



GOVERNMENT OF ANAMBRA STATE

FRILIA STAKEHOLDER ENGAGEMENT TOOLKIT

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1 STAKEHOLDER ENGAGEMENT

1.1 Introduction

Engaging stakeholders effectively is crucial for any project's success. Those who impact or are impacted by a project play a significant role in shaping its results. By properly identifying and involving these stakeholders, their perspectives and concerns can be incorporated into the project's development, leading to better outcomes. Stakeholders include anyone who influences or is influenced by the project. Ensuring their meaningful participation is essential to achieving project objectives, and FRILIA is no exception.

The Stakeholder Engagement & Communication Toolkit has been thoughtfully crafted to guide investors and implementation teams in systematically and productively involving stakeholders

1.2 Objectives

1. Identifying Stakeholders:

- Ensuring that all individuals or groups involved in or affected by the project are identified and accounted for.

2. Defining Stakeholder Roles and Responsibilities:

- Clarifying the specific roles, contributions, and expectations of each stakeholder to create a clear understanding of their involvement.

3. Mapping Stakeholder Relationships:

- Identifying and analysing interactions and dependencies between stakeholders to encourage collaboration and mutual understanding.

4. Establishing Effective Communication Pathways:

- Developing clear and efficient communication channels to ensure inclusivity, participation, and timely feedback.

1.3 Scope of the Toolkit

The toolkit focuses on creating a Stakeholder Engagement Plan and a Communication Strategy tailored for FRILIA, in alignment with current procedures followed by FRILIA implementation teams. It consists of two main components:

1. Stakeholder Engagement Plan Framework

This framework provides tools for effectively identifying and managing stakeholders. It ensures:



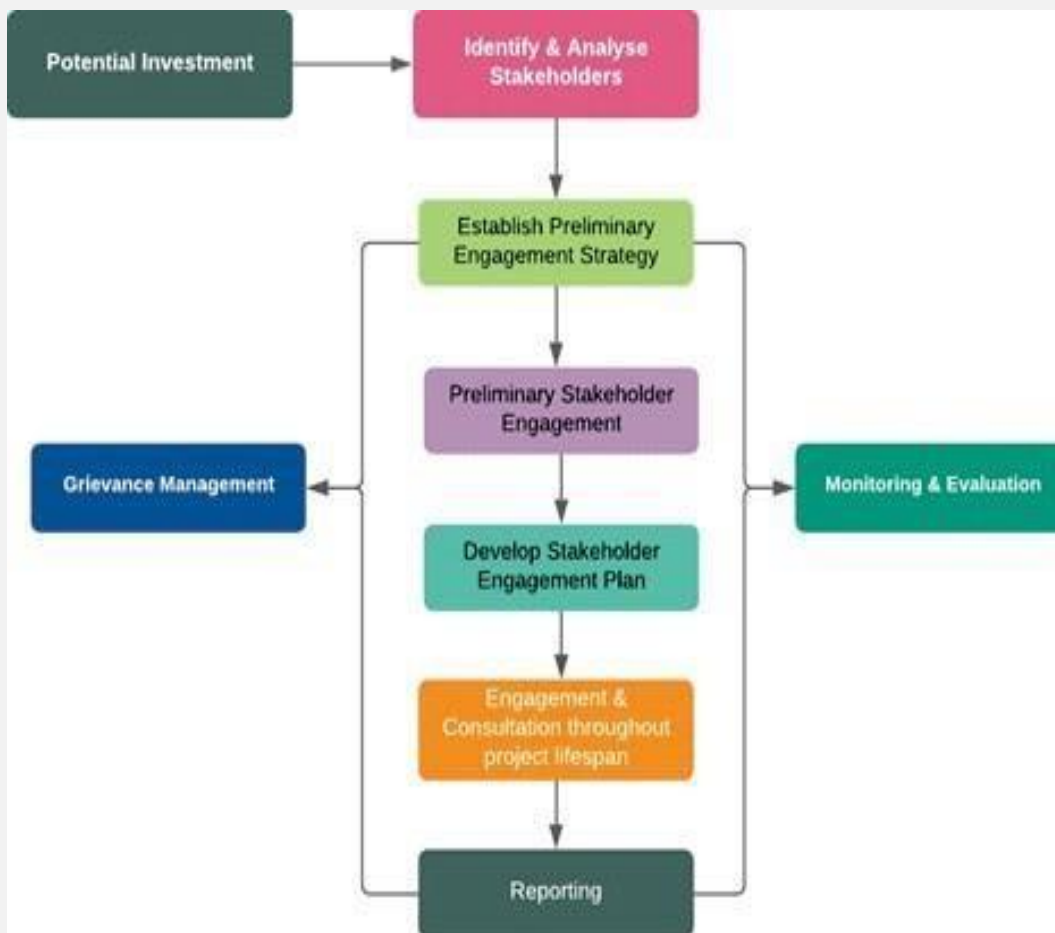
- Comprehensive stakeholder mapping and prioritization based on their level of influence and interest.
- Customized engagement strategies for each stakeholder group.
- Regular reviews and updates of the stakeholder engagement plan as the project progresses.

