

KWARA STATE GOVERNMENT



FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND AGRICULTURAL INVESTMENT



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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	-	Acquired Immunodeficiency Syndrome
ARAP	-	Abbreviated Resettlement Action Plan
BPE	-	Bureau of Public Procurement
DAI	-	Disclosure and Access to Information
DP	-	Displaced Persons
CIF	-	Community Investment Fund
CLFS	-	Cluster Level Federations
CRP	-	Community Resource Person
CSO	-	Civil Society Organization
EA	-	Environmental Assessment
ESIA	-	Environmental and Social Impact Assessment
ESMF	-	Environmental and Social Management Framework
ESMP	-	Environmental and Social Management Plan
ESSs	-	Environmental and Social Standards
FGN	-	Federal Government of Nigeria
FME	-	Federal Ministry of Environment
FGD	-	Focus Group Discussion
FMWR	-	Federal Ministry of Water Resources
GBV	-	Gender Based Violence
GEM	-	Growth and Employment
GRC	-	Grievance Redress Committee
FRILIA	-	Framework for Responsible and Inclusive Land Intensive Investment in Agriculture
HIV	-	Human Immunodeficiency Virus
IDA	-	International Development Association
ICP	-	Investment Climate Program
ICT	-	Information and Communication Technology
IPR	-	Intellectual Property Rights
ITES	-	Information Technology Enabled Services
LGA	-	Local Government Authority



MDAs	-	Ministries Departments and Agencies
NBS	-	National Bureau of Statistics
CRS-SU	-	Nigeria For Women Scale-Up Project
NGO	-	Non-Governmental Organization Non
IPV	-	Non-Intimate partner violence
OVC	-	Orphan and Vulnerable Children
PAP	-	Project Affected Person
PDO	-	Project Development Objective
PEBEC	-	Presidential Enabling Business Environment Council
RSA	-	Result Area
SABER	-	State Action on Business Enabling Reforms
PIM	-	Project Implementation Manual
PWDs	-	Persons with Disabilities
FPCU	-	Federal Project Coordinating Unit
RAP	-	Resettlement Action Plan
ROW	-	Right of Way
RPF	-	Resettlement Policy Framework
SEA	-	Sexual Exploitation and Abuse
SH	-	Sexual Harassment
SLM	-	Sustainable Land Management
SMOEs	-	State Ministry of Environment
SPCU	-	State Project Coordinating Unit
SSI	-	Semi Structured Interview
STIs	-	Sexually Transmitted Diseases
TA	-	Technical Assistance
VO	-	Village Organization
WAG	-	Women Affinity Group
WB	-	World Bank
WF	-	Ward facilitator



FOREWORD

I am thrilled to present the Kwara State Framework for Responsible and Inclusive Land Intensive Investment in Agriculture (FRILIA). This critical initiative is a substantial stride toward developing a sustainable and inclusive agricultural sector in our state. FRILIA is a prime example of our dedication to responsibly utilizing the extensive agricultural potential of Kwara State. Our objective is to guarantee that agricultural investments contribute to economic development, improve the welfare of our communities, and protect the environment.

These voluntary Guidelines are intended to assist in enhancing the governance of land, fisheries, and forests, with the ultimate objective of ensuring food security for all and facilitating the progressive realization of the right to adequate food within the context of national food security. They are intended to serve as a reference resource.

Based on the principles of sustainable development and acknowledging the centrality of land to development, these Guidelines aim to support global and national endeavors to eradicate starvation and poverty. They advocate for equitable land, fisheries, forestry access, and secure tenure rights.

The sustainable use of the environment and eradicating starvation and poverty are significantly influenced by how individuals, communities, and other entities acquire access to land, fisheries, and forests. The secure and equitable access to and control over these resources are the foundation of the livelihoods of many, particularly the impoverished rural people. They are the foundation of social, cultural, and religious practices, the source of sustenance and shelter, and a critical factor in economic development.

It is crucial to recognize that the responsible governance of land, fisheries, and forests is inextricably linked with managing and accessing other natural resources, including water and mineral resources. States may desire to consider the governance of these associated natural resources in their implementation of these Guidelines, as appropriate, while acknowledging the existence of various models and systems of management of these natural resources within national contexts.

Through tenure systems, societies establish and regulate how individuals, communities, and other entities acquire access to land, fisheries, and forests. These tenure systems establish the conditions, duration, and individuals permitted to utilize specific resources. The systems may be founded on written policies, laws, and unwritten customs and practices. The world's expanding population necessitates food security, and the availability of land, fisheries, and forests is diminished by environmental degradation and climate change. Consequently, tenure systems are under increasing stress. Inadequate and insecure tenure rights can result in conflict and ecological degradation when competing users compete for control of these resources, and they can also increase vulnerability, starvation, and poverty.



The acquisition of rights and associated duties to use and control land, fisheries, and forests is contingent upon the governance of tenure, which is a critical factor in determining the ability of individuals, communities, and other entities to secure these rights. Weak governance is the root cause of numerous tenure issues, and the quality of governance influences the solutions implemented to resolve these issues. Investment, economic growth, social stability, and sustainable environmental management are all negatively impacted by inadequate governance. Those deprived of their tenure rights to their homes, land, fisheries, forests, and livelihoods may be destined for starvation and destitution due to corrupt tenure practices or the failure of implementing agencies to safeguard their tenure rights. Violent conflict may result in the loss of life when inadequate tenure governance is the cause. Conversely, responsible governance of tenure fosters sustainable social and economic development that can assist in eradicating poverty and food insecurity, as well as responsible investment.

In response to growing and widespread interest, the Kwara State Government and its partners embarked on developing guidelines on responsible tenure governance. This initiative is built on and supports the Nigerian Government and the World Bank provided to Kwara State under the States Action on Business Enabling Action Reforms (SABER) towards developing a Voluntary Framework for Responsible and Inclusive Land Intensive Investment in Agriculture (FRILIA).

This framework incorporates two fundamental guiding principles: the Principles for Responsible Agriculture Investment (RAI) and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests (VGGT). These instruments are relatively short documents that provide frameworks for developing strategies, policies, laws, programmes, and activities. They are accompanied by a wide range of additional documents, such as supplementary guidelines that provide technical details on specific aspects when necessary, training and advocacy materials, and further guidance to assist with implementation.

The Kwara State FRILIA open-ended working group developed the toolkits in July, August, October, and November 2023. They were based on an inclusive process of consultations that occurred with critical stakeholders in Ilorin in 2023. These consultations brought together almost 120 people from Nigeria, representing the public and private sectors, civil society, and academia. Four consultations were held specifically for the critical stakeholders in Ilorin. These Guidelines also incorporate proposals received through an electronic consultation on the zero draft. Proposals to improve the zero draft were received from the public and private sectors, civil society, and academia worldwide.

These Guidelines are consistent with and draw on international and regional instruments, including the Sustainable Development Goals, that address human and tenure rights. When readers of these Guidelines seek to improve tenure governance, they are encouraged to regularly review such instruments for their applicable obligations and voluntary commitments and to gain additional guidance.



FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND AGRICULTURAL INVESTMENT

By adopting the Principles for Responsible Agriculture investing, we demonstrate our commitment to implementing responsible investing practices in agriculture and food systems. We acknowledge that these investments have the potential to significantly contribute to the advancement of food security and nutrition while also upholding and honoring human rights. We aim to promote Kwara State's agricultural economic prosperity by adhering to these values while fostering social inclusion and environmental sustainability.

I thank stakeholders, such as farmers, investors, academics, and development partners, for their essential efforts in developing FRILIA. Collectively, we commence a voyage towards implementing Responsible and Inclusive Land-Intensive Investment in Agriculture in Kwara State.

I invite you to join Kwara State in pursuing sustainable agriculture, aiming to bring about good transformation and economic prosperity for all Nigerians.

A handwritten signature in black ink, appearing to read 'DAMILOKO YETUNDE YUSUF ADEODUN'.

MRS. DAMILOKO YETUNDE YUSUF ADEODUN
Commissioner of Business, Innovation and Technology



ACKNOWLEDGMENTS

The Kwara State FRILIA toolkits were prepared with Reings Management Consult staff, volunteers, and guidance from the Nigerian Governors Forum Secretariat under the World Bank-assisted States Action on Business Enabling Reform (PFoR) Program. We would specifically like to acknowledge the time and input of:

- Reings Management Staff—Paul Adepelumi, Ph.D., Adebusola Odunuga, Abdulateef Baba Muhammed and Heather Eisenlord
- Kwara State SABER Staff—Dr (Mrs.) Hauwa Nuru (Hon. Commissioner for Finance and State SABER Coordinator), Mrs.Safau Adebayo (State Reform Champion), and all Staff of Kwara State SABER Secretariat



HOW TO USE THIS GUIDE

This framework was created to aid agricultural investors in gaining a more profound comprehension of agricultural investments and contracts in Kwara State, including those now accessible. Agricultural investment contracts can be intricate, and some stipulations may provide difficulties in comprehension. Stakeholders are advised to synchronize their investment strategies with these principles, guaranteeing a complete strategy prioritizing economic growth, social inclusion, and environmental sustainability. The framework promotes collaboration among farmers, investors, academics, and development partners to influence responsible land intensive investments collaboratively. Implementation requires aggressively protecting land ownership rights, advocating for fair and equal resource access, and adhering to established human rights principles. By actively following the FRILIA framework, stakeholders play an active role in the overall growth of Kwara State's agriculture sector, paving the way for resilience, inclusion, and responsible land management.



CHAPTER ONE

**INTRODUCTION AND
PROJECT DESCRIPTION**



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)

LAND ACCESS, EASEMENT AND INVOLUNTARY RESETTLEMENT MANAGEMENT TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

INTRODUCTION

The Framework for Responsible and Inclusive Land Intensive Investment in Agriculture (FRILIA) in Kwara State represents a groundbreaking initiative to transform the agricultural sector through responsible and inclusive land use practices. Situated in the North-Central region of Nigeria, Kwara State is endowed with vast arable land and a rich agricultural heritage, making it a critical hub of farming activities. Despite these advantages, the state faces significant challenges related to land management, investment, and sustainable agricultural practices.

FRILIA seeks to address these challenges by establishing a comprehensive framework that promotes responsible land use, ensures inclusive participation of all stakeholders, and attracts sustainable agricultural investments. The initiative emphasizes the importance of integrating social, economic, and environmental considerations into land-intensive agricultural investments, fostering sustainable development and enhancing the livelihoods of local communities.

Critical components of FRILIA include improving access to land for smallholder farmers, ensuring fair and transparent land tenure systems, and promoting best land use and management practices. By encouraging responsible investment practices, FRILIA aims to create a conducive environment for local and international investors, fostering innovation and boosting agricultural productivity.

The framework results from extensive consultations and collaborative efforts involving various stakeholders, including farmers, government agencies, academic institutions, non governmental organizations, and private sector partners. This multi-stakeholder approach ensures that the framework is comprehensive, inclusive, and reflective of the needs and aspirations of all parties involved.

Through FRILIA, Kwara State aims to set a benchmark for responsible and inclusive agricultural investment. It demonstrates that sustainable land use practices and equitable resource management can enhance agricultural productivity, economic growth, and improved livelihoods for its residents. This initiative addresses immediate land management challenges and paves the way for long-term, sustainable agricultural development in Kwara State.

**1. Preliminary
1.0 Objectives**

1.1 These Voluntary Frameworks aim to enhance the governance of land, fisheries, and forests. Their objective is to achieve these goals for the betterment of all, with a particular focus on vulnerable and marginalized individuals. These goals include ensuring food security, progressively realizing the right to adequate food, eradicating



poverty, promoting sustainable livelihoods, maintaining social stability, ensuring housing security, fostering rural development, protecting the environment, and promoting sustainable social and economic development. Any initiatives, measures, and support to enhance land rights management should align with a country's current responsibilities under international law, such as the Universal Declaration of Human Rights and other international human rights agreements.

1.2 These frameworks aim

1. To enhance tenure governance by offering guidance and information on globally recognized techniques for managing and controlling the rights to use land, fisheries, and forests.
2. Contribute to enhancing and advancing the legislative, legal, and organizational structures that govern the many forms of tenure rights over natural resources.
3. Optimize transparency and boost the efficiency of tenure systems.
4. To enhance the abilities and activities of organizations responsible for implementing policies, courts, local governments, associations of farmers, small scale producers, fishermen, forest users, pastoralists, Indigenous peoples and other communities, civil society, the private sector, academia, and all individuals involved in land ownership management. Additionally, it fosters collaboration among the actors.

1.3 NATURE AND SCOPE

A These Frameworks are voluntary.

B The interpretation and use of these Frameworks should align with current Nigerian and international law duties while also considering voluntary commitments made under relevant regional and international agreements. They support national, regional, and worldwide programs promoting human rights and providing secure land, fisheries, and forest tenure rights.

C These Frameworks can be utilized by various entities such as States, implementing agencies, judicial authorities, local governments, organizations representing farmers, small-scale producers, fishers, forest users, pastoralists, indigenous peoples, and other communities, civil society, private sector, academia, and individuals to evaluate the governance of land tenure and identify areas for enhancement and implementation.

D These Frameworks have a worldwide reach. Considering the national context, these guidelines may be utilized by all nations and regions, regardless of their economic development level, to control all types of land ownership, such as public, private, communal, collective, indigenous, and traditional.

E The interpretation and application of these Frameworks align with each of Nigeria's legal systems and institutions.



3. Justification for FRILIA

Kwara State is blessed with abundant natural resources and vast agricultural potential. However, to fully realize this potential, there is a need for a structured framework that ensures agricultural investments are made responsibly and inclusively. The Kwara State FRILIA addresses this need. Providing clear guidelines and principles also aims to mitigate the risks associated with land-intensive agricultural investments, such as environmental degradation, social displacement, and inequitable distribution of benefits. It also seeks to promote sustainable farming practices, enhance food security, and foster economic growth, ensuring that the benefits of agricultural development are shared equitably among all stakeholders.

1.4 Principles of FRILIA

- **Sustainability:** All agricultural investments must prioritize long-term environmental health and productivity. This includes adopting practices that conserve natural resources, reduce emissions, and enhance biodiversity.
- **Inclusivity:** Investments must ensure the participation and inclusion of all stakeholders, particularly local communities, women, and marginalized groups.
- **Transparency:** It will help to build trust, ensure that all stakeholders are informed, and allow them to hold investors accountable.

1.5 Applicable Law and Implementation.

- **Accountability:** Investors and other stakeholders must be accountable for their actions and commitments. This includes adhering to legal standards, respecting community rights, and delivering on social and economic benefits promises.
- **Respect for Land Rights:** Investments must recognize and respect existing land rights, including customary and communal rights. Ensuring secure land tenure for local communities is critical to preventing conflicts and promoting social stability.
- **Economic Growth:** Agricultural investments should contribute to Kwara State's economic development. This includes creating jobs, improving infrastructure, and fostering linkages with other sectors of the economy.
- **Community Well-being:** Investments should enhance the well-being of local communities by improving access to education, healthcare, and other essential services. Community development should be core objective of agricultural projects.
- **Environmental Protection:** Protecting the environment is fundamental to the sustainability of agricultural investments. This principle calls for practices that minimize environmental impact, promote conservation, and ensure the health of ecosystems.



1.6 Applicable Law and Implementation.

The primary legal framework governing land acquisition and takeover in Kwara State, Nigeria, is the Nigerian Land Use Act of 1978. This Act serves as the principal in-country legislation for such processes. Concurrently, the World Bank's Operational Policy 4.12, addressing Involuntary Resettlement, represents the World Bank's overarching policy for all operations involving involuntary resettlement. In evaluating both documents, particular attention was given to considerations of entitlement and eligibility in cases involving the loss of assets, including land, economic tree structures, employment, and businesses.

The analysis scrutinized both systems for similarities and divergences in processes related to land acquisition, displacement of individuals, compensation rates, and entitlement structures. Among instances where disparities were identified, the recommendation was made to adhere to the more stringent and pro-poor provisions, ensuring equitable outcomes for the project. Given the anticipated linkage with the World Bank Operational Policy 4.12, the project in Kwara State will align with international standards for involuntary resettlement.

The Resettlement Policy Framework is a comprehensive guide for addressing issues stemming from physical and economic displacement and restricting access to or use of communal natural resources. Notably, the RPF ensures that Project-Affected People (PAP) are consulted before implementing any subproject activities, and it mandates the thorough consideration of appropriate mitigation measures. In cases where significant impacts are identified, a site-specific Resettlement Action Plan (RAP) will be diligently prepared to address the scope and magnitude of the effects.

1.7 Grievance Redress Mechanism

The RPF recognizes that PAPs may have grievances due to the non-implementation or dissatisfaction with the RAP implementation. The RPF provides a mechanism and the levels of grievance uptakes to ensure that PAPs' grievances are addressed out of court. However, PAPs have the right to approach the court for redress if dissatisfied with the judgment of the grievance committee. The RPF provides insight into the GRC's constituents, funding, and management plan.

1.8 Public Consultation

Stakeholder and community consultations were deliberately planned while preparing this RPF following SABER's requirements for developing FRILIA Toolkits. Those consulted included relevant government agencies, project-affected areas, and social groups within the clusters and sites potentially receiving project financing support. The summary of the outcome of the consultations is documented in the Appendix

1.9 Monitoring and Evaluation

Monitoring and evaluation (M&E) are critical components of the Kwara State Framework for Responsible and Inclusive Land Intensive Investment in Agriculture (FRILIA). M&E ensures that agricultural investments adhere to the established principles, achieve their intended outcomes, and contribute to sustainable and inclusive development.

Objectives of M&E:



1. Track Progress: Continuously monitor the implementation of FRILIA to assess whether the investments are progressing as planned.
2. Ensure Compliance: All stakeholders adhere to the FRILIA principles and guidelines.
3. Measure Impact: Evaluate the socio-economic and environmental impacts of the investments to ensure they contribute to sustainable development.
4. Facilitate Learning: Identify lessons learned and best practices to improve future agricultural investments.
5. Enhance Accountability: Hold investors and stakeholders accountable for their commitments and actions.

1.10 Key Activities:

1. Baseline Studies: Conduct initial assessments to establish benchmarks against which future progress can be measured.
2. Regular Reporting: Implement a system for periodic reporting on the status of investments, compliance with guidelines, and achievement of objectives.
3. Field Visits: Organize regular field visits to verify reported progress and interact with local communities.
4. Stakeholder Feedback: Collect feedback from all stakeholders, including local communities, investors, and government agencies.
5. Impact Assessments: Perform comprehensive impact assessments at different stages of the investment life cycle.

1.11 Intended Users

FRILIA is designed for a broad range of stakeholders involved in agricultural investments in Kwara State. The intended users include:

1. Government Agencies: To provide a regulatory framework and ensure compliance with state policies and laws.
2. Investors: To guide responsible investment practices and ensure their projects contribute to sustainable development.
3. Local Communities: To safeguard their rights, ensure their inclusion, and enhance their well-being.
4. Non-Governmental Organizations (NGOs): To advocate for best practices and monitor investments' social and environmental impacts.
5. Researchers and Academics: To study the effectiveness of FRILIA and contribute to continuous improvement.
6. International Development Partners: To align their support with local frameworks and enhance the impact of their contributions.

1.12 Principles and Implementation

FRILIA is underpinned by fundamental principles that guide its implementation to ensure responsible and inclusive agricultural development.

Principles:

1. Sustainability: Emphasizes long-term environmental health and resource conservation.
2. Inclusivity: Ensures the participation of all stakeholders, especially marginalized groups.
3. Transparency: Promotes clear communication and openness throughout the investment process.



4. Accountability: Holds all parties responsible for their actions and commitments.
5. Respect for Land Rights: Recognizes and protects existing land rights, including customary and communal rights.
6. Economic Growth: Aims to foster overall economic development and create employment opportunities.
7. Community Well-being: Prioritizes local communities' health, education, and overall well-being.
8. Environmental Protection: Advocates for practices that protect and preserve the environment.
9. Policy Alignment: Ensure that FRILIA is aligned with national and state policies and legal frameworks.
10. Capacity Building: Provide training and resources to stakeholders to enhance their understanding and implementation of FRILIA principles.
11. Stakeholder Engagement: Foster continuous dialogue and collaboration among all stakeholders.
12. Resource Allocation: Ensure adequate funding and resources are allocated to implement FRILIA effectively.
13. Monitoring and Evaluation: Establish robust M&E mechanisms to track progress and measure impact.

1.13 FRILIA Content

- Principles and objectives governing resettlement preparation and implementation in Kwara State under inclusive land-intensive investment in agriculture
- Rap Methodology
- Entitlement and Eligibility Criteria
- Legal/Institutional Guidelines, Requirements, and Principles Governing Resettlement in Kwara State
- Methods for Valuing Assets and Compensation Arrangement
- Grievance Redress Mechanism
- Consultations, Stakeholder Participation, and Disclosure
- The Community Needs Assessment and Development
- Global Memorandum of Understanding
- Out-Growers and Food Security Toolkits in Kwara State
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CHAPTER TWO

FRILIA TOOLKITS COMMUNICATION STRATEGY



**KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
TOOLKIT COMMUNICATION STRATEGY**

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023

1. Introduction

The Framework for Responsible Investment in Land Intensive Agriculture (FRILIA) represents a transformative approach to bolstering sustainable investment in land-intensive agricultural projects across Nigeria. FRILIA aims to harness principles of stakeholder engagement, environmental and social risk management, community development, and more to enhance the resilience and sustainability of agricultural investments.

FRILIA is a beacon of innovation for investors seeking to align their agricultural investment projects with global sustainability standards. By integrating FRILIA principles into their investment process, investors can mitigate risks, enhance community relations, and promote long-term viability in their operations. These principles not only contribute to the success of individual investments but also support the overall growth and stability of the agricultural sector in the State.

Effective communication with stakeholders is paramount in ensuring the successful implementation of FRILIA principles. Engaging stakeholders at every stage of the investment process fosters transparency, builds trust, and aligns diverse interests towards shared objectives. By keeping stakeholders informed and involved, Kwara State cultivates an environment conducive to sustainable investment practices and fosters mutually beneficial partnerships within its communities.

This communication strategy outlines a dissemination plan for toolkits developed to unbundle FRILIA and promote stakeholders' effective adoption of the framework throughout the investment project lifecycle.

1.1 Objectives of the FRILIA Communication Strategy

1. Introduce the FRILIA toolkits to stakeholders.
2. Sensitize stakeholders on the toolkits and their applicability.
3. Ensure stakeholder buy-in.
4. Ensure access to the toolkits during FRILIA implementation.

2. Communication Strategy for Disseminating Toolkits

When developing the communication strategy for the toolkits, Kwara State will focus on the following key points:

1. What to Share:

- Define the important information in the toolkits that need to be shared with stakeholders.

2. Who to Reach:



- Identify the specific groups who need to be reached, like government bodies, MDAs, local government authorities, community leaders, investors, NGOs, and media.
- 3. How to Share:
 - Decide on the best ways to communicate, such as workshops, meetings, infographics, emails, and online platforms.
- 4. Who's in Charge:
 - Assign clear responsibilities to ensure that the communication strategy is carried out effectively.

2.1 Information Disclosure

The key information to be disseminated to stakeholders are the eight FRILIA Toolkits which address various thematic issues and provide templates to guide relevant MDAs and investors in applying FRILIA principles appropriately throughout the investment project lifecycle. These toolkits are:

1. Stakeholder Engagement Toolkit
2. Grievance Redress Mechanism Toolkit
3. Land Access, Easement and Involuntary Resettlement Management Toolkit
4. Valuation and Compensation Toolkit
5. Environment and Social Risk Management Toolkit
6. Community Needs Assessment and Community Development Plan Toolkit
7. Out-grower Models and Food Security Plan Toolkit
8. Global Memorandum of Understanding (GMoU) Toolkit.

2.2 Target Audience

The target audience for FRILIA toolkits and templates are the various FRILIA stakeholders within the State government, local government, federal government (where applicable), host communities and the investor community. It is imperative that stakeholders understand this approach to land intensive investments ahead of the period when an investment is made so that there is time to reflect on and fully understand the framework.

In deciding the target audience, stakeholders are grouped into categories as the consultation content and methodology may be the same for those falling into the same category or differ across categories.

Box 1: List of Potential Stakeholder Categories

- State Executive Council
- State-level MDAs
- Local government authorities
- Landowners and land users
- Traditional authorities
- Vulnerable groups
- NGOs, CBOs, and CSOs
- Lenders
- Local leaders
- Development Partners
- Investors
- Farmers
- Actual or potential employees and labour unions
- Media
- Representative groups for women and youths



Table 1: Example of Key stakeholders and their respective roles.

Stakeholder	Role
State Executive Council	Strategically support the project through its life circle
State Level MDAs	Work closely with the State Executive Council to implement strategic action plan of the project at state level
Local Government Authorities	Participate in intervention design as well as the evaluation of project on behalf of communities
Land owners and users, Traditional authorities, Local Leaders	Define structures and human resource within the local community for the project Implementing
Development partners, Investors	Funding and strategic oversight
Vulnerable groups, NGOs, CBOs, and CSOs, Farmers, Actual or potential employees and labour unions, Media, Representative groups for women and youths	Create awareness and mobilization of direct and indirect beneficiaries

3. Communication Channels:

Most project failures are due to poor communication with project stakeholders. Different stakeholders have unique and evolving requirements, expectations, and communication needs, requiring Kwara State Investment Promotion Agency to apply a range of different communication strategies to meet all stakeholder needs.

3.1. Pre-Implementation Communication

To kickstart the implementation of FRILIA, Kwara State Investment Promotion Agency and Kwara State Geographic Information Services will convene a series of sensitization and consultative workshops with key stakeholders (see Annex 1 for draft agenda for the workshop). Following the workshop, any feedback from participants will be incorporated into the toolkits, which will then be finalized and officially issued by Kwara State Investment Promotion Agency.

3.2. Implementation Communication

Once the toolkits have been finalized and officially issued by Kwara State Investment Promotion Agency, then the Agency should ensure that the toolkits are disseminated to key stakeholders at a workshop (see Annex 2 for draft agenda for the workshop). Following this dissemination, relevant information about the toolkits will be made available on the State's website and in the list of resources provided to investors and host communities during the Investment Approval Process (IAP). Copies will also be available in the relevant Ministries, Departments and Agencies responsible for each of the eight areas to ensure uniformity and applicability across the board. These will be available in mainly soft copies for potential investors and other stakeholders. The table below provides a structured guide for the Kwara State Investment Promotion Agency to effectively communicate the implementation of FRILIA with stakeholders, outlining key communication elements, strategies, and responsible parties to ensure transparent and timely engagement.



Table 2: Communication Strategy Table for FRILIA Implementation with Stakeholders

Communication Element	Description	Communication Strategy	Responsible Party
Objectives and Outcomes	Clearly define the communication objectives and outcomes to stakeholders.	Develop concise messaging on project objectives and expected outcomes.	Kwara State Investment Promotion Agency
Key Messages	Identify core messages to stakeholders regarding FRILIA implementation.	Create key messages highlighting project benefits, milestones, and impact	Ministries of Agriculture, Directorate of Land, State Broadcasting Corporations, Ministry of Local Government Affairs, State Chieftaincy Affairs Office, Private Media Houses and CSOs
Audience Segmentation	Categorize stakeholders based on their roles, interests, and communication preferences.	Tailor communication strategies to address the specific needs and interests of different stakeholder groups.	Ministry of Local Government Affairs, Directorate of Lands
Communication Channels	Determine the most effective channels for reaching stakeholders (e.g., workshops, newsletters, social media).	Utilize a mix of channels such as workshops, social media, email updates, and community meetings for broad reach.	Direktorate of Lands, Ministry of Agriculture, Ministry of Local Government Affairs, Private Media Houses
Communication Timeline	Establish a timeline for communication activities to ensure timely updates and engagement with stakeholders.	Develop a communication calendar with milestones and regular updates on project progress.	Kwara State Investment Promotion Agency
Feedback Mechanisms	Implement mechanisms for stakeholders to provide feedback, ask questions, and share concerns.	Set up feedback mechanisms such as surveys, suggestion boxes, and feedback sessions to gather stakeholder input.	Kwara State Investment Promotion Agency
Engagement Activities	Plan interactive engagement activities to involve stakeholders in the implementation process.	Organize engagement activities like focus groups, webinars, and town hall meetings to foster dialogue and collaboration.	Kwara State Investment Promotion Agency



Risk Communication	Address potential risks and challenges transparently to stakeholders and provide mitigation strategies.	Develop risk communication protocols and messaging to address concerns and maintain stakeholder trust.	Kwara State Investment Promotion Agency
Monitoring and Reporting	Establish monitoring mechanisms to track communication effectiveness and report on engagement outcomes.	Monitor communication metrics, gather feedback on messaging, and report on stakeholder engagement progress regularly.	Kwara State Investment Promotion Agency
Capacity Building	Provide training and resources to stakeholders to enhance their understanding of FRILIA and their roles in the implementation process.	Conduct capacity building workshops, webinars, and training sessions to equip stakeholders with relevant knowledge and skills.	Kwara State Investment Promotion Agency

Annex 1: Pre-Implementation Workshop Outline

Training Workshop Outline: Introduction to FRILIA for Stakeholders

Objective: The training workshop aims to introduce stakeholders to FRILIA principles and objectives, FRILIA toolkits, and the implementation process.

Duration: Full Day Session (8 hours)

Agenda:

Welcome and Introduction

- Welcoming remarks and setting the context for the workshop.
- Brief overview of the workshop objectives and agenda.

Understanding FRILIA

- Presentation on the core principles and goals of FRILIA.
- Importance of sustainable agricultural practices and investor engagement.

Introduction to FRILIA Toolkits

- Overview of the key toolkits developed for stakeholders.
- Explanation of each toolkit and its relevance to sustainable agricultural projects.

Interactive Session: Toolkit Application

- Group activity or case study exercise to apply the toolkits in hypothetical scenarios.
- Discussions on applying the toolkits to real-world projects and challenges.

Stakeholder Engagement and Feedback

- Importance of stakeholder engagement in the success of FRILIA.
- Open discussion for stakeholders to provide feedback, ask questions, and share insights.

Next Steps and Action Planning

- Summary of key takeaways from the workshop.
- Action planning session for stakeholders to identify their roles in the IAP and compliance with FRILIA principles, alike.



Closing Remarks and Networking

- Appreciation of stakeholder participation.
- Networking opportunity for stakeholders to connect and collaborate post-workshop.

Materials Needed:

- Presentation slides on FRILIA principles and toolkits.
- Case study/scenarios where FRILIA principles have been applied and benefits realized.
- Handouts or materials detailing the content of each toolkit.
- Flip charts, markers, and sticky notes for interactive activities.
- Evaluation forms for feedback collection.

Annex 2: Workshop for FRILIA Toolkit Dissemination

Stakeholder Engagement Workshop for FRILIA Toolkit Dissemination

Objective: The workshop aims to introduce stakeholders to the toolkits developed for implementation, facilitate understanding of key frameworks, and foster engagement for successful adoption in land-intensive agricultural projects.

Duration: Full-Day Session (8 hours)

Agenda

Registration and Welcome

- Registration of participants
- Welcome and introduction to the workshop objectives.

Overview of FRILIA and Toolkit Introduction

- Presentation on the background of FRILIA initiative
- Introduction to the toolkits and their significance in sustainable agricultural development

Stakeholder Engagement and Needs Assessment

- Understanding the importance of stakeholder engagement in project success
- Needs assessment discussions with stakeholders.

Deep Dive into Toolkit Frameworks

- Breakout sessions for each toolkit area
- Guided exploration of toolkit frameworks and templates

Interactive Activity: Applying Toolkits

- Group exercise to apply toolkit principles to case studies.
- Q&A session with toolkit experts

Stakeholder Feedback and Open Forum

- Opportunity for stakeholders to provide feedback on toolkits.
- Open discussion on challenges, opportunities, and best practices

Action Planning and Commitments

- Group activity to develop action plans for toolkit implementation.
- Individual commitments to support toolkit utilization in projects.

Closing Remarks and Next Steps

- Summary of key takeaways from the workshop
- Distribution of toolkit resources and materials
- Acknowledgment of stakeholder contributions and next steps for implementation



Materials Needed:

- Presentation slides on FRILIA principles and each toolkit.
- Case study/scenarios where FRILIA principles have been applied and benefits realized.
- Handouts or materials of each toolkit.
- Printed and soft copies of case studies for each toolkit
- Flip charts, markers, and sticky notes for interactive activities.
- Evaluation forms for feedback collection
- Stakeholder Contact Information Sheets



CHAPTER THREE

**LAND ACCESS, EASEMENT
AND INVOLUNTARY RESETTLEMENT,
MANAGEMENT TOOLKIT**



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
LAND ACCESS, EASEMENT AND INVOLUNTARY RESETTLEMENT MANAGEMENT TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

1. Introduction

This toolkit serves as a comprehensive guide for managing land access, easement, and involuntary resettlement issues in alignment with the principles of FRILIA. Effective management of these issues is crucial for promoting sustainable agricultural practices and fostering positive relationships between investors, local communities, and government authorities.

This toolkit provides guidance to government and investors when an agribusiness is to receive land in a way that leads to resettlement and/or where the investment involves economic but not physical displacement of project affected persons. In the first case, government may have acquired the land through compulsory acquisition or land rights holders may have willingly agreed to sell or lease the land to the government or the investor.

The purpose of this toolkit is to provide Kwara State with a structured approach to navigate the complexities associated with land access and resettlement. It offers practical guidance on best practices, legal frameworks, and stakeholder engagement strategies that can be tailored to the unique context of each state.

Key Objectives:

- Enhance Understanding: Equip stakeholders with the knowledge needed to understand the processes and implications of land access and resettlement.
- Promote Fair Practices: Ensure fair and transparent procedures are followed to minimize negative impacts on affected communities.
- Facilitate Implementation: Support government agencies, investors, and communities in effectively implementing land access and resettlement measures that align with FRILIA's sustainability goals.

2. Guiding Principles for Land Access, Easement and Involuntary Resettlement

Effective management of land access, easements, and involuntary resettlement is crucial for promoting sustainable investment and development in Kwara State. The following principles, informed by best practices in various countries, provide a comprehensive framework that can be tailored to local contexts while ensuring equitable and sustainable land management.

