



YOBE STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND-INTENSIVE AGRICULTURE

(FRILIA)

STAKEHOLDER ENGAGEMENT TOOLKIT

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Acronyms and Abbreviations

FRILIA

IAP

GRM

SE

MDAs

FPIC

YAPIPPP

YOGIS

MOU

ESIA

YIRS

PPP

NGOs

CSOs

SEP

LGA

GBV

SEAH

1. Introduction

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.
- Minimises the potential for conflict.
- Promotes investment project acceptance and participation.
- Enhances the likelihood of overall project success.

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 guides community consultation and engagement throughout the six stages of agricultural investment under the Yobe 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:
 - Identifies investment project stakeholders.
 - Analyses stakeholder interests, influence, roles, and responsibilities.
 - 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 the investor 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 will likely be more challenging and time-consuming under the second scenario, as the investor and the community will lead the agreement with little involvement from the responsible MDA or local government at the initial stage. This reinforces the objective of this Toolkit, which is to guide stakeholders 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 must 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).

Principles 1.5 and 1.6 adopt the international “Free, Prior and Informed Consent” (FPIC) concept. 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 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 implemented in their territory. This power may extend over the investment project's lifetime if the investment's nature or scope 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 before any authorisation or the beginning of project activities. The timetable must allow sufficient time for culturally appropriate consultation and to complete 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 consent only under certain conditions.

