recognize cultural norms
Youth	Additional focus group meetings
Minority groups	Focus group meetings in a language of their understanding
People with Disabilities	Recognize their organization and leadership, focus group meetings, Assisted transport to meetings

4.1.7 Engagement Activities in each Phase of Investment Project Development and Implementation

The SEP should describe the engagement activities to be undertaken in each phase of investment project development and implementation and be aligned with the steps in Ekiti State's IAP as set forth in Table 6.

4.1.7.1 Implementation Arrangements

This describes the implementation schedule for the stakeholder engagement plan. It describes the tasks or activities to be carried out and the timeline (*See Stakeholders Engagement plan*).

However, the overall management, coordination and implementation of the FRILIA in Ekiti State and its integral tasks will be the responsibility of the State Steering and Technical Committee members

Table 6: Stakeholder engagement activities in investment project phases

INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
Stage 1: Initial Inquiries & Know Your Customer (Due Diligence)	Ekiti State Development and Investment Promotion Agency Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Ministry of Justice Ekiti State Office of Surveyor General	Meetings; letters; sharing of reports	3 weeks
Stage 2: Information Exchange & Site Visits	Ekiti State Development and Investment Promotion Agency Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General	Sharing of reports Physical Inspection	4 weeks
Stage 3: Potential Investor	Ekiti State Development and	Meetings; letters;	2 weeks

INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
Proceeds or Withdraws	Investment Promotion Agency Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General	sharing of reports	
Stage 4: Environmental and Social Impact Assessment (ESIA).	Ekiti State Environmental and Watershed Management Agency Ekiti State Development and Investment Promotion Agency Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General Potential investor Host Community representatives	Meetings; letters; sharing of reports ESIA report must be ready, read and necessary inputs be made into it before presentation.	8 weeks
Stage 5: Perimeter survey; Topography survey; Production of Maps	Ekiti State Office of Surveyor General Ekiti State Ministry of Agriculture and Food Security	Survey maps Reports	4 weeks
Stage 6: Enumeration, Valuation and Compensation	Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services	Meetings; letters; sharing of reports	3 weeks
Stage 7: Investor Enters into a Memorandum of Understanding (“MoU”) Or Memorandum of Association (MoA) with Ekiti State Government and Representatives of the	Ekiti State Ministry of Justice Ekiti State Development and Investment Promotion Agency Ekiti State Ministry of	Meetings; letters; sharing of reports Signing of MoU	2 week

INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
Affected Communities.	Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General Ekiti State Environmental and Watershed Management Agency Potential Investor		
Stage 8: The parties enter into Final Agreements.	Ekiti State Development and Investment Promotion Agency Ekiti State Ministry of Agriculture and Food Security Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General Ministry of Justice Potential investor Host community	Meetings; letters; sharing of reports Signing of Final Agreement	1 week
Stage 9: Land Acquisition / Lease	Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General Ministry of Justice Ekiti State Ministry of Agriculture and Food Security	Meetings; letters; sharing of reports	2 weeks
Stage 10: Process title documents including C of O, survey plans and other relevant documents.	Ekiti State Bureau of Land Services Ekiti State Office of Surveyor General	Meetings; letters; sharing of reports and C of O	3 weeks

5. Stakeholder Engagement Budget

This section emphasises the need for a budget to fund the implementation of any Stakeholder Engagement Plan (SEP). It is important that the budgets of both the investor and responsible MDA provide sufficient funding to sustain stakeholder engagement activities throughout the lifecycle of the investment project. Depending on the existing resources, the budget will ideally cover items such as:

Breakdown of stakeholder engagement activities as per plan and their estimated costs.

Source of funding for implementing activities in the stakeholder engagement plan.

The budget is designed to ensure adequate funding for sustaining stakeholder engagement activities throughout the project's lifecycle.

Table 7: Proposed Budget Line Items for Stakeholder Engagement

S/No.	Items
1	Physical meeting with project stakeholders according to their category
2	Town-hall meetings in locations where Agricultural investments exist
3	Purchase of Project vehicles and Running Allowances
4	Purchase or lease of Project equipment
5	Refreshment/Entertainment/Transport Allowance
6	Relevant Facilitators and Masters of Ceremony (Language/Dialect biased)
7	Visibility (Banners, Media, Adverts, Public awareness, Souvenirs, Shirts, Caps etc.)
8	Pre-engagement team to sensitize the gate keepers/leaders to buy them in before the project
9	Trainings/Writing Materials
10	Production of Jingles for Television and Radio
11	Production of Newsletter
12	Programme information kit
13	Weekly Sponsored radio Programme
14	Purchase or lease of audio visual and Public Address systems
15	Purchase or lease of GPS Camera and Video
16	Maintenance of Vehicles & Fuelling
17	Miscellaneous (Printing etc.)