1. Land Policy: Creating a policy framework or document that ensures that Kwara State adheres to all legal requirements regarding land access and resettlement, following local laws and standards while also considering international best practices in land management.
2. Stakeholder Engagement and Community Participation: Governments should actively involve all relevant stakeholders, especially local communities, in the decision-making process to foster transparency and cultivate trust.
3. Respect for Land Rights and Cultural Heritage: Government should uphold and respect the rights of landowners, including recognizing informal claims and protecting cultural



heritage sites from adverse impacts associated with development projects.

4. Transparency and Accountability: Authorities must ensure transparency in land access and resettlement processes, fostering a culture of accountability through monitoring and documentation of actions and decisions.
5. Grievance Redress Mechanism: Authorities must establish and maintain an effective grievance redress mechanism that allows stakeholders to raise concerns and seek resolution, promoting constructive dialogue between affected parties and authorities
6. Sustainable Development Considerations: All Kwara State MDAs should incorporate sustainable development principles into land access and resettlement management, promoting environmental stewardship and community welfare alongside economic growth.

3. Land Access

Under FRILIA, land access refers to the right of individuals, communities, and investors to utilize, manage, and benefit from land and its resources. It is framed not only as a legal right but also as a social and economic necessity that requires a balanced approach to meet the interests of all stakeholders involved, including local communities, traditional landowners, and agricultural investors. By fostering responsible and inclusive land access practices, FRILIA aims to enhance agricultural resilience, support food security initiatives, and empower communities across Kwara State. To effectively implement land access principles under the Framework for Responsible and Inclusive Land Intensive Agriculture (FRILIA), states can follow a structured five-step approach that incorporates legal, social, and environmental considerations in Table 1 below.

Step	Action	Implementing Activities	Responsible MDA
One	Establish a Legal and Regulatory Framework	Review Existing Laws : Assess current land laws to identify gaps and opportunities for alignment with FRILIA principles and the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT).	Kwara State Ministry of Justice
		Develop Comprehensive Policies : Create policies that explicitly integrate FRILIA principles, promoting equitable land access, secure tenure, and environmental sustainability.	Kwara State Ministry of Agriculture, Directorate of Lands, Investment Promotion Agency, State Planning Commission
		Ensure Compliance : Enforce compliance with legal frameworks and ensure all land transactions are conducted transparently according to established regulations.	Ministry of Lands, Ministry of Agriculture, Investment Promotion Agency
Two	Enhance Stakeholder Engagement	Identify Stakeholders : Map out all relevant stakeholders, including local communities, traditional leaders, investors, government agencies, NGOs, and civil society organizations.	Directorate of Lands
		Facilitate Multistakeholder Dialogues : Organize workshops, forums, and community meetings to foster dialogue among stakeholders, encouraging participation and feedback in the decision-making process.	Directorate of Lands, Ministry of Agriculture, Investment Promotion Agency



Three	Secure Land Tenure Rights	Promote Land Registration : Implement initiatives to facilitate the formal registration of land rights for both communities and individual landowners, providing legal recognition and security.	Directorate of Lands
		Support Informal Land Rights: Recognize and protect informal land claims —especially those of vulnerable communities —to ensure their rights are respected in land access processes.	Directorate of Lands
		Create Tenure Security Programs: Develop programs that educate communities about their land rights and avenues for securing those rights.	Directorate of Lands, Investment Promotion Agency
Four	Promote Sustainable Land Management Practices	Integrate Environmental Considerations: Ensure that land access processes incorporate environmental assessments to prevent degradation and promote the sustainable use of resources.	Ministry of Environment
		Support Agroecological Practices: Encourage sustainable agricultural methods that enhance productivity while preserving ecological integrity and reducing environmental impact.	Ministry of Agriculture
Five	Build Capacity and Awareness	Enhance Training Programs: Conduct training sessions for government officials, community leaders, and other stakeholders on land access principles and best practices under FRILIA.	Investment Promotion Agency, Directorate of Lands, Ministry of Agriculture
		Promote Public Awareness Campaigns: Launch awareness initiatives to inform communities about their rights, land access processes, and the importance of sustainable land management.	Ministry of Justice, Investment Promotion Agency

Land that a government leases or sells to investors can be separated into two categories

1. The first is land the government has in some way acquired relatively recently from local individuals or communities. Such transactions may be completed through **compulsory acquisition or voluntary processes** by which land rights held by private parties become publicly owned.
2. The second involves land that has been fully owned or controlled by government for a long period of time. Even in such circumstances, however, unless the land in question is entirely vacant and unused throughout the year, individuals and local communities are likely to be affected by any transaction with private investors.



In the first case, the government can obtain rights to the land in a consensual transaction with the local rights holders upon payment of fair compensation ("willing buyer, willing seller"). Alternatively, the government can obtain the land without the consent of those who have rights to it, also upon payment of fair compensation under the Land Use Act. International principles, including the VGGT state that governments should only use this expropriation power when it is for a public purpose based on a law that clearly and narrowly defines what is and is not a "public purpose." Evidence gathered over many years indicates that it is best to avoid expropriation altogether as involuntarily displacing communities usually has significant negative impacts on affected people and leads to long-running conflicts. Done poorly, it can leave people homeless and destroy the social fabric of communities. This can create significant and very costly opposition to investments on the land. Thus, governments should use this power only as a very last resort (FAO 2015). Under FRILIA, the government should minimise the use of its expropriation power to acquire land for private investment. Kwara State should only acquire such land after obtaining FPIC from the affected community.

In recent decades in Kwara State, the government acquired land on a compulsory basis pursuant to the Land Use Act. In some cases, the government provided compensation to the land rights holders. In many other cases, the government did not provide compensation but has allowed the rights holders to continue to use the land. Suppose the government now wishes to provide the land to an investor. In that case, the existing rights holders are entitled to resettlement and compensation as described in this toolkit and in the Valuation and Compensation toolkit. Kwara State will have to decide whether it or the investor will be responsible for complying.

Of course, investments in Kwara State are also governed by applicable federal and state laws and policies. See Annex 1 for a complete list.

4. Resettlement

Investments governed by FRILIA should not involve land acquired involuntarily. However, it should be noted that the guidance presented in this toolkit can be used even where this rule is violated. That is, it applies to both voluntary and involuntary acquisition and resettlement scenarios.

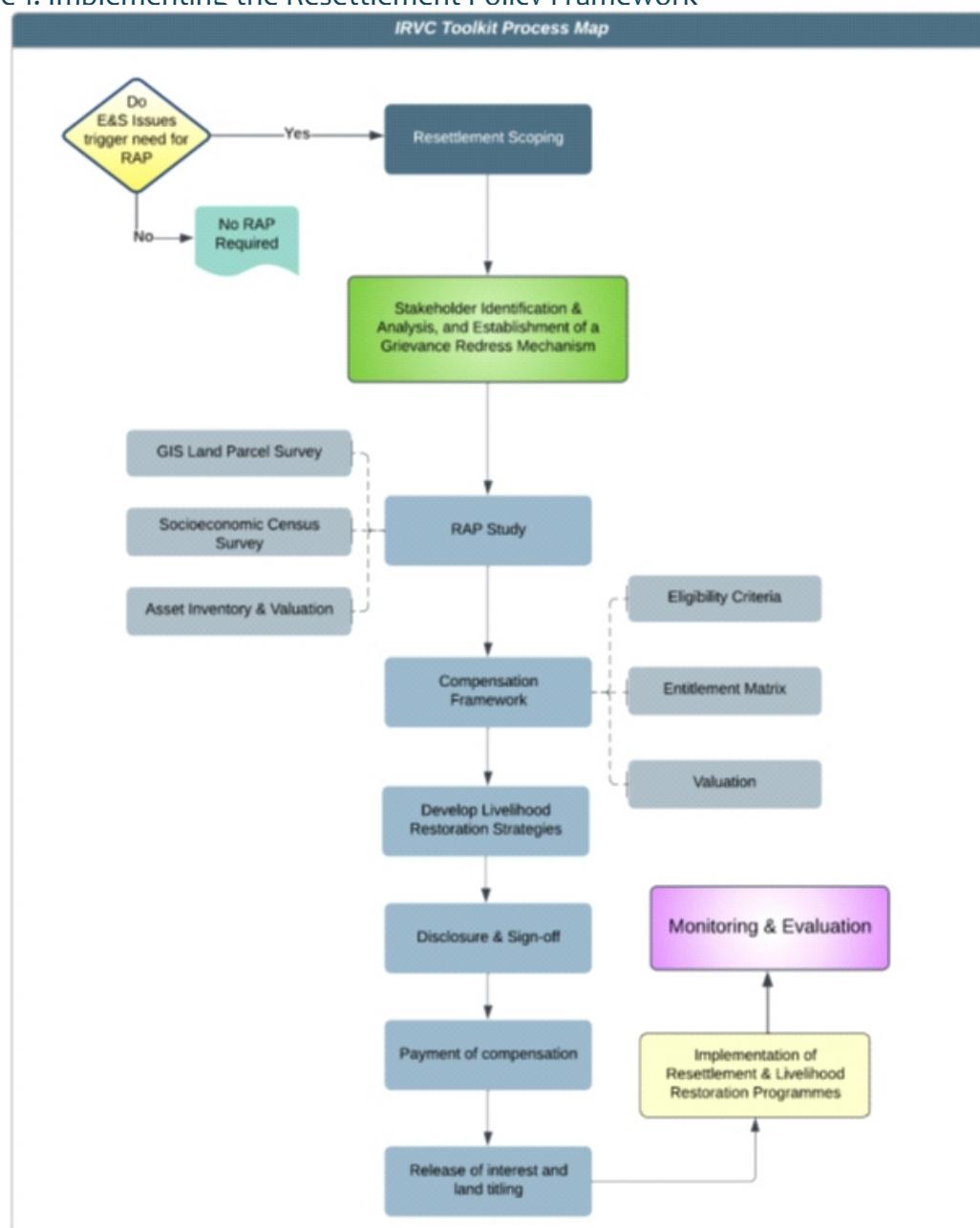
In either scenario, the investor and responsible MDAs should be guided by a Resettlement Policy Framework (RPF). The overall aim of a RPF is to provide a process for identifying individuals likely to be physically and economically impacted by the land-intensive projects under FRILIA, assessing the magnitude/severity of the impact, and outlining the process for mitigating the impacts through Resettlement Action Plans (RAP). More specifically, it presents the guiding resettlement policies and procedures that must be adopted under the applicable requirements of the FRILIA principles and law on land access and resettlement. For the purposes of this toolkit, "resettlement" refers both to physical displacement and to economic displacement that leads to loss of income sources or other means of livelihood as a result of project activities related to land acquisition and/or restrictions on land use.

The process involved in implementing the RPF is displayed in **Figure 1**. As discussed in greater detail below, it provides the various components and stages of managing resettlement. This process begins with an assessment of the potential investment to identify any Environmental and Social (E&S) issues that may necessitate a Resettlement Action Plan (RAP). This is followed by a detailed stakeholder analysis and the establishment of a grievance redress mechanism, ensuring that all relevant parties are identified, and their concerns are heard and addressed.



A RAP study is then undertaken, which includes a GIS land parcel survey, an asset inventory, and a socioeconomic survey. This provides a comprehensive understanding of the affected land parcels, the assets that would be affected by the project, and the socioeconomic characteristics of the affected communities. Based on the findings of the RAP study, a valuation and compensation framework is developed, which includes methodology for valuation, eligibility criteria for compensation and an entitlement matrix that specifies the different categories of losses and its attendant entitlements. Livelihood restoration strategies are also developed to help the displaced persons restore their livelihoods and improve their standards of living in the post-displacement period. (See the Valuation and Compensation Toolkit.)

Figure 1: Implementing the Resettlement Policy Framework





The RAP is then disclosed to all relevant stakeholders and, if they agree, signed off by affected persons, ensuring transparency and consensus. The compensation is then paid to the displaced persons in accordance with the compensation framework, and the resettlement and livelihood restoration strategies are implemented. Throughout the process, monitoring and evaluation are conducted to track progress and make necessary adjustments. The process concludes with the closure of the RAP, indicating that all resettlement activities have been completed and the objectives achieved. The goal is to ensure a planned and orderly resettlement, adequate compensation, and support for displaced persons, fostering a positive relationship between agribusinesses, the government, and local communities.

4.1 Resettlement Scoping

The first step in the RPF is an analysis of the investor's business plan, feasibility study and at least a preliminary assessment of potential environmental and social impacts to determine whether the proposed project will lead to physical and/or economic displacement. This information should be made available to the Kwara State Investment Promotion Agency during the agency's initial investor screening process in stage 1 of the Kwara State investment approval process. If this initial scoping reveals likely displacement, a RAP must be conducted. This begins with stakeholder engagement.

4.2 Stakeholder Engagement

Stakeholder identification and analysis are critical steps in successfully executing a FRILIA-compliant project. There are common pitfalls that projects often fall into during this process, often leading to resistance from key stakeholders. A common mistake is failing to identify all relevant stakeholders. This can occur when the investor and the Investment Promotion Agency, in collaboration with the Directorate of Lands and the Ministry of Agriculture, communicate only with the most obvious stakeholders, such as government regulators or traditional leaders, while overlooking less visible but equally important stakeholders. These may include directly affected persons losing land or any attendant assets because of the project, local community groups, and non-governmental organizations. Overlooking any stakeholder can lead to unforeseen challenges and resistance down the line. A bespoke stakeholder identification and analysis protocol is provided in the Kwara State.

FRILIA Stakeholder Engagement Toolkit.

In analyzing the stakeholders, it is not enough to simply know who the stakeholders are. As explained more fully in the Kwara State **FRILIA Stakeholder Engagement Toolkit**, the project needs to also understand all the stakeholders' interests, influence, and expectations regarding the project, failing which can result in misaligned expectations and potential conflicts. This includes identifying and understanding the needs and concerns of vulnerable groups.

4.3 Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) is critical to any Resettlement Action Plan (RAP). It should be established early in the investment process to be available during the development and implementation of the RAP. Experience shows that it is also an area where many investors and project managers often encounter difficulties, leading to ineffective grievance resolution and potential project setbacks. Thus, it is essential to get it right.



As explained in the Kwara State **Grievance Redress Mechanism Toolkit**, an effective GRM must be accessible and timely. Stakeholders need to know if a GRM exists, how it functions, and how they can use it. Suppose it is opaque, complex, or difficult to access due to language or bureaucratic barriers. In that case, critical issues will largely go unreported, leading to unresolved disputes that may linger and cause problems down the line. Transparency is also key to ensuring that stakeholders understand and the steps of the GRM process.

4.4 The RAP Study

The RAP study should entail three core exercises, namely GIS land parcel survey, asset inventory and valuation and socioeconomic baseline study. These exercises are best conducted simultaneously to maximise efficiency and to avoid stakeholder engagement fatigue.

4.4.1 Land Parcel Survey

The land parcel survey involves the measurement of the extent of an individual's parcel of land, usually using a GPS device with significant precision. With this, the boundary lines of parcels within the project area should be recorded on-site and further processed into a geodatabase. In undertaking the parcel survey, survey forms (see **Template 1**) covering necessary land-related details of the owner and/or user should be completed on the field. The land parcel survey is not just about collecting data; it's also about engaging with the landowners or claimants, understanding their concerns, and building their trust. If this engagement is not done effectively, it can lead to mistrust, resistance, and potential conflicts.

4.4.2 Asset Inventory and Valuation

Following the delineation of boundaries of landowners, it is important to identify the various assets that exist within each established landholding. These assets include land, structures, crops, economic trees, and any unexhausted improvements on the land. The process for conducting the asset inventory should be thorough and systematic to ensure that all assets are accounted for to avoid misrepresentation of assets leading to other issues.

The asset inventory process begins with the enumeration of assets of identified persons as established by the land survey exercise. In this survey, detailed information about each asset, including its type, location, size, maturity and condition are collected. The asset inventory exercise should be conducted in the presence of the asset owner and a representative from the local leadership. Once the inventory is completed, an inventory acknowledgment form is signed by all parties to confirm that the assets have been correctly identified. This form serves as a record of the identified assets and can be used in any disputes. See **Template 2**.

4.4.3 Socioeconomic baseline study

A socioeconomic census survey provides detailed information about the affected persons, and their respective households identified from the land parcel survey and asset inventory. The process begins with thorough planning, including defining objectives, designing the questionnaire, and selecting and training the survey team. The trained team then conducts face-to-face interviews with affected persons to obtain informed consent and respect cultural and social norms. After data collection, the information is analyzed to understand the social and economic conditions of the affected persons, identify vulnerable groups, and inform the resettlement and compensation measures. The findings are critical in understanding the living conditions of the affected persons and developing tailored measures to at least restore or improve their conditions post-displacement. See **Template 3**.



4.4.4 Cut-off Date

The cut-off date seeks to prevent individuals seeking compensation from filing speculative claims within the Project Area. After the established cut-off date, individuals who move into the project area are not eligible for compensation and/or assistance. Existing inhabitants who make improvements to their homes or other structures after the cut-off date are likewise ineligible for compensation with respect to the add-ons. (See **Template 3** for a sample cut-off date notice.)

When setting the cut-off date, it is essential to communicate it clearly and widely to all stakeholders, including the Project Affected Persons (PAPs), local leaders, and the broader community. This communication should explain the purpose of the cut-off date and the implications for compensation eligibility. In addition, the proposed cutoff date should reflect a reasonable timeframe such that it affords affected persons who may not be immediately available enough time to be enumerated.

4.4.5 Eligibility Criteria and Entitlement Matrix

This section of the RAP sets out the eligibility criteria and entitlement matrix for projects and sub-projects that trigger resettlement. Eligibility criteria are necessary to determine who will be eligible for resettlement and benefits and discourage claims from ineligible people. The eligibility criteria for projects that trigger resettlement under FRILIA are underpinned by the Kwara State FRILIA law and principles and international best practices. It is therefore essential for projects that trigger resettlement to develop comprehensive eligibility criteria.

Whether or not the PAPs must relocate, the acquisition—either voluntary or involuntary—of land results in relocation or loss of shelter, loss of assets or access to assets, as well as loss of income streams or means of livelihood. Meaningful consultations with impacted people, local governments, and community leaders will thus enable the development of criteria to determine persons eligible for compensation and other resettlement aid. The specific criteria for eligibility are as follows:

- Holder of a statutory right of occupancy is eligible for compensation as a landowner
- Holder of a customary right of occupancy is eligible for compensation as a landowner
- Individuals who have no recognizable legal right or claim to the land they are occupying, i.e. encroachers/squatters, are eligible for compensation as a land occupier, not as a landowner.

4.4.5.1 Vulnerable Groups

Vulnerable groups are people who may be more negatively impacted by resettlement based on their age, gender, ethnicity, physical or mental disability, financial or social status. More crucially, vulnerable persons may be constrained in claiming compensation or resettlement assistance and related benefits. As such, all projects should be committed to ensuring that the needs of vulnerable groups are given appropriate attention in the context of compensation provisions and overall resettlement assistance. To achieve this, persons considered vulnerable must be consulted adequately in a fair and culturally appropriate manner. Cash compensation may not be a suitable measure for vulnerable groups, so the focus should include consideration of specific support mechanisms and social programmes tailored to these groups.

4.4.5.2 Entitlement Matrix

The investor should prepare an entitlement matrix, which identifies all categories of PAPs who are



entitled to compensation, the specific types of losses for which they should be compensated and the methodology for calculating the nature and amount of compensation based on a valuation process described in the Valuation and Compensation Toolkit. See **Template 4** for a form that can be used for this purpose.

4.4.6 Disclosure and Sign-off

Transparency is key to ensuring a successful RAP. An important way to ensure this is through the disclosure and sign-off of all enumerated assets, proposed rates and entitlements. All enumerated assets and valuation rates and the entitlement matrix which forms the basis for compensation should be disclosed to Project Affected Entities (PAEs) and PAPs. This disclosure should be made at the state level, LGA level and community level, and should clearly outline types of losses covered, the eligibility criteria for compensation, and the compensation rates and methods adopted in arriving at sums to be transparently disclosed when cash compensation option is preferred.

After the disclosure, affected persons should be given the opportunity to review the enumerated assets, valuation rates, and entitlement matrix, and to give consent. This consent should be obtained through a formal sign-off process, where the affected persons confirm their agreement with the disclosed information in keeping with the requirements of Free, Prior and Informed Consent.

5. Monitoring and Evaluation

In general, monitoring is a way to determine whether parties to agricultural investment agreements are complying with their obligations. It also enables parties to assess the impacts, both positive and negative, of these investments on national development priorities, affected communities and individuals. In broad terms, monitoring involves collecting a set of qualitative and quantitative indicators to establish a baseline and then periodically collecting data on the same indicators for comparison with the baseline.

There should be an agreed-upon plan to monitor all aspects of the activities implementing resettlement, valuation and compensation that describes what will be monitored, the methods that will be used to collect data, how often data will be collected and by whom. It should set forth mechanisms for participation by PAPs, as well as the agreed upon institutional and funding arrangements. This monitoring can be guided by a stand-alone plan or be part of the larger monitoring of the overall project.

Table 2: Examples of Monitoring Elements related to land access, easement, and involuntary resettlement

S/N	Monitoring Dimension	Example
1	Indicators	•
2	Frequency	•
3	Responsible Party	•
4	Strategies for Data Collection	•
5	Reporting Strategy	•



6. Templates

Templates are included within this toolkit to facilitate the consistent application of the FRILIA principles across various processes, such as asset inventory, land parcel surveys, and entitlement mapping. By providing structured formats for data collection, documentation, and reporting, these templates help streamline workflows and ensure that all relevant information is captured accurately. This not only enhances transparency and accountability in land access and compensation processes but also empowers stakeholders—particularly local communities and investors—to engage effectively. Ultimately, these templates serve as practical tools that support the successful implementation of FRILIA at the state level, fostering sustainable agricultural practices and promoting equitable outcomes for all parties involved.

Template 1: Land Parcel Survey Template

Land Parcel Survey Form

1. Landowner/User Information:

- Name of Landowner/User: _____
- Contact Information: _____
- Identification Number: _____
- Address of Land Parcel: _____
- Ward/ Local Government of Land Parcel: _____
- Survey Date: _____

2. Surveyor Information:

- Name of Surveyor: _____
- Contact Information: _____
- Surveyor's Certification Number: _____

3. Land Parcel Details:

- Parcel Identifier (e.g., Parcel Number): _____
- Parel Size (in hectares/sq. m): _____
- Parcel Location Description: _____
- Land Use Type (e.g., agriculture, residential, commercial): _____

4. Survey Measurement Data:

- Survey Method Used (e.g., GPS, Total Station): _____
- GPS Device Model: _____

Point No	Latitude (°)	Longitude (°)	Elevation (m)	Description of Point
1				
2				
3				
4				



5. Boundary and Features Information:

- Existing Boundaries (e.g., fences, walls): _____
- Natural Features (e.g., rivers, trees): _____
- Adjacent Land Uses (e.g., neighboring farms, roads): _____

6. Community Engagement:

Concerns Raised by Landowner/User:

Surveyor's Observations:

7. Acknowledgment:

We, the undersigned, acknowledge that the land parcel survey has been conducted accurately and that all relevant information has been collected with the participation of the landowner/user.

Signature of Landowner/User |

Signature of Surveyor

 | _____ |

| Date: _____ | Date: _____ |

Template 2: Asset Inventory and Valuation Template

Asset Inventory Template

1. Asset Owner Information:

Name of Asset Owner	
Contact Information	
Identification Number	

2. Local Leadership Representative:

Name	
Position	
Contact Information	

3. Asset Inventory Details:

Date of Inventory	
Conducted By: (Name, Position of Surveyor)	



No	Asset Type	Location	Size/ Area (sq.m)	Maturity (Years)	Condition	Remarks
1						
2						
3						
4						
5						
6						
7						

4. Inventory Acknowledgment:

We, the undersigned, acknowledge that the above-listed assets have been accurately identified and enumerated in the presence of both the asset owner and the local leadership representative. This acknowledgment serves as a formal record for all parties involved.

Signature of Asset Owner		Date
Signature of Local Leadership Representative		Date
Signature of Surveyor		Date

5. Additional Notes:

- Any disputes arising from the inventory process will reference this form as a point of record for all identified assets.
- All parties should retain a copy of this signed acknowledgment form for their records.

Template 3: Socioeconomic Census Survey for Affected Persons and Households

Demographic Information:

- Age: _____

- Gender: _____

- Household Composition: _____

Economic Activities:

- Primary Sources of Income: _____

- Secondary Sources of Income: _____



Land and Asset Ownership:

- Land Owned (Acres/Hectares): _____
- Major Assets (e.g., livestock, vehicles): _____

Access to Services:

- Education: _____
- Healthcare: _____
- Sanitation: _____

Vulnerability Factors:

- Disabilities: _____
- Chronic Illnesses: _____

Survey Team

Team Composition:

- Number of Team Members: _____
- Roles of Team Members: _____

Training Focus Areas:

- Cultural Sensitivity and Ethics: _____

- Key Points: _____

- Data Collection Techniques: _____

- Key Points: _____

4. Data Collection

Interview Process:

Informed Consent:

- Method to obtain consent: _____

- Important Points to Communicate: _____

Cultural and Social Norms:**

- Specific norms to respect: _____



Data Recording Method:

- Method of recording responses (e.g., paper, digital): _____

5. Post-Data Collection Analysis

Analysis Plan:

Outline how the collected data will be analyzed. What tools or methods will be used?

- Analysis Method: _____

- Software Tools (if applicable): _____

6. Resettlement and Compensation Measures

Proposed Measures:

Based on survey findings, outline the types of resettlement and compensation measures to be developed:

- Measure 1: _____

- Measure 2: _____

- Measure 3: _____

Conclusion

Summarize the importance of the socioeconomic census survey in informing resettlement and compensation strategies:

This structured template is intended to guide states in effectively conducting socioeconomic surveys. By following the outlined steps and documenting information in the provided section, states can ensure a thorough understanding of the social and economic conditions of affected persons.

Sample Economic Survey Tool

Field	Question	Answer
Enumeration Date Time	What is the date of enumeration	
HH reference number	Enumerator: Indicate already assigned reference numbers for PAP (Check with GIS team for approved coding format)	
HH Community	Which community is affected PAP from	1 Comm 1
		2 Comm 2
		3 Comm 3
		4 Comm 4



Respondent	Is the respondent the head of the household (HoH)?	1 Yes 0 No
Name Respondent	Indicate the name of the respondent	
HoH Contact Number	What is the contact number of the HoH?	
ID Type	Which ID type does the respondent have	1 Voter ID 2 NIN 3 Driver's License 4 Passport 5 Other 6 None
Other ID Type	What is the specific type of ID	
Other ID Number	Indicate the ID number on the card	
Photo	Take a photo of respondent (if agreeable)	
HH Members	How many household members are there in the household?	

Household Roster

Field	Question	Answer
Name	What is the name of the Household member?	
Member Relation to HoH	What is [name]'s relation to the Head of the Household/	1 HoH 2 Spouse 3 Child 4 Grandchild 5 Sibling 6 Parent 7 Grandparent 8 Niece/Nephew 9 Uncle/Aunt 10 Cousin



		11 In-Law
		12 Great Grand Child
		13 Tenant
Member Sex	What is [name]'s sex?	1 Male
		2 Female
Member Marital Status	What is [name]'s marital status?	1 Married
		2 Single
		3 Divorced
		4 Widow/ Widower
		5 Co-habitation
		6 Not Applicable
Member attended school	Has [name] ever attended school?	1 Yes
		2 No
Member currently studying	Is [name] currently studying?	1 Yes
		2 No
Member educational level	What is the highest level of education of [name]?	1 KG
Member educational level	What is the highest level of education of [name]?	1 KG
		2 Primary 1-3
		3 Primary 4-6
		4 JSS 1-3
		5 SS 1-3
		6 OND
		7 NCE
		8 HND
		9 BA/BSc
		10 MA/ MSc
		11 Vocational
		12 Craft
		13 Technical



		14 Religious
		15 None
Member able to read and/or write	Is [name] able to read or write a phrase in English?	1 Yes
		2 No
Occupational status	What is the occupation of [name]?	1 Employed
		2 Self-employed
		3 Unemployed
		4 Retired
Primary livelihood ..	What is the primary livelihood of [name]?	1 Farming
		2 Livestock Farming
		3 Trading
		4 Fishing
		5 Hunting
		6 Transportation
		7 Food Processing
		8 Artisinal Mining
		9 Artisan and Craft
		10 Apprenticeship
		11 Religious Leader
		12 Civil Servant
		13 Construction
Member residential status	What is [name]'s residential status?	1 Year Round
		2 Seasonal
Religion	What is the religion of the household?	1 Islam
		2 Christianity
		3 Traditional Religion
		4 Other (state)
Household ethnicity	What ethnicity (sub-tribe) is the household from?	



HH outer wall	What is the main construction material used for the household outer wall?	1 Mud bricks/ Earth/ Wood/ Bamboo/ Metal/ Thatch
		2 Cement/ Concrete Blocks/ Landcrete/ Stone/ Burnt bricks

Crop Farming

Field	Question	Answer
Consent crop farming	Is the household involved in crop farming?	1 Yes
		2 No
Crop type	Which of the following crop type does the household cultivate?	
Crops cultivated	What is the total number of bags/ baskets of [specific crop type] harvested by the household in a season?	
Crops consumed	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are consumed by the household?	
Crops sacrificed	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are given out as sacrifice?	
Crops Sold	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are sold?	
Crop Price	What is the selling price of one bag/basket of [specific crop type]?	

Food Processing

Field	Question	Answer
Consent food processing	Is your household involved in food processing?	1 Yes
		2 No
Raw material processed	What food do you process?	
Processing End Product	What is the raw food processed into?	
Food Processing Location	Where do you process the food?	1 In the community
		2 In Neighboring community



HH outer wall	What is the main construction material used for the household outer wall?	1 Mud bricks/ Earth/ Wood/ Bamboo/ Metal/ Thatch
		2 Cement/ Concrete Blocks/ Landcrete/ Stone/ Burnt bricks

Crop Farming

Field	Question	Answer
Consent crop farming	Is the household involved in crop farming?	1 Yes
		2 No
Crop type	Which of the following crop type does the household cultivate?	
Crops cultivated	What is the total number of bags/ baskets of [specific crop type] harvested by the household in a season?	
Crops consumed	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are consumed by the household?	
Crops sacrificed	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are given out as sacrifice?	
Crops Sold	Of the total number of bags/ baskets of [specific crop type] harvested by the household in a season, how many are sold?	
Crop Price	What is the selling price of one bag/basket of [specific crop type]?	

Food Processing

Field	Question	Answer
Consent food processing	Is your household involved in food processing?	1 Yes
		2 No
Raw material processed	What food do you process?	
Processing End Product	What is the raw food processed into?	
Food Processing Location	Where do you process the food?	1 In the community
		2 In Neighboring community



		3 Outside the State
Food processing monthly income	What is your monthly income from food processing?	
Food processing monthly expenditure	What is your monthly expenditure from food processing?	
Extension services	Do you have access to any agricultural extension services?	1 Yes
		2 No
Ownership of land	What is the ownership of the land used for cultivation?	1 Owned by you
		2 Rented
		3 Sharecropped
		4 Family Land
		5 Community Land
Rent amount	If the land is rented, how much do you pay per year as rent?	
Alternate land	Do you have access to alternate land?	1 Yes
		2 No
Farm practices	What type of farm practices do you use? <i>Select all that apply</i>	1 Shifting Cultivation
		2 Mechanized Farming
		3 Use of Fertilizer
		4 Crop Rotation
		5 Mixed Cropping
		6 Bush Burning
		7 Improved Variety Seed
		8 Simple Farm Tools



Livestock farming

Field	Question	Answer
Livestock farming	Is the household involved in livestock farming	1 Yes
		2 No
Livestock animals	Which of the following animals does the household keep?	1 Cow
		2 Sheep
		3 Goat
		4 Poultry
		5 Camel
		6 Donkey
		7 Dog
		8 Pig
		9 Snail
		10 Rabbit
Specific animal kept	Please select animal kept and give some basic information about them	
Animal owned	How many of [specific livestock animal] do you own?	
Animal consumed	How many of [specific livestock animal] do you consume annually?	
Animal sold	How many of [specific livestock animal] do you sell every year?	
Animal sacrifice	How many of [specific livestock animal] do you sacrifice every year?	
Monthly expenditure	What is your monthly expenditure on [specific livestock animal]?	

Trading livelihood

Field	Question	Answer
Trading	Is your household involved in trading?	1 Yes
		2 No
Trading Items	What items do you trade in?	1 Clothing/ Accessories



		2 Food/ Provisions
		3 Building Materials
		4 Electrical Appliances/ Accessories
		5 Local Drinks
		6 Other (state)
Trading location	Where do you trade?	1 In the community
		2 In Neighbouring Communities
		3 Outside the State
Market distance	What is the distance to the market?	1 Less than 1km
		2 1 to 3km
		3 3 to 5km
		4 More than 5km
Monthly trading income	What is your monthly income from trading?	
Monthly trading expenditure	What is your monthly expenditure on trading?	

Artisan & Craft Activities

Field	Question	Answer
Artisan and Crafts	Is your household involved in artisan and craftsmanship?	1 Yes
		2 No



FRAMEWORK FOR RESPONSIBLE AND
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INVESTMENT

Artisan Activities	Which of the following activities are you involved in?	1 Masonry 2 Carpentry 3 Brick Making 4 Weaving 5 Electrical Works 6 Plumbing 7 Welding 8 Fabrication 9 Tailoring 10 Hairdresser 11 Mechanic 12 Shoe Making 13 Soap Making 14 Other (specify)
Artisan Location	Where do you engage in your activities?	1 In the Community 2 In Neighbouring Communities 3 Outside the State
Artisan Association	Are you involved in any associations in relation to artisan and craft?	1 Yes 2 No
Artisan technical training	Do you receive any periodic training in relation to artisan and craft?	1 Yes 2 No
Artisan Monthly Income	What is your monthly income from arts and craftsmanship?	
Artisan Monthly Expenditure	What is your monthly expenditure on arts and craftsmanship?	

Fish Farming



Field	Question	Answer
Fish farming	Is your household involved in fish farming?	1 Yes
		2 No
Fish Type	What type of fish do you catch/ farm?	1 Tilapia
		2 Mud Fish
		3 Catfish
		4 Bonga Fish
		5 Other (specify)
Fish sold	Where do you market your fish catch?	1 In the community
		2 In neighbouring communities
		3 Outside the state
Monthly income	What is your monthly income from fish farming?	
Monthly expenditure	What is your monthly expenditure on fish farming?	