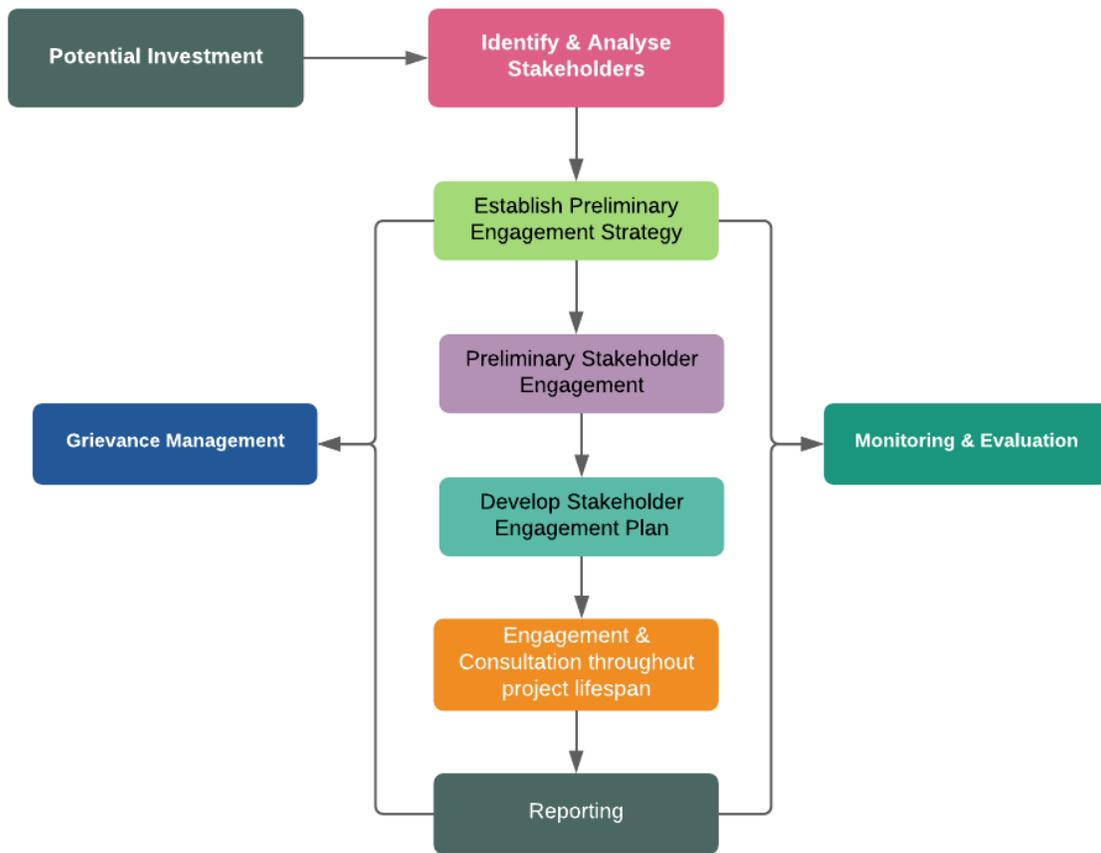
3. Stakeholder Engagement Plan

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 ensures a positive relationship between the investor and stakeholders and helps manage project risks.

A Stakeholder Engagement Plan is a living document that must be reviewed and constantly updated throughout the project lifecycle to reflect changes.

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 guides community consultation and engagement throughout the six stages of Yobe State’s FRILIA agricultural investment approval process, from initial inquiries and know-your-customer assessments to the parties entering the final agreement.

1. **Stage 1: INITIAL INQUIRIES & KNOW YOUR CUSTOMER (DUE DILIGENCE)**– The investor reaches out to the Yobe State Agency for Public-Private Partnership and Investment Promotion (YAPPPIP) to invest in Yobe State. The agency will communicate the FRILIA toolkits to the investor via channels outlined in the FRILIA Communication Strategy.
2. **STAGE 2: INFORMATION EXCHANGE AND SITE VISITS**- The investor engages with YAPPPIP to share relevant project information. In collaboration with the Yobe State

Geographical Information System (YOGIS), site visits to potential investment locations are conducted. These visits aim to provide investors with comprehensive insights into the feasibility and suitability of the proposed sites, ensuring alignment with the intended investment objectives.

3. **STAGE 3: POTENTIAL INVESTOR PROCEEDS OR WITHDRAWS-** After the site visits and access to all required project-related information, the investor evaluates the opportunity. The investor then decides whether to proceed with the investment or withdraw, depending on the outcome of their due diligence and alignment with their strategic goals. This stage concludes with formal communication of the decision to the relevant state agencies.
4. **STAGE 4: INVESTOR ENTERS A MEMORANDUM OF UNDERSTANDING (MoU) WITH REPRESENTATIVES OF AFFECTED COMMUNITIES-** To foster inclusive development and local acceptance, the investor enters into a Memorandum of Understanding (MoU) with representatives of the communities impacted by the proposed investment. This MoU outlines key commitments, expectations, and terms of engagement to ensure transparency, mutual benefit, and social harmony.
5. **STAGE 5: FEASIBILITY STUDY, BUSINESS PLAN, AND ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA)-** The investor prepares and submits a detailed feasibility study, a comprehensive business plan, and an independent Environmental and Social Impact Assessment (ESIA). These documents provide a holistic overview of the project's viability, financial sustainability, and potential impacts on the environment and society. This stage ensures compliance with regulatory requirements and aligns with the state's sustainable development objectives.
6. **STAGE 6: FINAL AGREEMENTS-** Upon the successful review and approval of the feasibility study, business plan, and ESIA, the parties finalise and enter into binding agreements. These agreements detail the terms and conditions of the investment, the roles and responsibilities of all stakeholders, and mechanisms for monitoring and evaluation. This stage marks the formal commencement of the investment project in Yobe State.

Once the project is in place, the responsible MDA should implement a proper monitoring and evaluation process.

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 agency for public-private investment partnerships should engage with the investor and the local community to identify stakeholders and facilitate initial stakeholder meetings. Responsible parties can make use of Table 1 in the subsequent section. 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. The consultation content and methodology may be the same for those falling into the same category or differing across categories.

