



FRILIA Stakeholder Engagement Strategy

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

1.1 *Background*

The Niger State Government in the bid to reform its economy and enhance its business-enabling environment is implementing the Niger State SABER, in line with the Niger State Development Plan 2020-2025. The Project Development Objective is to increase the participation of the private sector in the State's economy with a focus on improving the business- enabling environment, strengthening agri-food value-chains and upgrading skills.

A key programme under strengthening the agri-food value-chain is the development and implementation of the Framework for Responsible and Inclusive Land-Intensive Agriculture (FRILIA), aimed at the achievement of the following results: (i) the adoption of FRILIA principles as a State policy, incorporating sound environmental and social risk management that would increase land use sustainability and efficiency, particularly in areas with heightened vulnerability to climate change; and (ii) the implementation of FRILIA as part of the Niger State Ministry of Agriculture's agricultural lands' application approval process.

Niger State has adopted FRILIA principles as part of the project preparation which include: (i) overarching principles; (ii) land acquisition and resettlement principles; and (iii) environment and social sustainability issues.

A FRILIA compliance checklist has also been developed as a guide to investments under FRILIA. The Development and Implementation of FRILIA is the Disbursement- Linked Indicator (DLI) 4) for the NGSTEP project.

One requirement of DLI 4, is the development of a robust and inclusive stakeholder engagement strategy for FRILIA with all stakeholders including affected communities and vulnerable groups, as well as private investors. This Stakeholder Engagement Strategy (SES) has been developed in line with World Bank Environmental and Social Safeguards (ESS) 10 taking into consideration the prevailing stakeholder engagement processes in Niger State.

It should be noted that this SES is mainly for use by the FRILIA Implementation Agency- Niger State Ministry of Agriculture to guide stakeholder engagement for the entire FRILIA at the state level. It is not for the investor.



1.1 *Objectives of the Stakeholder Engagement Strategy*

The objectives of the SES are:

- Identifying FRILIA stakeholders
- Developing a clear procedure for stakeholder engagement during FRILIA implementation
- Ensuring appropriate disclosure of FRILIA-related information to stakeholders
- Developing a process for the sensitization of relevant stakeholders on the FRILIA toolkit

1.2 *Stakeholder Engagement Principles*

The following stakeholder engagement principles apply to the FRILIA SES.

- Adopt an effective stakeholder engagement approach
- Effective identification and selection of stakeholders
- Transparent stakeholder engagement procedures
- Consistency in the timing of stakeholder engagement
- Clear and effective information disclosure with stakeholders



2 STAKEHOLDER IDENTIFICATION AND ANALYSIS

2.1 Overview

This section identifies and describes FRILIA stakeholders- who they are, their interest in the project, and their roles and responsibilities on FRILIA. Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interest in a project and/or the ability to influence its outcome, either positively or negatively.

2.2 Categorisation of FRILIA Stakeholders

FRILIA stakeholders may be classified under the following:

- Niger State Ministries, Departments and Agencies (MDAs) (Details of State MDAs are provided in SE Template 2- Niger FRILIA State Stakeholders)
- Investors
- Communities
- Farmers (Outgrowers)
- Traditional Authorities
- Local Government Authorities
- Development Partners
- NGOs, CBOs (including VCDFs and Cooperatives) and Civil Society Organisations
- Security Agencies
- Media
- *Vulnerable Groups

Table 2.1 FRILIA Stakeholder Identification

Stakeholders	Description	Interests
Niger State MDAs	<ul style="list-style-type: none"> ▪ NGSTEP ▪ Niger State Ministry of Lands and Survey ▪ Niger State Investment Promotion Agency ▪ Ministry of Agriculture ▪ Ministry of Industry, Trade & Investment ▪ Ministry of Women Affairs and Social Development ▪ Ministry of Physical Planning and Urban Development 	Provide an enabling environment for investors Ensure compliance with state laws, policies and regulations Ensure investments are implemented in line with FRILIA Principles Monitoring and Evaluation of FRILIA Implementation