2. FRILIA Communication Strategy

This component outlines guidelines for maintaining clear and inclusive communication with stakeholders. It includes:

- Tailored messaging aligned with project objectives and stakeholder needs.
- Accessible and transparent communication methods to foster trust.
- Regular updates and avenues for stakeholder feedback to maintain collaboration and resolve potential issues.

Figure 8.1 FRILIA Stakeholder Engagement Approach





1.4 Stages of FRILIA Stakeholder Engagement

Stage 1 - Initial Inquiry: The process begins with the investor expressing interest in investing within Anambra State by reaching out to ANSIPPA. In response, ANSIPPA provides the FRILIA toolkits through the communication channels specified in the FRILIA Toolkit Communication Strategy.

Stage 2 - Detailed Inquiry (Including Site Visit): During this phase, investors carry out stakeholder identification, analysis, and mapping to understand the key parties involved and their roles in the project.

Stage 3 - Negotiations and MOU Signing: This stage marks the start of preliminary stakeholder engagement activities. It is recommended that the drafting of the Stakeholder Engagement Plan (SEP) begins concurrently to document and guide ongoing stakeholder engagement efforts effectively.

1.5 Stakeholder Engagement Plan Framework

A Stakeholder Engagement Plan serves to identify a project's stakeholders and define strategies for their constructive involvement throughout the project lifecycle. It facilitates synergy between the project and its stakeholders, effectively mitigating risks. This plan is dynamic, requiring regular review and updates to reflect any changes during the project lifecycle.

1.5.1 Principles of Stakeholder Engagement Aligned with FRILIA

The stakeholder engagement principles adhere to FRILIA principles 1.5 and 1.6, which advocate:

- **Consultation and Participation:** Investments must involve consultation with all, including disadvantaged and vulnerable groups, informing them of their rights and supporting their capacity to negotiate (Principle 1.5).
- **Community Choice:** Communities must have the opportunity to decide on land allocation based on informed choices (Principle 1.6).

1.5.2 Additional Engagement Principles

- Ensure inclusive participation, particularly for marginalised and vulnerable groups.
- Recognise and respect community rights and interests.
- Foster transparency and accountability in all interactions.
- Build trust and mutual good faith with stakeholders.
- Acknowledge and respect stakeholder aspirations.



- Collaboratively work with stakeholders to find mutually beneficial solutions.
- Strengthen the capacity of stakeholders for effective implementation.

1.5.3 Regulatory Framework for Stakeholder Engagement

This section outlines the legal and regulatory requirements governing stakeholder engagement in Anambra State. It will also address the expectations and obligations of project owners and financiers, ensuring compliance with all relevant frameworks.

1.6 Stakeholder Identification and Analysis

1.6.1 Stakeholder Identification

The Ministry of Land, in collaboration with ANSIPPA, plays a crucial role in identifying stakeholders and facilitating their engagement through meetings. Stakeholder identification is a fundamental process aimed at recognising all individuals, groups, or entities whose actions or inactions could influence or be influenced by project activities.

To effectively identify project stakeholders, the following key questions should be addressed:

1. Who benefits positively from the project activities?
2. Who may be negatively impacted by the project activities, particularly vulnerable groups?
3. Who holds the ability to influence the project outcomes or deliverables?
4. Which regulatory bodies are relevant to the project activities?
5. At what stages of the project cycle will stakeholders experience impact?

1.6.2 Stakeholder Categorisation

Based on a detailed review of existing FRILIA and SABER PforR documents, as well as expert insights, stakeholders relevant to the implementation of FRILIA can be categorised into the following eight (8) groups:

1. Government Agencies

- Includes ministries, departments, and agencies such as ANSIPPA, the Ministry of Lands, and regulatory bodies.
- Role: Policymaking, regulatory oversight, funding mobilisation, and providing a conducive environment for project implementation.

2. Investors

- Comprises domestic and international agribusiness entities or individuals interested in large-scale investments.



- Role: Initiators of projects, responsible for investment planning, project design, and compliance with FRILIA principles.

3. Local Communities

- Hosts and participants in projects, including landowners, tenant farmers, and out-growers.
- Role: Providers of land (through consent) and active participants in project activities such as farming, labour, or other value chain contributions.

4. Traditional Authorities

- Chiefs, village heads, and community elders.
- Role: Mediators and representatives of community interests; they ensure cultural and social considerations are addressed during project implementation.

5. Civil Society Organisations (CSOs) and NGOs

- Non-profit organisations focused on social, environmental, and developmental issues.
- Role: Advocates for vulnerable groups, monitors compliance with safeguards, and provides technical support to communities.

6. Financial Institutions and Development Partners

- Includes commercial banks, international donors, and organisations like the World Bank.
- Role: Provide funding, financial guarantees, and technical expertise to ensure sustainable project financing.