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

- Yobe State FRILIA Steering Committee
- Yobe State FRILIA Technical Committee
- Yobe State FRILIA Project Implementation Unit
- Yobe State Ministry of Agriculture and Natural Resources
- Yobe State Ministry of Local Government and Chieftaincy Affairs
- Yobe State Ministry of Environment
- Yobe State Ministry of Justice
- Yobe State Ministry of Water Resources
- Yobe State Ministry of Women Affairs
- Yobe State Ministry of Youth and Sports Development
- Yobe State Ministry of Budget and Economic Planning
- Yobe Geographic Information Service (YOGIS)
- Yobe State Ministry of Housing and Urban Development
- Yobe State Public Private Partnership and Investment Promotion (YAPPPIP)
- Yobe State Ministry of Finance and Economic Development
- Yobe State Internal Revenue Service (YIRS)

The list is not exhaustive and may vary between investments. However, other MDAs may be included depending on the nature of the agricultural investment project.

The relevant local government authorities are:

- Yobe State Ministry for Local Government and Chieftaincy Affairs
- State Local Government Area

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

3.4 Stakeholder Analysis

Having identified the stakeholders, it is necessary to analyse them. This 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.

Stakeholders are interested in an investment project if they are likely to affect or be affected by it. 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 Yobe State.

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
State FRILIA Steering Committee	All members of the Steering Committee established by Executive Order	YOGIS, YAPPPIP, the Ministry of Agriculture and other relevant government institutions will collaborate to ensure the seamless implementation of the framework in alignment with the FRILIA guidelines.	High	<p>Yobe State Geographic Information System (YOGIS): YOGIS offers land identification, mapping, and geospatial data for suitable agricultural investments. It ensures land-use clarity, resolves boundary disputes, and monitors project impacts through satellite and GIS tools.</p> <p>Ministry of Agriculture: The Ministry provides technical expertise, agricultural inputs, and capacity building to enhance productivity. It ensures alignment with policies, supports irrigation and resource management, and promotes sustainable farming practices.</p> <p>Agency for Public-Private Partnership (PPP): The PPP Agency facilitates investor-government collaboration, negotiates agreements, and ensures compliance. It mediates community engagement, offers investment incentives, and oversees project milestones to ensure mutual benefit and sustainability.</p>
State FRILIA Technical Committee	All members of the Technical Committee	YOGIS, YAPPPPI, the Ministry of Agriculture and other relevant	High Level	The State FRILIA Technical Committee ensures the effective implementation of the framework by providing oversight and technical guidance. It

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
	established by Executive Order	government institutions will collaborate to ensure the seamless implementation of the framework in alignment with the FRILIA guidelines.		coordinates efforts among stakeholders, monitors progress, and evaluates social, economic, and environmental impacts. The committee resolves conflicts, supports capacity building through training and technical assistance, and prepares periodic reports for informed decision-making. Its role is central to promoting transparency, accountability, and sustainability in the framework's execution.
Federal Ministries, Departments and Agencies (MDAs)	Federal Ministry of Agriculture and other relevant Agencies.	The Federal Ministry of Agriculture can support the framework through various initiatives, aligning it with national policies and ensuring smooth implementation of the framework in Yobe State.	High level	The Federal Ministry of Agriculture can support the framework by aligning it with national policies, providing funding and resources, and facilitating research and development. It offers capacity-building programs, enhances market access, and integrates value chains. Additionally, the ministry supports monitoring, evaluation, and conflict resolution to ensure sustainable and inclusive agricultural development in Yobe State.
Traditional authorities	Emirs, District Heads, Ward Heads and religious leaders.	Traditional authorities can support this by facilitating engagements with their subject communities throughout the implementation of the framework.	High level	Traditional authorities play a key role in implementing the framework by facilitating community engagement, mediating conflicts, and ensuring transparent land allocation. They promote cultural alignment, raise project awareness, and support capacity building. Additionally, they help monitor implementation to ensure compliance and foster stakeholder trust, contributing to the framework's success.
Local Businesses	Farmers, traders, etc.	Ministry of Local Government and Chieftaincy Affairs	High	
Project-affected persons (women, men, sub-groups)	Pastoralists, farmers, rural dwellers and youth.	Agency for Public-Private Partnership for Investment.	High	

