ZAMFARA STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)

STAKEHOLDER ENGAGEMENT TOOLKIT

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Monitoring Dimension 30

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- **Level of stakeholder satisfaction with engagement activities 30**
- **Diversity of stakeholders engaged 30**
- **Stakeholder feedback integration into project decisions 30**

2 30

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- **Bi-annual stakeholder perception surveys 30**

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Acronyms and Abbreviations

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.

- Minimizes 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 provides guidance for community consultation and engagement throughout the Six (06) stages for agricultural investment under Zamfara 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 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 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 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.

Box 1: Consulting with Communities in Laos

Stora Enso Laos (SEL) has a large agro-forestry operation in Laos. It's land teams facilitate community consultations during land acquisition processes. When this information was gathered, SEL had four lands teams, comprising three staff in each district who usually come from the local ethnic community and can speak the local dialect. They use videos, maps, pictograms, and other communication tools during the consultation process.

SEL has developed communications products in collaboration with NGOs, designed to help land teams deliver information in a culturally appropriate way, and ensure communities more fully understand the long-term implications of a proposed investment.

SEL regularly consults with local communities for all projects that involve the community or activities proposed for their traditional lands. The company provides information to village leaders so they can make an informed decision on whether to consent to the planned activity. When SEL plans business operations on village lands, they will meet with village leaders and explain what the company is planning and when.

Source: MRLG 2016. Experience of Agribusiness Investment in Lao PDR
https://www.mrlg.org/wp-content/uploads/2019/09/Case-Study_Experience-of-AgribusinessInvestment-in-Lao-PDR_.pdf

3. Stakeholder Engagement Plan

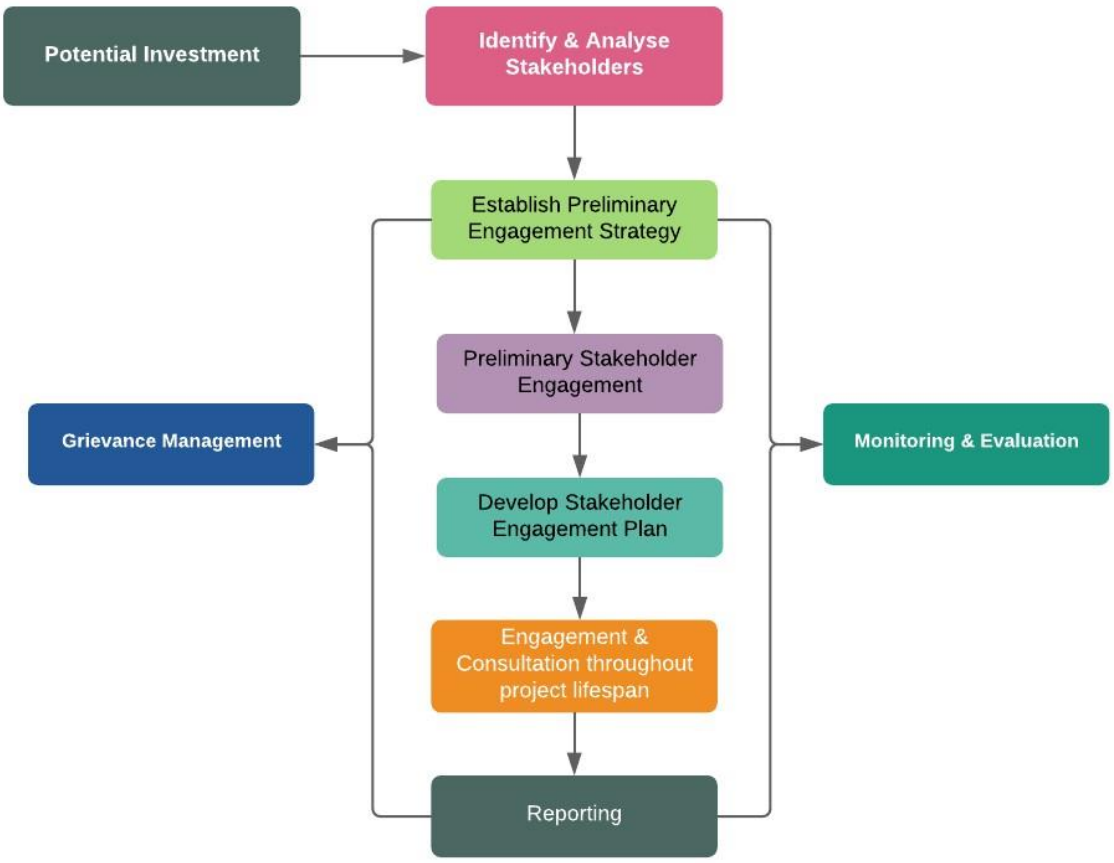
A Stakeholder Engagement Plan is used to identify the stakeholders of a project and how they will be constructively engaged throughout the project lifecycle. It seeks to ensure that