Field	Question	Answer
Paid Employment	Is any member of the household a paid employee?	1 Yes
		2 No
Paid employment occupation	Please state the type of occupation	
Paid employment location	What is the location of the workplace?	1 In the community
		2 In neighbouring community
		3 Outside the state
Monthly income	What is your monthly income from paid employment?	



Field	Question	Answer
Sicknesses two weeks	Has anyone in the household suffered from any of the following diseases in the past two weeks? Select all that apply	<ul style="list-style-type: none">1 Malaria2 Common Cold3 Skin Rashes/ Itches4 Stomach Pain/ Diarrhea5 Guinea Worm6 TB7 Dysentery8 None`
Chronic Disease	Please select all chronic diseases suffered by members of your household	<ul style="list-style-type: none">1 HIV/AIDS2 Diabetes3 Asthma4 Ulcer5 STI/STD6 Hypertension7 Epilepsy8 Mental Illness9 Arthritis10 None
Health facility frequency	Which health facility does the household visit frequently?	<ul style="list-style-type: none">1 Private Hospital2 General Hospital3 Traditional Herbalist4 Spiritual Home5 Pharmacy



		6 Health Centre
		7 None
Health facility distance	What is the distance to the health facility?	1 Less than 1 km
		2 1 to 2km
		3 3 to 4km
		4 5 to 6km
		6 More than 6km
Health facility frequency	How often do you visit the health facility in a year?	1 1 to 2 times
		2 3 to 4 times
		3 5 to 6 times
		4 More than 6 times
		5 None
Health status	How would you describe your general health status?	1 Excellent
		2 Good
		3 Poor
Health condition and work	Does any member of the household suffer from a condition that prevents them from working?	1 Yes
		2 No
Handicap	If yes, what is the reason	1 Physical Handicap
		2 Mental Handicap
		3 Chronic Illness
		4 Old Age
Meals daily	How many meals per day does the household eat?	1 One
		2 Two
		3 Three
Food shortage	What are the periods in which the household experiences food shortage? Select all that apply	1 January to March
		2 April to June



		3 July to September
		4 October to December
		5 None
Assets owned	Which of the following assets does your household own?	1 Radio
		2 Television
		3 Mobile phone
		4 Smart phone
		5 Stove
		6 Wheel barrow
		7 Gun
		8 Bed
		9 Furniture set
		10 Fan
		11 Computer
		12 Generator
		13 Mosquito Net
		14 Fridge/Freezer
		15 Bicycle
		16 Motorbike/Tricycle
		17 Iron

Field	Question	Answer
Toilet facility	What type of toilet facility is used by the household?	1 No Toilet (Bush)
		2 Pit Latrine
		3 Public Toilet



		4 KVIP/ Water Closet
Energy for light	What is the household's source of energy for light? Select all that apply	1 Wood/ Fire 2 Kerosene Lamp 3 Torch & Batteries 4 Electricity – Grid 5 Electricity – Generator 6 Candle 7 Solar
Energy for cooking	What is the household source of energy for cooking?	1 Wood (Fire) 2 Charcoal 3 Kerosene 4 Saw Dust 5 Gas
Source of water	What is the household's source of water ?	1 Well 2 Borehole 3 Rain harvesting 4 Community Tap 5 Piped water 6 Water Vendor 7 River
Food	What is the monthly household expenditure on food?	
Education	What is the monthly household expenditure on education?	
Transport	What is the monthly household expenditure on transportation?	
Recreation	What is the monthly household expenditure on recreation?	



Home Maintenance	What is the monthly household expenditure on home maintenance?	
Telecommunication	What is the monthly household expenditure on telecommunication?	

Template 4: Cut-Off Date Sample Notice

Cut-off date and Conveyance of Revocation Notice

(To be drafted, completed and administered in line with the provisions of the LUA in duplicate by the appropriate office of Kwara State Government)

SAMPLE PUBLIC NOTICE

DATE:

Project Title:

.....

.....

Name of PAP

.....

.....

Name of Community

.....

Telephone No. (if available).....

Pursuant to Kwara State Government Gazette No.

.....,

take further notice that all that land described therein are revoked for overriding public interest.

By this Notice, all affected persons are to register their interests with the [insert relevant MDA/office] on or before day of 20.....

This serves as the CUT-OFF date of eligibility for any form of compensation and/or relocation assistance.

Kindly Contact: for enquiries and/or lodgement of grievances

Signed

For: Kwara State Government

Template 4: Entitlement Matrix for Investors

Entitlement Matrix Form for Investors

1. Investor Information:

- Investor Name: _____
- Project Name: _____
- Date: _____



Category of PAPs	Specific Types of Losses	Compensation Entitlements	Valuation Methodology
1. Landowners	Loss of agricultural land	Compensation for land value at market rates	Market value assessment
	Loss of residential land	Compensation for any structures or improvements on the land	Replacement cost approach
2. Tenants	Loss of rental income	Expenses for relocation	Assessment of current rental agreements
	Loss of commercial activity	Compensation for business interruption (if applicable)	Estimated loss of income calculation
3. Farmers	Loss of crops	Compensation for standing crops	Crop yield assessment and market rates
	Loss of future income from agricultural activities	Assistance for transitioning to new agricultural areas	Income loss projection calculation
4. Employees	Loss of employment opportunities	Severance pay or compensation for lost wages	Calculation based on employment contracts
5. Community Members	Loss of communal resources (e.g., grazing land)	Compensation in the form of community projects or resources	Assessment of communal resource value
6. Vulnerable Groups	Increased hardship due to displacement	Additional support and compensation for relocation expenses	Needs assessment and individual situation analysis
7. Informal Settlers	Loss of housing or structures	Compensation for housing (where legal recognition is given)	Market value for similar housing

Signature:

Investor Representative Name: _____

Signature: _____ Date: _____



Annexes

Annex 1: Some Applicable FRILIA Principles and International Best Practices

A significant number of the FRILIA principles apply to the subjects covered by this toolkit:

- Land acquisition and related adverse impacts will as much as possible be minimized or avoided (Principle 1.3).
- A range of investment and production models should be considered, including alternatives to large-scale transfer of land (Principle 1.4).
- 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)
- Investments should safeguard against dispossession of legitimate tenure rights holders (Principle 2.1)
- Existing legitimate rights, including customary and informal, and rights to common property resources, should be systematically and impartially identified (Principle 2.2).
- Provide for protection of rights through grievance redress mechanisms that provide accessible and affordable procedures for 3rd party settlement of disputes, including but not limited to disputes arising from displacement for resettlement.... (Principle 2.3).
- 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).
- Adequate compensation will be provided to purchase replacement assets of equivalent value and to meet any necessary transitional expenses before taking of land or restricting access (Principle 3.3)
- Supplemental livelihood improvement or restoration measures will be provided if taking of land causes loss of income generating opportunities (Principle 3.4).
- Public infrastructure and community services that may be adversely affected will be replaced or restored (Principle 3.5).
- Displaced persons with land based livelihoods should be offered an option for a replacement land unless equivalent land is not available (Principle 3.6).
- Investments must be preceded by independent assessments of potential positive and negative impacts on 10 year rights, food security, livelihoods, and environment (Principle 4.2).
- Take into account potential adverse impacts on physical cultural property and as warranted, provide adequate measures to avoid, minimize or mitigate such efforts (Principle 4.3).



Table 1: Applicable National, Kwara State Laws and Policies on Resettlement, Valuation and Compensation

Year	Law/Document	Ref#	Comments
1992	National Agriculture Land Development Authority	S.9	Provides that the Federal Government may request agricultural land from any State or Local Government.
1992	Nigeria Urban and Regional Planning Act	S.75-S.78	For the purposes of planning, all acquisitions are to be guided by the provisions of Cap L5.
2005	Harmonized Rates for Compensation for Economic Trees, Crops, and buildings		This schedule of rates is prepared by the Federal Ministry of Works and Housing to guide compensation-structured geo-political zones of the Country
2014	Land Use Act, Cap L5	All	This is the principal Act governing land management in Nigeria and is contained as part of the 1999 Constitution.
2016	Kwara State Master Plan Law	S(7), S(8)	Improve governance in land administration.
2017	Kwara Land Use Services	All	Principal regulation guiding land administration in Kwara

The FRILIA Principles adopt a mix of the best practices regarding involuntary resettlement and the standards entrenched in the State and National laws. In the event of an involuntary acquisition, CAP L5 (LFN) and KWLS at the local level set the minimum performance benchmarks for valuation and compensation. However, to fully implement the principles of FRILIA, all land-intensive projects shall, in addition to the minimum requirements, adopt FRILIA principles to address resettlement and compensation.



CHAPTER FOUR

VALUATION AND COMPENSATION MANAGEMENT TOOLKIT



KWARA

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
VALUATION AND COMPENSATION TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

1. Introduction

The Framework for Responsible and Inclusive Land Intensive Agriculture (FRILIA) is centred around promoting sustainable agricultural development and protecting the rights of all stakeholders involved in land use. One of the critical components of FRILIA is ensuring that valuation and compensation processes are conducted fairly, transparently, and inclusively. This toolkit serves as a comprehensive resource for guiding stakeholders, including government agencies, investors, and local communities, through the intricacies of land valuation and compensation related to land access, easement, and involuntary resettlement. Compelling valuation and compensation are essential for mitigating the impacts of land use changes on impacted parties, particularly those who may be displaced or experience loss of livelihoods.

This toolkit provides a structured approach to assessing the value of land, assets, and resources and determining appropriate compensation methodologies for various categories of affected individuals and communities. By aligning these processes with FRILIA's overarching goals, the toolkit aims to foster trust and collaboration among stakeholders, promote social equity, and support sustainable agricultural investments.

The toolkit incorporates best practices and lessons learned from various contexts, ensuring it resonates with local realities while adhering to international standards and guidelines. It emphasizes the importance of stakeholder engagement throughout the valuation and compensation process, ensuring that the voices of affected communities are heard and respected. By equipping stakeholders with practical tools and strategies, this toolkit seeks to empower them to navigate the complexities of valuation and compensation effectively, ultimately facilitating the successful implementation of FRILIA in Kwara State.

1.2. Objectives of this toolkit

- a. Guide Valuation Processes: Provide clear guidelines and methodologies for conducting accurate and fair valuations of land, assets, and resources affected by agricultural projects.
- b. Standardize Compensation Practices: Establish standardized procedures for determining compensation entitlements for various categories of Project Affected Persons (PAPs) to ensure consistency and equity across different cases.
- c. Promote Stakeholder Engagement: Encourage active participation and engagement of affected communities and stakeholders in the valuation and compensation processes, fostering transparency and building trust in the outcomes.
- d. Enhance Understanding of Legal Frameworks: Educate stakeholders on relevant legal frameworks and policies pertaining to valuation and compensation, ensuring compliance with national laws and international standards.
- e. Address Equity and Inclusion: Emphasize the importance of social equity in compensation



processes, ensuring that marginalized and vulnerable groups receive appropriate support and entitlements.

- f. Facilitate Dispute Resolution: Provide mechanisms for addressing grievances related to valuation and compensation, helping to prevent and resolve conflicts that may arise during the process.
- g. Promote Sustainable Practices: Highlight the significance of sustainable land valuation practices that consider environmental factors, ensuring that compensation measures do not lead to negative impacts on local ecosystems.

2. Applicable FRILIA Principles and International Best Practices

A number of the FRILIA principles apply to the subjects covered by this toolkit:

- A range of investment and production models should be considered, including alternatives to large-scale transfer of land (Principle 1.4).
- Investments should safeguard against dispossession of legitimate tenure rights holders (Principle 2.1)
- Existing legitimate rights, including customary and informal, and rights to common property resources, should be systematically and impartially identified (Principle 2.2).
- Provide for rights protection through grievance redress mechanisms that provide accessible and affordable procedures for 3rd party settlement of disputes, including but not limited to disputes arising from displacement for resettlement. (Principle 2.3).
- 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).
- Adequate compensation will be provided to purchase replacement assets of equivalent value and to meet any necessary transitional expenses before taking of land or restricting access (Principle 3.3)
- Supplemental livelihood improvement or restoration measures will be provided if taking of land causes loss of income-generating opportunities (Principle 3.4).
- Public infrastructure and community services that may be adversely affected will be replaced or restored (Principle 3.5).
- Displaced persons with land-based livelihoods should be offered an option for a replacement land unless equivalent land is not available (Principle 3.6).
- Principles specific to compensation, resettlement and livelihood restoration (Principle 3.7).
- Investments preceded by independent assessments of potential positive and negative impacts on tenure rights, food security, livelihoods, and environment (Principle 4.2).
- Take into account potential adverse impacts on physical cultural property and as warranted, provide adequate measures to avoid, minimize or mitigate such efforts (Principle 4.3).

Agribusiness investors can acquire rights to use land directly from the land rights holders or from the government. If acquiring from the land rights holders, the transaction must be on a “willing seller-willing buyer” basis such that involuntary resettlement issues do not arise. But guidance in this toolkit on valuation and compensation still apply.



Land that a government leases or sells to investors can be separated into two categories:

1. The first is land the government has in some way acquired relatively recently from local individuals or communities. Such transactions may be completed through compulsory acquisition or voluntary processes by which land rights held by private parties become publicly owned.
2. The second involves land that has been fully owned or controlled by government for some time. Even in the latter circumstances, however, unless the land in question is entirely vacant and unused throughout the year, individuals and local communities are likely to be affected by any transaction with private investors.

In the first case, the government can obtain rights to the land in a consensual transaction with the local rights holders upon payment of fair compensation ("willing buyer, willing seller"). The government can obtain the land without the consent of those who have rights to it, and upon payment of fair compensation. International principles, including the VGGT state that governments should only use this expropriation power for a public purpose based on a law that clearly and narrowly defines what is and is not a "public purpose." Evidence gathered over many years indicates that it is best to avoid expropriation altogether as involuntarily displacing communities usually has significant negative impacts on affected people and leads to long-running conflicts. Done poorly, it can leave people homeless and destroy the social fabric of communities. This can create significant and very costly opposition to investments on the land. Thus, governments should use this power only as a very last resort (FAO 2015). Under FRILIA, the government should refrain from using its expropriation power to acquire land for private investment. It should only acquire such land after obtaining FPIC from the affected community.

Even in the second scenario, government or the investor still may need to provide fair compensation and resettlement if the transaction with an investor causes the displacement of current users of the land as such users may have legitimate, albeit informal tenure rights under FRILIA principles 1.1, 1.3, 2.1 and 2.2 and the VGGT.

In recent decades in Kwara State, the government acquired land on a compulsory basis pursuant to the Land Use Act. In some cases, the government provided compensation to the land rights holders. In many other cases, the government did not provide compensation but has allowed the rights holders to continue to use the land. If the government now wishes to provide the land to an investor, the existing rights holders are entitled to resettlement and compensation as described in this toolkit.

Kwara State will have to decide whether it or the investor will be responsible for complying.

3. Valuation Processes

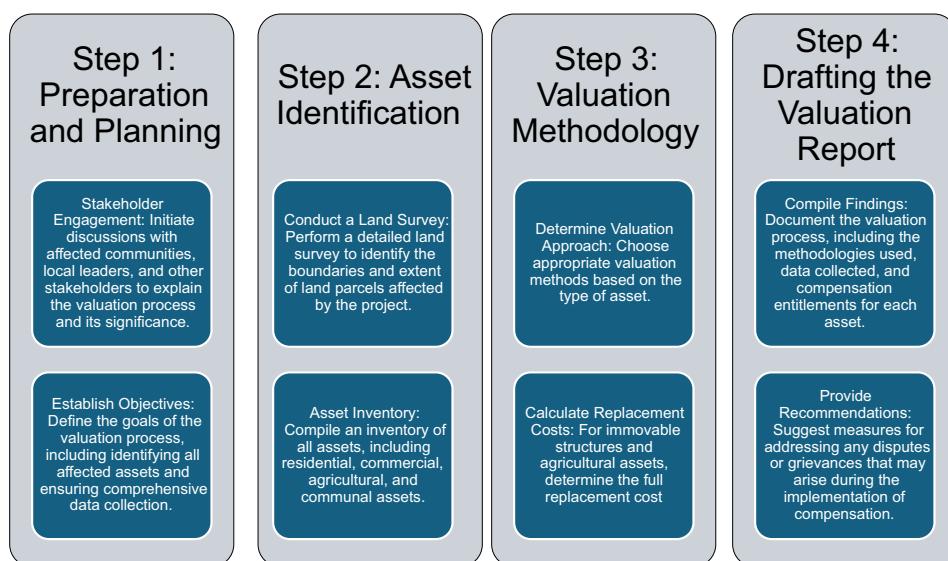
As indicated above, FRILIA principles guide how land can be acquired and valued in the agricultural investment context. These principles generally go well beyond the land valuation and compensation processes for involuntary land acquisition in the Federation of Nigeria governed by the Land Use Act, LFN CAP L5, and 2007 (LUA). States also apply to involuntary land acquisition. Thus, FRILIA principles should be applied to valuation and compensation processes and determination of whether the acquisition is voluntary or involuntary.



Overview

The valuation practice in Nigeria is regulated by the Estate Surveyors & Valuers Registration Board of Nigeria (ESVARBON), established by CAP E13, LFN 2004, to the extent of registration and regulation of the practice in all its ramifications. This toolkit is designed to guide Estate Valuers in the execution of FRILIA-compliant valuation proceedings that incorporate the bases, methods, and premise of arriving at fair value in land transactions in the State.

The FRILIA principles recognise that holders and/or occupiers of all categories of assets are eligible for participation in the compensation and valuation process. The valuation should include the four steps listed below:



3.2 Determine Valuation Approach

Choosing the appropriate valuation method is crucial for accurately assessing the value of assets affected by projects under FRILIA. The selected approach must be tailored to the specific types of assets being evaluated, as different assets require different methodologies to reflect their true worth.

Below are common valuation approaches with detailed explanations:

- **Market Comparison Approach:** The market comparison approach involves assessing the value of similar assets that have been sold or leased in the same area. This method is predicated on the principle of substitution, which assumes that a buyer will not pay more for an asset than the cost of acquiring an equivalent asset.

Process:

- **Identify Comparable Sales:** Collect data on recent sales or lease transactions of comparable properties or assets in the market. For the comparison to be valid, factors such as location, size, condition, and use should be similar to the asset being valued.
- **Adjust for Differences:** Adjust for any differences between the comparable assets and the asset in question. Adjustments may include age, condition, or specific features that influence value.
- **Establish Market Value:** Calculate the average adjusted value of the comparable sales to determine a reasonable market value for the assessed asset.



Application: This approach is particularly effective for residential, commercial, and agricultural properties where sufficient market data is available.

• **Cost Approach:**

Definition: The cost approach estimates the value of an asset based on the cost required to replace or reproduce it, minus any depreciation that may have occurred over time. This method is especially useful for unique properties or assets with few comparable sales.

Process:

- **Estimate Replacement Cost:** Calculate the cost of constructing a similar new asset, considering current construction costs, materials, and labour rates.
- **Determine Depreciation:** Assess the physical deterioration, functional obsolescence, or economic obsolescence that may have impacted the asset over time. This involves estimating how much value has been lost due to these factors.
- **Calculate Value:** Subtract the total depreciation from the estimated replacement cost to arrive at the current value of the asset.

Application: This method is commonly used for buildings, infrastructure, and specialized improvements where direct market comparisons are limited.

• **Income Approach:**

Definition: The income approach calculates the value of an asset based on its potential to generate income. This method is particularly relevant for investment properties, commercial facilities, and agricultural lands that produce regular revenue.

Process:

- **Estimate Potential Income:** Analyse the income that the property or asset is expected to generate. This may include rental income, agricultural produce, or business revenue.
- **Determine Operating Expenses:** Calculate the operating costs associated with managing the property or asset, such as maintenance, management fees, taxes, and insurance.
- **Calculate Net Income:** Subtract operating expenses from the gross income to determine net income.
- **Apply Capitalization Rate:** Use an appropriate capitalization rate, which reflects the risk and return expectations for similar investments in the market. Divide the net income by the capitalization rate to establish the value of the asset.

Application: This approach is suitable for income-generating assets like commercial properties, rental homes, and agricultural businesses where feasible cash flow data can be obtained.

The Project should engage the services of an independent registered/certified valuer to conduct market surveys and issue a market survey report (**Template 1**) within the Project Area and develop current replacement value indices expressed per unit, per square meter and/or linear meter. The valuation must report on all assets identified and issues around them using the outline in **Template**

With regards to crops and economic trees, the investment yield approach for valuation should be used. This method involves determining the opportunity cost of the claimants' rights to the incomes from their farms, trees and plantations through a resettlement implementation period of three months and variable crop/tree gestation periods.



4. Compensation

Any individual whose assets or access to assets are affected due to land acquisition or other activities under the project is entitled to compensation. This includes both tangible and intangible assets, and the form of compensation will largely depend on the type of loss and the eligibility of the affected person.

Compensation can take various forms, including monetary compensation at full replacement cost, in-kind compensation, or assistance. Full replacement cost refers to the market value of the assets plus transaction costs. In the case of physical assets, it is defined as sufficient to replace lost assets in their existing condition, without depreciation. In-kind compensation, however, involves replacing the affected asset with an asset of similar or increased size, value, and quality. This could be particularly relevant when dealing with assets that have a special significance to the PAPs or when cash compensation might not be suitable or preferred.

The decision on the type of compensation to be used should be made through a collaborative process that actively engages all relevant stakeholders. Remember that providing fair and adequate compensation is not just a legal requirement but also a key factor in maintaining a social license with the affected persons.

Consulting with relevant stakeholders (government agencies, NGOs, community leaders).	Any individual whose assets or access to assets are affected due to land acquisition or other project-related activities is entitled to compensation.	Types of Assets Eligible for Compensation: Tangible Assets Land, Buildings, Structures Crops and Livestock Intangible Assets Access to public services, cultural and community ties and livelihood impacts
<p>Forms of Compensation:</p> <p>1. Monetary Compensation: Paid at full replacement cost. Full Replacement Cost includes: Market value of the asset. Transaction costs (e.g., costs related to transfer or title). Defined as sufficient to replace lost assets in their existing condition, without depreciation.</p> <p>2. In-Kind Compensation: Replacement of the affected asset with an asset of similar or better quality and value. Suitable for assets of special significance to the affected persons, or where cash compensation is not preferred.</p> <p>3. Assistance: Additional support services (e.g., relocation assistance, training programs) to help affected persons transition.</p>		<p>Importance of Fair Compensation: Providing fair and adequate compensation is essential for: ensuring compliance with legal requirements; maintaining a social license and trust with affected communities.</p>

4.1 Livelihood Restoration

FRILIA principles require investors to go beyond physical resettlement, in-kind compensation and cash compensation for losses to provide support to PAPs to restore their livelihoods and improve their standard of living. As part of the development of the Resettlement Action Plan (RAP), a detailed livelihood restoration and improvement strategy must be established. This strategy should be developed to ensure that livelihood and restoration packages (either land-based or non-land based) are sustainable and foster socioeconomic empowerment. The restoration strategy should cover the following:



- Beneficiaries to the restoration programmes
- Training and capacity building
- Transitional support
- Implementation of the restoration options
- Monitoring and evaluation of the strategy

This comprehensive approach ensures that the livelihood restoration packages foster socioeconomic empowerment and contribute to the overall success of the project.

All who have assets and otherwise qualify for compensation should be indicated in the entitlement matrix. [See **Land Access and Resettlement Toolkit**] See also **Table 1 below** for a partial matrix including some of the categories of claimants who are likely to be entitled to receive compensation.

Table 1

Eligible Group	Type of Loss	Compensation Based on FRILIA Principles
House owner: Holder of customary rights of occupancy	Land and Housing	<p>The Project shall offer affected persons choices among feasible resettlement options, including adequate replacement housing with security of tenure or cash compensation where appropriate. The principle of full replacement (without taking depreciation into account) will underly the provisions for loss of housing. Cash compensation levels will be sufficient to replace the lost land and other assets at full replacement cost in local markets.</p> <p>Relocation assistance or allowance : Physical assistance with the relocation process or a cash amount to cover the cost of the relocation process will be provided with a transport allowance. (if a PAP falls into more than one category, they should only be eligible for one payment of relocation assistance to assist relocation of all their assets)</p> <p>Disturbance allowance : A cash amount will be provided related to the quantum of the disturbance caused.</p>
Occupier of Habitable asset	Rented Housing	<p>Relocation allowance ¹: cash amount to cover the rental cost of equivalent housing for the residue of the year plus transportation allowance.</p>



Agricultural landowner and holder of customary and statutory rights of occupancy	Agricultural land, Crops and Economic Trees	Where resettlement land is not available, the principle of full replacement cost (without taking depreciation into account) will underly the provisions for loss of all agricultural assets (buildings, trees, crops etc.). All transaction costs are to be accounted for. Livelihood restoration and improvement programmes: The approved RAP will determine the restoration programmes. Relocation assistance or allowance: Physical assistance with the relocation process or a cash amount to cover the cost of the relocation process should be provided. Disturbance allowance: A cash amount should be provided if disturbance is specifically caused. Disturbance allowance: A cash amount should be provided if disturbance is specifically caused.
Agricultural Land User (Renting land through cash or in-kind payment)	Loss of crops and Access to income from agricultural land use.	Compensation calculated at market value for all crops and additional allowance for land rent at a new site, including costs of land clearance, improvements and transaction costs.

5. Monitoring and Evaluation

In general, monitoring is a way to determine whether parties to agricultural investment agreements are complying with their obligations. It also enables parties to assess the impacts, both positive and negative, of these investments on national development priorities, affected communities and individuals. In broad terms, monitoring involves collecting a set of qualitative and quantitative indicators to establish a baseline and then periodically collecting data on the same indicators for comparison with the baseline.

There should be an agreed-upon plan to monitor all aspects of the activities implementing resettlement, valuation and monitoring that describes what will be monitored, the methods that will be used to collect data, how often data will be collected and by whom. It should set forth mechanisms for participation by PAPs, as well as the agreed upon institutional and funding arrangements. This monitoring can be guided by a stand-alone plan or be part of the larger monitoring of the overall project.



Table 2: Examples of Monitoring Elements related to Valuation and Compensation

S/N	Monitoring Dimension	Example
1	Indicators	<ul style="list-style-type: none">Number of Affected Persons Compensated
2	Frequency	<ul style="list-style-type: none">Quarterly
3	Responsible Party	<ul style="list-style-type: none">Project Manager / Compensation Officer
4	Strategies for Data Collection	<ul style="list-style-type: none">Maintain a database of affected persons and their compensation status.Use surveys to confirm receipt of compensation by affected persons.
5	Reporting Strategy	<ul style="list-style-type: none">Include in quarterly progress reports and dashboards for stakeholders.

Appendix

Template 1: Market Survey Report Template for Valuation under FRILIA

Market Survey Report

1. Report Overview: _____

- Prepared by: _____

- Date: _____

- Location of Survey: _____

- Survey Reference Number: _____

2. Introduction:

This market survey report aims to determine the current market value of assets affected by the proposed project in accordance with FRILIA principles. The report recognizes that all holders and/or occupiers of assets are eligible to participate in the compensation and valuation process. The assets subject to valuation include residential, commercial, agricultural, and communal resources, among others.

3. Asset Categories Surveyed:

The following categories of assets are included in this market survey:

- Residential, commercial, agricultural, communal, and recreation assets
- Uncompleted developments at varying stages of completion
- Temporary structures used for agricultural, residential, or commercial purposes
- Makeshift/uncompleted structures used as permanent or temporary residences
- Undeveloped plots of land and fallow agricultural lands
- Cultivated farmlands and water bodies, including fishing traps/nets



- Game and forest reserves
- Ancillary facilities such as boreholes, barns, and outdoor cooking facilities
- Cultural assets, shrines, and other communal interests
- Gravesites (communal, individual, and family)
- Animal/fishing/poultry business assets
- Categorized trees, crops, and other plantations of economic value
- Government and privately-owned utility assets

4. Valuation Methodology:

The basis for valuation in this report is the **current market value** of all assets, including buildings and installations. This method aims to achieve full replacement cost, which accounts for the following:

- Reconstruction costs of similar new structures that reflect their stages of completion
- No depreciation of assets based on their state of repair
- Inclusion of associated transactional costs in the valuation process

To ensure accuracy and impartiality, the project has engaged the services of independent registered/certified valuers to conduct this market survey.

5. Detailed Findings:

Asset Description	Location	Current Market Value	Remarks
1. Residential Asset			
2. Agricultural Land			
3. Temporary Structure			
4. Cultural Site			
5. Water Body			
6. Commercial Property			
7. Fallow Land			
8. Other (specify)			

6. Conclusion and Recommendations:

This market survey report outlines the valuation of affected assets in accordance with FRILIA principles. It is recommended that the compensation for the affected parties reflects the current market values and that efforts be made to engage stakeholders in the process, ensuring transparency and trust.



7. Certification:

We, the undersigned independent valuers, certify that this market survey has been conducted fairly and accurately, and the findings presented herein are true representations of the current market value of the assets surveyed.

Valuer's Name	Signature	Valuer's License Number
-----	-----	-----
-----	-----	-----
Date: _____	_____	_____

Template 2: Valuation Reporting Template

VALUATION REPORTING TEMPLATE

(For compliance by Valuers)

The Estate Surveyors & Valuers Registration Board of Nigeria (ESVARBON) established by LFN Cap E13 issued a Valuation Template for compliance by Valuers nationwide. The template was extracted from the International Valuation Standards (IVS) and contained in the Nigerian Valuation Standards – the Green book. The Kwara State V&C template is, therefore, a reflection of the generic template provided by the Board as follows:

a. CONFIRMATION OF TERMS AND OF ENGAGEMENT:

On acceptance of a brief from the agricultural Investor, every registered Valuer shall be expected to communicate the following information to the client;

1. Identification of the client and any other intended users of the Valuation Report;
2. The purpose of the Valuation;
3. The identity of assets or subject of the Valuation;
4. The interests to be Valued;
5. The type of asset or liability and how it is used or classified by the client;
6. The basis, or bases of value;
7. Date of inspection;
8. The Valuation Date;
9. Disclosure of any material involvement, or a statement that there has not been any previous material involvement;
10. The identity of the Valuer responsible for the Valuation and, if required, a statement of the status of the valuer
11. Where appropriate, the currency adopted;
12. Any assumptions, reservations, special instructions or departures from the Standards;
13. The extent of the Valuers' investigations;
14. The type of report being prepared: the format of the report, that is, how the valuation will be communicated, must be described as provided in – The Green Book, IVS Standards.
15. The nature and source of the information to be relied on by the Valuer;
16. Any consent to, or restriction on, publication;
17. Restriction of use, distribution and publications of the report. Any limits or exclusion of liability to parties other than the client must be clearly communicated;



18. Confirmation that the Valuation will be taken in accordance with these standards and that it also complies with the IVS, where appropriate;
19. Confirmation that the Valuer has the knowledge, skills and understanding to take the valuation competently;
20. A statement that compliance with these standards may be subject to monitoring under ESVARBON'S conduct and disciplinary regulations.

REPORTING FORMAT:

1. Executive Summary

Each report shall contain an Executive Summary with the following information:

- Name and Address of the client – Kwara State Government/Investor
- Description of land – location and coordinates in WGS 84 or other approved format
- Date of Valuation
- Purpose of valuation – Cash compensation
- Basis of valuation – Replacement Value
- Opinion of Value -
- Identification of Valuer/Firm
- Names and Qualifications
- Registration Number
- Contact/Address Telephone Number/E-mail Address

MAIN REPORT:

1. INTRODUCTION:

	HEADING	EXPLANATORY NOTES
A.	Brief/Instruction	Name of the Client, nature and date of engagement
B	Identification and Status of Valuer	Valuers' Certification
C	Purpose of Valuation	Compensation etc
D	Scope of Valuation	Extent of Valuation assignment
E	Date of Inspection	Actual Date of Inspection and for Multiple Dates all the dates should be listed

2. FACTUAL INFORMATION (structures, existing agricultural sites) – whichever applicable:



A.	Location	Description of Access include location and neighbourhood maps Description of the location of the land.
B	Property Description	Description of property Aerial photographs where applicable and possible.
C	Construction Details	Description of construction details. Materials and Finishing Exceptional Items should be mentioned.
D	Accommodation Details	Details of Accommodation property set-out in sequence with measurements according to IPMS (internal and external. (Specialized properties can sometimes be exempted from this)
E	Site Description	GIS Technology using WGS 84 coordinate system, longitude & latitude format or other client determined format shall be deployed to get coordinates of the site.
F	Condition	Physical condition of the properties including photographs.
G	Environmental Considerations, Town Planning restrictions	Where application, the impact of environmental influences on long term sustainability of values must be analysed and stated. This may include flooding, erosion threats, land contaminations etc.
H	Tenure	Type of interests impacted.
I	Source(s) of information	References, Market Survey
J	General Assumptions/Special assumptions	General assumptions relied upon, Departures from the standard and reasons for the departures must be stated.

3. ECONOMIC BACKGROUND:

	HEADING	EXPLANATORY NOTES
A.	Market Analysis	Describe Current Market Conditions, Demand and Supply, Market Trend, Economic Indicators of the local market hosting the property.



4. VALUATION:

S/N	HEADING	EXPLANATORY NOTES
A.	Basis	The basis for the Valuation being carried out should be stated and defined according to NVS/IVS definitions – Replacement Value in this case.
B	Premise Of Value	Not applicable
C	Approaches/Methods	More than one approach may be used by the Valuer to arrive at an opinion of value for fairer understanding and these approaches/methods should be defined according to IVS to avoid ambiguity and make it more transparent.
D	Assumptions and Limiting Conditions	Valuers must state any special assumptions/limiting conditions that underline the value estimates.
E	Conclusion and Opinion of Value	This should include the date of valuation, Making reference to the basis and purpose. Confirmation that the Valuation was carried out in conformity with the Nigerian Valuation Standards – The Green Book which has incorporated the International Valuation Standards (IVS) and all other applicable current standards such as International Financial Reporting Standards (IFRS), International Property Measurement Standard (IPMS), Nigerian Institution of Estate Surveyors and Valuers (NIESV), etc under the circumstances must also be clearly stated.
F	CERTIFICATION	Valuer MUST affix seal and adhesive stamp issued by ESVARBON and the number issued by Financial Reporting Council of Nigeria.