Table 8: Estimated Budget for Stakeholders Engagement (as at August 2025)

OBJECTIVES	ACTIONS	RESPONSIBLE PARTIES	RESOURCES	RESULT/OUTPUT
Develop Stakeholder Engagement Strategy to outline consultation process for developing FRILIA	Conduct stakeholder mapping process to identify key stakeholders (government, private sector and communities/CSOs) potentially affected by land-based investments.	Bureau of Lands, Agriculture, and EKDIPA	₦5,000,000	Stakeholder Engagement Plan
	Meeting with stakeholders to create awareness about FRILIA through various forums/platforms and get input. -Sensitization workshops - Town hall meetings	Bureau of Lands, Agriculture, and EKDIPA	₦50,000,000	Consultative sessions held with stakeholders/Meeting Reports

Box 5: Example of a Summary Budget Outline

A. Stakeholder Engagement Activities and Estimated Costs:

1. Workshops and Training Sessions:

- Estimated Cost: $\text{N}X$ for venue rental, materials, and facilitation.

2. Community Meetings and Consultations:

- Estimated Cost: $\text{N}Y$ for logistics, refreshments, and facilitation.

3. Surveys and Feedback Collection:

- Estimated Cost: $\text{N}Z$ for survey tools, data analysis, and reporting.

4. Communication Materials Development:

- Estimated Cost: $\text{N}W$ for designing and printing brochures, flyers, and information packets.

5. Technology Infrastructure:

- Estimated Cost: $\text{N}V$ for online platforms, software, and tools for virtual engagement.

B. Source of Funding for the Stakeholder Engagement Plan:

1. Government Allocation:

- Allocation of $\text{N}A$ from the state budget to support stakeholder engagement initiatives.

2. Public-Private Partnerships (PPP):

- Contribution of $\text{N}B$ from private investors or partners for stakeholder engagement activities.

3. Grant Funding:

- Securing a grant of $\text{N}C$ from external donors or funding agencies to supplement stakeholder engagement efforts.

4. Corporate Social Responsibility (CSR) Contributions:

- Utilizing $\text{N}D$ from corporate entities through CSR initiatives for community engagement and outreach.

5. In-kind Contributions:

- Leveraging in-kind support, such as volunteer services or donated resources, valued at $\text{\$}E$ to enhance stakeholder engagement activities.

Total Estimated Budget: $\text{N}X + \text{N}Y + \text{N}Z + \text{N}W + \text{N}V + \text{N}A + \text{N}B + \text{N}C + \text{N}D + \text{N}E$

Note: A more detailed budget will be required as this is only high-level to aid understanding.

This budget plan outlines the necessary funding required to sustain stakeholder engagement activities, ensuring effective communication and participation throughout the project's lifecycle. By diversifying funding sources and allocating resources appropriately, the Stakeholder Engagement Plan can be successfully implemented to foster meaningful stakeholder relationships and support project objectives.

6. Grievance Redress Mechanism for Stakeholder Engagement

A grievance can be a concern or complain of dissatisfaction or feeling raised by an individual or a group whose livelihood, health and safety, cultural norms and heritage are considered to have been adversely affected (harmed) by activities of the project components and if not addressed effectively, may pose a risk

The Grievance Redress Mechanism (GRM) is vital for effective stakeholder engagement, providing a structured process for stakeholders to address concerns, provide feedback, and seek resolution of project-related issues. The GRM aims to enhance transparency, trust, and accountability throughout the project lifecycle. This process will be carried out using dedicated communication materials which will be developed to help stakeholders become familiar with the grievance redress channels and procedures. A Grievance Register should be provided in order to capture and track grievances from submission to resolution as well as include clear information on how feedback, questions, comments, concerns and grievances can be submitted by any stakeholder. It will also provide information on the way grievances will be handled, both in terms of process and deadlines.

The GRM will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable, the investment project will adopt and utilise the existing GRM established for FRILIA projects in the State; adapting as needed with project-specific arrangements (*see Ekiti State **FRILIA GRM Toolkit***). Nonetheless, the following should be considered in developing the GRM:

1. The GRM is expected to address concerns promptly and effectively in a transparent manner that is readily accessible to all project-affected parties, at no cost and without retribution.
2. Handling of grievances needs to be done in a culturally appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties.
3. The mechanism must allow for anonymous complaints to be raised and addressed.
4. The project proponent(s) must inform the project-affected parties about the GRM process in the course of community engagements.
5. The entire GRM process must be well documented to enable easy tracking and resolution of grievances.
6. The mechanism would strengthen accountability to beneficiaries, including project affected people.

6.1. Implementation of the Grievance Redress Mechanism

6.1.1. Establishment of Grievance Redress Channels:

- Set up multiple channels for stakeholders to submit grievances, such as dedicated hotlines, email addresses, Dropdown page in the website, suggestion boxes, and in-person meetings with a GRM officer(s)/body/committee/unit/department (as may be applicable).