7. Private Sector Partners

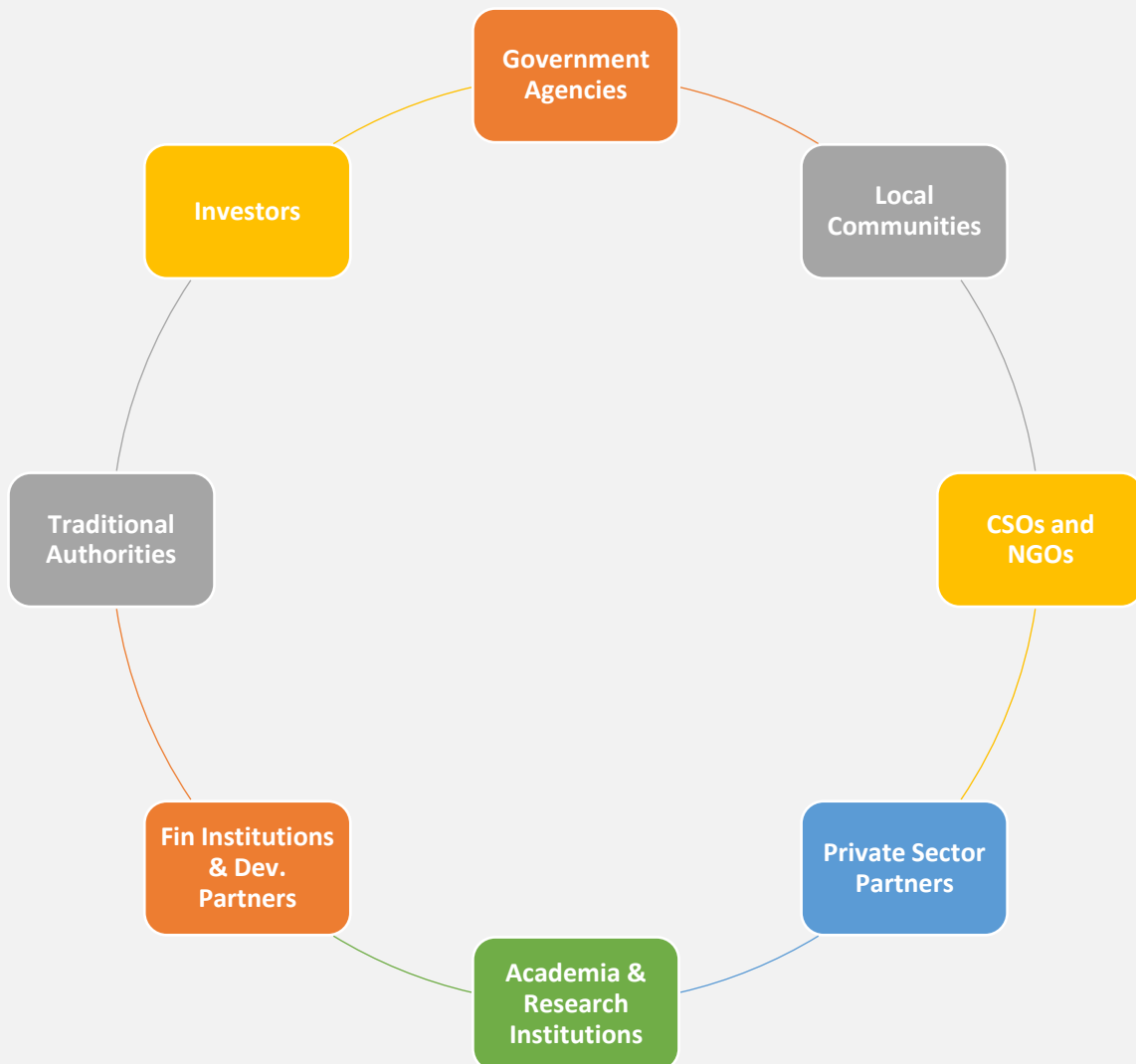
- Businesses that contribute to the project supply chain, such as agro-processors, equipment suppliers, and logistics companies.
- Role: Collaborators in enhancing the efficiency and profitability of the project.

8. Academia and Research Institutions

- Universities, colleges, and research centres with expertise in agriculture, land management, and food security.
- Role: Provide research-based insights, training, and innovative solutions to improve project outcomes.



Figure 8.2 FRILIA Stakeholder Groups



Note: The listed stakeholder groups can indeed be adjusted based on the specific needs and realities of a project.

Key MDA's involved in the implementation of FRILIA:

1. FRILIA Project Implementation Unit (PIU)

- Central coordinating body overseeing the operationalisation of the FRILIA framework.

2. Ministry of Agriculture

- Ensures alignment with agricultural policies, supports out-grower models, and facilitates agribusiness development.

3. Ministry of Local Government and Chieftaincy Affairs



- Engages traditional authorities and local government structures for smooth community relations and stakeholder mobilisation.