(Source: Adapted from the Nigeria Valuation Template, 2019)

Article 102 (a), of the NVS invites valuers to determine compensation for compulsorily acquired land for projects funded by Agencies like the World Bank, International Finance Corporation (IFC) etc. to adhere to the guidelines for compensation guiding the operations of the funding agency. In the implementation of FRILIA principles, therefore, it is mandatory that the Valuer complies with the extant requirements of the Funder and such principles MUST be clearly reported. The Valuer must also adequately be informed of the agricultural policies, practices and guidelines for agricultural practices in the State.



CHAPTER FIVE

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT TOOLKIT



**KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT TOOLKIT**

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 20231. INTRODUCTION

A responsible land-based investment requires an independent environmental and social impact assessment (ESIA) to identify potential impacts the project may have on tenure rights, human rights (including food security), livelihoods, employment, the local culture, and the environment. ESIAAs are an essential tool for managing risk for investors, communities, and governments alike.

Box 1-The Importance of ESIAAs

“Responsible investors understand that adequate feasibility studies and impact assessments help define the potential success of an investment. Research indicates that inadequate assessment of and response to potential risks is one of the primary causes of failure of agricultural investments. Thus, investors should commission independent ESIAAs as part of their own due diligence process, as a tool for the government and other stakeholders to assess project proposals and as a way to identify needed changes in proposals, including the development of strategies to mitigate potential harm and the possible relocation of the project. Impacts should be determined on a gender-disaggregated basis. To ensure that the impact assessment fulfills its purpose of identifying potential negative and positive impacts of an investment so as to inform the decision whether to proceed, it must be conducted before any final decisions are made and before any agreement is signed. The local community should play a role in gathering information on impacts and should have the opportunity to provide input into the final report. Recommendations in the final ESIA should be reflected in an environmental and social management plan (ESMP) that will guide operations. ESIAAs also provide the data required to monitor impacts of the project.”

(Vhugen, D. An Introductory Guide to Responsible Land-Based Investment for Communities, Government and Investors. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

This Environmental and Social Risk Management (ESRM) toolkit provides guidance and templates for environmental and social (E&S) standards pertaining to the operationalization of the Framework for Responsible and Inclusive Land-Intensive Agricultural Investments (FRILIA) in Kwara State. The intended audience of the toolkit are investors, host communities, ministries, departments and agencies in Kwara State responsible for agriculture, investment and environment.

More specifically, this toolkit provides guidance on the following ESRM activities pursuant to FRILIA:

- Understanding the ESRM institutional framework and the investment approval process
- Understanding the environmental and social feasibility of the development project



through screening and due diligence activities.

- Conducting E&S baseline data collection for interpretation of potential impacts.
- Managing potential positive and negative impacts (including climate change mitigation and adaption) in line with best practice requirements.
- Developing management plans for mitigating negative impacts and/or enhancing positive impacts and monitoring and evaluation (M&E) of the effectiveness of these management plans.

2. APPLICABLE FRILIA PRINCIPLES TO ENVIRONMENTAL AND SOCIAL RISK

MANAGEMENT TOOLKIT

The guidance in this toolkit is intended to help to implement the following FRILIA principles:

- Land acquisition and related adverse impacts will as much as possible be minimized or avoided (FRILIA principle 1.3).
- 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 (FRILIA principle 3.2)
- Public infrastructure and community services that may be adversely affected will be replaced or restored (FRILIA principle 3.5).
- Safeguard against environmental damage unless adequately mitigated (FRILIA principle 4.1).
- Investments preceded by independent assessments of potential positive and negative impacts on tenure rights, food security, livelihoods, and the environment (FRILIA principle 4.2).
- Take into account potential adverse impacts on physical, cultural property and as warranted, provide adequate measures to avoid, minimise, or mitigate such efforts (FRILIA principle 4.3).
- Promote community, individual and worker safety (FRILIA principle 4.4).
- Promote fair treatment, non-discrimination and equal opportunity of workers and prevent all forms of forced and child labour (FRILIA principle 4.5).
- Promote the use of recognised good practices related to hazardous materials generated (FRILIA principle 4.6).

3. ESRM INSTITUTIONAL FRAMEWORK AND THE INVESTMENT APPROVAL PROCESS

3.1 Institutional Framework

The Kwara State FRILIA Steering Committee is responsible for coordinating all efforts related to FRILIA as contained in the State FRILIA Executive Order. The Kwara State Ministry of Environment shall be responsible for the management of E&S risks associated with FRILIA. Cross-cutting responsibility will be appropriately supported by the MDAs responsible for investment, agriculture and land administration as contained in the State Executive Order

3.2 Requisite Environmental and Social Risk Permits and Licenses for Investment in Kwara State

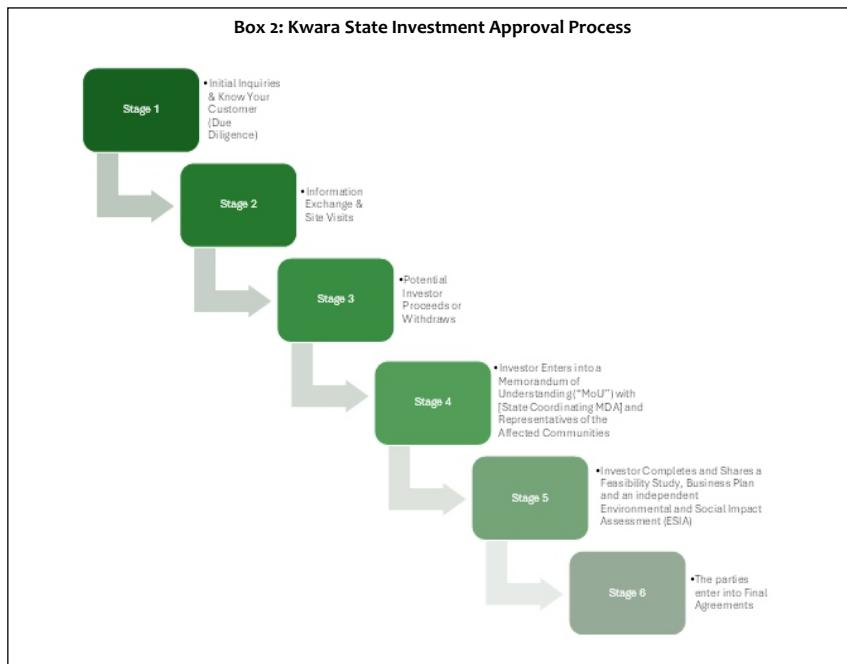


The following permits and licenses are required for land investment approval in Kwara State;

S/N	Permit/License	Description	Issuer	Contact Detail (Email & Contact number)	Requirements
2	Environmental Impact Assessment (EIA) Certificate	Certificate issued by the Federal Ministry of Environment for all proposed large scale projects including projects like FRILIA indicating the project proponent has identified the baseline E&S conditions of the project area of influence, identified potential E&S risks and proposed mitigation actions to minimize the effect of the risks as well as monitoring programmes to test effectiveness of the mitigation actions.	The Federal Ministry of Environment	Environmental Assessment Department, Federal Ministry of Environment	An EIA Report

3.3 Alignment with the Investment Approval Process

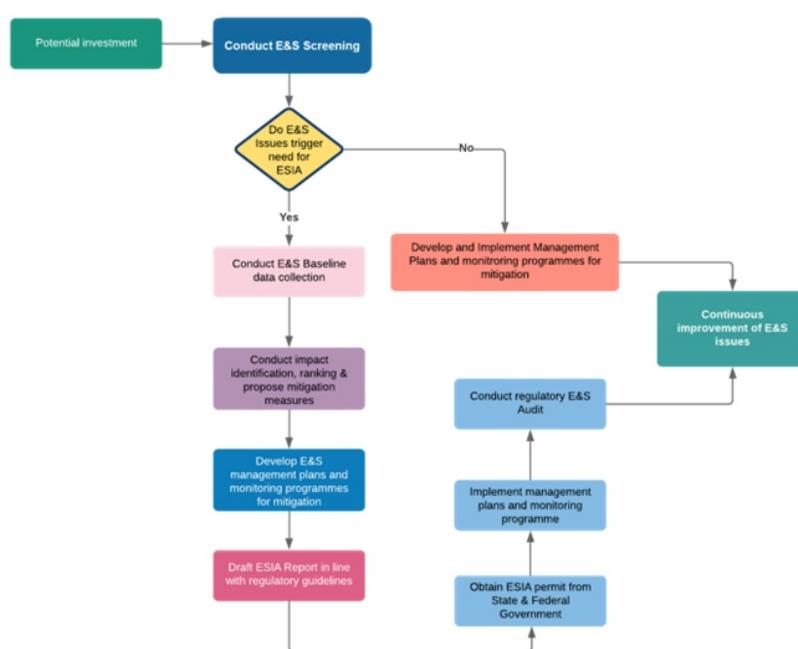
The timing and details of ESRM activities in any particular investment scenario will be guided and aligned with the established agricultural Investment Approval Process (IAP) in Kwara State, together with applicable federal and state laws and regulations. When and how each ESRM step fits into Kwara State's IAP is discussed below in conjunction with each step.



4. ENVIRONMENT AND SOCIAL RISK MANAGEMENT PROCESS IN DETAIL

The ESRM toolkit process map (Figure 1) describes the steps required of investors to manage and mitigate E&S risks from the project inception stage to the monitoring and evaluation of the Environmental and Social Management Plans (ESMP). The process allows regulators, communities, and all other stakeholders to engage the investors across every phase of the project lifecycle regarding E&S risks, impacts and opportunities. Each individual step is discussed below in this section.

Figure 1





The FMENV has a step-by-step ESIA process that it enforces with the support of the Environmental Agency in each state (see Annex 2).

4.1 Conduct E&S Screening

Once a potential investment is identified by an investor and registered with Kwara State Investment Promotion Agency, the investor and Kwara State Ministry of Environment conduct an E&S Screening. This involves an initial assessment of the investment to understand the potential E&S impact. Pursuant to federal law, investments can be categorized as High (Category I), Medium (Category II), or Low Risk (Category III) as outlined below:

A. High Risk (Category I) Projects

- 1) If they are listed below (based on magnitude and risk)
 - a) Land development schemes covering an area of 500 hectares or more for agricultural production (livestock/ranching or planting).
 - b) Construction of inland fishing harbours.
 - c) Land based aquaculture projects accompanied by clearing an area of 50 hectares or more.
 - d) Conversion of hill/montane/sub-montane forest land use covering an area of 50 hectares or more.
 - e) Any planting for logging activity.
 - f) Construction of dams and man-made lakes and artificial enlargement of lakes with surface areas of 200 hectares or more.
 - g) Irrigation schemes covering an area of 5,000 hectares or more.
- 2) Any project within an Environmentally Sensitive Area (ESA) or areas of High Conservation Value (HCV). These are –
 - a) Areas with erosion prone soils e.g. mountain slopes.
 - b) Areas prone to desertification (and semi-arid zones).
 - c) Natural conservation areas.
 - d) Wetlands of National or International importance.
 - e) Areas which harbour protected and or endangered species.
 - f) Areas of unique scenery.
 - g) Areas of particular scientific interest.
 - h) Areas of historic or archaeological interest.
 - i) Areas of importance to threatened ethnic groups.
- 3) Any project interacting with vulnerable or marginalized or indigenous groups.
- 4) Any project requiring resettlements and/or livelihood restoration.

Medium Risk (Category II) Projects

- 1) If they are listed below (based on magnitude and risk).
 - a) Land development schemes less than 500 hectares for agricultural production including smaller out-grower land sizes.
 - b) Any afforestation/reforestation project.
 - c) Land based aquaculture projects accompanied by clearing an area of less than 50 hectares.
 - d) Conversion of hill/montane/sub-montane forest land use covering an area of less than 50 hectares.
 - e) Construction of dams and man-made lakes and artificial enlargement of lakes with surface areas of less than 200 hectares.
 - f) Irrigation schemes covering an area of less than 5,000 hectares.



Low Risk (Category III) Projects

- 1) Agriculture-linked institutional development initiatives.
- 2) Agriculture educational/entrepreneurial programmes.
- 3) Environmental and social awareness initiatives.

If the screening reveals that the project is medium or high risk, then this triggers the need for an ESIA. If the project is low risk, it may still be required to design and implement an environmental management and monitoring plan. This decision is made at the discretion of the Federal Ministry of Environment.

4.2 Collect E&S Baseline Data

Medium and high-risk projects will trigger the regulatory ESIA process.

The ESIA process begins with the collection of environmental and social baseline data. Data and information for the description of the existing environmental conditions of the project area shall be collected using appropriate methodologies for each parameter. Environmental aspects relevant to FRILIA projects include climate, geology and hydrogeology, air quality and noise, surface and groundwater quality, aquatic biodiversity (hydrobiology), soil, land use, terrestrial biodiversity (flora and fauna), and ecosystem services. A sample of the qualitative and quantitative parameters for each environmental aspect is shown in Annex 4.

Similar to environmental data, information for the description of the existing socioeconomic characteristics of the project area shall be collected using appropriate methodologies. Social aspects relevant to FRILIA investments include demography, settlement pattern, livelihood, economy, income, expenditure, security, critical infrastructure, critical services, community development, cultural diversity, literacy, skills, etc. A sample of the qualitative and quantitative parameters for each social aspect is shown in Annex 5

Note that the baseline data collection can begin in some cases in stage 2 of the IAP (information exchange and site visits). However, the bulk of this activity and, indeed all ESRM steps through to the E&S audit, will be done in IAP stage 5 (Feasibility study, business plan and ESIA), as detailed in Annex 1.

4.3 E&S Impact Analysis, Ranking and Mitigation

4.3.1 Impact identification and ranking methodology

The potential for environmental and social impact exists where a project activity has been determined to have the potential to interact with the biophysical and socio-cultural environment. This can be done using an interaction matrix of project activities versus receptors (Tables 1 and 2).

Table 1: Sample of project activities vs environmental receptors for FRILIA projects

Project activity		Air quality	Noise	Soil	Groundwater	Surface water	Flora and fauna
Site clearing and preparation		x	x	x	x	x	x
Planting activities for crops and Livestock rearing		x	x	x	x		x
Waste generation and disposal				x	x	x	
Farm management activities		x	x	x	x	x	



The GMoU, Grievance Redress Mechanism (GRM), Community Needs and Development Plan (CNDP), Stakeholder Engagement (SE), and land access, easement and involuntary resettlement management toolkits contain more specific details on data collection in relation to potential social impacts of these investments.

Table 2: Sample of project activities vs social receptors for FRILIA projects

Project activity	Land use	Population	Infrastructure	Income	Socio-cultural structure & security	Workers' health & safety	Food safety
Site / Land take	X						
Site clearing and preparation	X			X		X	
Planting activities for crops and Livestock rearing	X	X	X	X	X	X	X
Waste generation and disposal			X			X	X
Farm management activities		X		X	X	X	X

4.3.2 Potential E&S impacts and significance ranking

Potential E&S impacts are any changes to the E&S baseline, whether adverse or beneficial, resulting from the investor's activities. Impacts should be identified by considering the interaction between project activity (e.g., site clearing, planting, etc.) and the E&S aspect (e.g., exhaust emissions, noise, etc.). The potential impacts can be defined as:

- **Negative:** An impact that is considered to represent an adverse change from the baseline or to introduce a new undesirable factor.
- **Positive:** An impact that is considered to represent an improvement to the baseline or to introduce a new desirable factor.
- **Direct:** Impacts that result from the direct interaction between planned project activity and the receiving environment.
- **Indirect:** Impacts that result from other activities that are encouraged to happen as a consequence of the project.
- **Cumulative:** Potential impacts that may result from incremental changes caused by other past, present or reasonably foreseeable actions together with the Project.

After identifying potential impacts, the determination of significance and ranking process occurs in three (3) stages:

1. **Determination of Impact Magnitude** - which is a function of the combination of the following impact characteristics: extent, duration, scale, and frequency. The magnitude designations for potential negative impacts can be Negligible, Low, Medium, or High. No magnitude may be assigned for positive impact.



2. **Determination of Receptor Sensitivity/Fragility/Value** - which refers to economic, social, and/or environmental/ecological importance of the receptor, including reliance on the receptor by people for sustenance, livelihood, or economic activity, and the importance of direct impacts to persons associated with the resource. The receptor-sensitivity designations for potential negative impacts can be: Low, Medium, or High.

3. **Determination of the impact significance** - which is the "product" of a combination of the impact magnitude and receptor sensitivity (Table 3).

Table 3: Impact Significance Matrix

Impact Magnitude		Sensitivity of Receptors		
		Low	Medium	High
Negligible	Not Significant	Not significant	Low	Low
Low	Not significant	Low	Medium	Medium
Medium	Low	Medium	High	High
High	Medium	High	High	High

The significance ranking of potential impacts requires expert consultation within the respective fields (environmental and social) and engagement with stakeholders (including the host community) to accurately determine impact magnitude and receptor sensitivity to avoid bias or omissions.

Box 3: Impact Explanation Using a Large-Scale Agricultural Development Project

Imagine a project involving the establishment of a large commercial farm to grow crops on a previously uncultivated, semi-forested area near rural villages. The project includes the construction of extensive irrigation systems, land clearing, and the introduction of machinery. The nearby communities rely on the land for subsistence farming, hunting, and gathering, while the area also supports diverse ecosystems with wildlife and native plants.

Impact on Biodiversity

1. Determination of Impact Magnitude

The magnitude of impact would consider extent, duration, scale, and frequency of the effects of the agricultural project:

Extent: The project could potentially alter hundreds or thousands of hectares, affecting both the immediate area and surrounding ecosystems.

Duration: The impact is long-term since the land conversion to agriculture is permanent, disrupting natural habitats and community land use.

Scale: This large-scale project would significantly change the landscape, replacing natural vegetation with monoculture crops, leading to soil degradation and loss of biodiversity.

Frequency: Impacts such as water usage for irrigation and chemical runoff from fertilizers would be frequent and ongoing as part of regular farming operations.

Based on these characteristics, the impact magnitude could be designated as **High** due to the substantial environmental alteration and effect on local land access.

2. Determination of Receptor Sensitivity/Fragility/Value

The sensitivity of the receptors (including local communities, wildlife, and plant ecosystems) depends on:

Economic Importance: The local population depends on this land for agriculture, fishing, and collecting forest products, which support livelihoods and food security.

Environmental Sensitivity: The area's flora and fauna, including endangered species, may be highly sensitive to habitat destruction and chemical exposure from farming practices.

If the land holds high social, economic, and ecological importance, the receptor sensitivity could be designated as **High**.

3. Determination of Impact Significance

Combining the impact magnitude and receptor sensitivity, the significance of the impact would likely be classified as **High**. This high significance indicates a need for robust mitigation measures to reduce negative consequences of the project on biodiversity.



Box 4: Potential environmental impacts associated with FRILIA projects

Pre-operations (site selection and preparation for agricultural activities including ploughing and ridging using tractors)

- Terrestrial habitat destruction with adverse impacts for local flora and fauna.
- Air quality deterioration from release of dusts and gaseous emissions from exposed soil surfaces and tractors used in clearing, ploughing, and ridging.
- Generation of vegetal wastes from de-vegetation and site clearing activities.
- Eutrophication, nutrient enrichment, and/or siltation of surface water (if available) because of sediment runoffs from exposed soils leading to alteration of aquatic habitat (if available) and depletion of aquatic biota.
- Decrease in soil quality due to exposure of soil surface to higher temperatures and direct rainfall, which may lead to increasing soil degradation and erosion.
- Soil contamination from spillages of oil and other petroleum products from leakages and/or improper handling during usage of tractors.
- Noise and vibration from the use of tractors for clearing, ploughing, and ridging.
- Destruction of priority ecosystem services.

Operations (Planting, Weed management, Pest & disease control, Fertilizer application, Harvesting, and Storage)

- Terrestrial habitat alterations, with adverse impacts for local flora and fauna due to introduction of new crops or unsafe genetically modified crops.
- Ecosystem services alterations.
- Decrease in ambient air quality due to agriculture-related emissions (such as methane from livestock rearing), toxic aerosols from pesticides, herbicides, fertilizers, dust generated during harvesting, and gaseous emission from operating weeding machines and harvesters.
- Ecosystem risks from change in land use.
- Agricultural intensification in the form of continuous farming systems may lead to declining soil fertility and lower crop yields overall.
- Destruction of plants/ yield losses due to pests and diseases.
- Destruction of plants/ yield losses due to unpredictable weather patterns such as delayed rainfall, excessive heat waves, etc. caused by climate change.
- Decrease in groundwater availability for planting activities due to over-abstraction of water
- Noise and vibration disturbances from operation of weeding machines and harvesters
- Runoff or leaching from excessive or inappropriate use of synthetic chemicals (fertilizers, herbicides, and pesticides) can lead to surface water contamination (alteration of aquatic habitat), algal blooms, and contamination of wells and drinking water sources (groundwater)
- Generation of vegetal wastes from weeding and harvesting
- Generation of hazardous waste and potential contamination of surface water, groundwater, and soil from fuel storage and indiscriminate handling of hazardous materials such as containers for herbicides, fertilizer bags, and pesticides.
- Use of pesticides may have adverse effects on non-targeted beneficial fauna such as insects, birds, aquatic fauna, and soil invertebrates
- Post-harvest physiological and microbial deterioration of produce before and during storage due to pests and diseases and unpredictable weather patterns caused by climate change



Box 5: Potential social impacts associated with FRILIA projects

Pre-operations (site selection and preparation for agricultural activities including ploughing and ridging using tractors) and Operations (Planting, Weed management, Pest & disease control, Fertilizer application, Harvesting, and Storage)

- Conflicts related to land acquisition and compensation process
- Grievances from communities and project affected persons especially when there are changes to settlements and livelihoods
- Workers' exposure to accidents, injuries, and other health/safety hazards from falling of trees, venomous wildlife and insects (snakes, scorpions, bees, wasps, spiders), use of heavy equipment, chemical hazards (from pesticides, fertilizers, and herbicides leading to poisoning, skin irritation, and respiratory problems)
- Workers' exposure to poor labour practices such as child labour, forced labour, non-payment of minimum wages as workers' compensation, absence of proper labour contracts, absence of workplace associations / unions, and absence of proper training and protective equipment for workers
- Threat to community culture, safety, and security due to presence of workers and business opportunists
- Workers' and communities' exposure to fire risk
- Labour Influx which could lead to increase in sexual activities and potential spread of STDs/STIs including HIV/AIDS as well as increased risk of Sexual Exploitation and Abuse (SEA) and/or Gender Based Violence (GBV)
- Evolution of slums/uncontrolled human settlements around the farms with attendant overcrowding, crimes, vices, and diseases
- Increased demand on community infrastructure
- Workers' exposure to security threats
- Companies' exposure to bribery and corruption especially during payments to obtain concessions, licenses, permits, certifications, controls, etc.
- Increased pressure on existing security infrastructure and service
- Workers' and communities' exposure to companies with weak corporate governance structure
- Disproportionate engagement of women based on gender biases for agricultural activities
- Decrease in groundwater availability for communities due to over-abstraction of water
- Communities' exposure to hazardous wastes, aerosols, and runoffs of pesticides, herbicides, and fertilizers which may cause contamination of surface and groundwater, and respiratory problems from aerosolized toxins

4.3.3 Concept of impact mitigation and enhancement

Mitigation refers to measures or interventions necessary to avoid, minimise, reduce or offset adverse impacts. The standard approach for selecting appropriate mitigation measures is:

- Avoid adverse impacts as far as possible by the use of preventive measures;
- Minimise or reduce negative impacts to "as low as reasonably practicable" level;
- Offset, remediate, or compensate for adverse impacts which cannot be mitigated or residual impacts which cannot be further reduced.

In proffering mitigation measures, preference should be given to avoidance or prevention of adverse impacts. Where not feasible, measures which are practicable and cost-effective using the best available technology, should be suggested, such as climate-smart agriculture, innovative practices (aquaponics, vertical farming, black soldier flies, reforestation, etc.), irrigation and water management, sustainable livestock management, sustainable soil management, agricultural waste management, integrated pest management, etc. Compensation (see toolkits on **FRILIA** land access, easement and involuntary resettlement management toolkit, valuation and compensation toolkit) should only be considered as the last resort.



Enhancement refers to the identification, management, and improvement of positive impacts. Enhancement of positive impact or opportunities should be managed with the development of adequate management plans and procedures as well as evaluation and monitoring tools to review progress.

4.3.4 Recommended mitigation and enhancement measures

The proposed recommendation for impact mitigation or enhancement measures (see Table 4) should be based on the potential E&S impacts. The overall aim is to ensure that the project-related impacts are mitigated to the barest minimum, avoided, or compensated for, while the opportunities are enhanced as much as practicable.

Table 4: Some recommended mitigation or enhancement measures for potential E&S impacts

Environment
Pre-operations (site selection and preparation for agricultural activities including ploughing and ridging using tractors) <ul style="list-style-type: none">- Restrict removal of vegetation to the boundary of project site only- Where possible, schedule vegetation clearing shall occur in phases so that the entire area is not cleared at once to allow time for migration of mobile species- Protect all vegetation not required to be removed against damage- Use spraying devices such as water tanker to sprinkle water on exposed soil surfaces to limit dusts- Train drivers/ workers on proper operation of tractors to include fuel efficiency and anti-idling techniques- Develop and Implement an Environmental Management System (EMS) using the ISO 14001 Clauses- Develop and Implement Waste Management Plan (WMP) using the World Bank General EHS Guidelines and Industry-Specific EHS Guidelines as part of the EMS- Vegetal waste can be used as compost or left on the farms to decompose to improve soil fertility- Woody debris and slash can be given to locals for appropriate use- Ensure early installation of temporary drainage and diversion structures to include silt traps.- Ensure prompt cultivation of all cleared areas to restore vegetation cover and soil stability- Where possible, ensure site clearing is done during the dry season to protect farms from erosion- Ensure all tractors are serviced before being brought to site and refuelled/maintained offsite- Ensure tractors not in use are turned off- Use low-noise tractors or fit tractors with exhaust mufflers/silencers to minimize noise
Operations (Planting, Weed management, Pest & disease control, Fertilizer application, Harvesting, and Storage) <ul style="list-style-type: none">- Ensure genetically modified organisms (GMOs) are adequately separated from ecosystem gene pool- Avoid using GMOs as much as practicable- Ensure livestock dung handling and disposal/reuse is integrated in the WMP- Implement sustainable livestock/poultry management best practices- Conduct an ecosystem services risk assessment and develop management plans (in line with best practices) to manage the land use transition- Ensure steady application of the combination of medium amounts of compost with the right balance of N, P, and K in chemical fertilizer to ensure steady soil fertility



- Consider intercropping, especially with grains and legumes as much as practicable
- Implement sustainable soil management practices
- Implement integrated pest management practices
- Ensure cultivation/rearing of disease-resistant and pest-resistant varieties of crops and animals recommended by the International Institute of Tropical Agriculture (IITA), Food and Agriculture Organization (FAO), and other agriculture -related research ins titutes in Nigeria and more specifically Kwara State
- Ensure optimal use of pesticides by applying the minimum amount recommended by FAO for specific crops
- Where possible, cultivate farm without chemical fertilizers, herbicides or pesticide application
- Ensure cultivation/rearing of varieties of crops and animals tolerant with environmental stress
- Ensure optimal use of pesticides by applying the minimum amount recommended by FAO for specific crops
- Develop and implement a Water Conservation Management Plan (WCMP) using the World Bank General EHS Guidelines and Industry-Specific EHS Guidelines as part of the EMS
- Ensure equipment not in use are turned off
- Use low-noise equipment or fit equipment with exhaust mufflers/silencers to minimize noise
Install impermeable surface at fuel storage and equipment servicing areas and limit zone to contain potential leakages. Ensure that equipment maintenance on site is done at the designated site where the surface is impervious.

Social

Pre-operations (site selection and preparation for agricultural activities including ploughing and ridging using tractors) and Operations (Planting, Weed management, Pest & disease control, Fertilizer application, Harvesting, and Storage)

- Conduct compensation, valuation, resettlement action, and livelihood restoration in line with the appropriate FRILIA toolkits
- Conduct a community needs assessment and develop & implement a community development plan in line with FRILIA toolkit
- Where out-growers are required, develop the out -grower model and implement in line with FRILIA principles and toolkit
- Develop and implement a grievance redress mechanism in line with the FRILIA toolkit
- Conduct continuous stakeholder engagement throughout the project lifecycle. Stakeholder engagement process should be developed in line with the FRILIA toolkit
- Conduct a security risk assessment and develop a Security Management Plan
- Ensure priority employment and training for vulnerable groups (women and youth)
- Develop an Occupational Health and Safety Management System (OHSMS) using the ISO 45001 Clauses including a focus on community health and safety in line with World Bank ESS 4
- Develop an induction program including a code of conduct for all workers. Code of conduct shall address the following: Respect for residents; No hunting or unauthorized taking of products or livestock; Zero tolerance of illegal activities such as child sex ual exploitation and underage sex, prostitution, harassment of women, GBV, purchase or use of illegal drugs, Disciplinary measures and sanctions (e.g. dismissal) for infringement of the code of conduct and/or company rules; Commitment to cooperate with law enforcement agencies investigating perpetrators of GBV. Provide cultural sensitization training to improve awareness of and sensitivity of workers to local cultures, traditions, and lifestyles.



- Engage competent security personnel and provide guidance for use of arms in line with national and state laws.
- Prohibit child and forced labour. Ensure that children and minors are not employed directly or indirectly on the project. Communication on hiring criteria, minimum age, and applicable laws shall be ensured. Enforcement of legislations that prohibits child labour.
- Limit the number of migrant workers by engaging local workers
- Provide basic amenities (water, sanitation etc.) to workers according to WHO and World Bank standards
- Collaborate with communities to ensure slums and unauthorized developments around the projects are not allowed.

Furthermore, it is pertinent that FRILIA investments also consider climate adaptation beyond the mitigation measures. In the face of climate change, FRILIA investments are vulnerable to extreme weather events, changes in water availability, soil degradation, and altered growing conditions. Climate adaptation is crucial for sustaining crop yields, safeguarding food security, and protecting natural resources which can reduce the impact of the investment on environmental and social receptors. Key adaptation strategies include improving soil health, water management, adopting climate-resilient crops, diversifying crop systems, and incorporating advanced monitoring technologies.

Box 6: Key Climate Adaptation Strategies associated with FRILIA projects

1. Carbon Sequestration: Integrate carbon sequestration practices such as cover cropping, crop rotation, and reduced tillage, which improve soil carbon levels, enhance nutrient availability, and increase water retention.
2. Organic Amendments: Using organic inputs like compost improves soil structure and resilience against temperature extremes.
3. Efficient Irrigation Systems: Implement systems such as drip irrigation and soil moisture sensors to optimize water use and reduce waste.
4. Water Harvesting and Storage: Establish rainwater harvesting infrastructure and small-scale reservoirs to store water during dry periods.
5. Conservation Tillage and Mulching: Reduce soil disturbance and retain crop residues, which can decrease evaporation and improve soil moisture retention.
6. Drought- and Heat-Tolerant Crops: Select varieties bred to withstand climatic stressors, especially in regions prone to drought or high temperatures.
7. Agroforestry and Polyculture Systems: Incorporate multiple crop species or tree crops to stabilize yields, protect biodiversity, and buffer against extreme weather.
8. Weather Forecasting and Crop Monitoring: Use advanced tools like remote sensing, satellite imagery, and IoT sensors for real-time monitoring of soil moisture, temperature, and weather predictions.
9. Early Warning Systems: Establish early warning mechanisms for extreme events like floods and droughts to enable timely response and safeguard resources.
10. Climate Insurance and Financial Tools: Insurance products can protect farmers against climate-induced yield losses, while financial support for adaptation investments can increase resilience.

4.4 Develop Environmental and Social Management Plan and Monitoring Program

An Environmental and Social Management Plan (ESMP) should be developed for effective management of significant mitigation and enhancement measures. The ESMP shall be monitored, audited, reviewed, and improved as indicated in the sections below.



For low-risk projects, where an ESIA was not triggered, approval will be sought from the Federal and State regulators (Federal Ministry of Environment, State Ministry of Environment, State Investment Promotion Agency, State Ministries of Agriculture, State Ministry of Lands to develop an ESMP.

The E&S monitoring program shall be produced from the ESMP to highlight the monitoring of compliance with mitigation measures. A typical E&S monitoring programme must contain the following:

- E&S Components/ Matrix
- Sampling Locations
- Sampling Method
- Parameters
- Compliance Requirement
- Frequency
- Responsible party

Furthermore, the E&S monitoring program will include the monitoring programs of all other FRILIA toolkits (Stakeholder Engagement, Out-grower and Food Security, Land Access, Easement and Involuntary Resettlement Management toolkit, Valuation and Compensation toolkit, Global Memorandum of Understanding toolkit, Grievance Redress Mechanism toolkit, and Community Needs Assessment and Development toolkit). This will serve as the overall Monitoring and Evaluation Framework for the potential FRILIA project.

4.5 Draft ESIA Report in line with Regulatory Guidelines

The most fundamental output of the ESIA process is an ESIA Report developed in line with national regulations and international best practices, including the World Bank Environmental and Social Framework (ESF). The outline of an ESIA Report is shown in Annex 6. Information collected through use of all other FRILIA toolkits will feed into the draft ESIA Report which will be subjected to the necessary reviews as stated in the ESIA process in Annex 2.

4.6 Implement Management Plans and Monitoring Programme

The FMENV, the National Environmental Standards and Regulations Enforcement Agency (NESREA), and Kwara State Ministry of Environment responsible for environment require investment projects to submit evidence of the monitoring program activities in Quarterly Reports; these reports are called the Environmental (and Social) Compliance Monitoring Reports.

4.7 Conduct Regulatory E&S Audit

The FMENV, NESREA, and State Ministry of Environment also require projects to submit an Environmental (and Social) Audit Report (EAR) every three years after commencement of operations. The EAR must be developed in line with the National Guidelines for Environmental Audit in Nigeria of 2011 issued by NESREA. Annex 7 shows the E&S Audit Reporting Template for a typical FRILIA project.



4.8 Continuous Improvement of E&S Issues

The investor should ensure continuous improvement in E&S practices to align with global best practices such as registering with the United Nations Global Compact (UNGC); indicating a commitment to addressing climate change issues by reporting using the International Financial Reporting Standards (IFRS) on climate-related financial disclosures (S2) and the Carbon Disclosure Project; commitment to human rights by ensuring alignment of processes with the United Nations Guiding Principles on Human Rights; aligning and showing contributions to the achievement of the United Nations Sustainable Development Goals (UNSDGs), Nigeria's Nationally Determined Contributions (NDCs); amongst others.