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
(e.g., pastoralists)				
Local Government Departments and Agencies	Local Government Areas.	Local Government Areas, in collaboration with the FRILLIA Steering Committee.		Local Government Chairmen. Local Government Departments and Agencies support the framework by enforcing regulations, developing infrastructure, and facilitating community engagement. They allocate resources, monitor project progress, and resolve conflicts. Additionally, they provide capacity-building programs to improve local skills and ensure the successful implementation of agricultural investments.
NGOs and CSOs	Various NGOs and CSOs in the State	NGOs and CSOs	High	NGOs and CSOs in the state can support the framework by advocating for sustainable development, promoting community awareness, and ensuring that projects are inclusive and socially beneficial. They can provide expertise in environmental and social impact assessments, offer training and capacity-building programs, and assist in monitoring and evaluating projects. Additionally, they can mediate between communities and investors, ensuring that local voices are heard and that the benefits of investments are equitably distributed.
Development partners	Various Development Partners, such as the Federal Government, World Bank and United Nations.	Various Development Partners	High	Development partners can support the framework by providing technical expertise, funding, and resources for project implementation. They can assist in capacity building, offer policy advice, and help align the framework with international best practices. Additionally, they can support monitoring and evaluation, ensuring that the projects meet sustainable development goals and deliver long-term impacts.
Media	Various print and electronic media (government and	State Media, YBC, YTV and non-state media houses.	High	The media supports the framework by raising public awareness, ensuring transparency and accountability,

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
	private) are available in the state.			advocating for community inclusion and sustainability, facilitating dialogue, and promoting successful projects. This helps inform stakeholders, build trust, and encourage further investment.

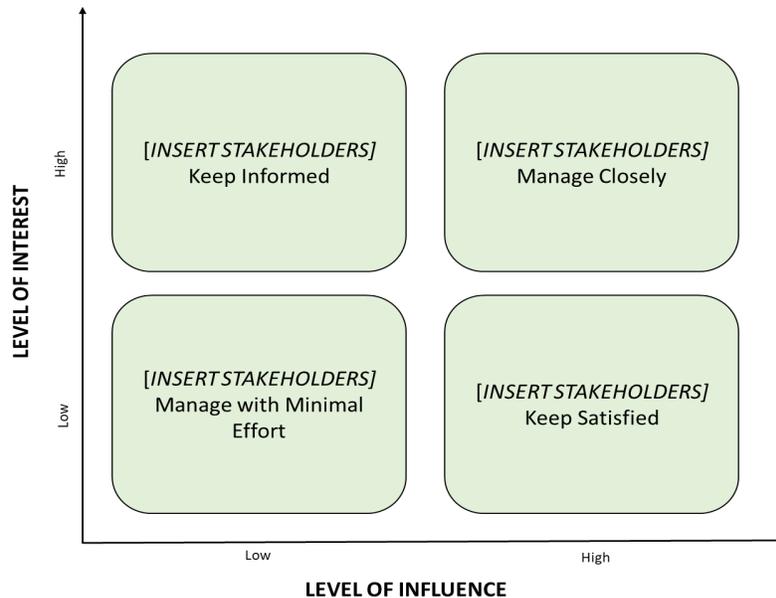
3.5 Stakeholder Mapping

Stakeholder mapping is understanding the relationship between stakeholders and how to manage them. A stakeholder map visually represents identified stakeholders categorised by their interest and influence in the investment project. A stakeholder map is the first stage in managing stakeholders, as it clearly explains 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 it and 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 3: Stakeholder matrix



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

Primary Stakeholders:

High Influence, High Interest: These stakeholders significantly impact 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 groups, or local organisations.

