

# Stakeholder Engagement Toolkit

Prepared for Niger State Government

*Issued according to Executive Order No. 5 of 2023 titled:  
Establishment, Adoption, and Implementation of Framework for  
Responsible and Inclusive Land Intensive Agricultural Investment  
(FRILIA) Order issued on 20th December, 2023*

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# 1 INTRODUCTION

Effective Stakeholder engagement (SE) is key to implementing FRILIA, and when properly done, it improves communication among stakeholders, minimises the potential for conflict, promotes project acceptance and participation and ensures overall project success.

The Stakeholder Engagement Toolkit outlines the procedures and tools for stakeholder engagement on FRILIA. It incorporates existing communication channels and explores better ways project stakeholders can participate in FRILIA based on their level of interest and influence. The toolkit guides investors and other stakeholders on developing stakeholder engagement plans and the modalities for engaging communities, farmers and off-takers. It also makes special provisions for the consultation of vulnerable groups and the marginalised in Project Affected Communities (PACs) to ensure full citizen participation.

## 1. *Scope of the Stakeholder Engagement Toolkit*

The scope of this toolkit is the development of a Stakeholder Engagement Strategy for FRILIA and a Stakeholder Engagement Plan (SEP) Framework with its associated templates. More specifically, the toolkit includes:

- A stakeholder engagement strategy for FRILIA that describes all FRILIA stakeholders and the strategy for engagement to be used by Niger State Ministry of Agriculture.
- Templates to facilitate stakeholder engagement for FRILIA projects to support FRILIA investors.

### 1.1 *FRILIA Principles Applicable to the Stakeholder Engagement Toolkit*

The FRILIA principles applicable to stakeholder engagement are as follows:

#### 1.1.1 *Overarching principles*

OV8: Investment models should seek to ensure that affected communities have the opportunity and responsibility to:

- Decide whether to make non-state land available for investments based on informed choices
- Engage in partnerships with investors and the Government
- Be able to hold investors accountable to their commitments

OV9: Investment should include consultation with affected people and communities, including those that are disadvantaged or vulnerable, and they should be informed



of their rights and assisted by the government and/or others to develop their capacity to engage in consultations and negotiations.

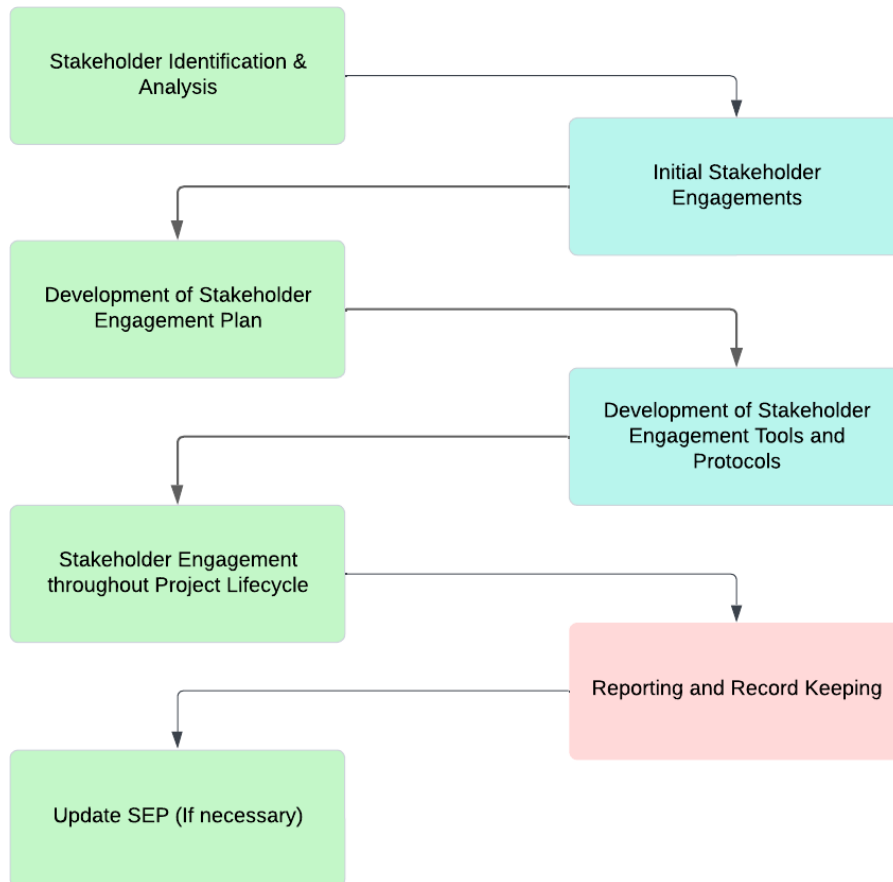
### ***1.1.2 Land acquisition and resettlement principles***

L10: Displaced persons need to be engaged about their options and rights pertaining to involuntary resettlement, including processes on involuntary resettlement, and livelihood restoration should include options and alternatives from which project-affected persons may choose. Disclosure of relevant information and meaningful consultation should take place throughout the design and implementation phases of the resettlement process

L12: Particular attention should be paid to the engagement and needs of vulnerable groups among those displaced, especially those below the poverty line, the landless, elderly, women and children, people with disabilities, or other displaced persons who may not be protected through national land compensation legislation.