ANNEX 1: KWARA STATE AGRICULTURAL INVESTMENT APPROVAL PROCESS

[Physical Address | e-mail.....]

[Contact Phone No.....]

In Accordance with the provisions of [Name of State | MDA] ... Law & Other Matter

Large-scale agricultural investments in Kwara State are underpinned by a framework defined by [name of State MDA] FRILIA Principles. This large-scale agricultural investment approval process has been designed to be in line with the principles of FRILIA. It consists of the following 6 stages:

Process Stage	Responsible Party
<p>Stage 1: Initial Inquiries & Know Your Customer (Due Diligence)</p> <p>Assessments</p> <p>A. Kwara State Investment Promotion Agency should be the primary entry point for ALL large-scale agricultural investments in Kwara State</p> <p>B. Kwara State Investment Promotion Agency approached by potential investor (or in some cases the Investment Promotion Agency may reach out to a potential investor)</p> <p>C. The Investment Promotion Agency conducts preliminary due diligence on investor and provides investor with information related to potential investment.</p> <p>D. Possible initial engagement with community if area has been preliminarily identified.</p> <p>14 days</p>	<p>Kwara State Investment Promotion Agency, State Ministry of Agriculture, State Ministry of Lands, Federal and State ministries of Environment</p>



<p>Stage 2: Information Exchange & Site Visits</p> <p>A. State Investment Promotion Agency continues to provide information and resources the potential investor may need to proceed with the investment. Also coordinates the investor's interaction with other government agencies and helps the investor locate service providers.</p> <p>B. Ministry of Lands and Ministry of Agriculture rearranges for site visits for the investor after notifying local officials and communities of investor interest.</p> <p>C. Ministry of Lands notifies local government officials, other ward and community stakeholders to engage in internal consultations and then to respond preliminarily whether they might welcome the investment.</p>	<p>Kwara State Investment Promotion Agency Ministries of Agriculture, Ministry of Lands, Ministry of Local Government Affairs, investors and Stakeholders identified)</p>
<p>21 days</p> <p>Stage 3: Potential Investor Proceeds or Withdraws</p> <p>A. The investor reacts to the community's initial response to the potential investment and the investor's own assessment of the viability of the investment and potential site. If the investor decides to withdraw, the process stops. If the investor wishes to consider a different location within the State, the process reverts to Stage 2. The process also ends if the community decides not to proceed.</p> <p>B. If the potential investor decides to proceed and the community is supportive, the investor should engage further, build relationships with the community and get them fully involved. The investor and the community (with legal assistance provided by [insert name of responsible party]) should begin to discuss a community engagement plan to guide the ongoing consultations.</p>	<p>Kwara State Ministry of Justice, Kwara State Ministry of Lands, investors and Stakeholders identified</p>
<p>21 working days</p> <p>Stage 4: Investor Enters into a Memorandum of Understanding ("MoU") with State Investment Promotion Agency, Ministry of Agriculture, Ministry of Justice, Ministry of Lands and Representatives of the Affected Communities.</p> <p>A. State Investment Promotion Agency does more in-depth due diligence on the investor and the Agency shares additional due diligence findings with other stakeholders.</p> <p>B. Consultations with the community continues and a community engagement plan may be agreed to at this point.</p>	<p>Kwara State Investment Promotion Agency Ministry of Lands, Ministries of Agriculture, investors and Stakeholders identified</p>

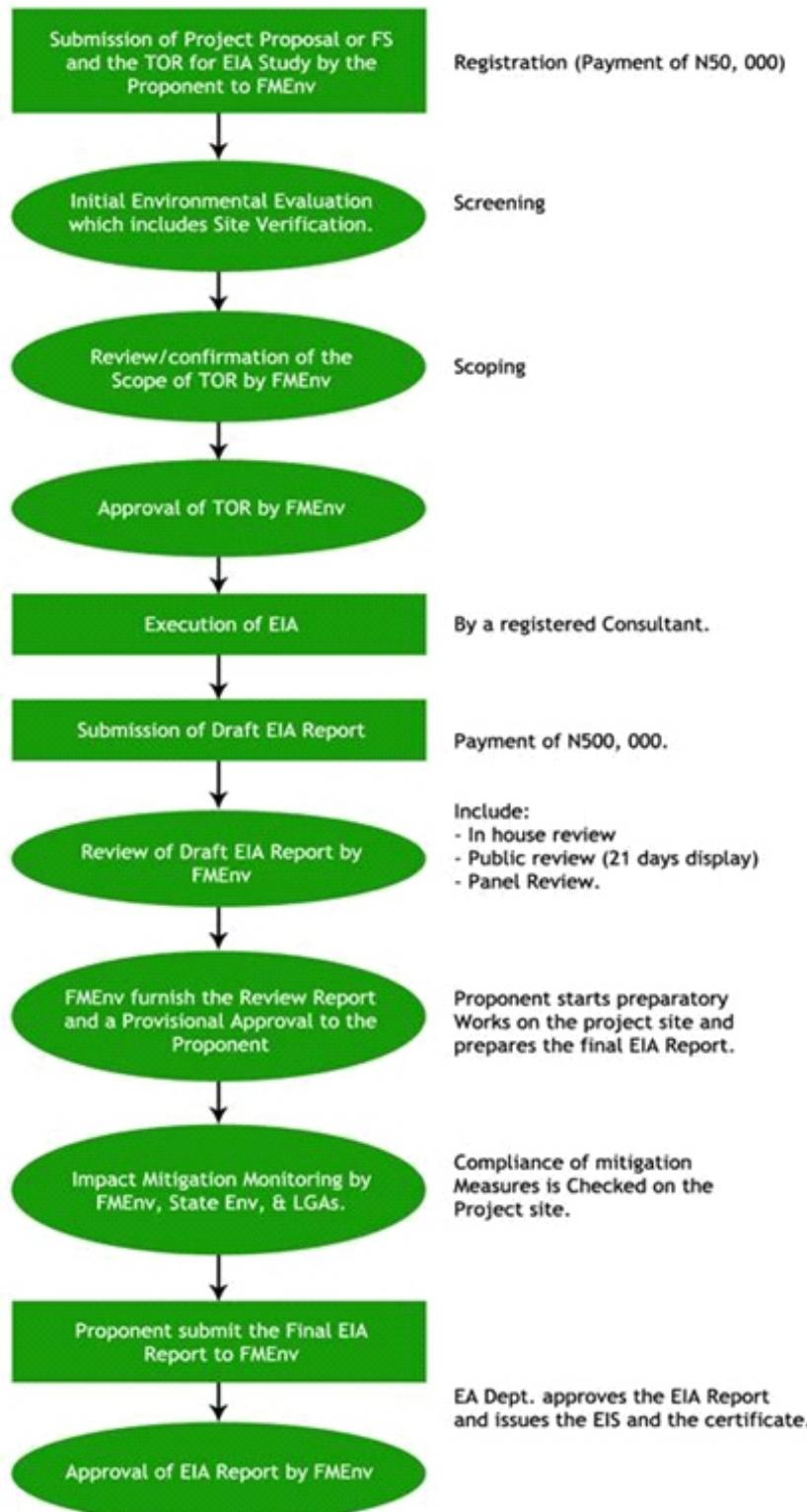


<p>C. If all parties continue to be supportive of the proposed investment, they attempt to agree on an MoU that covers the framework of the investment, how much land is required, benefits that may accrue to the community, commitments to ongoing consultation, preparation of an ESIA, etc. The MoU does not legally commit any party to a final agreement on the proposed investment.</p> <p>21 working days</p>	
<p>Stage 5: Investor Completes and Shares a Feasibility Study, Business Plan and an independent Environmental and Social Impact Assessment (ESIA).</p> <p>A. Kwara State Ministry of Environment makes its determination whether the ESIA is acceptable and notifies the investor within 14 working days of receiving it.</p> <p>B. If not already completed, a community engagement plan should be finished in this stage.</p> <p>C. Land lease discussions can continue (if begun in a previous stage) or begin. Leases should not be finalized and signed until Stage 6.</p> <p>21 working days</p>	<p>Kwara State Investment Promotion, Kwara State ministry of Environment, investors and Stakeholders identified</p>
<p>Stage 6: The parties enter into Final Agreements.</p> <p>A. The final agreement is likely to be contained in several individual agreements or could be combined into one document. While the precise requirements will vary, approved investment is likely to include some or all of the following:</p> <ol style="list-style-type: none">1. Land lease agreement2. Outgrower contract(s)3. Community impact and benefit agreement4. Community engagement plan	<p>Kwara State Investment Promotion Agency, Kwara State Ministries of Agriculture, Kwara State Ministry of Lands, Kwara State Local Government Affairs, Kwara State Ministry of Justice, investors and Stakeholders identified</p>

The six (6) stages provide an overarching framework that guides all the toolkits of FRILIA. However, the unpacking of these stages varies from one toolkit to another. Hence, each of the FRILIA toolkits has its own approach embedded within the overall investment project cycle.



ANNEX 2: REGULATORY ESIA PROCESS IN NIGERIA





1. Project Proposal: The project proposal should contain the following:

- A. Brief description of the project –
 - project title, proponent, and contact person (name/telephone),
 - nature of the project and location (include plans if possible),
 - comment on any land clearing activities involved in construction/operation which may result in the following: emissions, noise, night-time operations, waste and/or by-products generated, and
 - process flow diagrams, site plans, and current land use map.
- B. Outline of the planning and implementation programme –
 - project plan and implementation timetable, and
 - project interactions (if applicable) such as out-grower models.
- C. Outline of the major elements of the surrounding environment –
 - residential development, schools, hospitals, parks, cultural features, site of specific interest, site of archaeological interest, groundwater and surface water resources, fishing areas, surrounding communities, and potential project affected persons, and
 - environmentally sensitive areas.
- D. Comment on environmental and social (E&S) protection measures incorporated in the design and any further E&S implications –
 - contractual controls, beneficial/adverse effects, short/long -term effects, secondary/induced effects, cumulative effects, history of similar projects, and ability to mitigate adverse E&S impacts.
- E. Proceedings of consultations and comments with other stakeholders in a public forum (if any has been done).

2. Screening:

- Upon receipt of the project proposal, the FMENV shall carry out Initial Environmental Examination (IEE) and assign the project or activity into a category I, II, or III project (this procedure has been aligned with the E&S Screening for FRILIA as seen in Template 1).
- For projects under Category II, a full -scale ESIA may not be mandatory; a partial ESIA or environmental and social management plan (ESMP) will be required.
- The FMENV will issue an environmental impact statement (EIS) for projects in Category III which are expected to have essentially beneficial impacts on environmental and social parameters.
- The FMENV shall provide appropriate advice (Screening Report) in writing to the proponent.

3. Scoping:

Proponent	FMENV and State Ministry of Environment
Upon receipt of the screening report, the proponent shall carry out a scoping exercise to ensure that all significant E&S impacts and reasonable alternatives are addressed in the intended ESIA.	The FMENV and State Ministry of Environment must be involved in the scoping exercise.
The proponent shall submit a Terms of Reference (TOR) indicating the scope of the proposed ESIA study.	The FMENV and State Ministry of Environment may demand a preliminary assessment report, a public hearing, and any additional information to assist in vetting the TOR.



	After all consideration and consultations with the State Ministry of Environment . The FMENV shall define the final TOR of the ESIA.
Thereafter, the proponent shall undertake the ESIA study according to the final TOR.	

2. Execution of ESIA: The ESIA scope must cover the following -

- Review of national and international laws, regulations, and codes applicable to the ESIA study and the proposed investment project.
- Scoping and stakeholder engagement exercise (with FMENV and State Ministry of Environment).
- Description of all actions/activities that will be carried out during the proposed project.
- Baseline data gathering of environmental and social parameters, and laboratory analysis (with FMENV and State Ministry of Environment).
- Analysis of data obtained, and description of the study area based on baseline data.
- Identification, evaluation, and significance ranking of potential environmental and social impacts of the project.
- Proposed recommendations of appropriate risk mitigation and/or opportunities enhancement measures including an Environmental and Social Management Plan (ESMP).
- Preparation of ESIA Report.

5. Draft ESIA Report: The content of a Draft ESIA Report is shown in Annex 6 The proponent shall submit copies of the Report to the FMENV and State Ministry of Environment for review.

ANNEX 3: Applicable national and State laws and policies, international best practices

This is a non-exhaustive list and does not indicate the totality of national and state laws, policies, and international best practices applicable to the varying degree of projects. It is recommended that the investors, State MDAs, and host communities are to keep themselves abreast with related laws, regulations, policies, etc, that may exist other than this or updates that may emerge overtime.

National laws, regulations, and policies:

- Criminal Code, 1990
- EIA Act No 86 of 1992
- Employee's Compensation Act, 2010
- Labour Act, 1990
- Land Use Act, 1978
- National Adaptation Strategy & Plan of Action on Climate Change for Nigeria, 2011
- National Climate Change Policy, 2021
- National EIA Procedural Guidelines, 1995
- National Environmental (Air Quality Control) Regulations, 2014
- National Environmental (Control of Bush Forest Fire and Open Burning) Regulations, 2011
- National Environmental (Desertification Control and Drought Mitigation)



Regulations, 2011

- National Environmental (Hazardous Chemicals and Pesticides) Regulations, 2014
- National Environmental (Noise Standards and Control) Regulations, 2009
- National Environmental (Sanitation and Wastes Control) Regulations, 2009
- National Environmental (Soil Erosion and Flood Control) Regulations, 2011
- National Environmental (Surface water and Groundwater Quality Control), Regulations, 2011
- National Environmental (Wetlands, Riverbanks, and Lake Shores Protection) Regulations, 2009
- National Environmental Protection (Management of Solid and Hazardous Wastes) Regulations, 1991
- National Policy on Environment, 2016
- National Policy on Occupational Health and Safety, 2020
- National Policy on Solid Waste Management, 2018
- Nigeria's Cultural Policy, 1996
- Pension Reform Act, 2004
- Violence Against Persons (Prohibition) Act, 2015

State laws, policies, and reference materials:

Environmental Impact Assessment Procedures and Charges Regulations, 2021/B4189-4208

International standards and best practices:

- Africa Agenda 2063
- FAO and World Health Organization (WHO) International Code of Conduct
- FAO Code of Conduct for Responsible Fisheries, 2011
- Food and Agriculture Organization (FAO) Environmental and Social Management Guidelines, 2015
- IFC Corporate Governance Guidelines, 2019
- IFC Good Practice Note on Animal Welfare, 2014
- International Finance Corporation (IFC) Performance Standards (PS 1 to 8) and Guidance Notes 2012
- International Labour Organization (ILO) Conventions, 1930 – 1958
- International Organization for Standardization (ISO) 14001:2015 (Environmental Management System), 45001:2018 (Occupational Health and Safety Management System), 26000:2010 (Social Responsibility), 37101:2016 (Management Systems for Sustainable Development in Communities)
- on Pesticide Management, 2014
- Stockholm Convention on Persistent Organic Pollutants, 2004
- UN Sustainable Development Goals, 2015-2030
- United Nations (UN) Convention against Corruption (2005)
- World Bank EHS Guidelines for Aquaculture, Perennial Crop Production, Annual Crop Production, Forest Harvesting Operations, Mammalian Livestock Production, Poultry Production, Water and Sanitation, and Waste Management, 2007-2012
- World Bank Environmental and Social Standards (ESS 1 to 10), 2017
- World Bank General Environmental, Health, and Safety (EHS) Guidelines

Comparative analysis of state and federal laws, regulations and policies with international best practices



E&S Topic	Nigerian E&S Regulations	FRILIA E&S Principles
Impact identification and mitigation	<ul style="list-style-type: none"> • EIA required: EIA Act No 86 of 1992 • National EIA Procedural Guidelines, 1995 	<p>4.2: Investments preceded by independent assessments of potential positive and negative impacts on the environment</p> <p>4.3: Take into account potential adverse impacts on physical, cultural property, and as warranted, provide adequate measures to avoid, minimise, or mitigate such efforts.</p>
Action plan for mitigation measures	<ul style="list-style-type: none"> • National Policy on Environment (2016): Environmental Audit (EA) mandated every three years; Environmental Management Plan (EMP) required • National Policy on Occupational Health and Safety (2020) 	4.1: Safeguard against environmental damage, unless adequately mitigated
Continuous monitoring of E&S parameters	<ul style="list-style-type: none"> • National Policy on Environment (2016): Quarterly environmental compliance monitoring (ECM) required • National Policy on Occupational Health and Safety (2020) 	4.1
Air	<ul style="list-style-type: none"> • Federal Ministry of Environment Guidelines and Standards for Environmental Pollution Control in Nigeria, 1991 • National Environmental (Air Quality Control) Regulations, 2014 • National Environmental (Control of Bush Forest Fire and Open Burning) Regulations, 2011 	4.1
Noise	<ul style="list-style-type: none"> • National Environmental (Noise Standards and Control) Regulations, 2009 • Federal Ministry of Environment Guidelines and Standards for Environmental Pollution Control in Nigeria, 1991 	4.1
Water (including irrigation)	<ul style="list-style-type: none"> • National Environmental (Surface water and Groundwater Quality Control), Regulations 2011 • National Environmental (Desertification Control and Drought Mitigation) Regulation 2011 	4.1



Soil	<ul style="list-style-type: none">• National Environmental (Soil Erosion and Flood Control) Regulations, 2011• National Environmental (Control of Bush Forest Fire and Open Burning) Regulations, 2011	4.1
Waste	<ul style="list-style-type: none">• National Environmental Protection (Management of Solid and Hazardous Wastes) Regulations, 1991• National Environmental (Sanitation and Wastes Control) Regulations, 2009	4.1
Hazardous Materials (Pesticides)	<ul style="list-style-type: none">• National Environmental (Hazardous Chemicals and Pesticides) Regulations, 2014• National Policy on Occupational Health and Safety, 2020	4.4: Promote community, individual and worker safety. 4.6: Promote use of recognised good practice related to hazardous materials generated
Labour and working conditions	<ul style="list-style-type: none">• National Policy on Occupational Health and Safety, 2020• Employee's Compensation Act, 2010• Labour Act, 1990• Pension Reform Act, 2004• National Child Right's Act, 2003	4.5 Promote fair treatment, non-discrimination and equal opportunity of workers and prevent all forms of forced and child labour
Security		4.4
Land use	<ul style="list-style-type: none">• Land Use Act, 1978	4.1, 4.2, 4.3
Gender	<ul style="list-style-type: none">• National Gender Policy, 2006	4.5



ANNEX 4: ESIA baseline data collection protocol (environmental parameters)

1. **Climate and Meteorology:** Typically, climate data is obtained from secondary sources. The regional climatic data of the project area will be sourced from the Nigerian Meteorological Agency (NIMET) and should span a minimum of 25 years from the most recent available date.

Climatic parameters to be obtained relevant to potential FRILIA projects are:

- Rainfall (mean annual rainfall)
- Temperature (average minimum and maximum temperature)
- Relative humidity (average relative humidity at day time [09:00 hrs] and night time [15:00 hrs])
- Sunshine (average sunshine hours)
- Wind speed (average wind speed)

2. **Geology and Hydrogeology:** This data is obtained from secondary sources; often, these are scientific publications on the geology and hydrogeology of the region of the project area. However, for some FRILIA projects, the FMENV may request for new geologic field studies for geologic characterization and mapping.

The study involves the following:

- Geologic characterization and mapping
- Hydrogeologic study
- Fossils identification (if any)
- Geologic structure and lithological identifications

3. **Air Quality:** The basis of air quality sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using pre-determined sampling locations which can then be geo-referenced using GPS when on site. In situ air quality measurement should be conducted with the use of pre-calibrated digital hand-held monitoring equipment.

Parameters to be measured are:

- Sulphur (IV) Oxide (SO₂)
- Nitrogen (IV) Oxide (NO₂)
- Carbon Monoxide (CO)
- Carbon (IV) Oxides (CO₂)
- Volatile Organic Compounds (VOC)
- Ammonia (NH₃)
- Hydrogen Sulphide (H₂S)
- Total Suspended Particles (TSP) or Particulate Matter (PM_{2.5} & PM₁₀)
- Methane (CH₄)

The concentrations of these parameters should be compared with the following standards

- Federal Ministry of Environment Guidelines and Standards for Environmental Pollution Control in Nigeria
- Nigerian Ambient Air Quality Standards (NAAQS)
- World Health Organization (WHO) Air Quality Guidelines
- World Bank General Environmental Health and Safety (EHS) Guidelines

4. **Noise:** The basis of noise level sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using pre-determined sampling locations which can then be geo-referenced using GPS when on site. Noise level measurement should be conducted with the use of pre-calibrated digital hand-held monitoring equipment.

The noise levels recorded at the study area should be compared with the following standards:

- Federal Ministry of Environment Guidelines and Standards for Environmental Pollution Control in Nigeria
- World Bank General EHS Guidelines



5. **Soil:** The basis of soil sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using pre-determined sampling locations which can then be geo-referenced using GPS when on site.

Soil samples should be collected and preserved as follows:

- Collect samples (top [0-15cm] and subsoil [15-30 cm]) using a stainless-steel auger.
- Collected composite soil samples should be homogenized and sub samples should be taken for microbial (collected in microbial bottles) and physico-chemical analysis.
- All samples collected should be preserved in an ice chest and transported to an FMENV -accredited laboratory for analysis.

The parameters to be analyzed are:

- Chemical properties: pH, Moisture Content (%), Phosphate (mg/kg), Sulphate (mg/kg), Nitrate (mg/kg), Potassium (mg/kg), Copper (mg/kg), Lead (mg/kg), Iron (mg/kg), Zinc (mg/kg), Nickel (mg/kg), Cadmium (mg/kg), Chromium (mg/kg), Manganese (mg/kg)
- Physical properties: Sand (%), Silt (%), Clay (%), Bulk Density (g/ml), Electric Conductivity (μ s/cm)
- Microbial properties: total heterotrophic bacteria (cfu/ml), total heterotrophic fungi (cfu/ml), total coliforms (cfu/ml), total hydrocarbon utilizing bacteria (cfu/ml), total hydrocarbon utilizing fungi (cfu/ml), and predominant species of microorganism isolated

These parameters should be compared with existing literature within the project area in Nigeria.

6. **Surface water quality:** The basis of surface water sampling (when applicable) should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using pre-determined sampling locations which can then be geo-referenced using GPS when on site. Accessibility of surface water sampling points should be done using the most appropriate means of transport that ensures optimal safety, security, and protection to aquatic flora and fauna.

Surface water samples should be collected and preserved as follows:

- Collect samples into 2-litre polyethylene bottle for general physico-chemical analysis
- Collect samples for Oil & Grease and Total Hydrocarbon Content (THC) determination in 1-litre glass bottles and preserve with concentrated sulphuric acid.
- Collect samples for heavy metals in plastic containers and fix with concentrated nitric acid.
- Collect samples for microbial analysis in pre-sterilized 50 ml McCartney bottles
- Conduct in-situ measurements of pH, Electrical Conductivity (μ S/cm), Total Dissolved Solids (mg/l), Temperature ($^{\circ}$ C), and Dissolved Oxygen (mg/l) at each location using calibrated meters.
- Collected samples should be preserved in an ice chest and transported to an FMENV -accredited laboratory for analysis.

The ex-situ parameters to be analyzed are:

- Physico-chemical properties: Electrical Conductivity (μ S/cm), Turbidity (NTU), Hardness (mg/l), Salinity (ppm), Chemical Oxygen Demand (mg/l), Biological Oxygen Demand (mg/l), Phosphate (mg/l), Sulphate (mg/l), Nitrate (mg/l), Potassium (mg/l), Copper (mg/l), Lead (mg/l), Iron (mg/l), Zinc (mg/l), Nickel (mg/l), Cadmium (mg/l), Chromium (mg/l), Manganese (mg/l), Oil and Grease (mg/l), THC (mg/l)
- Microbial properties: total heterotrophic bacteria (cfu/ml), total heterotrophic fungi (cfu/ml), total coliform (cfu/ml), hydrocarbon utilizing bacteria (cfu/ml), and predominant species of microorganism isolated

These parameters should be compared with the standard: Federal Ministry of Environment (1999): National Guidelines and Standards for Water Quality in Nigeria (Aquatic life)

7. **Sediment analysis:** The basis of sediment sampling (when applicable) should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using pre-determined sampling locations which can then be geo-referenced using GPS when on site. Sampling should be conducted together with surface water sampling.



Sediment samples should be collected using a standard Grab, preserved on ice chest and transported to an FMENV - accredited laboratory for analysis. The parameters to be analyzed are:

- Chemical properties: pH, Phosphate (mg/kg), Sulphate (mg/kg), Nitrate (mg/kg), Potassium (mg/kg), Copper (mg/kg), Lead (mg/kg), Iron (mg/kg), Zinc (mg/kg), Nickel (mg/kg), Cadmium (mg/kg), Chromium (mg/kg), Manganese (mg/kg)
- Physical properties: Sand (%), Silt (%), Clay (%), Bulk Density (g/ml), Electric Conductivity (μ s/cm)
- Microbial properties: total heterotrophic bacteria (cfu/ml), total heterotrophic fungi (cfu/ml), total coliforms (cfu/ml), total hydrocarbon utilizing bacteria (cfu/ml), total hydrocarbon utilizing fungi (cfu/ml), and predominant species of microorganism isolated

These parameters should be compared with existing literature within the project area in Nigeria.

8. **Groundwater quality:** The basis of groundwater sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using predetermine sampling locations which can then be geo-referenced using GPS when on site. These locations are dependent on the availability of groundwater sources – wells, boreholes, etc.

Groundwater samples should be collected and preserved as follows:

- Collect samples into 2-litre polyethylene bottle for general physico-chemical analysis
- Collect samples for Oil & Grease and Total Hydrocarbon Content (THC) determination in 1-litre glass bottles and preserve with concentrated sulphuric acid.
- Collect samples for heavy metals in plastic containers and fix with concentrated nitric acid.
- Collect samples for microbial analysis in pre-sterilized 50 ml McCartney bottles
- Conduct in-situ measurements of pH, Electrical Conductivity (μ S/cm), Total Dissolved Solids (mg/l), Temperature ($^{\circ}$ C), and Dissolved Oxygen (mg/l) at each location using calibrated meters.
- Collected samples should be preserved on ice chest and transported to an FMENV - accredited laboratory for analysis.

The ex-situ parameters to be analyzed are:

- Physico-chemical properties: Electrical Conductivity (μ S/cm), Turbidity (NTU), Hardness (mg/l), Salinity (ppm), Chemical Oxygen Demand (mg/l), Biological Oxygen Demand (mg/l), Phosphate (mg/l), Sulphate (mg/l), Nitrate (mg/l), Potassium (mg/l), Copper (mg/l), Lead (mg/l), Iron (mg/l), Zinc (mg/l), Nickel (mg/l), Cadmium (mg/l), Chromium (mg/l), Manganese (mg/l), Oil and Grease (mg/l), THC (mg/l)
- Microbial properties: total heterotrophic bacteria (cfu/ml), total heterotrophic fungi (cfu/ml), total coliform (cfu/ml), hydrocarbon utilizing bacteria (cfu/ml), and predominant species of microorganism isolated

These parameters should be compared with the following standards:

- Federal Ministry of Environment (1999): National Guidelines and Standards for Water Quality in Nigeria
- WHO (2000). World Health Organization, Potable Water Quality Guidelines

9. **Aquatic Biodiversity:** The basis of aquatic biodiversity sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using predetermined sampling locations which can then be geo -referenced using GPS when on site. Sampling should be conducted together with surface water and sediment sampling to cover plankton and benthic studies.

Plankton and benthic studies should show the following results:

- Total number of species – zooplankton and phytoplankton
- Abundance of species
- Shannon-Wiener Index
- Simpson's Dominance Index
- Species Equitability or Evenness index



10. **Terrestrial Biodiversity (Flora):** The basis of plant diversity sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using predetermined sampling locations which can then be geo-referenced using GPS when on site. These locations should also be dependent on the type of vegetation cover within and around the project area including farmlands.

Plant diversity assessment should provide information on the following:

- Vegetation types
- Floristic composition
- Species diversity index
- Inventory of economic plants
- Ecosystem services assessment
- Conservation status of species

11. **Terrestrial Biodiversity (Fauna):** The basis of animal diversity sampling should be informed by a preliminary classification of the surrounding environment and the TOR. The sampling can be conducted using predetermined sampling locations which can then be geo-referenced using GPS when on site.

Animal diversity assessment should provide information on the following:

- Faunal composition
- Species diversity index
- Inventory of economic animals
- Ecosystem services assessment
- Conservation status of species

12. **Land Use:**

Land use characteristic should be obtained using the following tools:

- Satellite imagery tools such as Google Earth Pro
- Administrative maps of Ogun State obtained from the Ogun State Agency of Lands and Survey
- Aerial imagery from drones (if available)
- Basic ground truthing exercise to interpret images

13. **Ecosystem Services Review:** The project's direct impacts on priority ecosystem services may result in adverse health and safety risks and impacts to host communities. With respect to FRILIA projects, ecosystem services are limited to provisioning, regulating, and cultural services as defined in the International Finance Corporation (IFC) Performance Standard 6.

Type I: Provisioning, regulating, and cultural ecosystem services, over which the client has direct management control or significant influence, and where impacts on such services may adversely affect communities.

Type II: Provisioning, regulating, and cultural ecosystem services, over which the client has direct management control or significant influence, and on which the project directly depends for its operations.

ANNEX 5: ESIA baseline data collection protocol (social parameters)

Social baseline data collection typically involves a Household Survey which is required to: understand the activities and standard of living of those who will lose land to the Project; gather feedback on the compensation process; to assess and monitor the impacts of the land acquisition process; and for the project to assess the potential project impacts on communities and measures to minimize these. The parameters are:



1. Demography:

Survey Information

- Name of interviewer
- Survey number
- Date of survey
- Name of Community
- Name of Village Head/ Name of Chief
- Name of District
- GPS coordinates
- Photograph number

Interviewee Details

- Name of the person interviewed
- Gender (male/female)
- Position within the household (head, spouse, child, spouse of child, grandchild, parent of head or spouse, relative, non-relative, paid labourer, and others [specify])
- Name of household head
- Age
- Contact number
- ID details (if available - voters card, employment ID, national ID, passport, driver's license, national insurance ID)

Household Members Basic Information (this should be completed for all members of the household including all immediate family members who leave away for work but return home to live on a regular basis (e.g. at least once a year)

- Name and Surname
- Position within household (head, spouse, child, spouse of child, grandchild, parent of head or spouse, relative, non-relative, paid labourer, and others [specify])
- Gender (male/female)
- Age
- Marital Status (married, widowed, separated/divorced, single, co-habiting)
- Religion
- Ethnicity
- Primary language
- Residential status (whole life, 0 – 5 years, 6 – 14 years, 15 – 25 years, 26 – 35 years, >35 years)
- Literacy (cannot read or write, read only, write only, can read and write)
- Highest level of Education (no education, too young, kindergarten, primary school, junior secondary school, senior high school, vocational and technical education, tertiary)
- Primary occupation
- Secondary occupation
- Disabilities



2. Land, Livelihoods, and Economy:

Land

- How many plots of land does your household have access to (including land that is owned, used/not used, borrowed, rented from someone else, sharecropping)
- What is the current area of your households' total land holding in hectares?
- Will you be affected by the land acquisition process for the project?

Livelihoods – General

- Is there anything that the household could do to further improve income generation / livelihoods?
- Based on the list of livelihood support options (provide participant with list- crop production [farming inputs such as seeds and tools], crop production [irrigation/water], crop production [better farming techniques for soil improvement], livestock support [improved breeds], livestock support [improved animal health], livestock support [access to water], value-chain processing, improved transport to markets, fishing, produce processing), what are the top 3 that would help to support your day-to-day needs?

Agriculture (Top 5 including economic trees [agroforestry], livestock, natural resources) – this should be replicated to provide details on other means of livelihood such as fishing, food processing, trading, artisans, etc.

- Type of Crop / Livestock
- Quantity produced in a season / Amount owned
- For selling / consumption / both?
- Where do you cultivate these crops or rear livestock (own land within the project footprint, rented/other land within project footprint, mix of own land and rented/other land within the project footprint, mix of land inside and outside the project footprint, only land outside the project footprint, other [specify])?
- Average income generated from crops per season in the last 2 years (0 -100,000, 101,000-200,000, 201,000-300,000, 301,000-400,000, 401,000-500,000, Above 500,000)?
- Have you experienced a change in production levels in the last 2 years? Please explain response
- What are the common farm practices you engage in (shifting cultivation, mechanized farming, bush burning, fertilizer application, extension services, crop rotation, mixed cropping, improved variety seeds, simple farm tools, extensive livestock rearing, intensive livestock rearing, semi-intensive livestock rearing, other [specify])?
- What, if any, are your major challenges with farming (inadequate farm inputs, inadequate water source, pests, weeds, reduced soil fertility, small sized farmlands, inadequate extension services, no challenges, livestock diseases, inadequate grazing land, access to markets, other [specify])?
- Do you hire labour from time to time? If yes, please explain from where/how?

3. Household income and expenditure:

Sources of Income (Top 3) and Household Expenditure

- Income source
- Member of household
- Average income generated per month (0 -100,000, 101,000-200,000, 201,000-300,000, 301,000-400,000, 401,000-500,000, Above 500,000)
- Monthly household income (total of all the above)
- On average, how much does the household spend on key expenses per month on: food, electricity, charcoal, firewood, healthcare/medication, education, transport, water, clothing, telecommunications, home maintenance, alcohol / tobacco, other (specify)
- Monthly household expenditure (total of all the above)
- Based on your total income and household expenditure, do you think that your household is able to "make ends meet", namely to pay their necessary expenses (very difficult, difficult, satisfactory, quite easy, easy, very easy)?
- How do you compare the economic situation of your household now compared to previous year (much worse, a little worse, the same, a little better, much better)? Explain response:
- What do you think the household could do to increase income?

Credit and Savings

- Household member (s) with bank account?
- Household Member (s) with savings?
- If savings, in what form? (cash, gold, livestock, other [specify], not applicable)
- Accessed credit/borrowed money in the last 12 months?
- If yes, what is the source of credit? (bank, cooperative, informal money lender, friend/relative, NGO, savings/loan, savings club, other [specify], not applicable)
- Any barriers to accessing credit? (no barriers, not available locally, I need a bank account and credit history but I do not have this, interest payment too high, other [specify])

Household Assets

- Provide the quantity of each asset: bed/mattress, machete/cutlass, bicycle, mobile phone, motorcycle, farm machines, car / minibus, radio, chair / bench, table, generator, television, solar panel, land plots / size in hectares, etc.