Stakeholders	Description	Interests
	<ul style="list-style-type: none"> ▪ Niger State Ministry of Justice ▪ Niger State Ministry of Budget & Planning ▪ Niger State Ministry of Local Govt. & Chieftaincy Affairs ▪ Niger State Property & Investment Corporation ▪ Niger State Ministry of Environment ▪ Niger State Housing Corporation ▪ Niger State Investment & Promotion Agency ▪ Niger State Ministry of Rural Development 	
Investors	Potential agricultural investors for FRILIA	Lead Partner- investment proponent and Offtaker
Communities	Affected communities where the agricultural investments will be implemented include community stakeholders such as landowners and land users	Provision of land and natural resources
Farmers	Individual farmers, Farmer Cooperatives	Partners for investment, Suppliers, outgrowers
Traditional Authorities	These include traditional leaders and community leadership	Grievance Redress Management
Local Government Authorities	Local Government Chairman and executives and heads of the relevant Department	Implementation of state policies at the local government level
Development Partners	These include the World Bank Group and any other development partners of investors	Due diligence and adherence to applicable international standards and best practices
NGOs, CBOs and Civil Society Organisations	These are the NGOs and CBOs operating within affected communities	Provide support to farmers through the implementation of agricultural initiatives
Security Agencies	Nigerian Police Force, Nigerian Army, Civil Defence Corps, Road Safety Commission, Vehicle Inspection Officers, Private security companies, etc.	Protection of life and property (community, investors and investments), enforcement of law and order, prevention and apprehension of crime
Media	These include print, radio, TV and online media	Report on FRILIA Development and Implementation

3 STAKEHOLDER ENGAGEMENT PROCEDURES

3.1 Overview

The stakeholder engagement procedures describe the program put in place to engage FRILIA stakeholders, disclose information and receive feedback to improve the successful implementation of the project. The stakeholder engagement procedure describes the information needs of all FRILIA stakeholders, the methods and tools for engagement and the process of engagement and information disclosure.

3.2 Stakeholder Engagement Methods

Stakeholder engagement methods described here are the proposed approaches used for consultation and disclosure of information to FRILIA stakeholders throughout the lifespan of the FRILIA project.

Table 3.1 Stakeholder Engagement Methods and Tools

Method/ Tool	Description	Application
Direct Communication	Direct contact with any stakeholder. This could be in person or through phone calls.	This is key for project decision making e.g. Outgrower programme development, valuation of crops and assets, land allocation, etc.
		Resolution of conflicts and grievances
Town hall Meetings	These are large meetings that are convened in the community mainly for information disclosure and to gather community perspectives on issues. Participation is often not limited to age or gender however community norms may influence the level of participation of different stakeholders. It is used to inform the community about the project’s status and progress.	Sharing information with large groups of people, especially in the community
		This could include the use of Videos or PowerPoint presentations
		Receive general community feedback, opinion and questions from various stakeholders
		Build Community Relationship
		Establish trust through transparency
		Disclosure of information on project progress and activities
Focus Group Discussions	These are engagements conducted with stakeholder groups with similar backgrounds and experiences to discuss topics of similar interests. At the community level, this can be gender-segregated (male and	Present information to a specific stakeholder group
		Consult stakeholder groups on specific issues
		Build relationships with stakeholder groups



Method/ Tool	Description	Application
	female groups), age-segregated (youth and adults), livelihood-segregated, etc. Effective when the groups are not large, between 5 to 12 people. Discussions usually follow themes, with multiple participants sharing their views and opinions. The facilitator of the FGD needs to ensure that all members participate, and the conversation is not dominated by a few people.	Receive detailed feedback, opinions and questions Grievance Management
Key Informant Interviews	This is a method of engagement that involves consultation with persons that have authorial knowledge about issues to gain an in-depth understanding and collect information.	Good for gathering vital project information Build personal relationship A platform for discussion of sensitive issues Good for decision-making and sensitization
Workshops/ Official Meetings	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 consulting for decision-making.	Presentation of Information/ Consultation of Stakeholder Groups in a formal setting Good for decision-making and consensus building Good for capacity building and sensitization Presentations could be done using PowerPoint, videos, etc. Good for grievance management
Media Broadcast	This is the use of print media, radio or television to convey information about the project to a wider audience. At the community level, this could be done through information centres.	Announcement of project activities such as meetings, cut-off dates, enumeration, a call for outgrowers, programmes, etc. Influence public opinion about the project Awareness Creation
Notice Boards	These are information boards set up at vantage points to disseminate information through posters and notices	Announcement of project activities, meetings, etc. Project Information Disclosure
Letters and Emails	This is a written and typed mode of communication either electronically through email or physically through letters	Distribution of information to government agencies and other organisations Setting up meetings and appointments Lodging of grievances
Surveys	This is the use of structured and semi-structured questionnaires to collect data from a defined group of people.	Collection of baseline data Monitoring and evaluation
		Project Progress