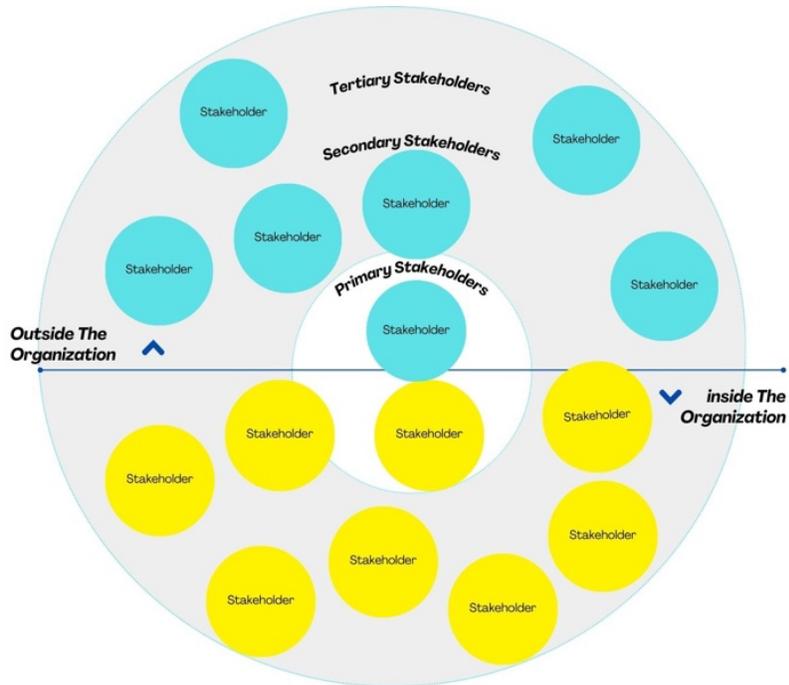
Tertiary Stakeholders:

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 4: Stakeholder map

Stakeholder Mapping

Project Name or Topic



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 always be followed.

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

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

4.1.1 Initial Stakeholder Engagement

Initial community engagement by the investor and the Yobe State Agency for Public-Private Partnership and Investment Promotion (YAPPIP) may occur during the stakeholder mapping process. If not, then initial engagement should begin soon after stakeholder mapping has been completed. All stakeholder engagement throughout the project lifecycle must be recorded as meeting minutes and/or pictures, videos, audio recordings, etc. Records of the initial stakeholder engagements will be required to develop 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 **Annexe 1**). It should include:

- A concise but clear description of the investment project, including the project's background, components, and timeframe.
- A clear description of the investment project proponents or the consultancy undertaking the consultations.
- Provide a description of the intended activities to be carried out and highlights of possible impacts (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 Yobe State, so it is important to consult them and engage directly with the community members. Thus, the Agency for Public-Private Partnerships for Investments and the investor must 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 the investment project's objectives, goals and impacts to the LGA.
- Understand local government regulations specific to the investment project.
- Garner the support of the local government in developing the investment project.

The investor can use the content of the key message document (see Annexe 1) when 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, the investor should utilise a robust consultation and participation process with the community from the earliest stages to obtain their free, prior and informed consent (FPIC).

Because no two communities are exactly alike, the initial approach by the [Yobe State Agency for Public Private Partnership and Investment Promotion (YAPPIP) and/or the investor can vary. In most cases, it is essential to identify key community stakeholders such as community leaders/traditional authorities, interest groups and others who have current information about the community and may be seen as leaders. Communication with these leaders should often be done through a face-to-face meeting to introduce the investment project and the project proponents or representatives. The community leaders can then assist in identifying stakeholders and arranging 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.

4.1.5 Methods to be Used in Engaging with Each Stakeholder Group

Many stakeholder communication methods are not appropriate for each stakeholder group.

The following table details various communication methods which may be considered:

Table 2: Stakeholder communication methods

METHOD	DESCRIPTION
Townhall Meetings	These large meetings are convened to inform the community members, mainly for information disclosure. It tells the community about the investment project's status and progress.
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.
Key Informant Interviews	This method of engagement involves consultation with persons with authorial knowledge about issues to gain an in-depth understanding and collect information.
Workshops	These meetings are designed for stakeholders to share views and opinions. They are often participatory, either sensitising stakeholders, finding solutions to problems, or consulting for decision-making.
Media Broadcast	This is using print media, radio or television to convey information about the project to a broader audience.
Notice Boards	Information boards are set up at vantage points to disseminate information to the general community.
Letters and Emails	This is a written and typed mode of communication that can be used to introduce the investment project to government stakeholders, traditional leadership, and others. A sample letter of intent is provided in Annexe 2.
Surveys	This is the use of structured and semi-structured questionnaires to collect data from a defined group of people.
Project Information Document	A high-level project brief was provided to MDAs, traditional leaders and others during project inception.