there is a positive relationship between the investor and its stakeholders and helps to manage project risks.

A Stakeholder Engagement Plan is a living document that needs to be reviewed and constantly updated throughout the project lifecycle to reflect any project 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 provides guidance for community consultation and engagement throughout the Six (06) stages of Zamfara state's FRILIA agricultural investment approval process, from Stakeholder Identification to reporting

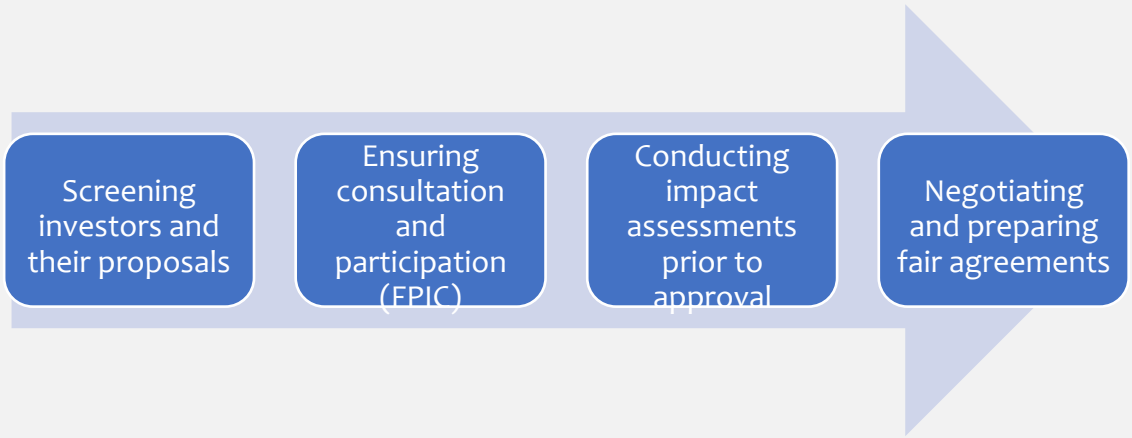
1. **<u>Stage 1:</u> [INITIAL INQUIRIES & KNOW YOUR CUSTOMER (DUE DILIGENCE)] –** The investor reaches out to ZIPA with the intention to invest in in Zamfara State. ZIPA communicates the FRILIA toolkits to the investor via channels outlined in the FRILIA Communication Strategy.

2. **<u>Stage 2:</u> Establish Preliminary engagement strategy] –** The Investor is allowed time to study the tool kit and submit an investment proposal.

3. **<u>Stage 3:</u> Preliminary Stakeholder Engagement –** ZIPA invites the investor for a desk review of the proposal submitted to determine the viability of the investment

4. **<u>Stage 4:</u> Develop Stakeholder Engagement Plan –** ZIPA alongside other related MDAs

Box 2: ***An investment approval process should include the following components.***



visit the site for the planned investment, conduct the stakeholder needs assessment to determine the community's acceptance of the investment for possible commencement of Approval Process.

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

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?

ZIPA 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.

Box 3: Sample list of stakeholders

- Affected and potentially affected stakeholders living on the land, including landowners, tenants, and other land users.
- Landowners not living on the land.
- Stakeholders who are affected by resources that will be affected by the investment e.g., using the water upstream.
- Community members, e.g., head of village, school committee, workers, and others in the community, etc.
- Specific vulnerable groups, e.g., women, migrants, etc.
- Local authorities and government officials
- Ministries, Departments and Agencies (MDAs)
- NGOs and/or CSOs who may work with the community.