6.1.2. Creation of Grievance Handling Guidelines:

- Develop clear guidelines outlining the steps for submitting, processing, and resolving grievances within the defined timelines.

6.1.3. Appointment of Grievance Redress Officers:

- Designate trained focal persons as Grievance Redress Officers responsible for receiving, reviewing, and resolving grievances in a timely and professional manner.

6.1.4. Regular Reporting and Monitoring:

- Implement a system to document and report grievances, responses, and resolution outcomes to track trends and identify areas for improvement.

6.1.5. Feedback Mechanism Loop:

- Establish a feedback loop to communicate resolution outcomes to stakeholders and provide updates on actions taken as a result of grievances to enhance transparency and accountability.

7. Monitoring and Reporting

7.1 Monitoring

This section describes how stakeholder engagement will be monitored and incorporated into the whole project monitoring or management system and how stakeholders will participate in the monitoring process. For effective cooperation, it is important to involve the stakeholders in monitoring the project's anticipated and actual impacts and obtain regular feedback on the progress made in achieving the stakeholder engagement goals, objectives and plans.

Monitoring and Tracking of Stakeholder Engagement is important as it ensures effective continuous engagement and follow-up, as well as minimizes slippages and oversight of important engagements. The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of capacity building program implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified stakeholders and methods of engagement remain appropriate and effective in relation to the project context and specific stages of the implementation. Any major changes to the project related activities and to its schedule will be duly reflected in the Stakeholders Engagement Plan.

The following are described under this section:

- Monitoring indicators
- Frequency of monitoring
- Persons responsible for monitoring
- Strategy for collection of data and reporting

Box 6: Monitoring elements

Indicators: Specific measures used to assess the effectiveness and impact of stakeholder engagement efforts.

Frequency: How often monitoring activities will occur to evaluate stakeholder engagement activities and outcomes.

Responsible Party: Designated individuals or teams accountable for overseeing monitoring processes and ensuring alignment with engagement strategies.

Strategies for Data Collection: Methods and approaches for collecting relevant data on stakeholder interactions, feedback, and participation.

Reporting Strategy: How data insights and findings from monitoring activities will be documented, analysed, and shared to inform decision-making and enhance engagement strategies.

Table 8: Examples of Monitoring Elements related to Stakeholder Engagement

S/N	Monitoring Dimension	Example
1	Indicators	Number of stakeholder engagements conducted Level of stakeholder satisfaction with engagement activities Diversity of stakeholders engaged Stakeholder feedback integration into project decisions
2	Frequency	Monthly stakeholder engagement reviews Quarterly assessment of stakeholder feedback Bi-annual stakeholder perception surveys
3	Responsible Party	Stakeholder Engagement Team Leader Project Manager Monitoring and Evaluation Officer
4	Strategies for Data Collection	Surveys and feedback forms distributed after engagement activities Stakeholder engagement logs documenting interactions and feedback Focus group discussions and interviews with key stakeholders
5	Reporting Strategy	Quarterly stakeholder engagement reports highlighting key insights and trends Annual stakeholder engagement impact assessments Real-time dashboards displaying stakeholder feedback and engagement metrics

7.2 Reporting

All stakeholder engagement activities must be documented and recorded. This includes not only engagements carried out but enquiries and grievances as well.

Also, as part of the monitoring process and depending on the project stages, monthly or quarterly stakeholder engagement reports should be prepared by the responsible persons

to track the progress of implementing the stakeholder engagement plan and make changes where necessary.

Means of reporting include meeting minutes (**see Annex 3**) or notes, pictures, video and audio recording and report writing. Good reporting will help update the SEP current scope/content and provide the project with valuable information about its stakeholders. An attendance list should be made available at the commencement of all engagement activities in order to record all participants who are present at the meeting. Wherever possible, attendees' signatures should be obtained as a proof of their participation, and this should be well documented for record purpose.

The introductory initial part of the meeting should be delivered in an understandable format to the audience (including presentations, pictorials, illustrations, graphics and animation) accompanied by hand-out materials imparting the relevant information

There should be provision of a Public address system (PAS) with microphone, proper illumination, projector to ensure audibility and visibility of the presentations.

Taking records of the meeting is essential both for the purposes of transparency and the accuracy of capturing public comments. At least three ways of recording may be used, including:

- Taking written minutes of the meeting

- Audio/video recording and

- Photographing.

Combination of these methods ensures that the course of the meeting is fully documented and that there are no significant gaps in the records which may result in some of the important comments received from the stakeholder audience being overlooked.

8. Conclusion

Meaningful participation by all affected stakeholders is key to a successful investment. Investors who take the time and invest the resources necessary to do so and thus obtain the FPIC of these stakeholders are more likely to see their investment result in a long-term positive return. This toolkit can help investors achieve this result.