4. Ministry of Environment

- Monitors environmental compliance, safeguards against ecological impacts, and promotes sustainable practices.

5. Ministry of Justice

- Provides legal frameworks and ensures contract enforceability and compliance with land tenure laws.

6. Ministry of Water Resources

- Supports irrigation and water management infrastructure critical to agricultural projects.

7. Ministry of Women's Affairs

- Promotes gender inclusion by ensuring the active participation of women in project design and implementation.

8. Ministry of Planning and Economic Development

- Facilitates economic planning, aligns FRILIA with broader development goals, and ensures funding mobilisation.

9. Ministry of Lands

- Manages land allocation, resolves tenure disputes, and ensures adherence to land acquisition regulations.

10. Anambra State Investment Promotion and Protection Agency (ANSIPPA)

- Primary interface for investors, providing investment facilitation and oversight in line with FRILIA principles.

11. Anambra State Internal Revenue Service (AIRS)

- Ensures tax compliance and supports the financial sustainability of agribusiness investments.

1.6.3 Summary of Stakeholders' Consultation

The primary aim of the consultations conducted during the preparation of this RPF is to:

- Inform project-affected persons and the community about the project's setup and developmental goals.
- Foster a two-way dialogue to build understanding between the project team and stakeholders.



- Encourage ownership by stakeholders while gathering diverse suggestions and inputs that will ensure the project's success and sustainability.

1.6.4 Stakeholder Analysis

After identifying the relevant stakeholders, it is essential to carry out an in-depth analysis to gather specific information about them. This includes:

- **Defining Stakeholders:** Providing a detailed description of each stakeholder group.
- **Understanding Interests:** Identifying their stakes, interests, and expectations regarding the project.
- **Evaluating Potential:** Assessing their strengths, resources, and contributions to the project.
- **Recognizing Challenges:** Highlighting potential conflicts, constraints, or barriers to engagement.

Table 8.1 Stakeholder Analysis

Stakeholder Category	Description	Interests	Roles and Responsibilities
Government Ministries and Agencies (MDAs)	Key government bodies responsible for project oversight, regulation, and implementation.	<ul style="list-style-type: none"> - Compliance with policies - Economic growth - Community development - Environmental sustainability 	<ul style="list-style-type: none"> - Develop and enforce regulatory frameworks - Mobilize resources - Oversee project implementation
Local Communities	Host communities directly affected by the project activities.	<ul style="list-style-type: none"> - Economic empowerment - Job opportunities - Food security - Minimal land displacement 	<ul style="list-style-type: none"> - Provide Free, Prior, and Informed Consent (FPIC) - Participate in decision-making - Ensure environmental stewardship
Investors	Private entities proposing and funding large-scale	<ul style="list-style-type: none"> - Securing land and resources - Profitability 	<ul style="list-style-type: none"> - Design and execute project plans



	agribusiness investments.	<ul style="list-style-type: none"> - Sustainable community relations 	<ul style="list-style-type: none"> - Engage stakeholders constructively - Ensure adherence to agreements
Traditional Institutions	Local leaders and custodians of cultural and social norms within the communities.	<ul style="list-style-type: none"> - Protection of community rights - Maintaining cultural integrity - Development for their people 	<ul style="list-style-type: none"> - Mediate disputes - Provide cultural insights - Facilitate community engagement
Civil Society Organizations (CSOs)	Advocacy groups that represent community interests and promote social justice.	<ul style="list-style-type: none"> - Advocacy for community rights - Environmental protection - Social accountability 	<ul style="list-style-type: none"> - Monitor project activities - Advocate for community and vulnerable groups - Facilitate training and capacity building
Women's Groups	Female-focused associations or organisations within the community.	<ul style="list-style-type: none"> - Empowerment - Inclusion in decision-making - Access to resources 	<ul style="list-style-type: none"> - Advocate for gender-sensitive policies - Participate in training - Monitor project impacts on women
Private Sector Operators	Local businesses and entrepreneurs indirectly benefiting from project activities.	<ul style="list-style-type: none"> - Access to new markets - Supply chain opportunities - Enhanced business growth 	<ul style="list-style-type: none"> - Supply goods and services - Participate in capacity-building activities - Foster partnerships



Media	Organisations and platforms responsible for information dissemination.	<ul style="list-style-type: none"> - Access to accurate and timely project information - Public awareness 	<ul style="list-style-type: none"> - Communicate project updates - Highlight stakeholder concerns - Promote transparency
Donor Agencies/Development Partners	International organisations providing funding or technical support.	<ul style="list-style-type: none"> - Project success - Accountability - Socio-economic impact 	<ul style="list-style-type: none"> - Provide financial and technical resources - Monitor and evaluate project performance

1.6.5 Stakeholder Mapping

Stakeholder mapping involves analysing the relationships among stakeholders and determining how best to engage and manage them. A stakeholder map serves as a visual representation of stakeholders, categorised by their level of interest and influence in the project. It is a foundational step in stakeholder management, providing clarity on how project proponents should communicate and engage with each stakeholder group.