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.

Box 4: List of Potential Stakeholder Categories

- State-level MDAs
- Local government authorities
- Landowners and land users

- Traditional authorities
- Vulnerable groups
- NGOs and CSOs
- Investors
- Farmers
- Actual or potential employees and labour unions

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

- HE Deputy Governor Zamfara State FRILIA Steering Committee
- Zamfara State FRILIA Technical Committee
- Zamfara State Ministry of Finance
- Zamfara State Ministry of Ministry of Agriculture
- Zamfara State Ministry of Commerce & Industry
- Zamfara State Ministry of Environment and Natural Resources
- Zamfara State Ministry of Justice
- Zamfara State Ministry for Local Govt & Chieftaincy Affairs
- Zamfara State Ministry of Women Affairs
- Zamfara State Ministry of Youth & Sports Development
- Zamfara State Ministry of Planning and Budget
- Zamfara State Geographic Information System (ZAGIS)
- Zamfara State Ministry of Housing & Urban Development
- Zamfara State Investment Promotion Agency
- Zamfara State Internal Revenue Service
- Zamfara State Urban & Regional Planning Board (ZUREPB)

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

The relevant local government authorities are:

- Zamfara State Ministry of Local Govt. & Chieftaincy Affairs
- Anka Local Government Area
- Bakura LGA
- Bukkuyum LGA
- Bungudu LGA
- Birnin Magaji LGA

- Gummi LGA
- Gusau LGA
- Kaura Namoda LGA
- Maru LGA
- Maradun LGA • Tsafe
- Talata Mafara
- Shinkafi
- Zurmi
- Traditional Leaders
- Religious Leaders
- CSOs
- PWD (People with Special Needs)
- Youth Leaders
- Women Groups

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 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 Zamfara 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	Support the Technical Committee to implement the FRILIA TORs in Zamfara State	High	Proper Supervision of the Technical Committee in Zamfara State
State FRILIA Technical Committee	All members of the Technical Committee established by Executive Order	Support all MDAs implementing FRILA TORs to ensure effective discharge of their duties	High	Adequate support and monitoring of all FRILIA implementing MDAS in Zamfara State
Zamfara State Ministry of Finance	Director Programmes	Advice the FRILIA TC on the right investment that will yield Maximum returns for the state and the community using the specified investment analysis ratios	High	To carry out investment analysis and offer advice the FRILIA TC appropriately.
Zamfara State Ministry of Ministry of Agriculture	Director Agric Services	provide the needed support to the investors, community & other FRILIA implementing MDAs	High	Overall support covering the investors, community and other Government regulatory Agencies
Zamfara State Ministry of	Director industry	Advice the FRILIA implementing team on the market viability of the	High	General Market Analysis of the proposed investment

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
Commerce & Industry		proposed investment		

Zamfara State Ministry of Environment and Natural Resources	Director Forestry	To provide the Investor and Govt Agencies with Environmental impact of the proposed investment for informed decision making	High	Overall environmental assessment to ensure a hitch free implementation of the proposed investment.
Ministry of Justice	Director Alternative Dispute resolution	Provide legal support and services to both the FRILIA Government Agencies and the Investor	High	Legal Advices to Government, communities and the investors
Zamfara State Ministry for Local Govt & Chieftaincy Affairs	Director Planning Research and Statistics	Serve as a link between FRILIA implementing Agencies and all the LGAs across the state with a planned investment proposal	High	A key bridge builder between State FRILIA Team and LGAs on planned/proposed investment
Zamfara State Ministry of Women Affairs	Director Women	Enlightenment of rural women as well as coordination of diverse women groups to support FRILIA in their domains	High	Overall mass awareness of women in various communities
Zamfara State Ministry of Youth & Sports	Director Youth	Adequate Mobilisation and greater awareness of youth in various communities to support effective	High	Youth Mobilisation to avoid disruptions of the planned investment implementation