Method/ Tool	Description	Application
Documents and Reports	These are written accounts of what has been done, observed or investigated.	Project Information
Infographics	Visual representation of project details presented in a simple, clear and linguistically appropriate manner.	Presentation of project information for easy visualization and understanding Good techniques for vulnerable groups and communities with high levels of illiteracy
Social media	This is a means of interaction through the creation, sharing or exchange of information and ideas in virtual communities and networks. E.g. Facebook, Twitter, Instagram, WhatsApp, Telegram, etc.	Influence public opinion Awareness creation about the project Lodging grievances Reaching wider stakeholder interest groups

3.3 Stakeholder Engagement Programme

Due to the diverse nature of stakeholders involved in FRILIA, there is a need for routine engagement and disclosure of information to stakeholders to ensure that FRILIA stakeholders receive information on the project. The information disclosure methods used should be appropriate to the information needs of the stakeholders. The strategy for information disclosure is presented below.

Table 3.2 Stakeholder Engagement Programme

Stakeholders	Information Needs	Method of Engagement	Responsibility
NGSTEP	FRILIA implementation Progress FRILIA Toolkits	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Niger State Ministry Agriculture FRILIA Consultant
FRILIA Technical Working Group (TWG)	FRILIA Implementation Progress	Workshops/Meetings Letters/Emails Reports Direct Communication	Niger State Ministry Agriculture
Niger State Ministry Agriculture	FRILIA Toolkits Potential Investments Regulatory Compliance	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Investors Staff Niger State Ministry Agriculture, Land Management Unit
Other MDAs	Applicable FRILIA Toolkits FRILIA Implementation Progress Regulatory Compliance	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Niger State Ministry Agriculture



Stakeholders	Information Needs	Method of Engagement	Responsibility
Investors	FRILIA Toolkits Regulatory Compliance	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Niger State Ministry Agriculture
Communities	FRILIA Investment Information FRILIA Investment Status of Implementation Land acquisition details	Notice Board Town Hall Meetings FGDs Media Broadcast Infographics Surveys Community social mapping Direct Communication Infographics	Investors Niger State Ministry Agriculture
Farmers	FRILIA Investment Information FRILIA Investments Status of Implementation Outgrower Scheme	Notice Board Town Hall Meetings FGDs Media Broadcast	Investors Niger State Ministry Agriculture
Traditional Authorities	Potential Investments FRILIA Investment Information FRILIA Investment Status of Implementation Land Acquisition details	Workshop/ Meetings Letters/Emails Documents/Reports Media Broadcast KII	Investors Niger State Ministry Agriculture Media
Local Government Authorities	Potential Investments FRILIA Investment Information FRILIA Investment Status of Implementation	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Investors Niger State Ministry Agriculture
Development Partners	FRILIA Implementation Progress	Workshop/ Meetings Letters/Emails Documents/Reports	Niger State Open Government Partners Niger State Ministry Agriculture
NGOs, CBOs and Civil Society Organisations	FRILIA Implementation Progress	Media Broadcast Letters/Emails Documents/Reports	Media, Niger State Ministry Agriculture

Stakeholders	Information Needs	Method of Engagement	Responsibility
Security Agencies	FRILIA Investment Information FRILIA Investment Status of Implementation	Workshop/ Meetings Letters/Emails Documents/Reports Direct Communication	Niger State Ministry Agriculture Investors
Media	FRILIA Implementation Progress	Letters/Emails Documents/Reports social media	Niger State Open Government Partners Niger State Ministry Agriculture
Vulnerable Groups	Special provisions based on identified information needs	Infographics FGD Direct Communication KII	Niger State Ministry Agriculture

3.4 Measures for Vulnerable Groups

Niger State Ministry of Agriculture will identify vulnerable groups within the stakeholder categories. In this context, vulnerable groups are those who are disadvantaged and by virtue of their position are unable to access the level of consultation or information disclosure that all stakeholder categories have access to. They may include some state MDAs, LGAs, Community Leadership, Project affected households, Farmers, women, people living with disability, etc.

Niger State Ministry of Agriculture will carry out stakeholder engagement with vulnerable groups to understand their vulnerabilities and challenges faced in stakeholder engagement and design specific measures to address these challenges.