Annex 1: Sample Key Message Document

Title:

Key Message Document for [Investment Project Name]

Introduction:

We are excited to share information about the [Investment Project Name], a transformative initiative aimed at [briefly describe the project's main objectives and benefits]. This key message document provides an overview of the project and our commitment to meaningful stakeholder engagement.

Project Background:

The [Investment Project Name] aims to [summarize the project's background and key components briefly]. The project is scheduled to commence in [start date] and expected to be completed by [end date].

Project Proponents:

The [Investment Project Name] is being spearheaded by [Investor/Consultancy Name], a reputable organization with a proven track record of successful investments in [industry sector]. Our team is dedicated to ensuring the project's success and creating lasting positive impacts in the community.

Intended Activities:

Throughout the project lifecycle, we plan to [describe the main activities or phases of the project briefly]. These activities are designed to [briefly explain the intended outcomes and benefits for stakeholders].

Mode of Stakeholder Engagements:

We are committed to fostering open and transparent communication with all stakeholders involved in the project. Our engagement approach will include [describe the planned methods of stakeholder engagement, such as community meetings, consultations, and feedback mechanisms].

Assurance of Good Practices:

We pledge to adhere to the highest standards of professionalism, ethical conduct, and respect for community rights. The [Investment Project Name] will prioritize sustainability, social responsibility, and the protection of community interests throughout the project implementation.

Investment Project Impacts:

The investment project will bring about the following positive impact to your immediate community:

[xxxe.g employment, access roads, access to xxx mgw of electricity, xxx e.g. access to xxx water plants for portable clean water],[xxx e.g xx% increase in land/property value]. While we envisage an initial discomfort such as xxxxx, xxxx, xxx, we are committed to mutually agreeable mitigation and/adaptation investment/activities in ensuring minimal impact on your livelihood.

Annex 2: Sample Letter of Intent

[Date]

[Recipient Name]

[Government Stakeholder/Traditional Leader] / [Government Agency/Community Name]

[Address]

[City, State]

Subject: Introduction of [Investment Project Name] and Stakeholder Engagement

Dear [Recipient Name],

I am writing on behalf of [Company/Organization] to introduce our upcoming investment project, [Investment Project Name], and to express our commitment to meaningful stakeholder engagement with Government stakeholders, traditional leadership and the residents of [Community/Area].

The [Investment Project Name] is a transformative initiative that aims to [briefly describe project objectives and benefits]. As we value the input and collaboration of key stakeholders, we are reaching out to Government agencies and traditional leaders to seek your valuable insights and support in the successful implementation of this project.

Our team is dedicated to fostering positive relationships with Government stakeholders and traditional leadership to ensure that the [Investment Project Name] aligns with community priorities and contributes to sustainable development in the region. We recognize the importance of engaging with local authorities, community leaders and others to address concerns, explore opportunities for collaboration, and achieve mutual goals.

We would like to invite you to participate in upcoming stakeholder engagement activities, including [briefly describe planned engagement activities]. Your input and feedback are vital to the success of the project, and we are committed to transparent communication, mutual respect, and collaboration throughout the project lifecycle.

Please feel free to contact me at [Your Phone Number/ Email Address] to discuss how we can work together to maximize the positive impacts of the [Investment Project Name] on our shared community.

Thank you for considering our request for partnership and collaboration. We look forward to the opportunity to engage with you and build a fruitful relationship for the benefit of all stakeholders involved.

Sincerely,

[Your Name]

[Your Title]

[Your Company/Organization]

Annex 3: Sample Meeting Minutes

SAMPLE MEETING MINUTES

Meeting:	<i>E.g. Meeting between project representatives and community leaders</i>
Date:	<i>E.g. 20th September 2024</i>
Time and Duration:	<i>E.g. 10.00 am to 11.30 am</i>
Venue:	<i>E.g. Chief's Palace</i>

Agenda

Example

- *Introduction of participants*
- *Welcome Address by Community head or representative*
- *Project presentation*
- *Question and answers*

Meeting Objectives

Example

- *To formally introduce the project and its representatives to the community*
- *To provide community leaders with a clear understanding of the project components and impacts*
- *To garner the support of the community leaders for the project*
- *To brief community leaders on the project activities and subsequent engagement*

Key Highlights

This section gives a detailed summary of what transpired and was discussed during the meeting.

Questions and Responses

This section summarizes the questions asked during the meeting and the responses provided. It is necessary to mention who asked the question and who provided the response.

Stakeholder	Question/ Comment	Response

Conclusion and Next Steps

Describe how the meeting was concluded and the next steps discussed or agreed upon and the responsible persons.

Attendance/ Meeting Register

Name	Institution	Designation/ Position	Contact

* For Community Meetings

Name	Position/ Occupation	Community	Contact

Annex 4: 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