## 2. TOOLKIT PROCESS MAP

Figure 2.1 Process Map



### 2.1 Stage 1: Stakeholder Identification and Analysis

After an initial inquiry has been made by an investor on the potential investment in Niger State, it is necessary to identify and analyse project stakeholders. The investor should, through brainstorming, determine who has a stake, an interest or can influence the outcomes of the proposed FRILIA investment. This will be followed by stakeholder analysis to understand stakeholders' roles, interests and constraints and the level of engagement they require. At the initial stage, not all stakeholders might be identified as the investor might not have complete details about the state and actors related to the proposed investment. However, this is necessary to ensure stakeholder engagement is conducted right from the onset of the project. Stakeholder identification and analysis is a continuous process and will continue till the development of the SEP. (See SE Template 1:



## Stakeholder Identification and Mapping and SE Template 2: Niger FRILIA State Stakeholders for guidance)

### 2.2 *Stage 2: Initial Stakeholder Engagement*

Having conducted the stakeholder identification and analysis, the investor will engage with the Niger State Ministry of Agriculture and other relevant MDAs and stakeholders as part of the preliminary studies. It is at this stage that initial community engagement commences. Community Entry is conducted to establish key community relationships that would be built on during subsequent engagements (See SE Template 3: Community Entry Protocol).

Every 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 the SEP.

### 2.3 *Stage 3: Development of Stakeholder Engagement Plan*

The investor will develop a Stakeholder Engagement Plan for the project as part of the project's due diligence. The SEP is a living document that describes a project's stakeholders and the strategies for effective engagement for the success of the project. A SEP framework has been developed to guide investors in preparing the SEP (See SE Template 4: Stakeholder Engagement Framework for guidance). In developing the SEP, the following are required:

- Identification and Analysis of Stakeholders
- Summary of previous engagements and Issues Raised
- Stakeholder Engagement Strategy
- Development of a GRM to address any project-related complaints (See the **GRM Toolkit for guidance**)
- Institutional Arrangement and budget for Implementation of the SEP
- Measures for monitoring the SEP and recordkeeping

### 2.4 *Stage 4: Development of Stakeholder Engagement Tools and Protocols*

The stage is about preparing for stakeholder engagement. It involves the development of key messages, letters of intent, letters of introduction, questionnaires, interview guides, and presentations, etc. that will aid in the engagement of stakeholders. It is done prior to every stakeholder engagement **activity**. (See SE Template 5: Key Message and SE Template 6: Letter of Intent for guidance)



## **2.5 Stage 5: Stakeholder Engagement**

This is not a stage in the process but a continuous activity throughout the lifecycle of the project. Engagements will be conducted in accordance with the engagement strategy outlined in the SEP and with the stakeholder engagement tools and protocols developed for the project.

## **2.6 Stage 6: Reporting and Record Keeping**

All stakeholder engagement activities must be reported and documented by the investor. This should be done in the form of meeting minutes and/or pictures, videos, audio, etc. These should be properly labelled and stored for future use. Reporting and recordkeeping help the investor to understand the level of participation of stakeholders in the project, track stakeholder engagement progress, and document concerns and feedback to be incorporated into project decision-making. **(See SE Template 7: Stakeholder Engagement Record for guidance)**

## **2.7 Stage 8: Update SEP**

The SEP is a living document and must be updated when necessary to reflect project details and plan changes. As the project develops, the interests and roles of stakeholders become clearer, new stakeholders might be identified and the information needs of existing stakeholders might evolve and these need to be updated in the SEP.

### 3. TEMPLATES FOR THE STAKEHOLDER ENGAGEMENT TOOLKIT

The Stakeholder Engagement toolkit includes the following:

1. **Stakeholder Engagement Strategy:** This is the overall strategy to guide stakeholder engagement for FRILIA. It will be used by Niger State Ministry of Agriculture to facilitate stakeholder engagement statewide for FRILIA.
2. **Stakeholder Engagement Templates for Investors:** These are templates to facilitate the identification and analysis of stakeholders, development of a Stakeholder Engagement Plan, engagement of stakeholders throughout the lifecycle of the project and record keeping. The templates are listed below:

Templates		Description
SE Template 1	<b>Stakeholder Identification and Mapping</b>	Provides guidance on the identification of FRILIA stakeholders and analysis of their interest and influence.
SE Template 2	<b>Niger FRILIA State Stakeholders</b>	Provides a list of State-level stakeholders and their roles and responsibilities.
SE Template 3	<b>Community Entry Protocol</b>	Template for initiating contact and building relationships with project communities.
SE Template 4	<b>Stakeholder Engagement Framework</b>	Provides a framework for the development of a stakeholder engagement plan for every project under FRILIA.
SE Template 5	<b>Key Message</b>	A template to guide communication with FRILIA stakeholders during implementation.
SE Template 6	<b>Letter of Intent</b>	A standard letter to introduce the FRILIA investment to the stakeholders.
SE Template 7	<b>Stakeholder Engagement Record</b>	A template to capture the proceeding of every stakeholder engagement.

#### 3.1 Other Toolkits related to Stakeholder Engagement

GRM Toolkit