4. Food security:

- What does the household eat (the most common staple food)?
- How much of your staple food do you grow and how much do you buy?
- Which member of the household is responsible for growing food?
- Does the household ever suffer from food shortages during any part of the year?
- If yes, what is the primary reason for your food shortage?
 - o for food you grow: (poor quality land, not enough land, water shortage, lack of seed, lack of manure/fertiliser, limited money, shortage of household labour, drought, flood)
 - o for food you buy: shortage of money to buy food, market too far away, lack of household capacity, natural disaster [drought/flooding], not applicable, other (specify)
- If yes, what are the months during which there is food shortage?
- In the last 2 weeks, has any household member eaten less than 3 times a day?
- In the last 2 weeks, has any household member felt hungry and had nothing to eat?
- In the last 2 weeks, has any household member had limited variety of food?
- what do you do to improve matters or is this outside your capacity?

5. Community Infrastructure:

Education

- Where (in the community, neighbouring community, other district, overseas, not applicable/no children in household or no children attending school) do the children in this household go to school (primary, secondary, tertiary)?
- What method is used to transport children to school? (walking, school bus, motorbike, car)
- How long does it take to get to school (one way)? (less than 15 mins, 16-30 mins, 31-60 mins, 61-90 mins/1-1.5 hrs, 91+ mins/over 1.5 hrs)
- Are there any factors that limit household members from going to school?
- If yes, what factors limit household members going to school? (cost, distance, illness, work, marriage, cultural/religious, lack of transport, other [specify])
- Who is most affected by these factors? (females, males)

Health

- Has anyone in the household suffered from any of the following health conditions in the last 3 months? (COVID -19, diarrhoea, malaria/fever, HIV/AIDS, schistosomiasis, acute respiratory infection [cold, cough etc.], cardiovascular [heart diseases], diabetes , cancer [if yes, indicate type of cancer], high blood pressure, cholera, Lassa fever, tuberculosis, meningitis, eye problems [cataract, glaucoma], sexually transmitted infections, malnutrition, other [specify])
- Which type of health facility do you frequently visit? (private hospital/clinic, General Hospital, traditional herbalist, pharmacy, NGO/mobile health clinic, community health centre// dispensary, other [specify], none)
- What is the distance to the health facility you visit? (less than 1 km, 1-2 km, 3-4 km, 5-6 km, more than 6 km)
- How often do you visit the health facility in a year? (1-2 times, 3-4 times, 5-6 times, more than 6 times)
- Are there any barriers to accessing healthcare?
- If yes, what barriers? (lack of finances, distance, poor services, other [specify])

Water

- What is the source of drinking water for the household?
- What is the source of domestic water (bathing/cooking)?
- What source of water is used for crops?
- What is the source of water used for animals?

Sanitation, Hygiene & Waste

- What type of toilet facility does the household use? (none/the bush, communal ventilated pit latrine, communal non-ventilated pit latrine, private (household) ventilated pit latrine, non-ventilated private latrine, flush latrine/western style toilet)
- Does the toilet have handwashing facilities?
- What does the household use to wash hands? (nothing, water only, soap, gravel, other)
- Where is human waste disposed? (closed pit, sewerage pipe, in the bush)
- How is household waste disposed (e.g. plastics, metal, card/paper etc)?(dumped in an allocated place in the village, dumped anywhere, burnt, collected by company/authorities)
- Where is food waste disposed? (kept for fertilizer, dumped in an allocated place in the village, dumped anywhere, burnt, collected by company/authorities, given to animals)



Energy

- What is the main source of lighting for your household? (firewood, kerosene lamp, torch & batteries, candle, portable solar lamps, generator, electricity-grid, solar panel, other)
- What kind of fuel is mostly used for cooking? (gas, firewood, charcoal, kerosene, electricity, saw dust, solar panel, other)
- If you use fire wood, how do you obtain this?
- Who in the household mainly collects firewood?

Standard of Living and Access to Services

How do you assess the following aspects of living in your community (rating from not applicable/poor to excellent)?

- Sanitation/toilets
- Water supply
- Waste disposal
- Public transportation
- Roads
- Electricity supply
- Telephone network (either land or mobile)
- Air quality
- Natural beauty/Aesthetics

6. Community Development Resources & Priorities:

Community Based Organisations (CBO)/Associations

- Does anyone in the household belong to a CBO or association?
- If yes, what type of association (s)? (agriculture/farming, livestock/poultry, fishing, women, traders, youth, traditional/cultural society, other) Name of CBO/Association

Community Groups/Non-governmental organisations (NGOs)

- Are there other groups or NGOs currently supporting the community?
- If yes, please state their name and type of support provided?

Community Development Priorities (Top 3)

- What are the top 3 priorities (healthcare, education/skills training, water, electricity/power, roads, employment opportunities, public transport, agricultural support, livestock support, sanitation facilities/toilets, waste disposal facilities, other [specify]) in the community and why?

Training/Skills Acquisition

- What type of skills do you require to support the development of your community?

Community Resources

- Does the community have any capacity/resources to implement/sustain community development projects?
- If yes, please explain?

7. Security Assessment:

Community Security Infrastructure

- What security measures are in place or proposed for the project (e.g., fencing, surveillance, security personnel)?
- Are there any security challenges or concerns in the community or between the community and neighbouring communities?
- What is the response time of local law enforcement and emergency services?
- Do they have the necessary resources and training to handle security incidents?

Crime and Safety

- What is the crime rate in the area?
- Are there any specific types of crimes that are more prevalent?
- Have there been recent security incidents or trends?
- How were the security incidents addressed?

Conflict Resolution Mechanisms

- Are there established mechanisms for addressing conflicts or disputes that may arise from the project?
- How will grievances be handled?



ANNEX 6: ESIA report outline

1. Table of contents
 - Chapters and their titles
 - List of maps, illustrations and figures
 - List of Tables
 - List of acronyms
 - ESIA preparers
2. Executive summary
3. Acknowledgement
4. Chapter 1: Introduction – background information, objectives, scope and TOR, scoping exercise, ESIA process, administrative and legal framework, and ESIA report structure
5. Chapter 2: Project Justification – benefits, value, envisaged sustainability, project alternatives, and project development options
6. Chapter 3: Project and/or Process Description – type (ranching, planting, etc.), input and output of raw materials and products, location, technological layout, project activities, workforce and job creation, health and safety, community development, security, outgrower models, and project schedule
7. Chapter 4: Description of the Environment – study approach, baseline data acquisition methods, geographical location, field data, climatic conditions, geology and hydrogeology, air quality assessments, noise level assessment, vegetation cover characteristics, potential land use and landscape patterns, ecologically sensitive areas, ecosystem services assessment, terrestrial fauna and wildlife, soil studies, aquatic studies (hydro-biology and fisheries), groundwater resources, socio-economic characteristics (demography, ethnicity, language, religion, vulnerable groups, administrative and socio-cultural institutions, migration trends and patterns, land acquisition, economics, livelihoods, community grievances and expectations, education, employment, health status and access to health services, culture, settlement pattern, and infrastructural services), and stakeholder engagement
8. Chapter 5: Associated and Potential Environmental Impacts – impact assessment methodology, impacts across all project activities, significant positive impacts, significant negative impacts, cumulative impacts, long/short term impacts, direct/indirect impacts, and risk and hazard assessments
9. Chapter 6: Mitigation Measure – best available control technology/best practicable technology, liability compensation/resettlement, site alternative, location/routes, no project option, insert a table listing impacts with corresponding mitigation measures for risks and enhancement measures for opportunities and compliance with health & safety hazards requirements
10. Chapter 7: Environmental and Social Management Plan – E&S management system, additional management plans, scope of monitoring, parameters to be monitored, methodology, and monitoring schedule
11. Chapter 8: Remediation plans after decommissioning/closure
12. Chapter 9: Conclusions and Recommendations
13. Bibliography
14. Appendices

ANNEX 7: E&S audit report outline and action plan table

1. Table of contents
 - Chapters and their titles
 - List of maps, illustrations and figures
 - List of Tables



- List of acronyms
- EAR preparers

2. Executive summary

3. Acknowledgement

4. Chapter 1: Introduction – background information, objectives, scope, approach, and EAR structure

5. Chapter 2: Project / Facility and Process Description – facility layout, organizational structure, description of operational activities and facility components, resource management (water, energy, labour), safety and security management, and stakeholder and community management

6. Chapter 3: Description of the Environment –

- E&S data collection – data acquisition methods, climatic conditions, geology and hydrogeology, air quality assessments, noise level assessment, vegetation cover characteristics, ecosystem services assessment, terrestrial fauna and wildlife, soil studies, aquatic studies (hydro-biology and fisheries), groundwater resources, socio-economic characteristics (demography, ethnicity, language, religion, vulnerable groups, administrative and socio-cultural institutions, migration trends and patterns, land acquisition, economics, livelihoods, community grievances and expectations, education, employment, health status and access to health services, culture, settlement pattern, and infrastructural services), and stakeholder engagement.
- Assessment of compliance level with national and state E&S regulations, with recommendations from the last ESMP, with other international standards (if applicable, depending on the project funding source).
- Assessment and testing of emergency preparedness response.
- Assessment and review of effectiveness of other management plans such as waste management plan, local employment management plan, community sustainable development management plan, stakeholder engagement plan, etc.
- Review of existing E&S-related management systems.

7. Chapter 4: Audit Findings – site specific observations, summary of E&S data non-compliance with baseline, mitigation measures and/or regulations, summary of non-compliance with management systems, management plans, and emergency response (if any), impact of non-compliance (if any).

8. Chapter 5: ESMP – E&S monitoring programme, internal audit process, E&S-related management plans (existing, new or updated).

9. Chapter 6: Recommendations – recommendations, follow-up action plan (table format shown below)

10. References

11. Appendices

E&S Audit Follow-up Action Plan Table Format

E&S Reference Standard (regulations, obligations in ESMP, etc.)	Non- compliance issue	Corrective actions / Mitigation measures	Priority of action	Responsibility	Timeline	Cost



CHAPTER SIX

**LEGAL / INSTITUTIONAL
GUIDELINES, REQUIREMENTS AND
PRINCIPLES GOVERNING
RESETTLEMENT IN KWARA STATE**



KWARA STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA) LEGAL / INSTITUTIONAL GUIDELINES, REQUIREMENTS AND PRINCIPLES GOVERNING

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023

6.1 Land Ownership in Nigeria

A range of diverse cultural and traditional practices and customs characterize Nigeria's complex land ownership. The land tenure system in Nigeria is an intricate mix of traditional customary land ownership and the national legislation known as the Land Use Act (LUA) of 1978. However, the Land Use Act (LUA) of 1978, reviewed under Cap 202, 1990, is the legal framework for land acquisition and resettlement in Nigeria.

Community-driven Projects are land-based. To this end, various interests and titles to particular pieces of land may be impacted. Therefore, the RAP will analyze the legal framework for the project, and this will consider the various land holding arrangements in assessing entitlements and compensations for the various interests in lands acquired.

Below is a broad land ownership classification in Nigeria:

1. Community land (Ancestral Land): owned by all the people.
2. Communal land consists mostly of underdeveloped forests and is owned by nobody. Those who clear it first claim ownership.
3. Clan or family land: owned by clans and families
4. Institutional land: land allocated to traditional institutions such as traditional authorities and chiefs.
5. Individual land: land acquired by an individual, which may be inherited by the immediate family, depending on customary practices or purchased or allocated by the government. Although the scenarios painted above hold in Nigeria, the government still owns all lands by the Land Use Act 1978. This means that the government can acquire land from anywhere, including individual lands, through land acquisition procedures and revocation of rights.

6.2 Nigerian Legal/Institutional Guidelines and Requirements

6.2.1 Land Use Act of 1978 and Resettlement Procedures

The Land Use Act, 1978 (amended as Cap 202, 1990 Laws of the Federation of Nigeria) is the applicable law regarding ownership, transfer, acquisition, and all such dealings on Land.

The provisions of the Act vest every Parcel of Land in every State of the Federation in the Executive Governor of the State. The Governor holds such parcel of land in trust for the people and government of the State. The Act categorized the land in a state into urban and rural lands. The urban land administration is vested in the Governor, while the latter is vested in the Local Government Councils. At any rate, all lands, irrespective of the category, belong to the State, while individuals only enjoy a right of occupancy as contained in the certificate of occupancy or where



the grants are —deemed . Relevant Sections of these laws concerning land ownership and property rights, resettlement, and compensation are summarized in this section. The concept of land ownership, as known in the Western context, is varied by the Act. The Governor administers the land for the common good and benefits of all Nigerians. The law makes it lawful for the Governor to grant statutory occupancy rights for all purposes, such as agriculture (including grazing and ancillary activities), residential, and other purposes.

However, the limit of such a grant is 500 hectares for agricultural purposes and 5,000 for grazing with the consent of the Governor. The Statutory rights of Occupancy are for a definite time (the limit is 99 years) and may be granted subject to the terms of any contract made between the state Governor and the Holder.

The Local Government, under the Act, is allowed to enter, use, and occupy for public purposes any land within its jurisdiction that does not fall within an area compulsorily acquired by the Government of the Federation or of relevant State or subject to any laws relating to minerals or mineral oils.

6.2.2 Requirements of the Land Use Act

The State is required to establish an administrative system to revoke the rights of occupancy and pay compensation for the affected parties. So, the Land Use Act provides for establishing a Land Use and Allocation Committee in each State that determines disputes as to compensation payable for improvements on the land. (Section 2(2)©. 84

In addition, each State is required to set up a Land Allocation Advisory Committee to advise the Local Government on matters related to land management. The holder or occupier of such revoked land is to be entitled to the value of the unexhausted development as of the date of revocation. (Section 6) (5). Where land subject to customary right of Occupancy and used for agricultural purposes is revoked under the Land Use Act, the local government can allocate alternative land for the same purpose (section 6) (6). If the local government refuses or neglects within a reasonable time to pay compensation to a holder or occupier, the Governor may proceed to effect assessment under section 29 and direct the Local Government to pay the amount of such compensation to the holder or occupier.

(Section 6)(7).Where a right of occupancy is revoked on the ground that the land is required by the Local, State, or Federal Government for a public purpose or for the extraction of building materials, the holder and the occupier shall be entitled to compensation for the value at the date of revocation of their unexhausted improvements. Unexhausted improvement has been defined by the Act as:—anything of any quality permanently attached to the land directly resulting from the expenditure of capital or labour by any occupier or any person acting on his behalf and increasing the productive capacity the utility or the amenity thereof and includes buildings plantations of long-lived crops or trees, fencing walls, roads, and irrigation or reclamation works, but does not include the result of ordinary cultivation other than growing produce. Developed Land is also defined in a generous manner under Section 50(1) as follows:

1. Land where there exists any physical improvement like road development services, water, electricity, drainage, building, structure, or such improvements that may enhance the value of the land for industrial, agricultural, or residential purposes.



2. It follows from the foregoing that compensation is not payable on vacant land on which no physical improvements result from the expenditure of capital or labor. The compensation payable is the estimated value of the unexhausted improvements at the revocation date.

6.3 Land Acquisition Procedure in Nigeria

Land acquisition procedures in all of Nigeria's states are similar and derived from national legislation, such as the Land Use Act 1978. According to sections 28 and 29 of the legislation, the compulsory land acquisition needs to follow these steps:

- a. Individuals/organizations request land from the State Governor, who instructs the Commissioner of Land to obtain the land through compulsory land acquisition.
- b. The Commissioner of Land instructs the Surveyor General to demarcate the land and conduct a land survey i.e. identifies the owner and establishes the compensation entitled under the national legislation.
- c. After the Commissioner of Land has reviewed and approved the survey results, the Director of Land issues a public announcement/notice to the concerned communities that invites all right holders to identify themselves to the authorities.
- d. After the end of the public disclosure period a final survey is conducted to confirm the findings of the land survey and/or register any changes.
- e. After the survey results have been either accepted by the right holders or confirmed by the Director of Lands, compensation is paid, and the land becomes the possession of the State government, which then in turn can issue a certificate of occupancy to the investor. To conduct this process the State Government is required to establish a Land Use and Allocation Committee that reviews and solves disputes related to the compensation amounts.

In addition, the State Government is required to set up a Land Allocation Advisory Committee, to advise the Local Governments on how to identify and allocate replacement land, when customary rights of occupancy on agriculture land are expropriated. The State Government has further the right to take over the process if the Local Government doesn't solve this issue in a reasonable time.

As the land is held in trust by the State Government, there is no compensation foreseen for the land as such, but for the —unexhausted improvement , which is defined as anything of any quality permanently attached to the land directly resulting from the expenditure of capital or labor by any occupier or a n y person acting on his behalf, and increasing the productive capacity the utility or the amenity thereof and includes buildings plantations of long lived crops or trees, fencing walls, roads and irrigation or reclamation works, but does not include the re s ult of ordinary cultivation other than growing produce. Consequently, developed land is defined in section 50(1) as —land where there exist any physical improvement road development services, water, electricity, drainage, building, structure or such improvements that may enhance the value of the land for



industrial, agricultural or residential purposes .

In sum, the provisions of the Land Use Act with a view on compensation are:

- a. Compensation is not paid for fallow or undeveloped land i.e. with no physical improvements resulting from expenditure, capital or labor.
- b. Compensation is estimated based on the value of improvements.
- c. The provision of Section 6(5) of the Act, which defines that the —holder and the —occupier of customary right of occupancy are entitled for this compensation, is rather confusing and vague as it fails to acknowledge that the holder of the certificate of occupancy might be different from the occupier /user of the land, just as the user of improvement on land (e.g. house) may be a tenant rather than the owner, who is the holder of certificate of occupancy.
- d. When the right of occupancy is revoked in respect of a part of a larger portion of land, compensation shall be computed in respect of the whole land for an amount equal to the rent, if any, paid by the occupier during the year in which the right of occupancy was revoked less a proportionate amount calculated about the area not affected by the revocation. Any interest payable shall be assessed and computed in the like manner.
- e. When there are buildings, improvements, or crops on the portion revoked, the compensation amount shall follow the principle outlined above. The Act does not clearly describe how the public or the PAPs will be consulted in the process of involuntary resettlement and again remains rather vague by say ,In
- g. There shall be a public notice so that those who have interest in the affected land will indicate their interest.

6.4 **The World Bank Environment and Social Standards** Since October 2018, all World Bank-funded investment project financing (IPF) has been required to follow the Environmental and Social Framework (ESF), which consists of ten (10) Environment and Social Standards (ESS). These ESSs set out their requirement for the borrowers relating to the identification and assessing environmental and social risks and impacts associated with any project. The ESSs support the borrowers in achieving good international practice relating to environmental and social sustainability, assist them in fulfilling their national and international environmental and social obligations, enhance transparency and accountability, and ensure sustainable development outcomes through continuous stakeholder engagement. Among the 10 standards, ESS5 on Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement recognizes that project-related land acquisition and restrictions on land use can have adverse impacts on communities of Kwara State has prepared this RPF following the guidelines suggested under ESS5.

6.4.1 Objectives of ESS5



- a. To avoid involuntary resettlement or, when unavoidable, minimize involuntary resettlement by exploring project design alternatives.
- b. To avoid forced eviction;
- c. To mitigate unavoidable adverse social and economic impacts from land acquisition or restrictions on land use by: (a) providing timely compensation for loss of assets at replacement cost and (b) assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing before the beginning of project implementation, whichever is higher.
- d. To improve living conditions of poor or vulnerable persons who are physically displaced by providing adequate housing, access to services and facilities, and security of tenure.
- e. To conceive and execute resettlement activities as sustainable development programs, providing sufficient investment resources to enable displaced persons to benefit directly from the project, as nature may warrant.
- f. To ensure that resettlement activities are planned and implemented with appropriate disclosure of information, meaningful consultation, and the informed participation of those affected.

6.4.2 Applicability of ESS5

ESS5 will apply as the direct social and economic impacts of a project that are permanent or temporary and are caused by the involuntary taking of land resulting in (i) relocation or loss of shelter; (ii) loss of assets or access to assets; (iii) loss of income sources or means of livelihood, whether or not the affected persons must move to another location; or (iv) the involuntary restriction of access to legally designated parks and protected areas resulting in adverse impacts on the livelihoods of the displaced persons. The ESS5 also applies in case any subproject activities found as 'linked' or 'associated facility'. This ESS5 requirements and provisions apply to all components of Kwara State Project that result in involuntary resettlement, regardless of the source of financing. In addition, ESS5 applies to permanent or temporary physical and economic displacement resulting from the following types of land acquisition or restrictions on land use undertaken or imposed in connection with project implementation:

- a. Land rights or land use rights acquired or restricted through expropriation or other compulsory procedures by national law;
- b. Land rights or land use rights acquired or restricted through negotiated settlements with property owners or those with legal rights to the land if failure to settle would have resulted in expropriation or other compulsory procedures.
- c. Restrictions on land use and access to natural resources that cause a community or groups within a community to lose access to resource usage where they have traditional or customary tenure or recognizable usage rights. This may include situations where legally designated protected areas, forests, biodiversity areas or buffer zones are established in connection with the project;
- d. Relocation of people without formal, traditional, or recognizable usage rights, who are occupying or utilizing land before a project specific cut-off date; e. Displacement of people as a result of project impacts that render their land unusable or in accessible; International standards and approaches to access and value assets and land involving compulsory



acquisition or displacement are gradually being adopted in Nigeria based on lessons learned from early investments that caused significant resistance by public and private actors in Nigeria. Consultations with varied stakeholders for this RPF reveal that most states in Nigeria have improved on the valuation rate they use for assets, which is a departure from the obsolete gazetted rate contained in the Land Use Act of 1978. The current rates used by individual states vary, but under this project, the participating states have committed to complying with the World Bank Environmental and Social Standards (ESS) requirements.

The World Bank ESS5 applies to all components of this Project including activities resulting in involuntary resettlement that are

- (a) directly and significantly related to the project,
- (b) necessary to achieve its objectives as set forth in the project documents and
- (c) carried out, or planned to be carried out, contemporaneously with the investments.

6.5 International Standards for Land Acquisition and Resettlement. Restriction on access to land or use of other resources including communal property and natural resources such as marine and aquatic resources, timber and non-timber forest products, fresh water, medicinal plants, hunting and gathering grounds and grazing and cropping areas; Land rights or claims to land or resources relinquished by individuals or communities without full payment of compensation; and g. Land acquisition or land use restrictions occurring prior to the project, but which were undertaken or initiated in anticipation of, or in preparation for, the project.

The Bank's ESS5 covers direct economic and social impacts caused by the involuntary taking of land resulting in

- (i) Relocation or Loss of Shelter;
- (ii) Loss of Assets or Access to Assets; or
- (iii) Loss of Income Sources or Means of Livelihood, whether the affected persons must move to another location. To address these impacts a RPF and subsequent RAPs are prepared to ensure that the displaced persons are
 - (i) Informed about their options and rights pertaining to resettlement,
 - (ii) Consulted on, offered choices among, and provided with technically and economically feasible resettlement alternatives, and
 - (iii) Provided prompt and effective compensation at full replacement cost for losses of assets attributable directly to the investment.

If the impacts include physical relocation, the RPF and RAPs include measures to ensure that the displaced persons are (i) provided assistance (such as moving allowances) during relocation; and (ii) provided with residential housing, or housing sites, or, as required, agricultural sites for which a combination of productive potential, locational advantages, and other factors is at least equivalent to the advantages of the old site. Where necessary, the RPF and RAPs shall also include measures to ensure that displaced persons are

- (i) offered support after displacement, for a transition period, based on a reasonable estimate of the time likely to be needed to restore their livelihood and standards of living and
- (ii) provided with development assistance in addition to compensation measures as outlined above
- (iii) such as land preparation, credit facilities, training, or job opportunities. Attention should be



paid to the needs of vulnerable groups among those displaced, especially those below the poverty line, the landless, the elderly, women and children, indigenous peoples, ethnic minorities, or other displaced persons who may not be protected through national land compensation legislation.

The implementation of the land acquisition and resettlement activities shall be linked to the implementation of the investments to ensure that displacement does not occur before necessary measures for resettlement are in place. These measures include provision of compensation and of other assistance required for relocation, prior to displacement, and preparation and provision of resettlement sites with adequate facilities, where required.

Taking of land and related assets shall take place only after compensation has been paid and, where applicable, resettlement sites and moving allowances have been provided to the displaced persons. As indicated for displaced people whose livelihoods are land-based, preference should be given to land-based resettlement strategies provided with land for which a combination of productive potential, location advantages, and other factors is at least equivalent to the advantages of the land taken. If land is not the preferred option of the displaced persons or sufficient land is not available at a reasonable price, non-land-based options built around opportunities for employment or self-employment should be provided in addition to cash compensation for land and other assets lost. The lack of adequate land must be demonstrated and documented to the satisfaction of the Bank.

Payment of cash compensation for lost assets may be appropriate where

- (a) Livelihoods are land-based but the land taken for the project is a small fraction of the affected asset and the residual is economically viable;
- (b) Active markets for land, housing, and labor exist, displaced persons use such markets, and there is sufficient supply of land and housing; or © livelihoods are not land-based. Cash compensation levels should be sufficient to replace the lost land and other assets at full replacement cost in local markets.

Displaced persons may be classified in one of the following three groups:

- a. Those who have formal legal rights to land (including customary and traditional rights recognized under the laws of the country);
- b. Those who do not have formal legal rights to land at the time the census begins but have a claim to such land or assets--provided that such claims are recognized under the laws of the country or become recognized through a process identified in the RAP; and
- c. Those who have no recognizable legal right or claim to the land they are occupying.

Persons covered under para. (a) and (b) are provided compensation for the land they lose, and other assistance. Persons covered under para. (c) are provided resettlement assistance in lieu of compensation for the land they occupy, and other assistance, as necessary, to achieve the objectives set out in ESS5, if they occupy the project area prior to a cut-off. Persons who encroach on the area after the cut-off date are not entitled to compensation or any other form of resettlement assistance. All persons are provided compensation for loss of assets other than land.

6.6 Gap Analysis between Nigerian Law and World Bank ESS5 and Gap filling Measures In



Table 5.1, a comparison between Nigerian Land law and the WB ESS 5 is shown. Whereas the law relating to land administration in Nigeria is wide and varied, entitlements for payment of compensation are essentially based on right of ownership. The Bank's ESS 5 is fundamentally different from this and states that affected persons are entitled to some form of compensation whether or not they have legal title if they occupy the land by an announced cut-offdate. The Table provides assessment of key relevant clauses in the Nigerian extant law regarding involuntary resettlement/land acquisition and that of the World Bank ESS 5 and provides solutions to existing gaps.

The Nigeria Land Use Act and World Bank ESS 5 agree that compensation should be given to PAPs in the event of land acquisition and displacement of persons prior to the commencement of works. Thus, all land to be acquired by the government for this project will be so acquired subject to the Laws of Nigeria and the Bank ESS 5

Table 5.1: Gaps between Nigerian Law and World Bank ESS 5 and Gap filling Measures / Actions

CATEGORY	NIGERIAN LAW	WORLD BANK ESS5	MEASURES TO FILLING THE GAPS
Minimization of resettlement	No requirement to consider all options of project design in order to minimize the need for resettlement or displacement	Involuntary resettlement should be avoided where feasible or minimized, exploring all viable alternative project designs	To minimize resettlement, footprints (actual and specific designs) of project-related activities, particularly commercial farmland, will be designed.
Information and consultation	It is lawful to revoke or acquire land by the governor after issuance of notice. No consultation is required	PAPs are required to be meaningfully consulted and participate in the resettlement process	PAPs shall be consulted and engaged in the resettlement process.
Timing of compensation	The law is silent on the timing of payment	Compensation implementation to take precedence before construction or displacement	Compensation and resettlement implementation to take place before construction or displacement
Livelihood restoration	Makes no prescription on livelihood restoration measures	Requires that vulnerable PAPs be rehabilitated	livelihood restoration measures will be put in place for vulnerable PAPs



Grievance process	The land use and allocation committee appointed by the Governor is vested with all disputes/ grievance and compensation Matters	Requires that a grievance redress mechanism be set early constituting the representatives of PAPs and prefers local redress mechanism. The law court is the last resort when available mechanism or outcome is unsatisfactory to PAP.	A grievance redress committee(GRC) shall be established early and existing local redress process shall be considered to address issues of project induced grievances. PAPs or their representatives shall be member of GRC.
Owners of economic trees and crops	Compensation for an amount equal to the value as prescribed by	Compensation for the market value of the yield plus the cost of	Compensation for the market value of the yield plus the cost of
Community land with customary right	Compensation in cash to the community, chief or leader of the community for the benefit of the community	Land for land compensation or any other in- kind compensation agreed to with the community	Land for land compensation or any other in-kind compensation agreed to with the community
Agricultural land	Entitled to alternative agricultural land	Land for the land compensation	Land for land compensation
Fallow Land	No compensation	Land for land compensation subject to land holding right	Land for land compensation subject to land holding right.
Statutory and customary right land owners	Cash compensation equal to the rent paid by the occupier during the year in which the Right of occupancy was revoked	Recommends land- for- land compensation or other form of compensation at full replacement cost	Recommends land- for- land compensation or other form of compensation at full replacement cost
Owners of —Non permanent Building	Cash compensation based on the market value of the building (that means depreciation is allowed)	Entitled to in-kind compensation or cash compensation at full replacement cost including labour and other relocation expenses, prior to displacement	Entitled to in-kind compensation or cash compensation at full replacement labour and relocation expenses, prior to displacement.
Owners of —permanent” building and installations	Resettlement in any other place by way of reasonable alternative accommodation or cash compensation based on market value	Entitled to in-kind compensation or cash compensation at full replacement cost including labour and relocation expenses, prior to displacement.	Entitled to in-kind compensation or cash compensation at full replacement cost including labour and relocation expenses, prior to displacement.



Rejection of compensation	No categorical Statement	The taking of land and related assets may only proceed if the project has deposited funds equal to the amount offered as compensation plus 10 percent in a secure form of escrow or other interest-bearing deposit satisfying the banks fiduciary requirements.	The project must provide a means satisfactory for resolving the dispute concerning the offer of compensation in a timely and equitable manners as issues are resolved.
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6.7 Major outcomes of the Review of Nigeria Legislation and the International Policy on Involuntary Resettlement Following the review and gap analysis contained in Table 5.1, the following conclusions can be made:

- a. In the event of divergence between the Nigeria Legislation and the World Bank
- b. Environmental and Social Standards, the more stringent and pro-poor law is to be followed in the implementation of this project.

That entitlement value for affected land and assets varies with the type of asset which are identified as follow:

State (urban and non-urban) owned Land

State owned land would be allocated free by the Governor or Local Government (perhaps except for processing and registration fees). The State Agency would be expected to pay compensation / resettlement assistance to acquire land in this category in cases where the state-owned land is being used by landlords or squatters, settled upon or otherwise being used.

Privately owned Land Privately owned property, would have to be acquired at the replacement cost. The guiding principle is that whoever was using the land to be acquired would be provided other land of equal size and quality.

Assets held under Customary Law According to Nigeria law, assets held under customary rights are in the Local Government jurisdictions only and would have to be valued according to the following method and compensation paid for:

- i. According to the provisions of the resettlement plan, the project would compensate for assets and investments, including labour, buildings, and other improvements. Compensation rates would be based on replacement costs as of the date and time that the replacement is to be provided;
- ii. Compensation would not be made after the entitlement cut-off date in compliance with this policy. Under customary law land belongs to chiefdoms, towns and villages;
- iii. The permanent loss of any such land will be covered by community compensation, which will be in-kind, only. However, because the Bank's ESS5 makes no distinction between statute and customary rights, not only assets and investments will be compensated for, but also land; Thus, a customary land owner or land user on state owned land will be compensated for land, assets, investments, loss of access etc. at market rates at the time of the loss.



CHAPTER SEVEN

OUT- GROWERS AND FOOD SECURITY TOOLKIT



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
OUT-GROWERS AND FOOD SECURITY TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023

7.1 Introduction to the toolkit

The Out-growers and Food Security toolkit presents a series of process models that would support the growth of investors and economically empower local communities to participate in large scale agribusiness development. Additionally, it includes a food security strategy for participating communities.

7.2 Purpose of Toolkit

This Toolkit enables investors and other investment stakeholders to understand and implement effective engagement, support, and contracting strategies with Out-growers.

7.3 FRILIA Principles applicable to Out-growers and Food Security

- Investments should be consistent with and contribute to policy objectives, including poverty eradication, food security, sustainable land use, employment creation, and support to local communities (FRILIA principle 1.1);
- Investments should occur transparently (FRILIA principle 1.2);
- Land acquisition and related adverse impacts will as much as possible be minimised or avoided (FRILIA principle 1.3);
- Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate (FRILIA principle 1.5);
- Communities have the opportunity and responsibility to decide whether or not to make land available, based on informed choices (FRILIA principle 1.6);
- Investments should be monitored (FRILIA principle 1.7);
- Safeguard against environmental damage unless adequately mitigated (FRILIA principle 4.1);
- Investments preceded by independent assessments of potential positive and negative impacts on tenure rights, food security, livelihoods, and environment (FRILIA principle 4.2).

2. Importance of Out-growers in the Kwara State Transformation Program

FRILIA is, by design, aimed at supporting "large scale agribusiness investments". These are projects that would require substantial state support, oversight, approvals, and access to international funding. It is essential to underscore that FRILIA is not



designed to support small or medium scale agribusiness investments —typically having less stringent planning and less onerous investment requirements . By design, FRILIA is also aimed at supporting land-intensive agricultural investments, requiring the introduction of intensive agricultural production models, systems, and technology. FRILIA is not aimed at scaling up low yield, low profit, and often exploitative extensive agricultural practices. The above two qualifications, "large scale" and "land-intensive", set the scene for the design of the FRILIA within the Kwara State Transformation Program. In operationalising the FRILIA framework, out-growers participation is essential. Large scale agribusiness investments in Africa would typically have an annual turnover of more than USD 10 million and rely on out-growers to supply between 30% and 70% of the agriculture input. In contrast, in economies where agriculture value chains are fully developed, producers do not process, and processors do not produce. Experience in Africa is different, and investors cannot rely on a reliable feedstock supply unless they grow a significant portion themselves. Therefore, the out-grower component remains essential to large scale agribusiness investments, not only to secure sufficient feedstock for a large-scale operation but also because of the following advantages to the investor:

1. The investor can obtain turnover with no capital expense where out-grower projects are supported with external funding
2. The investor can maintain harmonious, mutually beneficial relationships with host and neighbouring communities. As a minimum, the investor must receive the Communities Free and Informed Consent to proceed with his investment, but the out-grower strategy enables him to go beyond obtaining consent.