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES

Developmen t		FRILIA Investments, and participate actively in the smooth conduct of the investment.		
Ministry of Budget and Planning	Director Budget	Support overall coordination of FRILIA programme within the state	High	To supervise the lead agency for the implementation of FRILIA activities
Zamfara Geographic Information System	Director Lands	Support the acquisition of Land and Structures for investors	High	To ensure adequate payment of compensation to the government and affected land owners
Ministry of Housing and Urban Development	Director Town Planning	Design and Control of Layout for effective investment	High	To ensure that land is appropriately used for investment purpose
Zamfara Investment Promotion Agency	Director Investment	Support the coordination of all investment processes within the state.	High	To ensure one stock shop is established for effective services
Internal Revenue Service	Direct Collection and Accounting	Provide support to investors on rates and charges regarding the nature of investment	High	To ensure effective payment of rates and charges are adhered to.
Zamfara Urban and Regional Planning Board	Director Development Control	Provide support for effective development control	High	To ensure enforcement of all development rules are effectively observed.
Traditional Leaders Religious Leaders	Zamfara state Chairman Council of Chiefs	To liaise with and coordinate all emirate councils in the state with a view to providing	High	Chief liaison officer within the traditional institutions in Zamfara state

STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
		smooth acceptance of an investment opportunity proposed in such emirate/community		
CSOs	Representatives of Key players in the State CSOs	To act as bridge between FRILIA, communities and investors in the state and their areas of operations	Low	Bridge builders to ensure harmonious FRILIA investments in the State
PWD (People with Special Needs)	Identified representatives of Key PWD	To ensure equity and sense of belonging to all kind of people in the society	Low	Tp ensure the engagement of PWD in the implementation of all investments in the communities
Youth Leaders	Identified youth group leaders	As the active workforce in any given community and the need to support implementation of FRILIA in their communities	Low	Being the active workforce, they play important role in terms of participation and proper involvement of youth in all Community based investment
Women Groups	Identified Women leaders in the communities	To serve as catalyst of getting women on board all FRILIA activities	Low	To ensure women are fully engaged in the investment activities in their communities

3.5 Stakeholder Mapping

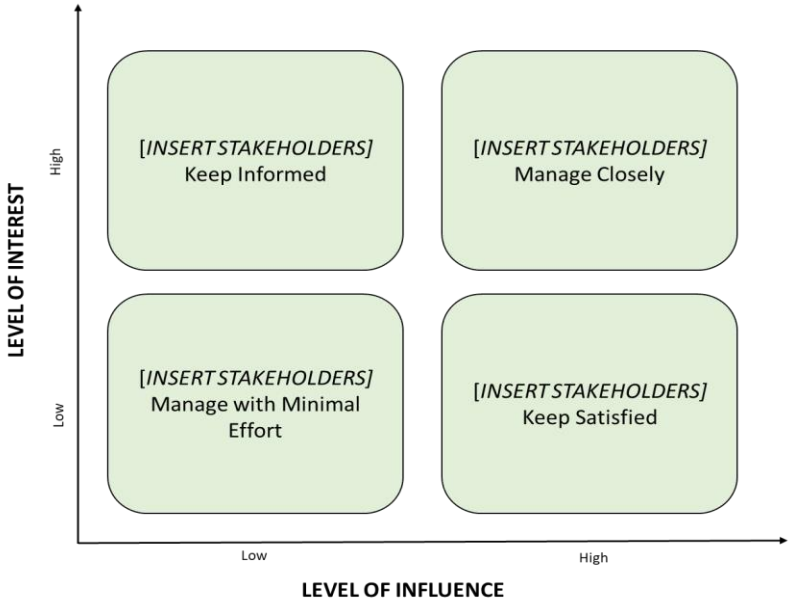
Stakeholder mapping is the process of understanding the relationship between stakeholders and how to manage them. A stakeholder map shows a visual representation of identified stakeholders categorised by their interest and influence in the investment

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 3: 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:

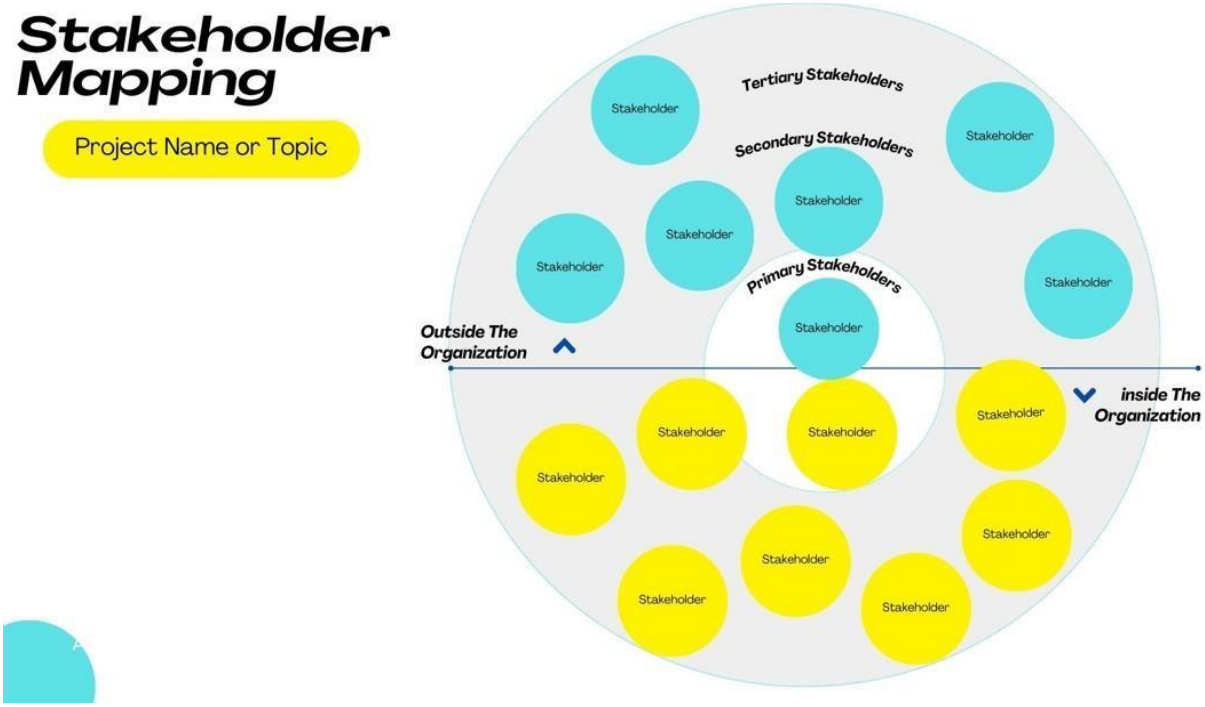
High Influence, Low Interest: These stakeholders have the potential to influence the project but may not be directly affected by it or have a lower level of interest. They could include regulatory bodies, industry associations, or influential community leaders.

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 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 4: 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 Zamfara 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 investor and the Ministry of Agriculture 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. 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 all the 14 LGAs in Zamfara State, so it is important to engage and consult them in addition to engaging directly with the community members. Thus, it is important that Ministry for Local Government & Chieftaincy affairs 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.

[If necessary to submit a formal letter of intent to the LGA is required or desirable in the state, insert details here.]

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 [insert name of Lead MDA] 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 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.

4.1.5 Methods to be used in Engaging with Each Stakeholder Group

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 2: Stakeholder communication methods

METHOD	DESCRIPTION
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.
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 is a method of engagement that involves consultation with persons that have authorial knowledge about issues to gain an indepth understanding and collect information.
Workshops	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.
Media Broadcast	This is the use of print media, radio or television to convey information about the project to a wider audience.
Notice Boards	These are information boards set up at vantage points to disseminate information to the general community.
Letters and Emails	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.
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 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.