A key tool in stakeholder mapping is the stakeholder matrix, which is divided into four quadrants reflecting the varying degrees of interest and influence of stakeholders. This matrix provides a structured approach to prioritising stakeholder engagement and can be found in SE Template 1.

1.6.6 Summary of Previous Engagements

A detailed summary of prior engagements carried out before the formulation of the Stakeholder Engagement Plan (SEP) should be compiled and regularly updated throughout the project's lifecycle. This documentation should include the categories of stakeholders engaged, the concerns or issues they raised, and the actions taken to address these concerns.

Recording past and ongoing stakeholder engagement efforts helps identify gaps in communication and engagement, enabling project proponents to refine their strategies. The summary should specify:

- **Date of engagement**
- **Purpose of the engagement**
- **List of participants**



- **Key issues and concerns discussed**
- **Feedback and comments received**

1.7 STAKEHOLDER ENGAGEMENT STRATEGY

This section outlines the stakeholder engagement activities and procedures that will be implemented throughout the project lifecycle.

1.7.1 Mechanism for Future Engagement and Consultation of Project-Affected Persons (PAPs)

Consultation with PAPs will leverage existing traditional governance structures, ensuring communication through village or community leadership. This culturally accepted approach effectively reaches all community groups. Social organisations, including Women's Associations, village meeting forums, cooperative societies, religious institutions (churches and mosques), will also be used to disseminate information.

To address the unique needs of underrepresented groups, consultation efforts will be segmented into smaller, targeted discussions, enabling the inclusion of less advantaged groups, minority settlers, and other vulnerable groups in resettlement planning. Contact details from attendance records of previous engagements will be utilised to organise meetings and ensure effective communication with PAPs.

1.7.2 Procedure for Stakeholder Engagement

This section describes the following aspects:

1. Key messages for stakeholder engagement.
2. Initial entry procedures at the Local Government Area (LGA) level.
3. Community entry procedures.

1.7.3 Key Messages for Stakeholder Engagement

The key message conveys the core information about the project to project-affected persons, government officials, and other stakeholders. This message introduces the project, its proponents, the purpose of the engagement, and details of future interactions. It should assure stakeholders of the professionalism and commitment of the engagement team to uphold community rights and adhere to good practices.

The key message must be concise, simple, and where necessary, translated into the local language. It should not exceed one page and should include the following components:

- A brief, clear description of the project, including its background and components.



- An introduction to the project proponents or consultancy conducting the engagements.
- A summary of the intended activities.
- Details of the proposed engagement methods.
- A statement guaranteeing adherence to professional standards and respect for community rights.

Printed copies of the key message should be distributed to stakeholders for reference (see SE Template 2).

1.7.4 Procedure for Initial Entry at the LGA Level

Local government plays a pivotal role in grassroots development and policy implementation. Engaging the LGA is crucial to establish rapport and garner support for the project.

1.7.5 Objectives of LGA Entry

1. To formally introduce the project to the LGA.
2. To communicate the project's objectives, goals, and potential impacts.
3. To understand the local regulations pertinent to the project.
4. To secure the LGA's support in project development.

1.7.6 Steps for LGA Entry

1. **Submission of Letter of Intent:** The project proponent/investor submits a letter (see SE Template 3) summarising the project's purpose and engagement goals. This letter should be addressed to the Local Government Chairman and hand-delivered to ensure acknowledgement. It must also include valid project contact details for follow-up.
2. **Follow-Up:** Phone calls or in-person visits should follow to schedule discussions with LGA officials.

1.7.7 Community Entry Procedure

Prior to engaging with the community, key stakeholders such as traditional leaders, interest groups, and other influential community members should be identified. The first point of contact within the community is the traditional authority or community leadership.

Steps for Community Entry:

1. **Face-to-Face Introduction:** The project proponents or their representatives meet with community leaders to formally introduce the project.



2. **Stakeholder Identification:** Community leaders assist in identifying key stakeholders and organising initial meetings.
3. **Respecting Local Customs:** Acknowledge and honour the community's traditions and customs to foster goodwill and prevent grievances or hostility.

These steps aim to ensure a smooth and effective stakeholder engagement process, strengthening community support and collaboration throughout the project lifecycle.

1.7.8 Stakeholder Engagement Methods and Tools

This section outlines various approaches and tools for engaging different stakeholder groups effectively. The methods of engagement will be tailored to the specific needs and characteristics of each stakeholder category, as well as the purpose of the engagement. While the methods listed below are not exhaustive, they are widely applicable and suited to the context of Anambra State.