These measures may include- one-on-one meetings, additional notices for meetings in the form of phone calls or messages, small group discussions, provision of additional information, choice of a more suitable venue for consultations, use of NGOs and CBOs to reach out to vulnerable persons at the community level, use of traditional leadership and community leaders to mobilize identified vulnerable persons, etc.

3.5 Communication Strategy for FRILIA Toolkits

The development of the FRILIA Toolkits is a highly consultative process with the participation of Key MDAs to understand the context under which FRILIA will be implemented and design appropriate Toolkits to guide FRILIA Implementation. Consequently, it is vital to build the capacity of stakeholders on the management and applicability of the FRILIA Toolkits for smooth implementation. The FRILIA Toolkits will be disclosed to all stakeholders through a training and capacity-building workshop. The purpose of the workshop is to:

- Disclose the Toolkit to all stakeholders.
- Train stakeholders on the use of the toolkits
- Get the buy-in of stakeholders
- Assess the appropriateness and usefulness of the Toolkit in the real-life setting of Niger State
- Receive feedback from stakeholders to improve the Toolkit and the Toolkit delivery outcomes.

After the capacity building workshop, the feedback and suggestions will be incorporated into the Toolkits and finalized. This will then be submitted to the Niger State Ministry of Agriculture. It is important for NGSTEP to ensure that the toolkits are shared with Niger State Ministry of Agriculture and other Relevant MDAs to be applied to all FRILIA investments in the state. Toolkits would be available in soft copies to be shared with potential FRILIA Investors at the Preliminary Stage of their investment.

3.6 *Managing Stakeholder Expectations*

The following are ways by which stakeholder expectations can be managed.

- Understanding stakeholder needs and expectations
- Choose the appropriate stakeholder engagement method
- Understand stakeholder power relations
- Timely information disclosure
- Set up an accessible Grievance Redress Mechanism
- Address grievances promptly
- Avoid unhealthy precedents
- Establish accessible communication channels
- Select or employ skilled stakeholder engagement personnel

4 IMPLEMENTATION ARRANGEMENTS

4.1 *Responsibility for Implementation*

The main institution responsible for the implementation of the stakeholder engagement strategy is the Ministry of Lands and Survey supported by FRILIA Investors.

- Niger State Ministry of Lands and Survey is responsible for the implementation of the FRILIA SES. It will facilitate engagement with stakeholders, particularly at the state level, and will be responsible for record-keeping and information disclosure. All meeting minutes and records of engagements will be shared with Niger State Ministry of Agriculture who have oversight responsibility over FRILIA during the lifetime of the Niger State Ministry of Agriculture project. The Niger State Ministry of Lands and Survey will also oversee the stakeholder engagement processes of FRILIA Investors including:
 - Review and approval of Investor Stakeholder Engagement Plan (SEP)
 - Support investors in stakeholder engagement at the community level
 - Periodic Review of stakeholder engagement records of Investors
- Investors will be mainly responsible for engagements at the community level as they will interact directly with community leaders, farmers, VCDFs and Cooperatives to implement the FRILIA investments. Investors will report their stakeholder engagement activities to the Niger State Ministry of Lands and Survey.

4.2 *Grievance Redress Mechanism*

The Grievance Redress Mechanism (GRM) is a formalised way to accept, assess and address stakeholder complaints and feedback in a timely and appropriate manner at no cost to the complainant. The GRM Toolkit has designed an appropriate GRM for FRILIA with a clear description of the Grievance Redress Process, uptake points, turnaround time and templates for lodging, tracking and recording complaints. The FRILIA GRM toolkit will be applied to all grievances related to Stakeholder Engagement.

4.3 *Reporting*

Reporting is essential to capture stakeholder opinions and perceptions to be incorporated into project design and implementation and also to track



stakeholder engagement. All stakeholder engagements will be recorded in the form of meeting minutes, pictures and/or videos and stored by OGSTEP. Meeting minutes will be shared with stakeholders where appropriate. Additionally, to build trust among stakeholders, a feedback session will be included in all stakeholder engagement sessions, to discuss complaints, suggestions and comments received from previous engagements and how it has been incorporated into project decision-making. This is particularly important for the implementing agency- Niger State Ministry of Agriculture and investors who will be dealing with the communities and farmers directly and more frequently.

Feedback will also be provided for grievances received through the grievance channels established for FRILIA in a timely manner as specified in the GRM Toolkit.