An important 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	
State Ministries, Departments and Agencies (MDAs)	Direct meetings, workshops, key informant interviews	
Traditional authorities	Direct meetings; townhall meetings, key informant interviews, infographics	
Local businesses	Letters, townhall meetings, media 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.)	
Local Government Departments and Agencies	Letters, meetings, key informant interviews	
NGOs and CSOs	Letters, townhall meetings	
Development partners	Letters, townhall meetings, media broadcast	
Media	Townhall meetings, Media broadcast	

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 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 to be undertaken in each phase of investment project development and implementation and be aligned with the steps in Zamfara state's IAP as set forth 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)	• Other MDAs	• Meetings; letters; sharing of reports	**One (01) week**
Identify and analyse stakeholders	• **Zamfara State Investment Promotion Agency (ZIPA)**	• **Entry meeting with the Investor**	**Two (02) weeks**
Establish preliminary Engagement Strategy	• **ZIPA & Ministry of Agriculture**	• **Management meeting of relevant directors to come up with a valid strategy**	**2 days**
preliminary stakeholder Engagement	• **ZIPA & Ministry of Agriculture**	• **Meeting with prospective Investor(s)**	**3 days**
Develop stakeholder Engagement Plan	• **ZIPA & Ministry of Agriculture**	• **Management meeting of relevant directors to come up with acceptable stakeholder engagement plan**	**3 days**

Engagement and consultation throughout the project lifespan	• **All MDAs involved in FRILIA implementation in Zamfara State**	• **Monthly and Quarterly visits to investment sites to ensure adherence to agreed/signed MoUs**	**Continuous**
Reporting	• **ZIPA & Mi of Agric**	• **Monthly, Quarterly and**	**Monthly, quarterly and annual**
INVESTMENT PROJECT PHASE (PER IAP)	**STAKEHOLDER**	**ENGAGEMENT ACTIVITY**	**IMPLEMENTATION SCHEDULE**
		annual reports preparation	

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.

Box 5: Example of a Summary Budget Outline A.

Stakeholder Engagement Activities and Estimated Costs:

1. ***Workshops and Training Sessions:***
   - Estimated Cost: ₦X for venue rental, materials, and facilitation.
2. ***Community Meetings and Consultations:***
   - Estimated Cost: ₦Y for logistics, refreshments, and facilitation.
3. ***Surveys and Feedback Collection:***
   - Estimated Cost: ₦Z for survey tools, data analysis, and reporting.
4. ***Communication Materials Development:***
   - Estimated Cost: ₦W for designing and printing brochures, flyers, and information packets.
5. ***Technology Infrastructure:***
   - Estimated Cost: ₦V for online platforms, software, and tools for virtual engagement.

B. Source of Funding for the Stakeholder Engagement Plan:

1. ***Government Allocation:***
   - Allocation of ₦A from the state budget to support stakeholder engagement initiatives.
2. ***Public-Private Partnerships (PPP):***
   - Contribution of NB from private investors or partners for stakeholder engagement activities.
3. ***Grant Funding:***
   - Securing a grant of ₦C from external donors or funding agencies to supplement stakeholder engagement efforts.
4. ***Corporate Social Responsibility (CSR) Contributions:***
   - Utilizing ₦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 $E to enhance stakeholder engagement activities.

Total Estimated Budget: ₦X + ₦Y + ₦Z + ₦W + ₦V + ₦A + ₦B + ₦C + ₦D + ₦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

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 Zamfara 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 projectaffected 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 in the course of 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 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. The following will be 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 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 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.

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: [xxx e.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:	*E.g. Meeting between project representatives and community leaders*
Date:	*E.g. 20th September 2024*
Time and Duration:	*E.g. 10.00 am to 11.30 am*
Venue:	*E.g. Chief's Palace*

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

The following toolkits:

1. Stakeholder Engagement Toolkit
2. Environmental and Social Risk Management Toolkit
3. Land Access, Easement and Involuntary Resettlement Management Toolkit
4. Global Memorandum of Understanding Toolkit
5. Grievance Redress Mechanism Toolkit
6. Community Needs Assessment and Development Toolkit
7. Out-growers and Food Security Toolkit
8. Stakeholder Engagement Strategy

Having been prepared by the FRILLIA Technical Committee, it has been endorsed by the Chairman of the FRILLIA Steering Committee.

APPROVED BY:

His Excellency

Mani Malam Mummuni

Deputy Governor of Zamfara State

Chairman Steering Committee