Method	Purpose	Best For	Format	Advantages
Public Meetings	Share general project information and updates; collect feedback.	Communities, traditional leaders, NGOs, local government representatives.	Open forums at neutral locations or community centres.	Inclusive, transparent, accessible to larger groups.
Focus Group Discussions (FGDs)	Facilitate in-depth conversations on specific topics or issues.	Women's associations, youth groups, cooperative societies.	Smaller, targeted discussions led by a facilitator.	Encourages active participation and nuanced insights.
Key Informant Interviews (KIIs)	Gather detailed and expert opinions from individuals with unique knowledge.	Government officials, traditional leaders, civil society representatives.	One-on-one, semi-structured interviews.	Provides specialised information and fosters trust.
Surveys and Questionnaires	Collect quantitative and qualitative data on perceptions,	PAPs, NGOs, and local communities.	Distributed as printed forms or	Cost-effective and efficient for broad data collection.



	priorities, concerns.		conducted digitally.	
Stakeholder Workshops	Facilitate collaborative problem-solving and decision-making.	Project proponents, investors, regulatory agencies, NGOs.	Interactive sessions with presentations, group discussions, and activities.	Promotes collaboration and co-creation of solutions.
Traditional Media	Ensure widespread communication of key project updates and announcements.	General public and grassroots communities.	Radio broadcasts, newspaper articles, public notices.	Broad reach, familiar to local audiences.
Digital & Social Media	Engage tech-savvy stakeholders and provide real-time updates.	Youth groups, urban communities, diaspora stakeholders.	Social media posts, email newsletters, instant messaging.	Cost-effective, enables two-way communication.
Participatory Rural Appraisal (PRA)	Engage local communities in assessing needs and priorities.	Rural and remote communities.	Mapping, ranking, visual exercises facilitated by a trained team.	Empowers communities in an inclusive manner.
Community Meetings	Leverage existing governance frameworks for engagement.	PAPs, community leaders, and local groups.	Meetings led by traditional authorities in community settings.	Builds trust and aligns with local customs.

1.7.9 Stakeholder Engagement Activities

Stakeholder engagement activities will be carried out throughout the project lifecycle, encompassing all project phases such as inception, implementation, and monitoring.



During each phase, specific types of engagement will be conducted to ensure effective communication and collaboration with stakeholders. These engagements may include community meetings, focus group discussions, surveys, and consultations with relevant government agencies, with the target audience varying by activity. The expected outcomes include obtaining stakeholder feedback, fostering community buy-in, and ensuring inclusive participation. A detailed schedule of stakeholder engagement activities will be developed, specifying timelines such as quarterly community meetings or biannual stakeholder workshops.

Special Considerations for Gender, Vulnerability, and GBV/SEAH

Special considerations will be given to vulnerable groups, including women, the elderly, and minority settlers, to ensure their active participation in project decision-making. Measures such as separate consultations, the use of female facilitators, and targeted communication channels will be employed. The project will also implement strict guidelines to prevent and address gender-based violence, sexual exploitation, abuse, or harassment (GBV/SEAH) during stakeholder engagement activities.

1.7.10 Implementation Arrangements

The implementation of the stakeholder engagement plan will involve a clearly defined structure. A dedicated Stakeholder Engagement Team (SET) will oversee all engagement activities, while project proponents will ensure adherence to the plan and provide necessary resources. Community Liaison Officers (CLOs) will act as key points of contact with local communities, facilitating communication and addressing concerns.

1.7.11 Stakeholder Engagement Budget

The budget for stakeholder engagement will be sufficient to sustain activities throughout the project's lifecycle. It will cover costs such as organizing workshops, travel expenses, and documentation. Funding for these activities may come from project proponents, external donors, or state allocations. The plan's financial provisions will be reviewed periodically to ensure alignment with project needs and realities.

1.8 Grievance Redress Mechanism for Stakeholder Engagement

The grievance redress mechanism (GRM) outlines the process through which stakeholders, particularly those potentially affected by the project, can express their concerns and seek resolution. The GRM is designed to be proportionate to the potential risks and impacts of the project, ensuring that it is accessible, inclusive, and transparent. It will provide stakeholders with a clear process to raise grievances without fear of retribution.



The mechanism will be adapted from existing grievance redress systems used in previous FRILIA projects, supplemented with project-specific adjustments where necessary. Key considerations for the development of the GRM include:

- **Prompt and Effective Response:** The mechanism must address grievances swiftly and transparently, ensuring all concerns are dealt with appropriately.
- **Culturally Appropriate Handling:** Grievances will be addressed in a culturally sensitive manner, ensuring that issues are managed discreetly and respectfully.
- **Confidentiality and Anonymity:** The process will allow anonymous complaints to be raised and handled confidentially.
- **Clear Communication:** Stakeholders will be informed about the grievance process during community engagements.
- **Documentation:** All grievances will be documented to enable clear tracking and resolution, ensuring transparency.

1.9 Monitoring and Reporting

Effective monitoring and reporting are crucial for the success of stakeholder engagement throughout the project. This section outlines how stakeholder engagement will be incorporated into the broader project monitoring framework, ensuring that stakeholders are actively involved in tracking progress and providing feedback. The monitoring system will include indicators to assess the effectiveness of engagement, the frequency of monitoring, and the individuals responsible for tracking engagement activities. It will also address how data will be collected and how findings will be communicated back to stakeholders.