7.4. The Role of Food Security in Out-grower Projects

Out-grower development can bring about significant changes in household food security. This is because land and other resources traditionally allocated to household food security are now redirected to income-earning commercial production. If not managed effectively, the following challenges can arise:

- Time-lapse between joining an out-grower scheme and earning income causes food shortage for the out-grower.
- Land re-allocation causes food insecurity for communities reliant on their farmers to grow food for local consumption.

Increased income could and should improve the long-term food security of households, provided that the income earned is well spent and there is no time lapse between income earned to buy food and the need for food. Thus, ensuring household food security, therefore, becomes part of the design of out-grower projects.

2.2 Roles of Investor, Communities and Government

The Purpose, Roles, and key Activities of the principal partners to the Investment is given below. Some important features:

- Outgrowers are considered to be Investors. They invest their time, effort and opportunity.
- Communities are both Hosts and co-Investors.
- Government are partners and mobilisers of Development funds for Communities.
- Investors are Project Proponents and Designers, not financiers

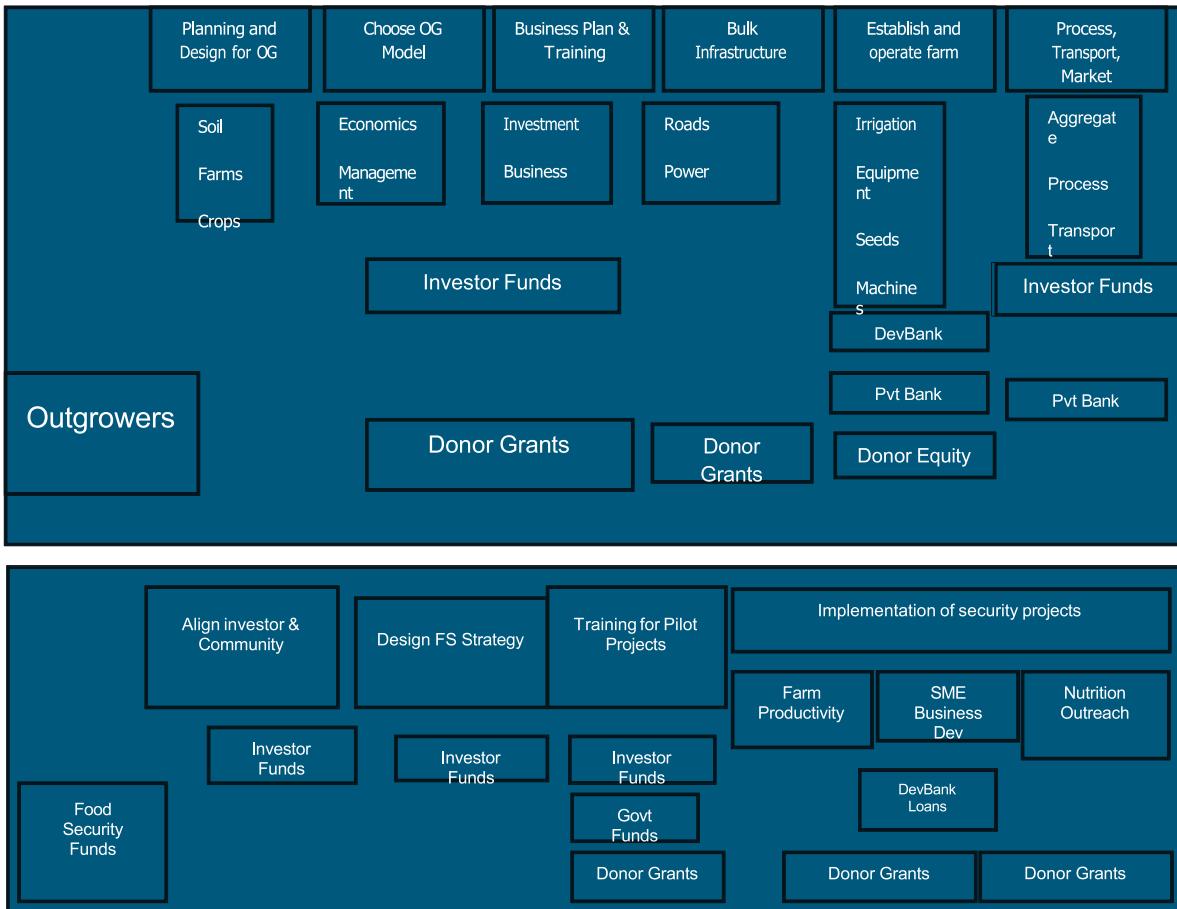


2.3 Financing Out-growers and Food Security

Recommendations for financing Out-growers and Food Security are given here in the Diagram. More information is given in the Specific Templates

Diagram. More information is given in the Specific Templates

INVESTOR	COMMUNITY	Government
<p>Investor's purpose</p> <ul style="list-style-type: none"> • Land for farming and factory • Feedback Supply without using own Capital <p>Investor role</p> <ul style="list-style-type: none"> • Proponent and Designer of Investment • Contracting Partner & Purchaser <p>Investor Activities</p> <ul style="list-style-type: none"> • Design Project • Get Consent from Communities • Organise Arrange and Operate 	<p>Community Needs</p> <ul style="list-style-type: none"> • Human Development • Economic Upliftment: BUSINESS AND JOBS • MinimizeLand-take: OUTGROWERS • FoodSecurityIMPROVEMENTS <p>COMMUNITY ROLE:</p> <ul style="list-style-type: none"> • Giverof consent • Partnerin all OGtrainingandselection • Partnerin foodsecuritystrategy <p>COMMUNITY ACTIVITIES</p> <ul style="list-style-type: none"> • Maintaina 	<p>GOVT PURPOSE</p> <ul style="list-style-type: none"> • Human Development • Economic upliftment • Environment Protection <p>Govt Role</p> <ul style="list-style-type: none"> • Policy Maker • Regulator and Auditor • Mobiliser of Development Funds • Director of Investment Flows <p>Govt Activities</p> <ul style="list-style-type: none"> • Create Conductive Policies • Maintain Regulatory Framework • Procedure Funding for Public Infrastructure
OUT GROWER	cooperativeenvironment	<ul style="list-style-type: none"> • Monitor, Evaluate
OUTGROWER ACTIVITIES <ul style="list-style-type: none"> • Learn and Do Modern Business • Supply produces as contracted 	<ul style="list-style-type: none"> • Participatein investmendt esign • Monitorand evaluate 	



3 SCOPE OF THE OUTGROWERS AND FOOD SECURITY TOOLKIT

The toolkit is made up of three Templates:

1. The Investor Out-grower Plan
2. The Out-grower Models
3. The Food Security Template

Each template is designed to be used on its own; however, each is better used together.

3.1 How to use the Out growers and Food Security Templates

3.1.1 *The Investor Outgrower Planning Template (OG Template 1)*

This is made up of three sections:



1. Investor/Out-grower Relationships
2. A generic flow chart that illustrates the steps a well-designed project will go through from conception to operation
3. Detailed narrative descriptions at each in the flow chart step. Linkages with other activities are also explained.

3.1.2 The Out-grower Models (OG Template 2)

Three Generic models are introduced and explained in the Out-grower model selection matrix OG Template 2.

1. Model 1 Individual Farmers in which individuals, and often their families, farm small pieces of land, up to 1 ha, using traditional methods.
2. Model 2 Co-operative in which individual farmers are members of a cooperative. Farming is undertaken individually on small pieces of land, up to 1 ha, using improved methods.
3. Model 3 Farmers Corporate in which individual farmers exchange land use rights for a share in their own, properly registered and incorporated company.

The models are accompanied by feature sets. These comprise operational, organisational and monetary aspects which reflect the degree of sophistication desired within a model. These features include:

- Acquiring Critical Resources – Land, Water and Money
- Systems for Operations – Farming Systems
- Money and Contract – Methods of Contracting and Paying
- Organisation – Different Structures for different Strategies
- Risks – the Financial, Quality, Social and Food Security Risks intrinsic to each model

3.1.3 The Food Security Template (OG Template 3)

This template can be adopted by communities involved in investor-led projects that take land away from food production. The strategy has four (4) clear objectives which ensure that communities' access to adequate and nutritious food year-round is not negatively impacted and is improved.



Objective 1	Replace Threat of Fewer Physical Resources with Higher Productivity leading to higher food production
Objective 2	Replace Threat of Fewer Economic Resources with More Economic Activity within the Community leading to more money for food expenditure
Objective 3	Replace Threat of Increased Competition with Increased Collaboration leading to more effective use of all resources particularly Human
Objective 4	Replace poor knowledge of diet with Increased nutrition knowledge leading to improved Nutrition

Procedures for achieving these objectives are laid down. An important feature is the proposal that ensures compliance with the Food Security Strategy becomes mandatory; failure on the part of an investor to comply would attract penalties from the Government.

3.1.4 *Other Templates*

Templates have been developed as part of the other Toolkits that will be used for contracting and engaging with stakeholders as specified in the Investor – Out-grower planning template.



CHAPTER EIGHT

STAKEHOLDERS ENGAGEMENT TOOLKIT



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
STAKEHOLDER ENGAGEMENT TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

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 (6) stages for agricultural investment under the Kwara State Investment Approval Process (IAP), from initial enquiry to aftercare. The toolkit guides investors and implementation agencies to:

- Develop a framework for stakeholder engagement that:
 - Identifies investment project stakeholders.
 - Analyses stakeholder interests, influence, roles, and responsibilities.
 - Understands the relationship between the stakeholders and guides appropriate alignments within the investment process to deliver responsible and inclusive outcomes.
- Develop a strategy and plan that defines pathways for effective communication for enhanced and inclusive participation.

In addition to this toolkit guide, related templates are provided to assist the investor and relevant MDAs in developing and implementing this framework.

It is important to note that this toolkit applies to two broad investment scenarios. The first is where the government has previously acquired land and is considering providing it to the investor. The second is where the investor seeks to acquire land directly from local landowners or land users. While stakeholder engagement is essential in both cases, it will likely be more challenging and time-consuming under the second scenario. The investor and the community will lead the agreement with little involvement from the responsible MDA or local government at the initial stage. This reinforces the objective of this Toolkit, which is to guide stakeholders in navigating the investment project lifecycle.



2. FRILIA Principles Applicable to Stakeholder Engagement

The FRILIA principles most applicable to stakeholder engagement are as follows:

- Investments should occur transparently (Principle 1.2).
- Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate (Principle 1.5).
- Communities are responsible for deciding whether to make land available based on informed choices (Principle 1.6).
- Investment should be monitored (Principle 1.7).
- Compensation standards must be disclosed and applied consistently (Principle 3.1).
- Economic and social impacts caused by land acquisition or loss of access to natural resources shall be identified and addressed, including people who may lack full legal rights to assets or resources they use or occupy (Principle 3.2)
- Offer displaced land-based earners replacement land if available (Principle 3.6).

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 implemented in their territory. This power may extend over the investment project's lifetime if the investment's nature or scope changes over time.

The four elements of FPIC can be described as follows:

Free: Those deciding whether to consent to a project should do so without coercion, intimidation, or manipulation.

Prior: Consent must be sought before any 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 consent only under certain conditions.

3. Stakeholder Engagement Plan

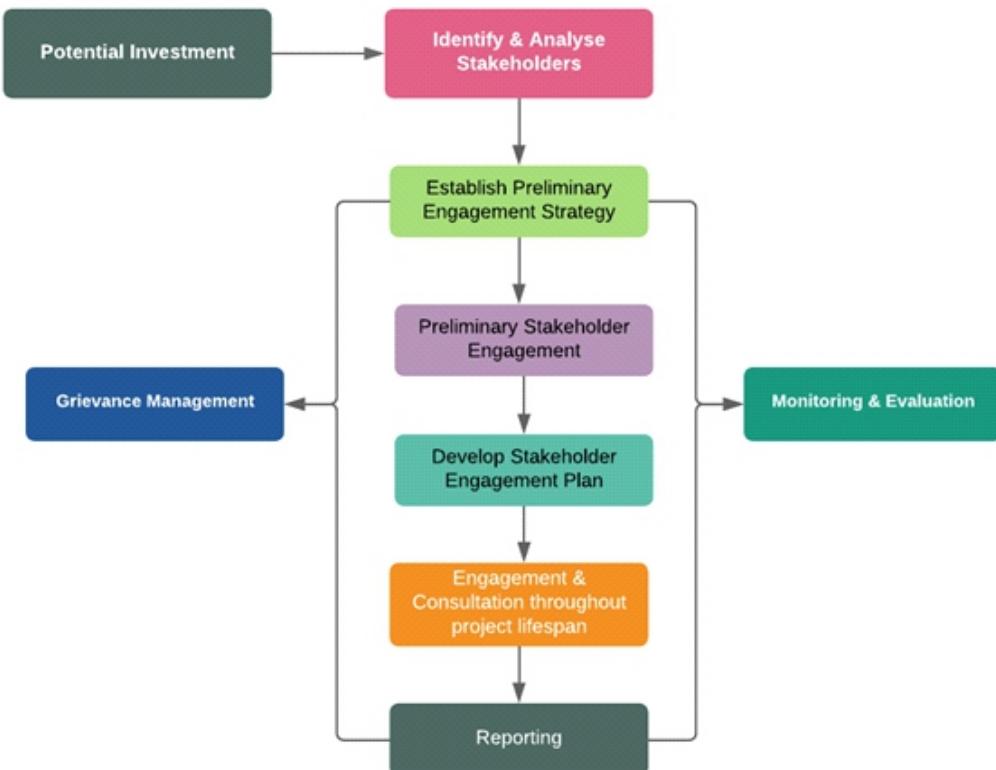
A Stakeholder Engagement Plan is used to identify a project's stakeholders and how they will be constructively engaged throughout the project lifecycle. It seeks to ensure a positive relationship between the investor and its stakeholders and helps manage project risks.

A Stakeholder Engagement Plan is a living document that must be reviewed and constantly updated throughout the project lifecycle to reflect any 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 (Kwara State Investment Promotion Agency

Investment Approval Process (KWSGIPB-IAP))

The toolkit also guides community consultation and engagement throughout the SIX (6) stages of Kwara State's FRILIA agricultural investment approval process, from "Initial Inquiries & Know Your Customer (Due Diligence) Assessments" to "The parties enter into Final Agreements".

1. **Stage 1: INITIAL INQUIRIES & KNOW YOUR CUSTOMER (DUE DILIGENCE)**—The investor reaches out to the Kwara State Investment Promotion Agency with the intention to invest in Kwara State. The Kwara State Investment Promotion Agency communicates the FRILIA toolkits to the investor via channels outlined in the FRILIA Communication Strategy.

2. **Stage 2: [Information Exchange & Site Visits]**—
 - A. Kwara State Investment Promotion Agency, through the One Stop Investment Centre, continues to provide information and resources that the potential investor may need to proceed with the investment. Also coordinates the investor's interaction with other government agencies and helps the investor locate service providers.
 - B. The Directorate of Lands and the Ministries of Agriculture arrange site visits for the investor after notifying local officials and communities of investor interest. C. The Directorate of Lands and the Ministry of Local Government Affairs notify local government officials, other



wards, and community stakeholders to engage in internal consultations and then respond preliminarily to whether they might welcome the investment.

3. Stage 3: [Potential Investor Proceeds or Withdraws] – A. The investor reacts to the community's initial response to the potential investment and the investor's assessment of the viability of the investment and the potential site. If the investor decides to withdraw, the process stops. If the investor wishes to consider a different location within the State, the process reverts to Stage 2. The process also ends if the community decides not to proceed. B. If the potential investor decides to proceed and the community is supportive, the investor should engage further, build relationships with the community, and get them fully involved. The investor and the community (with legal assistance provided by Kwara State Ministry of Justice and Community Legal Council should begin to discuss a community engagement plan to guide the ongoing consultations.

4. Stage 4: [Investor Enters into a Memorandum of Understanding (“MoU”) with KWSG Investment Promotion Agency, Ministry of Lands, Ministries of Agriculture and Representatives of the Affected Communities] – A. KWSG Investment Promotion Agency does more in-depth due diligence on the investor and the KWSG Investment Promotion Agency shares additional due diligence findings with other stakeholders. B. Consultations with the community continues and a community engagement plan may be agreed to at this point. C. If all parties continue to be supportive of the proposed investment, they attempt to agree on an MoU that covers the framework of the investment, how much land is required, benefits that may accrue to the community, commitments to ongoing consultation, preparation of an ESIA, etc. The MoU does not legally commit any party to a final agreement on the proposed investment.

5. Stage 5: [Investor Completes and Shares a Feasibility Study, Business Plan and an independent Environmental and Social Impact Assessment (ESIA)] – A. Kwara State Ministry of Environment makes its determination whether the ESIA is acceptable and notifies the investor within 14 working days of receiving it. B. A community engagement plan should be finished in this stage if not already completed. C. Land lease discussions can continue (if begun in a previous stage) or begin. Leases should not be finalized and signed until Stage 6.

6. Stage 6: [The parties enter into Final Agreements] – The final agreement is likely to be contained in several individual agreements or could be combined into one document. While the precise requirements will vary, approved investment is likely to include some or all of the following:

- Land lease agreement
- Outgrower contract(s)
- Community impact and benefit agreement
- Community engagement plan
- Monitoring plan



- Inclusive, accessible and equitable dispute resolution mechanisms

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



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?

Kwara State Investment Promotion Agency 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 *Box 4: List of Potential Stakeholder Categories*

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

- Kwara State FRILIA Steering Committee
- Kwara State FRILIA Technical Committee
- Kwara State FRILIA Project Implementation Unit
- Kwara State Ministries of Ministry of Agriculture
- Kwara State Ministry of Local Government Affairs
- Kwara State Ministry of Environment and Natural Resources
- Kwara State Ministry of Justice
- Kwara State Ministry of Women Affairs



- Kwara State Ministry of Youth Affairs
- Kwara State Ministry of Finance
- Kwara State Directorate of Lands
- Kwara State Ministry of Business & Innovation
- Kwara State Investment Promotion Agency (Lead Agency)
- Kwara State Internal Revenue Service
- Kwara State Chieftaincy Affairs
- Kwara State Geographic Information Services
- Office of the State Surveyor General
- Kwara State Agency of Public Private Partnership

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

The relevant local government authorities are:

- Kwara State Ministry of Local Government Affairs
- Kwara State Department of Chieftaincy Affairs
- Kwara State Local Government Area

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

3.4 Stakeholder Analysis

Having identified the stakeholders, it is necessary to analyse them. This includes clearly identifying and describing each stakeholder (there often will be many in each category), their interest or stake (both positive and negative), and their specific role or responsibility. Stakeholders are interested in an investment project if they are likely to affect or be affected by a project. The level of interest is determined by the magnitude of their effect on the investment project, or the investment project has on them. See Table 1 and Figure 3.

Table 1: Stakeholder Groups in Kwara 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 Kwara State Investment Promotion Agency with key decision-making at government level	High interest-high influence	In charge of the overall coordination of the establishment, adoption and implementation of Kwara State Framework for Responsible and Inclusive Land-Intensive Agricultural Investment



State FRILIA Technical Committee	All members of the Technical Committee established by Executive Order	Support Directorate of Lands and Ministries of Agriculture with the implementation of FRILIA	High interest-high influence	In charge of the development of Kwara State Framework for Responsible and Inclusive Land-Intensive Agricultural Investment, prepare FRILIA implementation Plan and perform other mandate as directed by the Steering Committee
Federal Ministries, Departments and Agencies (MDAs)	Federal Ministry of Environment, Federal Ministry of Agriculture,	Support Kwara State Ministry of Environment with the implementation of KWSG FRILIA Environmental and social risk management toolkit	Low interest – high influence	In charge of the KWSG FRLIA Environmental and Social Risk Management approval
State Ministries, Departments and Agencies (MDAs)	Kwara State: Directorate of Lands, Ministries of Agriculture, Ministry of Justice, Ministry of Commerce, Office of the State - Surveyor General, Kwara State Geographic Information Services, Ministry of Local Government Affairs, Ministry of Finance, Department of Chieftaincy Affairs, State Agency of Public Private Partnership, State Boarder Commission, Investment Promotion Agency, Land Use and Allocation Committee	Support Kwara State Directorate of Lands with the development and dissemination of FRILIA toolkit, FRILIA Communication Strategy and GRM	Low interest-low influence	In charge of the implementation of KWSG FRILIA toolkits



STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
Traditional authorities	Chairman of the Council of Traditional Rulers	Support Ministry of Lands with Defining structures and human resource within the local community for the project Implementing	High influence – low interest	Assist in the identification of stakeholders and arrange other initial meetings with the broader community
Local businesses	Agro value chain businesses	Support Investment Promotion Agency with the provision of suitable business partners to drive the project	Low influence – low interest	In charge of sourcing local partners for the project
Project affected persons (women, men, sub-groups (e.g., pastoralists))	Land Title owners, Families	Support Ministry of Lands with provision of land for the project	High Interest – low influence	In charge of the provision of land for project
Local Government Departments and Agencies	Ministry of Local Government Affairs	Support Ministry of Lands with intervention design as well as the evaluation of project on behalf of communities	High Influence – low interest	In charge of intervention design as well as the evaluation of project on behalf of communities
NGOs and CSOs	Community base NGOs and CSOs	Support Investment Promotion Agency to create awareness and mobilization of direct and indirect beneficiaries	Low interest – low influence	In charge of creating awareness and mobilization of beneficiaries
Development partners	Investors and lenders	Support Investment Promotion Agency with the project funding and strategic assistance	Low influence – high interest	In charge of the Project funding and technical support



STAKEHOLDER CATEGORY	STAKEHOLDER	INTEREST	LEVEL OF INTEREST	ROLES AND RESPONSIBILITIES
Media	State Broadcasting Corporation	Support Ministry of Information and Ministry of Lands to reach out to all stakeholders with the information dissemination about the project	Low interest-low influence	In charge of information dissemination

3.5 Stakeholder Mapping

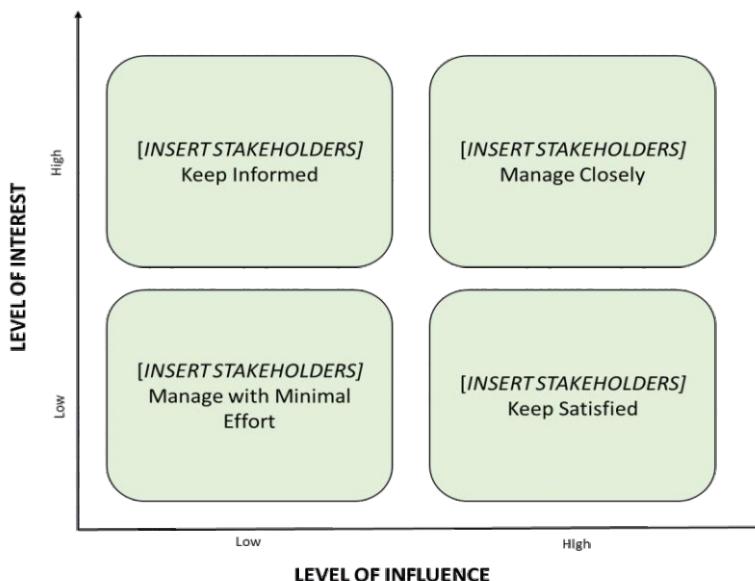
Stakeholder mapping is understanding the relationship between stakeholders and how to manage them. A stakeholder map shows a visual representation of identified stakeholders categorised by their interest and influence in the investment project. A stakeholder map is the first stage to managing stakeholders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

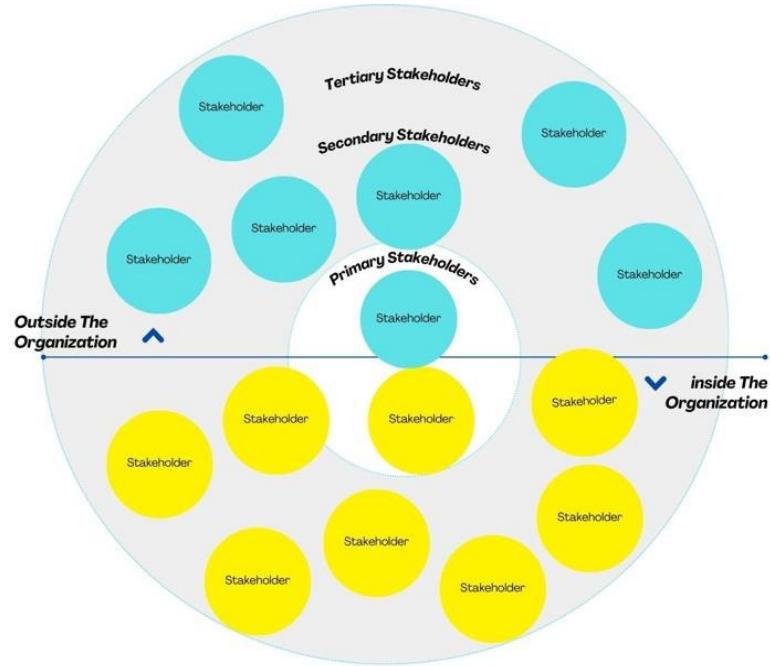
Tertiary Stakeholders:

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

Stakeholder Mapping

Project Name or Topic



4. Stakeholder Engagement

Stakeholder engagement begins early in the investment process and should continue for the entire life of the investment project. It is one of the essential elements of a responsible and successful investment in agriculture. The principles of FPIC (as described above and pursuant to FRILIA principle 1.5) should 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 Kwara 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, Directorate of Lands in company with Ministries of Agriculture and representative from Investment Promotion Agency, 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 the LGAs in Kwara State, so it is important to engage and consult them in addition to engaging directly with the community members. Thus, it is important that Directorate of Lands in collaboration with Ministries of Agriculture and Investment Promotion Agency 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.

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 Ministry of Lands and 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 should often be done through a face-to-face meeting to introduce the investment project and the project proponents or representatives. The community leaders can then assist in identifying stakeholders and 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 appropriate for each stakeholder group. The following table details various communication methods that 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 in-depth 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	Introduction of Investment Project to government stakeholders and level of participation/support required
State Ministries, Departments and Agencies (MDAs)	Direct meetings, workshops, key informant interviews	Facilitate project entry in collaboration with other nongovernment stakeholders
Traditional authorities	Direct meetings; townhall meetings, key informant interviews, infographics	Introduction of project to local communities
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 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 Kwara 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	14 working days
Information Exchange & Site Visits	• Ministries of Agriculture, Ministry of Lands, Ministry of Local Government Affairs, investors and Stakeholders identified)	• Meetings; letters; sharing of reports	21 working days
Potential Investor Proceeds or Withdraws	• Kwara State Ministry of Justice, Kwara State Directorate of Lands, investors and Stakeholders identified)	• Meetings; letters; sharing of reports	21 working days
Investor Enters into a Memorandum of Understanding ("MoU") with KWSG Investment Promotion Agency, Ministry of Lands, Ministries of Agriculture and Representatives of the Affected Communities	• Kwara State Investment Promotion Agency, Directorate of Lands, Ministries of Agriculture, investors and Stakeholders identified)	• Meetings; letters; sharing of reports	21 working days



INVESTMENT PROJECT PHASE (PER IAP)	STAKEHOLDER	ENGAGEMENT ACTIVITY	IMPLEMENTATION SCHEDULE
Investor Completes and Shares a Feasibility Study, Business Plan and an independent Environmental and Social Impact Assessment (ESIA).	• , Kwara State ministry of Environment, investors and Stakeholders identified	• Meetings; letters; sharing of reports	21 working days
The parties enter into Final Agreements.	•	• Meetings; letters; sharing of reports	31 working days

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

- The GRM is expected to address concerns promptly and effectively in a transparent manner that is readily accessible to all project-affected parties, at no cost and without retribution.
- Handling of grievances needs to be done in a culturally appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties.
- The mechanism must allow for anonymous complaints to be raised and addressed.
- The project proponent(s) must inform the project-affected parties about the GRM process 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	<ul style="list-style-type: none">Number of stakeholder engagements conductedLevel of stakeholder satisfaction with engagement activitiesDiversity of stakeholders engagedStakeholder feedback integration into project decisions
2	Frequency	<ul style="list-style-type: none">Monthly stakeholder engagement reviewsQuarterly assessment of stakeholder feedbackBi-annual stakeholder perception surveys
3	Responsible Party	<ul style="list-style-type: none">Stakeholder Engagement Team LeaderProject ManagerMonitoring and Evaluation Officer
4	Strategies for Data Collection	<ul style="list-style-type: none">Surveys and feedback forms distributed after engagement activitiesStakeholder engagement logs documenting interactions and feedbackFocus group discussions and interviews with key stakeholders
5	Reporting Strategy	<ul style="list-style-type: none">Quarterly stakeholder engagement reports highlighting key insights and trendsAnnual stakeholder engagement impact assessmentsReal-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. 20 th 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



CHAPTER NINE

**GLOBAL MEMORANDUM
OF UNDERSTANDING
(GMOU) TOOLKITS**



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
GLOBAL MEMORANDUM OF UNDERSTANDING (GMOU) TOOLKITS
DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023

9.1 Introduction to GMOU Toolkit

The Global Memorandum of Understanding (GMOU) toolkit provides legal guidelines and regulatory compliance for land acquisition and implementation of agricultural and development activities pertinent to the operationalization of FRILIA.

9.2 Scope of the Toolkit

The GMOU toolkit complements other FRILIA toolkits, specifically:

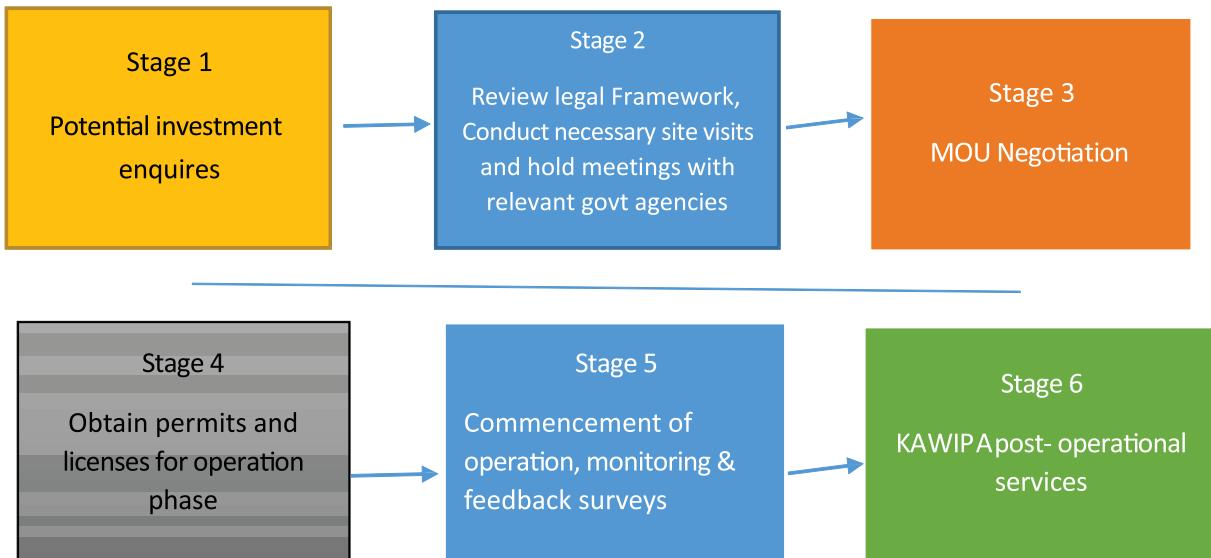
- Environmental and Social Risk Management Toolkit
- Out-growers and Food Security Toolkit
- Land Access, Easement, and Involuntary Resettlement Management Toolkit
- Community Needs Assessment and Development Toolkit
- Grievance Redress Mechanism Toolkit

9.3 FRILIA Principles applicable to the GMOU Toolkit

- Investments should be consistent with and contribute to policy objectives, including poverty eradication, food security, sustainable land use, employment creation, and support to local communities (FRILIA principle 1.1);
- Land acquisition and related adverse impacts will, as much as possible, be minimized or avoided (FRILIA principle 1.3)
- Communities have the opportunity and responsibility to decide whether to make land available based on informed choices (FRILIA principle 1.6).
- Investments should be monitored (FRILIA principle 1.7).
- Investments should safeguard against the dispossession of legal tenure rights (FRILIA principle 2.1).
- Existing legitimate rights, including customary and informal, and rights to common property resources, should be systematically and impartially identified (FRILIA principle 2.2);
- Compensation standards are to be disclosed and applied consistently (FRILIA principle 3.1);
- Adequate compensation will be provided to purchase replacement assets of equivalent value and to meet any necessary transitional expenses before taking land or restricting access (FRILIA principle 3.3);
- Safeguard against environmental damage unless adequately mitigated (FRILIA principle 4.1);
- Promote community, individual, and worker safety (FRILIA principle 4.4)
- Promote fair treatment, non-discrimination, and equal opportunity of workers and prevent all forms of forced and child labour (FRILIA principle 4.5);
- Promote recognized good practices for hazardous materials generated (FRILIA principle 4.6).



2 FRILIA GMOU TOOLKIT APPROACH



The GMOU toolkit is applicable during the following KAWIPA project investment stages:

3 GMOU TEMPLATES

- GMOU Template 1: MOU between KWSG and investor
- GMOU Template 2: Checklist of human and land-related rights, international Standards and best practices
- GMOU Template 3: Crop registration procedure in Nigeria
- GMOU Template 4: License and permit compliance checklist
- GMOU Template 5: List of regulatory bodies
- GMOU Template 6: List of agricultural research institutes in Nigeria
- GMOU Template 7: MOU between investors and community members for Implementation of community development projects
- GMOU Template 8: MOU between investors and out-growers
- GMOU Template 9: Guideline for supply contracting agreement between investors and out-growers
- GMOU Template 10: FRILIA local employment MOU

Sections of the Guide

1. Responsibilities: In every collaboration, defining clear responsibilities is paramount. The MoU templates include dedicated sections outlining each party's specific roles and obligations. Whether it's the state government, educational institutions, healthcare providers, or economic development partners, clarity in responsibilities is essential for effective execution.