Infographics	Visual representation of project details presented in a simple, clear and linguistically appropriate manner.
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An essential aspect of planning for stakeholder engagement is determining which communication method will work best for each stakeholder. That can be done using a table such as the one in Table 3:

Table 3: Communication methods applicable to each stakeholder group

STAKEHOLDER GROUP	COMMUNICATION METHOD	DESCRIPTION
Federal Ministries, Departments and Agencies (MDAs)	Letters	Email and dispatch
State Ministries, Departments and Agencies (MDAs)	Direct meetings, workshops, and key informant interviews	Consultations/Engagements
Traditional authorities	Direct meetings; townhall meetings, key informant interviews, infographics	Consultations/Engagements
Local businesses	Letters, town hall meetings, and media broadcasts	Email, consultations/engagements and radio/television broadcast
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.)	Consultations/Engagements
Local Government Departments and Agencies	Letters, meetings, key informant interviews	Email, dispatch and consultation/engagement
NGOs and CSOs	Letters, town hall meetings	Email and engagements
Development partners	Letters, town hall meetings, and media broadcasts	Email and consultation/engagements
Media	Townhall meetings, Media broadcast	Email, electronic media

4.1.6 Special Considerations for Gender and Vulnerable Groups

In every community, some people 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 extraordinary measures that should be taken to ensure they are engaged, as well as their concerns and opinions entrenched in investment project decision-making. For example, it may be necessary to have separate meetings with women to ensure their voices are heard. 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).

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

The SEP should describe the engagement activities undertaken in each investment project development and implementation phase and be aligned with the steps in Yobe State’s IAP as outlined in Table 4.

Table 4: Stakeholder engagement activities in investment project phases

INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
Initial Inquiries & Know Your Customer (Due Diligence)	<ul style="list-style-type: none"> Other MDAs 	<ul style="list-style-type: none"> Meetings; letters; sharing of reports 	
Information Exchange & Site Visits	<ul style="list-style-type: none"> YOGIS and Agency for Public-Private Partnerships for Investments. 	<ul style="list-style-type: none"> Meetings with Investors 	
Potential Investor Proceeds or Withdraws	<ul style="list-style-type: none"> Investors 	<ul style="list-style-type: none"> Meetings 	
Investor Enters a Memorandum of Understanding (“MoU”) with __ and Representatives of the Affected Communities.	<ul style="list-style-type: none"> Government, Investors, Communities. 	<ul style="list-style-type: none"> Meetings 	
The Investor Completes and Shares a Feasibility Study, Business Plan and an independent Environmental	<ul style="list-style-type: none"> FRILLIA Steering and Technical Committee 	<ul style="list-style-type: none"> Assessments and Screening exercises. 	

INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
and Social Impact Assessment (ESIA).			
The parties enter into Final Agreements.	<ul style="list-style-type: none"> All Parties 	<ul style="list-style-type: none"> Signing of Agreements 	

5. Stakeholder Engagement Budget

This section emphasises the need for a budget to fund any Stakeholder Engagement Plan (SEP) implementation. The budgets of both the investor and the responsible MDA must 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.

6. Grievance Redress Mechanism for Stakeholder Engagement

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.

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 Yobe State **FRILIA GRM Toolkit**). Nonetheless, the following should be considered in developing the GRM:

- 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.
- 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.
- The mechanism must allow for anonymous complaints to be raised and addressed.
- The project proponent(s) must inform the project-affected parties about the GRM process during community engagements.
- The entire GRM process must be well documented to enable easy tracking and resolution of grievances.