1.9.1 Monitoring

Monitoring of stakeholder engagement will ensure that the project remains aligned with its goals and that stakeholders' voices continue to shape its development. This will involve regular consultations with stakeholders to assess project impacts and progress. Monitoring will be extended beyond information gathering to include active participation by stakeholders in tracking the project's implementation. Some of the details to be described in the monitoring framework include:

- **Monitoring Indicators:** These will help evaluate the success of the engagement process and ensure alignment with stakeholder expectations.
- **Frequency of Monitoring:** The monitoring process will be conducted regularly, with an agreed schedule to ensure ongoing feedback loops.



- **Responsible Persons:** A team will be designated to oversee monitoring, with responsibilities clearly assigned. Gaps in capacity, if any, will be addressed through training and support.
- **Data Collection and Reporting Strategy:** This will include methods for collecting feedback and tracking changes over time, ensuring stakeholders are informed about progress.

1.9.2 Reporting

Reporting will be a crucial tool to document all stakeholder engagement activities, including consultations, inquiries, and grievances. It will ensure that stakeholder concerns are addressed and that the engagement process remains transparent. Regular reporting will be conducted throughout the project to track progress and capture feedback.

- **Documentation:** All stakeholder interactions will be documented through meeting minutes, photos, videos, and other forms of documentation.
- **Report Preparation:** Reports will be prepared on a monthly or quarterly basis, depending on the project phase, to monitor the implementation of the Stakeholder Engagement Plan (SEP).
- **SEP Updates:** These reports will be used to update the SEP and adjust the engagement strategy as needed based on stakeholder feedback and changing project dynamics.

Template Number	Template Name
SE Template 2	Key Messaging Template
SE Template 4	Stakeholder Engagement Plan Implementation Schedule
SE Template 6	Stakeholder Engagement Plan Outline

Disclosure Requirements

As part of standard practice, the project's safeguard documents, including the Resettlement Policy Framework (RPF) and Resettlement Action Plan (RAP), will be made publicly available along with registers documenting public comments and suggestions. These records will be formally processed by the Anambra State Government. This approach will continue for any additional safeguard materials created throughout the project's development.

The RPF and RAP will be disclosed in line with relevant Nigerian regulations and the World Bank's operational policies. These documents will be made available at designated locations within the country, such as the Ministry of Agriculture and Rural Development, the Federal Ministry of Environment, the State Ministry of Land and Survey, the State Ministry of Environment, and other relevant stakeholders in Anambra State. The



documents will also be accessible in two daily newspapers for 21 days as per Nigerian legal requirements.

Additionally, electronic versions of the safeguard documents will be posted on the project's website, with the World Bank also publishing the documents on its platform. This will allow stakeholders with internet access to review the information regarding the planned development and engage in the public consultation process. The website will include an online feedback feature, enabling users to submit comments related to the disclosed materials.

To facilitate stakeholder input, mechanisms such as press releases, media announcements, and notifications of the disclosed materials will be sent to local, regional, and national NGOs, as well as any other interested parties.

Figure 8.3 FRILIA Toolkits Communication Strategy for Stakeholder Engagements

FRILIA TOOLKITS COMMUNICATION STRATEGY

1. Introduction
The FRILIA Toolkits Communication Strategy describes how the toolkits that have been developed for unbundling FRILIA will be disseminated to the FRILIA stakeholders during the pre-operationalisation and operationalisation phases. The development of the toolkits is a highly consultative and collaborative process hence the need to ensure that all stakeholders are aware of the toolkits, its management and applicability in the implementation of FRILIA.

1.1 Objectives
The objectives of this communication strategy are to:

- To disclose the FRILIA toolkit to stakeholders
- Sensitise stakeholders on the FRILIA toolkits and its applicability, especially during the implementation phase
- Ensure stakeholder buy-in into the toolkits
- Ensure access to the toolkits during the implementation stage of FRILIA

2. The Toolkit Communication Strategy
The communication strategy for the toolkits answers the following questions:

- a) What information needs to be disclosed?
- b) Who are the target audience?
- c) What channel will be used to communicate the information?
- d) Who is responsible?

2.1 Information Disclosure
The primary information to be disseminated to stakeholders is the FRILIA Toolkits which consists of Frameworks and Templates in eight areas developed to guide investors to integrate these principles into the development of land-intensive agricultural projects and ultimately into their daily operational practices. These toolkits include:

- Stakeholder Engagement Toolkit
- Grievance Redress Mechanism Toolkit
- Involuntary Resettlement, Valuation and Compensation Toolkit
- Environment and Social Risk Management Toolkit
- Community Needs Assessment and Community Development Plan Toolkit
- Out-grower Models and Food Security Plan Toolkit
- Global Memorandum of Understanding (GMOU) Toolkit

2.2 Target Audience
The target audience for the communication of the toolkits during the pre-implementation and implementation phases are all FRILIA stakeholders. These include:



Figure 8.4 Sample Interest Influence Matrix

Sample Interest- Influence Matrix

The Y-axis shows the level of interest, and the X-axis shows the level of influence. It shows the lowest at the bottom and the highest at the top.