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, 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 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 promptly and professionally.

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 due to 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 practical cooperation, it is essential to involve the stakeholders in monitoring the project's anticipated and actual impacts and obtain regular feedback on progress in achieving the stakeholder engagement goals, objectives and plans. The following will be described in this section:

<ul style="list-style-type: none">• Monitoring indicators
Periodic reports
Inspection and supervision
Feedback and surveys
Net promoter score
Communications channels, e.g. Social media, emails, etc.
Transparency metrics
Participation rate
<ul style="list-style-type: none">• Frequency of monitoring
Weekly, monthly, quarterly inspection
<ul style="list-style-type: none">• Persons responsible for monitoring
Steering/Technical committee
Project Implementation Unit (PIU)
<ul style="list-style-type: none">• Strategy for the collection of data and reporting
Questionnaire
Observation
Interview
Survey
Meeting
Mailing
Analysis

Documentation

Presentation

Table 5: 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 were 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, the responsible persons should prepare monthly or quarterly stakeholder engagement reports to track the progress of implementing the stakeholder engagement plan and make changes where necessary.

The means of reporting include meeting minutes (see Annexe 3) or notes, pictures, video, audio recording, and report writing. Good reporting will help update the SEP's current scope/content and provide the project with valuable information about its stakeholders.

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.

Annexe 1: Sample Key Message Document

Title:

KEY MESSAGE DOCUMENT FOR THE FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND-INTENSIVE AGRICULTURE

Introduction:

We are excited to share information about the framework for responsible and inclusive land-intensive Agriculture, a transformative initiative aimed at promoting sustainable agricultural development and protecting the rights of all stakeholders involved in land use. The main objective of the framework is to promote sustainable and responsible land-intensive agricultural development while safeguarding the rights of all stakeholders involved in land use, ensuring inclusive and equitable growth. This initiative offers several benefits, including the promotion of environmental sustainability, the protection of local communities' rights, and the creation of economic opportunities. It fosters inclusive growth by ensuring all stakeholders, including smallholder farmers and local communities, benefit from land-intensive agricultural projects. Additionally, it supports long-term agrarian productivity while minimising negative social and environmental impacts. This key message document overviews the project and our commitment to meaningful stakeholder engagement.

Project Background:

The framework for responsible and inclusive land-intensive agriculture aims to promote sustainable agricultural development while protecting land rights and fostering inclusive growth. It focuses on environmentally responsible agricultural practices, ensures the inclusion of all stakeholders, especially local communities, in decision-making, safeguards land rights, promotes transparency in land-use planning and investment, and provides training and support to enhance stakeholder skills and participation. These components work together to ensure that agricultural development is economically viable and socially responsible. The project is scheduled to commence in 2025 and is expected to be completed by 2029.

Project Proponents:

Yobe State Government is spearheading the framework for responsible and inclusive land-intensive agriculture with a reputable consultant with a proven track record of successful expertise in investments. 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 include an initial stage where investors reach out for information, and the relevant agency shares tools and guidelines for engagement. Following this, there is an information exchange and site visits where investors assess potential investment locations in collaboration with the agency. Investors decide whether to proceed with the project or withdraw based on the information gathered. If they choose to proceed, a Memorandum of Understanding (MoU) is signed between investors and community representatives to formalise the commitment and outline the project terms. Investors then complete a feasibility study, business plan, and independent environmental and social impact assessments (ESIA). Finally, the parties enter into final agreements to launch the project, ensuring all terms and conditions are mutually agreed upon. These phases provide a structured, transparent, and sustainable process for large-scale agricultural investments. These activities are designed to benefit stakeholders, including sustainable agricultural development that boosts local economies, creates jobs, and enhances food security. Local communities benefit from improved infrastructure, capacity building, and inclusive decision-making processes. Investors gain access to profitable opportunities in a stable and transparent environment, while the government sees increased agricultural productivity and economic growth. Responsible land use and sustainable farming practices that minimise ecological impact benefit the environment. Overall, the framework promotes balanced growth, equitable wealth distribution, and long-term sustainability for all involved.

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 community meetings, consultations, and feedback mechanisms to ensure active participation and transparent communication throughout the project. **Community meetings** will be held regularly to inform local populations about the project, gather their input, and address concerns. These meetings will serve as a platform for dialogue, fostering trust and collaboration. **Consultations** with key stakeholders, including local government officials, traditional leaders, and NGOs, will be organised to discuss project details, align objectives, and ensure the inclusion of diverse perspectives. **Feedback mechanisms** will allow stakeholders to voice concerns, provide suggestions, and track the project's progress. These mechanisms may include surveys, suggestion boxes, and dedicated communication channels, ensuring stakeholders remain engaged and their views are considered in decision-making processes. This approach ensures that the project remains responsive to the needs and expectations of all involved.

Assurance of Good Practices:

We pledge to adhere to the highest standards of professionalism, ethical conduct, and respect for community rights. The framework for responsible inclusive land intensive agriculture will prioritise sustainability, social responsibility, and protecting community interests throughout the project implementation.

Investment Project Impacts:

The investment project is anticipated to bring significant positive impacts to our immediate community, including increased employment opportunities, improved access to roads, enhanced access to utilities such as electricity, and better availability of essential services like water plants providing potable clean water. Additionally, the project is expected to contribute to an increase in land/property value, boosting the economic potential of the communities.

While we acknowledge that there may be some initial inconveniences, such as limited access to certain areas, we are fully committed to implementing mutually agreeable mitigation and adaptation measures. These may include creating alternative access routes, providing temporary support services, or scheduling activities to minimise disruptions]. Our goal is to ensure minimal impact on your livelihood and that the long-term benefits of the project are shared equitably with the community.

Annexe 2: Sample Letter of Intent

29/12/2024

Madu Fannami

Yobe State Steering Committee for a
A framework for responsible and inclusive land-intensive agriculture,
Governor's Office
Damaturu.

Subject: Introduction of A Framework for Responsible and Inclusive Land-Intensive Agriculture and Stakeholder Engagement

Dear Madu Fannami,

I am writing on behalf of the FRILIA Steering Committee to introduce our upcoming investment project, a framework for responsible and inclusive land-intensive agriculture, and to express our commitment to meaningful stakeholder engagement with Government stakeholders, traditional leadership and the residents of Geidam Local Government Area.

The framework for responsible and inclusive land-intensive agriculture is a transformative initiative that promotes sustainable agricultural development while protecting land rights and fostering inclusive growth. It focuses on environmentally responsible agricultural practices, ensures the inclusion of all stakeholders, especially local communities, in decision-making, safeguards land rights, promotes transparency in land-use planning and investment, and provides training and support to enhance stakeholder skills and participation. 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 for the successful implementation of this project.

Our team is dedicated to fostering positive relationships with Government stakeholders and traditional leadership to ensure that the framework for responsible and inclusive land-intensive agriculture aligns with community priorities and contributes to sustainable development in the region. We recognise the importance of engaging with local authorities, community leaders and others to address concerns, explore opportunities for collaboration, and achieve mutual goals.

We invite you to participate in upcoming stakeholder engagement activities, including community meetings and consultations. Your input and feedback are vital to the project's success, and we are committed to transparent communication, mutual respect, and collaboration throughout the project lifecycle.

Please feel free to contact me at 08022222222 to discuss how we can work together to maximise the positive impacts of the framework for responsible, inclusive land-intensive agriculture 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,
Abubakar Abubakar
Secretary
FRILIA Steering Committee

Annexe 3: Sample Meeting Minutes

SAMPLE MEETING MINUTES

Meeting:	<i>Meeting between project representatives and community leaders</i>
Date:	<i>20th September 2024</i>
Time and Duration:	<i>10.00 am to 11.30 am</i>
Venue:	<i>Emir'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 summarises 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, the following 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

Signature:



Yobe State FRILIA Technical Committee

Chairman