- Interest- How much stakeholders are impacted by the outcome of the project
- Influence- How much stakeholders impact the outcome of the project

Stakeholders with high levels of interest and influence are particularly crucial to the success of FRILIA implementation; hence they need to be engaged throughout the agricultural investment lifecycle.

Stakeholders are placed into four quadrants:

1. Low interest – low influence: Managed with minimal effort
2. Low interest- high influence: Keep satisfied
3. Low influence- high interest: Keep informed
4. High interest- high influence: Manage closely

Figure 1: Sample Influence versus Interest Matrix

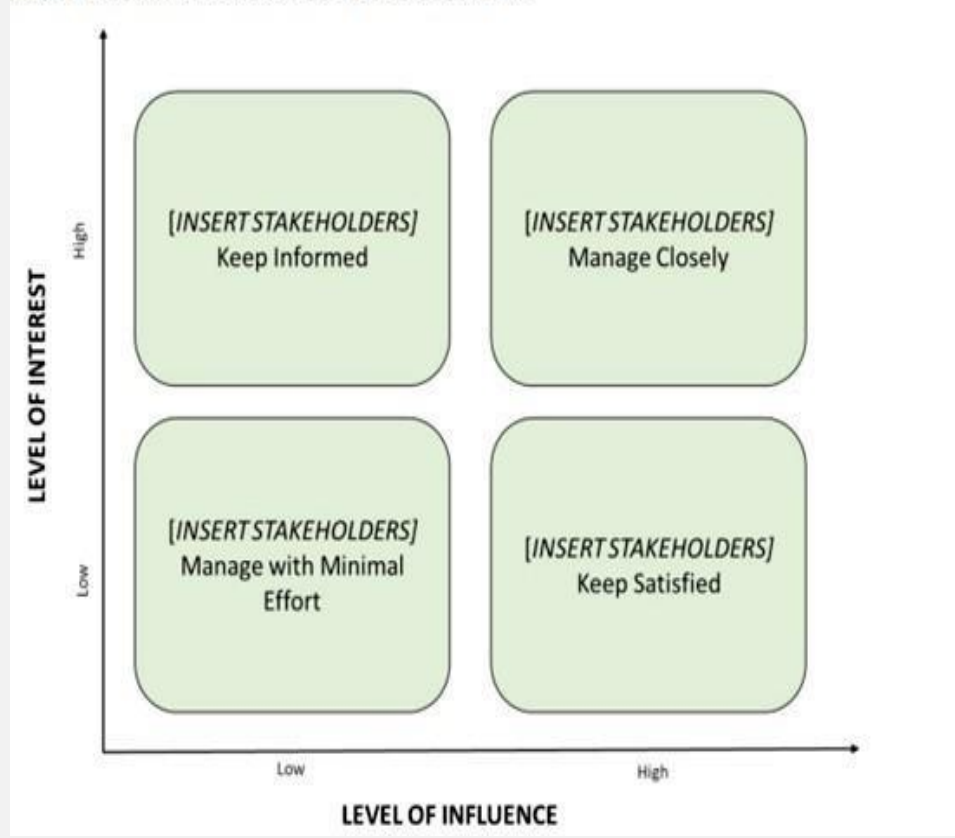




Figure 8.5 Project Key Message Template

Project Key Message Template

(Insert Name of Company) is a(Give a brief detail about your company)

(Insert Name of Company) is developing a(Provide an overview of the project and its components). The purpose of the project is to..... (State the plans of the project i.e. what you hope to do/achieve with the project; Some project benefits can be added here).

The project is conducting a(Insert the type of engagement) to..... (Insert the aim of the meeting/ gathering/ objectives of the engagement). This will include the following activities: (List the activities to be carried out)

The(Insert type of engagement) will be carried out using the following engagement methods..... (State and give a brief explanation on the methods to be adopted during the engagement process e.g. Key Informant Interviews (KII), Focus Group Discussion (FGD), surveys, etc. and the stakeholders who will be engaged).

Our team is made of well- experienced people who will ensure the adherence to good practices and protection of community rights. Information shared will be used solely for the intended purpose. Kindly feel free to provide feedback or ask questions when necessary.

Figure 8.6 Sample Letter of Intent

Sample Letter of Intent for LGA/State Government

[Date]⁹

[Client's Address]





Figure 8.7 Sample of Meeting Minutes

SAMPLE MEETING MINUTES

Meeting:	<i>E.g. Meeting between project representatives and community leaders</i>
Date:	<i>E.g. 20th September 2021</i>
Time and Duration:	<i>E.g. 10.00 am to 11.30 am</i>
Venue:	<i>E.g. Chief's Palace</i>

Agenda

Example

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

Meeting Objectives

Example

- *To formally introduce the project and its representatives to the community*
- *To provide community leaders of 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