2. **Expectations:** The templates articulate mutual expectations to align the go also fall parties involved. This section clarifies the anticipated outcomes of the collaboration, ensuring that the stakeholders share a common understanding of the project's purpose and envisioned impact on Kwara State.
3. Timelines: Time is a critical factor in project management. The MoU templates incorporate sections detailing project timelines, milestones, and deadlines. This ensures that all collaborators are synchronized in their efforts and that the initiatives progress efficiently toward their goals.

How to Use the Templates:

Selection: Choose the relevant MoU template based on the nature of the collaboration (small or large-scale investment in agriculture).

Customization: Tailor the template to suit the partnership's specifics. Insert details such as names, addresses, and project details where required.

Legal Review Before finalizing any agreement, it is advisable to seek legal counsel. Ensure that the terms and conditions comply with local regulations and adequately protect the interests of all parties.

Signing: Once customized and reviewed, the parties involved should sign the MoU to formalize the collaboration. By embracing these MoU templates, Kwara State aims to foster a conducive environment for impactful, transparent, and accountable collaborations. The state is poised to strengthen its global ties and accelerate progress toward its development objectives by adhering to these standardized frameworks. Annex 5 presents the MOU template.

Note: The template of an MOU is attached as an appendix



CHAPTER TEN

GRIEVANCE REDRESS MECHANISM



**KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE
AGRICULTURE (FRILIA)**

GRIEVANCE REDRESS MECHANISM TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

1.0 Introduction

In any association between two individuals or more, be it friendship, family, workplace, business dealings, or community relation, there is bound to be grievance. This also applies to land-based intensive agricultural Investments leveraging FRILIA. Grievances in this case usually arise for various reasons such as unfair treatment, compensation issues, environmental and social impact of investments, abuses in various forms, interpersonal conflicts, personality clashes, and lack of proper and effective communication. Effective resolution or redress of such grievances or complaints when they arise promotes safe, sustainable, and secured investments, hence, a formal, fair, reliable, transparent and a culturally appropriate Grievance Redress Mechanism (GRM) must be put in place.

A GRM in land-based agricultural investment refers to a structured system of addressing complaints, disputes, grievances or appeals that may arise from various stakeholders involved in agricultural investments, particularly those related to land use, ownership, or management. It is a systematic process designed to receive, investigate, respond to, and resolve complaints, grievances or appeals from stakeholders, including individuals, communities, employees, and other parties affected by an organization's activities, projects, or policies. The GRM provides a structured pathway for stakeholders to voice concerns, seek resolution, and receive feedback in a fair, reliable, transparent, timely and culturally appropriate manner.

1.1 Objectives of Grievance Redress Mechanism

The primary objective of the GRM Toolkit is to provide guidance in establishing a mechanism that will ensure that complaints, disputes, grievances, concerns and appeals from stakeholders are addressed promptly, effectively, transparently and in a culturally appropriate manner. To achieve this broad objective, the GRM must:

- a. Resolve Complaints Efficiently:** Provide a clear, transparent, and accessible process for resolving concerns, grievances and appeals. Grievances and appeals should be handled promptly, fairly, and early to minimize avoidable degeneration or escalation of issues.
- b. Enhance Stakeholder Trust and Satisfaction:** Build trust and maintain good relationships with stakeholders by showing responsiveness to their concerns through a demonstrated commitment to address stakeholder issues. This improves satisfaction by resolving grievances or appeals in a manner perceived as fair and transparent.



- c. **Promote Accountability and Transparency:** Ensure that the investment project is accountable to its stakeholders and operates transparently. Clear procedures and effective communication of the outcomes of grievances or appeals must be a priority.
- d. **Identify and Mitigate Risks:** Through analysis of grievances and appeals, systemic issues and potential risks are identified. Implementation of corrective actions mitigate identified risks and prevents recurrence.
- e. **Improve Project Performance and Compliance:** Enhance overall project performance by addressing and learning from grievances and appeals. This is achieved by ensuring compliance with legal, regulatory, and contractual obligations to foster a culture of continuous improvement by integrating feedback from grievances into policies and practices.
- f. **Empower Stakeholders:** A GRM provides stakeholders with a voice and a formal avenue to express concerns and appeals. It must ensure that all stakeholders, including vulnerable groups, have access to the GRM, and a mechanism for stakeholders to participate in decision-making processes related to grievances.
- g. **Support Ethical and Social Responsibility Goals:** Establishing a GRM is a display of commitment to ethical behaviors by addressing grievances related to misconduct or unethical practices. It is also a lever for social responsibility initiatives by ensuring issues affecting communities and the environment are resolved promptly, effectively, and transparently.
- h. **Cultural Sensitivity and Gender Inclusivity:** An effective GRM should be gender sensitive, respect traditions, local customs and language, social norms and be culturally relevant.
- i. **Maintain Social License to Operate:** An effective GRM promotes continued support and acceptance from the community and other stakeholders. This fosters positive community relations and prevents conflicts.
- j. **Enhance Learning and Adaptation:** The GRM can also be a learning tool to adapt and improve project processes and better meet stakeholders needs through adaptation of practices based on feedback from the grievance redress processes.

By achieving these objectives, this GRM toolkit will help investment projects in Kwara State to manage stakeholder relationships effectively, improve operational processes, and maintain their social license to operate.

1.2 Basic Grievance Redress Mechanism (GRM) Principles/Characteristics

An effective GRM should be guided by several principles, among which are:

- a. **Accessibility:** A GRM must be accessible to all stakeholders, irrespective of the remoteness of the area they live in, the language they speak, and their level of education or income through various channels (online, in-person, phone, etc.).
- b. **Simplicity:** Procedures to file grievances must be simple so that stakeholders can understand.
- c. **Fairness:** Grievances must be treated confidentially, assessed impartially, and handled transparently.
- d. **Timely:** All grievances, simple or complex, must be addressed and resolved as quickly as possible, and actions must be constructive.



- e. **Inclusiveness:** Special attention must be given to ensuring that poor people and marginalized groups, including those with special needs, are able to access the GRM.
- f. **Responsiveness:** The GRM must be responsive to the needs of all complainants. Accordingly, officials handling grievances are trained to take effective action upon, and respond quickly to, grievances and suggestions. There should be timely acknowledgment, investigation, and resolution of grievances.
- g. **Feedback Mechanism:** Provision of feedback to stakeholders on the outcomes and any actions taken.
- h. **Objective and Independent:** The GRM operates independently of all interested parties to guarantee fair, objective, and impartial treatment to each case. GRM officials must have adequate means and powers to investigate grievances.

1.3 FRILIA Principles Applicable to Grievance Redress Mechanism (GRM)

These principles are underpinned by the FRILIA Principles:

- a. Investment should occur transparently (**Principle 1.2**).
- b. Investment 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**).
- c. Investment should safeguard against dispossession of legitimate tenure rights holders (**Principle 2.1**).
- d. Provide for the protection of rights through Grievance Redress Mechanisms that provide accessible and affordable procedures for third party settlement of disputes, including but not limited to disputes arising from displacement or resettlement. These mechanisms consider the availability of judicial recourse and community and traditional dispute resolution mechanisms (**Principle 2.3**).

1.4 Scope of Kwara State GRM Toolkit

The scope of Kwara State Grievance Redress Mechanism toolkit covers the following:

- a. Background
- b. Kwara State GRM Institutional Arrangements
- c. Kwara State GRM Processes and Procedures

By defining the scope clearly, this GRM Toolkit will help investors to effectively manage and resolve grievances and appeals, contributing to improved organizational performance, stakeholder satisfaction, and overall project or operational success.



2.0 Background

The current grievance redress mechanism in Kwara State is a largely formal and adaptive process, with standardized procedures and a dedicated governance framework in place. Complaints and appeals are often handled on an ad-hoc basis, with varying levels of consistency, transparency, and fairness. There is no clear guidance on how to report, investigate, and resolve grievances sometimes leading to confusion and frustration amongst stakeholders. The process has no defined timelines or accountability mechanisms, resulting in delays and inadequate responses. Additionally, there is limited transparency and, ineffective communication and feedback systems, leading to a lack of trust and satisfaction with the process. Overall, the mainstreaming of FRILIA principles into the current grievance redress mechanism in Kwara State will ensure fairness, efficiency, and effectiveness in addressing the concerns of all stakeholders. To address this, the state in consultation with stakeholders has developed the GRM discussed in subsequent sections with guidance on how different stakeholders can engage the mechanism in resolving concerns, complaints and appeals.

2.1 Categories of Grievances:

The top priority of a GRM according to international best practices is to avoid grievances. This is done by identifying the root cause(s) of land-related grievances and proactively pre-empting or addressing them. Nonetheless, there will be some grievances that will require reactive measures; how the GRM adapts lessons from such occurrence to prevent/minimize future occurrence is crucial. Some common causes of land-related grievances and disputes between stakeholders, such as community members, government, employees, and management of projects/investors are identified below:

- Issues related to project implementation, operational activities, and service delivery.
- Negative environmental, social, and economic impacts.
- Human rights violations and labour issues.
- Misconduct, corruption, and fraud.
- Inadequate stakeholder engagement.
- Delayed payment.
- Speculative planting to get more money.
- Multiple and overlapping claims on the same parcel of land.
- Failure to consider some assets, such as shrines.
- Disregard for cultural heritage.
- Unfulfilled local employment quota.
- Failure to carry out community development initiatives.
- Disagreements over resource allocation or benefit-sharing.
- Destruction of community infrastructure.
- Destruction of access routes.

Where grievances cannot be avoided, mitigation measures should be taken to reduce grievances and their impacts. Examples of some mitigation measures are outlined in Table 1.



Table1: Actions that can be taken to avoid grievances.

1	Establish a user-friendly GRM	9	Always keep appointments with communities
2	Provide adequate and timely information to communities and the public.	10	Build the capacity of the project staff, especially the ones relating with communities and external stakeholders
3	Conduct effective, meaningful, and interactive community consultations	11	Dispel rumour mongering
4	Allow Q&A sessions after engagement with stakeholders	12	Set and manage expectations early in the project
5	Confirm all Project components and beneficiaries	13	Develop easy to understand and culturally appropriate Key Entry Messages
6	Develop and implement the Stakeholder Engagement Plan	14	Be inclusive
7	Identify all the vulnerable persons and engage with them adequately	15	Under-promise, over-deliver, and timely delivery of what is agreed
8	Evaluate, and incorporate mutually agreed compensation details in land allocation letter	16	Ensure compensation is paid directly to target beneficiary

2.2 Basic Elements of GRM Design

A GRM must be designed to incorporate the following:

- a. A dedicated uptake point to receive grievances, e.g., call center, emails, text messages, suggestion boxes, website, local offices, etc.
- b. Culturally appropriate ways of handling community concerns.
- c. A process that is simple, clear, easily accessible, and understandable to all the affected communities at no cost.
- d. It must provide for anonymity, be secure and prevent retribution or intimidation.
- e. A pathway that allows for appeals and recourse to an open court system.
- f. A reasonable time frame for resolutions and feedback.
- g. It must show transparency, objectivity and accountability in its processes and outcomes.
- h. It must recognize the uniqueness and diversity of grievances/appeals, and therefore decision making should be flexible.
- i. A dedicated unit/department and a register to receive, record and track the resolution of grievances.



3.0 GRIEVANCE REDRESS MECHANISM INSTITUTIONAL ARRANGEMENT

The institutional arrangement for a GRM refers to the organizational structure, roles, and responsibilities established to receive, investigate, and resolve complaints, grievances or appeals. Such structure must ensure that the GRM is accessible, transparent, culturally appropriate and effective at all levels, providing a structured approach to address grievances and appeals related to land-based agricultural investments under FRILIA. It also ensures sustainability of the GRM and its advantages.

The management and oversight of the FRILIA GRM toolkit and its accompanying templates shall be domiciled within the Kwara State Investment Promotion Agency. The Directorate of Lands will appoint a FRILIA Grievance Officer (FGO)/ Grievance Redress Desk Officer, who will manage and coordinate the GRM as related to land-based agricultural investment in the State. This will help ensure ownership of the GRM process and its internalization in Kwara State and guarantee effective resolution, monitoring and reporting.

The Kwara State GRM institutional structure shall be established as follows:

- a. FRILIA GRM Unit/Secretariat
- b. Community Grievance Redress Committee
- c. Local Government Grievance Redress Committee
- d. Grievance Appeal Committee

3.1 Establishment of FRILIA GRM Unit/Secretariat

The unit shall be domiciled in the Kwara State Directorate of Lands and serve as the Secretariat. An Executive Secretary shall head it, KWSG Land Use and Allocation Committee (FRILIA Redress Officer).

a. Responsibilities of the GRM Unit/Secretariat:

- Overall management of grievances and appeals including defining specific process, procedure, channels and service standards for receiving, reviewing, resolving and reporting grievances and appeals.
- Appointment of FRILIA Social Officers (see below) at the various established uptake points including MDAs, LGA and the host communities for projects.
- Collaborate with relevant stakeholders to ensure implementation of resolution plans.
- Maintain internal and external communication about grievances and appeals.
- Monitor, Evaluate and track performance of the GRM.
- Develop and maintain a reliable GRM database.
- Provide training for staff and stakeholders on GRM.
- Submission of regular update to State FRILIA Technical and Steering Committees for post-review of activities and make recommendations on institutional, regulatory or policy changes.
- Ensure adherence to policies and regulations.
- Manage and coordinate grievance appeals and recourse to judicial process.
- Use feedback to improve procedures and processes.
- Submit periodic GRM report to the FRILIA Technical Committee



b. **Responsibilities of the FRILIA Grievance Redress Officer:**

- Coordinate all FRILIA Social Officers and activities of various grievances and appeals committees.
- Review logged grievances, categorization, appeals and resolution plans.
- Disseminate established GRM process, procedures, and service standards.
- Facilitate trainings on GRM process, procedures, and service standards.
- Oversee compliance with established GRM process, procedures, and service standards.
- Review analytical reports from FRILIA Social Officers on trends, patterns, frequency of grievances, their causes and sustainability of resolutions adopted.
- Provide and support GRM briefings to the State FRILIA technical and steering committee respectively, for post review.
- Coordinate system/process reviews with social officers and GRM committees at LG and Host community level in a bid to identify improvements to strengthen the GRM.

3.2 Appointment of FRILIA Social Officers

For effective delivery of grievance redress, Social Officers knowledgeable in social issues shall be appointed at Community and Local Government levels to facilitate the grievance redress process. They will serve as secretary for the relevant Grievance Redress Committee (GRC) in their designated area of coverage. This is to ease real time administration. The Social Officer will serve as FRILIA Social Officers at each level and will report to the FRILIA Grievance Redress Officer.

Responsibilities of FRILIA Social Officers

- Support the dissemination of and compliance with established GRM process, procedures, and service standards.
- Receive, log and process complaints/appeals from all uptake points to the GRC within 14 working days of receipt (**See Appendix F**).
- Ensure GRC reviews complaint/appeal within 21 working days
- Ensure unresolved complaints and appeals by GRC are escalated to the next redress committee or authority within 30 working days
- Ensure GRC recommendations/resolutions are communicated to stakeholders within 33 working days
- Provide monthly briefings to the FRILIA Grievance Redress Officer on logged complaints, appeals, timelines, resolution status, required resolution action by stakeholders, and recommendations for improvement.
- Analyze trends, patterns, frequency of grievances, their causes and sustainability of resolutions adopted.
- Conduct any other activities as may be assigned by the FRILIA Grievance Redress Officer.

3.3 Establishment of Community Grievance Redress Committee

This will be the first level of redress for project-affected entities, beneficiaries, and other stakeholders at the project host community level. It will comprise of 10 members representing the following stakeholder groups:

- a. A traditional ruler who shall be the chairperson.
- b. A women leader
- c. A Youth leader



- d. Representative of Community Based Organizations
- e. Representative of Non-Governmental Organization
- f. Representative of the host Local Government Area
- g. FRILIA GRM Social Officer (Secretary)
- h. KWSG Ministries of Agriculture
- i. KWSG Chieftaincy Affairs
- j. KWSG Ministry of Justice

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

Note: The Committee shall allow the complainant to present their case wherein such person is an investor, or the representative of the investor or the host community or member of the host community or representative of the government. Voting will be by simple majority. In the event of a tie, the chairman has the tie-breaking vote.

This community-level committee shall dedicate and communicate days when they are available to receive and resolve complaints. It shall be responsible for registering and receiving complaints and appeals (see **Appendix A**) and shall recommend necessary actions to take to resolve them. Any unresolved grievance shall be escalated to the Local Government Grievance Redress Committee through the GRM FRILIA Social Officer within 21 working days.

Cases may be escalated to the Local Government Redress Committee if:

- a. The grievance is isolated or 'one-off' and essentially local in nature and restricted to one complainant. Note: Some one-off grievances may be significant enough to be assessed as a Level 2 grievance, e.g., when a national or international law is broken.
- b. The grievance falls outside the scope or jurisdiction of the Community Grievance Redress Committee.
- c. The grievance highlights a systematic problem or pattern of issues that require higher level of attention.
- d. The complainant is unhappy with the outcome or decision of the Community Grievance Redress Committee.

3.4 Establishment of Local Government Grievance Redress Committee

This Committee shall be established at each Local Government Area and represents a second level in the Grievance Redress Mechanism process of the State. Complaints can be escalated or lodged directly to this committee from across Communities in the host LGA. There shall be 13 members from the following Stakeholder groups:

- a. Head of the supervising Agency, KWSG Office of Chieftaincy Affairs who shall be the chairperson of the GRC.
- b. FRILIA GRM Social Officer (Secretary)
- c. A representative of the Ministry of Justice.
- d. A representative of the gender network group or the unit/department in charge of Women Affairs and Social Development at the Local Government level.
- e. A Senior Official of the Local Government Area in which the investment is located.



- f. A representative of a relevant Civil Society Organization/Non-Governmental Organization
- g. A member of the host community
- h. A youth member of the host community
- i. Ministry of Local Government Affairs
- j. Ministries of Agriculture
- k. Directorate of Lands
- l. KWSG Border Commission
- m. Ministry of Justice

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

Any unresolved grievance shall be escalated to the Grievance Appeal Committee through the GRM Social Officer or directly by the complainant.

Note: *The Committee shall allow the complainant/appellant to present their case wherein such person is an investor, or the representative of the investor or the host community or member of the host community or representative of the government. Voting will be by simple majority. In the event of a tie, the chairman has the tie-breaking vote.*

Cases may be escalated to the Grievance Appeal Committee if:

- a. A grievance that extends to the local community or region and has occurred more than once, which is judged to have the potential to cause disruption to the investment project or impact beyond the local government (Refer to Table 3, level 2 for detailed significance rating criteria).
- b. The grievance falls outside the scope or jurisdiction of the Local Government Grievance Redress Committee.
- c. The grievance highlights a systematic problem or pattern of issues that require higher level of attention.
- d. The complainant/appellant is unhappy with the outcome or decision of the Local Government Grievance Redress Committee.

3.5 Functions of the Community/Local Government Grievance Redress Committees

The GRC shall:

- a. Document and investigate grievances/appeals.
- b. Appraise complaints/appeals using relevant guidelines.
- c. Deliberate and resolve complaints/appeals within specified timeline.
- d. Recommend and communicate remedial actions for implementation by stakeholders.
- e. Monitor compliance with resolution(s) by stakeholders and escalate non-compliance where necessary.
- f. Provide monthly briefings to the FRLIA GRM Unit on logged complaints, appeals, timelines, resolution status, resolutions/required action by stakeholders, recommendations for improvement.



3.6 Establishment of Grievance Appeal Committee

A Grievance Appeal Committee shall be established for Complainant's appeals arising because they are unsatisfied with the Local Government GRC resolution.

The Committee shall consist of the following:

- a. The FRILIA Technical Committee(Chairman);
- b. The Commissioner for Justice;
- c. The Commissioner for Environment;
- d. The Commissioner for Local Government and Chieftaincy Affairs;
- e. The Commissioner for Rural/Community Development;
- f. The Head of the MDA in charge of Investment Promotion;
- g. The Commissioner of the Ministry of Women Affairs; and
- h. The Grievance Redress Mechanism Officer (Secretary).
- i. KWSG Border Commission

Note: The Committee shall allow the appellant to present their case wherein such person is an investor, or the representative of the investor or the host community or member of the host community or representative of the government. Voting will be by simple majority. In the event of a tie, the chairman has the tie-breaking vote.

3.7 Appeal Process

- a. Complainants/appellant unsatisfied with the Local Government GRC resolution may appeal to the Grievance Appeal Committee within 21 working days
- b. The Appeal Committee shall deliberate and resolve appeals within 40 working days.
- c. If unsatisfied with the Appeal Committee's resolution, complainants/appellant may resort to Arbitration.

3.8 Formal Complaint Process

- a. Any person/entity aggrieved with the process of land acquisition or administration for investment or adversely affected by such acquisition or administration may make a formal complaint/appeal to the GRC at either the Community or Local Government level by registering a complaint/appeal on the Grievance Submission Form (see **Appendix A**).
- b. The Secretary of the GRC shall compile all complaints and appeals under the guidance of the Chairman of either of the concerned GRCs, and suggest meetings to address complaints/appeal. This committee shall have the responsibility to investigate and recommend remedial actions based on the nature of grievances or appeal and shall prepare a monthly report on grievances and appeals to be submitted to the FRILIA GRM Unit/Secretariat.

Table2: Roles and Responsibilities of the GRM Structure



Grievance Management Group	Responsibility
FRILIA GRM Unit	<ul style="list-style-type: none">Overall management of grievances and appeals including defining specific process, procedure, channels and service standards for receiving, reviewing, resolving and reporting grievances and appeals in accordance with stipulated procedures.Received nomination of GRM Social Officers from relevant authorities for appointment.Appointment of GRM Social Officers at the various established uptake points including MDAs, LG and the host communities for projects.Collaborate with relevant stakeholders to ensure implementation of resolution plans.Maintain internal and external communication about grievances and appeals.Monitor, Evaluate and track performance of the GRM.Develop and maintain a reliable GRM database.Provide training for staff and stakeholders on GRM.Submission of regular update s to State FRILIA Technical and Steering Committees for postreview of activities and make recommendations on institutional, regulatory or policy changes.Ensure adherence to policies and regulations.Manage and coordinate grievance appeals and recourse to judicial process.Use feedback to improve procedures and processes.Submit periodic GRM report to the FRILIA Technical Committee
Community Grievance Redress Mechanism Committee	<ul style="list-style-type: none">Document and investigate grievances.Appraise complaints/appeals using relevant guidelines.Deliberate and resolve complaints within specified timeline.Recommend and communicate remedial actions for implementation by stakeholders.Monitor compliance with resolution(s) by stakeholders and escalate non-compliance where necessary.Provide monthly briefings to the FRILIA GRM Unit on logged complaints, appeals, timelines, resolution status, resolutions/required action by stakeholders, recommendations for improvement.



Local Government Grievance Redress Committee	<ul style="list-style-type: none">• Document and investigate grievances/appeals.• Appraise complaints/appeals using relevant guidelines.• Deliberate and resolve complaints/appeals within specified timeline.• Recommend and communicate remedial actions for implementation by stakeholders.• Monitor compliance with resolution(s) by stakeholders and escalate non-compliance where necessary.• Provide monthly briefings to the FRLIA GRM Unit on logged complaints, appeals, timelines, resolution status, resolutions/required action by stakeholders, recommendations for improvement.
Grievance Appeal Committee	<ul style="list-style-type: none">• Receive grievance appeal from LG GRC or complainant• Consult and make inquiries within the grievance areas• Invite aggrieved parties• Deliberate on grievances and explore options for resolution, arbitration• Resolve all grievances within (insert no.) days of receipt of grievance• Refer unresolved grievances to an alternative dispute resolution system through a multi-door courthouse• Provide grievance feedback to KWSG Directorate of Lands

4.0 Kwara State Grievance Redress Mechanism Process and Procedure

The process of reporting a grievance/appeal should be easily accessible and unintimidating to any stakeholder. The preferable channels for reporting grievance/appeals can be discussed with the community as part of community engagement.

Following the establishment of the channels above, the method for addressing grievances/appeals is systematic and is divided into seven key steps.

The following steps outline the process that may be followed to resolve a grievance. This process is presented in a diagram in **Figure 2** above and all grievance forms contained in the Appendix.

- Step 1: Submit and register grievance/appeal.
- Step 2: Acknowledge grievance/appeal.
- Step 3: Initial assessment for eligibility
- Step 4: Investigation
- Step 5: Grievance/appeal resolution and implementation.
- Step 6: Closure of grievance/appeal.
- Step 7: Monitor.

The FRLIA grievance redress procedure is displayed in 6 steps as illustrated in Figure 2 below.

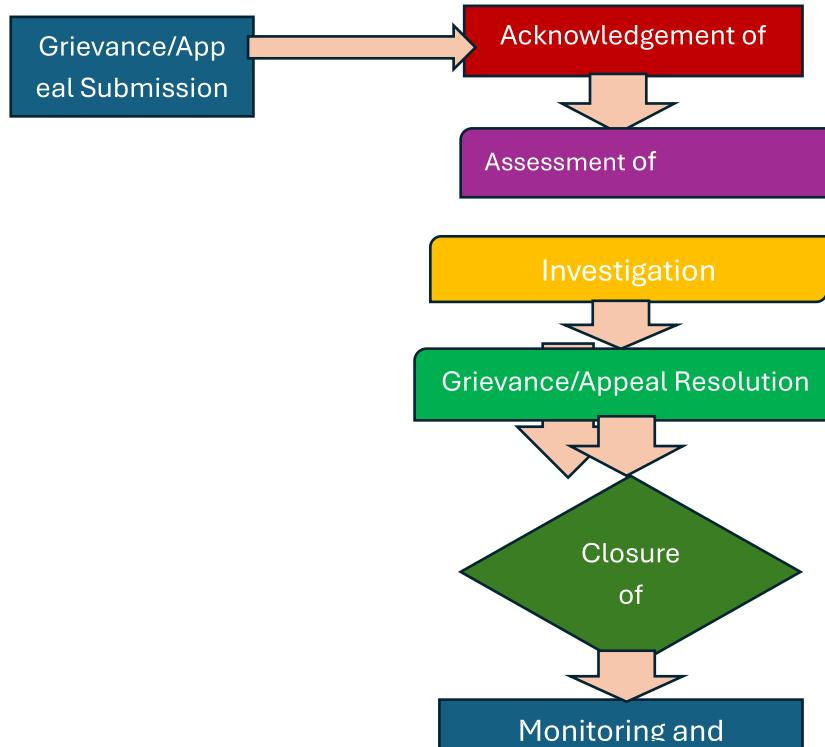


Figure 1: Grievance Redress Mechanism Process Flowchart

Step 1: Submit and Register Grievance/Appeal

Grievances/Appeals shall be submitted to the Grievance Social Officer through any of the following channels: KWSG Lands Use and Allocation Committee, KWSG Investment Promotion Agency One Stop Investment Centre, KWSG Directorate of Lands and Ministries of Agriculture for onward transmission to the relevant Grievance Redress Committee.

All grievances shall be registered using the Stakeholder Grievance/Appeal Form (**see appendix A**). The Officer will log, document, process and track all grievances/appeals received. Grievances/Appeals shall be assigned a case number, and records of communication/consultation shall all be attached with the relevant entry and filed. The logbook (**see Appendix F**) shall be monitored regularly for recurring grievances so that appropriate mitigation can be developed.



Box 1.0 Tips for Receiving a Grievance/Appeals

- Regardless of who receives the grievance/appeals, it needs to be forwarded to the appropriate FRILIA Grievance Unit in the MDA for attention.
- The grievance redress mechanism should make it possible to lodge a grievance /appeal in any appropriate format (written, verbal, telephonic, email, post, etc.). Consideration should be given to capturing concerns raised informally or indirectly (e.g., through perception studies, media reports, social media, etc.).
- It is important that the process is easily accessible and not intimidating to stakeholders.
- Regardless of the form of the complaints/appeals, all need to be addressed with the same sincerity and seriousness.
- The FRILIA Grievance Social Officer will be required to be in touch with the complainant at least once per month to provide feedback on the grievance.

Step 2: Acknowledge Receipt of Grievance/Appeal

The receipt of all grievances/appeals shall be acknowledged as soon as possible, but no more than 14 working days from the date it was submitted. The recipient shall inform the complainant/appellant about the timeline to expect a response. A Grievance Receipt Form shall be signed ([see Appendix B](#)).

Box 2.0 Tips for Acknowledging a Grievance/Appeals

- Literacy levels should be taken into consideration when providing the complainant/appellant with the acknowledgment of receipt, and verbal acknowledgement should accompany a written acknowledgement.
- Where appropriate, acknowledgement should be provided through the Grievance Social Officer.
- FRILIA Technical Committee Chairman, KWSG Investment Promotion Agency One Stop Investment Centre, Executive Secretary Land Use and Allocation Committee, Commissioner for Lands and Commissioners for Agriculture must be copied

Step 3: Assess Grievance/Appeal for Eligibility

- a. Determine whether the grievance/appeal is eligible.
 - Eligible grievances/appeals include all those that are directly or indirectly related to the FRILIA Project and that fall within the scope of the Grievance Redress Mechanism as outlined herein.
 - Ineligible complaints/appeals may include those not related to the Project, whose issues fall outside the Grievance Redress Mechanism procedure's scope.
- b. If the grievance/appeal is deemed ineligible, it can be rejected, but a full explanation of the reasons must be given to the complainant/appellant and recorded in the



Grievance/Appeal logbook (see Appendix F).

- c. If the grievance/appeal is eligible, proceed with the whole GRM process

Step 4: Investigate Grievance/Appeal

A thorough investigation should be carried out. The following steps may be carried out in a timely manner to avoid delaying resolution of the grievance/appeal:

- a. Obtain as much information as possible from the complainant/appellant and others mentioned in the grievance/appeal to gain a first-hand understanding of the grievance/appeal.
- b. Undertake a site visit, if required, to clarify the parties and issues involved. Gather the views of other stakeholders, if necessary, and identify initial options for settlement that parties have considered.
- c. The severity level of the grievance/appeal should be determined using the significance criteria matrix (see Table 3). This will help to determine whether the grievance/appeal can be resolved immediately or requires further investigation.
- d. If the grievance/appeal concerns physical damage (e.g., to crops, houses, or community assets), take a photograph of the damage and record the exact location as accurately as possible.
- e. Inform the complainant/appellant of the expected timeline for resolution of the grievance.
- f. Enter the findings of the investigation in the Grievance/Appeal logbook (see Appendix F).

All grievances/appeals are proposed to be resolved within 21 working days of the date they were received. This timeline can be extended to 31 working days for more complex grievances/appeals.



Table 3Significance Rating Criteria

Significance Level	Description of Criteria	Responsibilities
Level 1	a. A grievance that is isolated or ‘one-off’ and essentially local in nature and restricted to one complainant. Note: Some one-off grievances/appeals may be significant enough to be assessed as a Level 2 grievance/appeal e.g. when a national or international law is broken	Community Grievance Redress Committee
Level 2	a. A grievance that extends to the local community or region and has occurred more than once, which is judged to have the potential to cause disruption to the investment project or impact beyond the local community.	Local Government Grievance Redress Committee
Level 3	a. The complainant/appellant is dissatisfied with the resolution of the GRC. b. The complainant/appellant believes that there were procedural errors or lapses in the initial grievance handling process. c. The original handling of the grievance did not adhere to the established procedures or policies of the GRM. d. The complainant/appellant has valid reasons to believe that the initial grievance handling was biased or influenced by a conflict of interest. e. The complainant/appellant believes their rights or the project’s policies were violated in the resolution process.	GRM Appeal Committee
Level 4	a. A final decision from the GRM and the appeal committee has been issued, but the complainant/appellant remains dissatisfied. b. The issue involves allegations of legal violations or breaches of human rights that require judicial intervention. c. The grievance involves complex technical, legal, or regulatory issues that cannot be adequately addressed through internal GRM mechanisms. d. The parties involved may require a formal and legally binding agreement to ensure compliance with the resolution. e. Formal resolution is necessary to prevent further harm or escalation of the issue.	Arbitration/Litigation



Step 5: Grievance/Appeal Resolution

All grievances/appeals shall be dealt with on a case-by-case basis. However, all will require further discussions with complainants and community members that seek to jointly identify and select measures for grievance settlement. This will help to increase ownership of solutions and to mitigate perceptions that resolutions are unfair.

- a. The Grievance Redress Committees are tasked with seeking resolution to the grievances/appeals. This may entail a dialogue or series of dialogues between affected parties to find a solution to the grievances/appeals. Alternatively, it may entail investigating the underlying cause of the grievance/appeal and any changes required to internal systems to prevent a recurrence of a similar grievance.
- b. A Grievance/appeal Investigation Report using the Grievance Committee Proceedings Template ([see Appendix C and D](#)) will be completed within 14 to 21 working days.
- c. During the 14 to 21 working days of dialogue or investigation, the GRC will handle conflict resolution activities necessary to contain and resolve any actual or potential conflicts arising from the reported grievance/appeal. If the case is complex and the stated resolution timeline cannot be met, an interim response will be provided written that informs the stakeholder of the delay, explains the reasons, and offers a revised date for next steps.

The resolution proposal shall be respectful and considerate, including rationale for the decision and any data, empirical evidence, factual experience, or others used in reaching it. If a wider consultation is necessary, a third party can be involved. This third party should be neutral, well-respected, and agreed upon by all parties involved in the conflict redress. In cases where further arbitration is necessary, appropriate government involvement will be requested.

Box 3.0 Tips for Resolving Grievances/Appeals

- Grievance/appeal verification is especially important when the grievance/appeal is about another stakeholder or group of stakeholders. For example, the community may make claims against a member of staff of the investor that need to be investigated before acted upon.
- A regular forum to discuss grievances could be in the form of a monthly meeting where Risk Level 1 grievances are discussed. This forum can be constituted more frequently or as is needed especially in the case of Risk Level 2 and 3 grievances/appeals. This is particularly relevant to phases of the project that are likely to result in the highest degree of impact (e.g., construction). The forum should consist of the GRM Social Officer as convener, participants would include selected host Community leaders, farmers' groups leaders, representatives of the agric investment company, host community youth leaders, etc.
- It is important to be transparent about the mechanism to resolve the issue. The appropriate level of action may require further consultation.
- There are instances where grievances/appeals cannot be resolved in the required timeline. In these cases, monthly updates must be given to the stakeholders who raised the grievance/appeal to provide them a report on progress.



As a last resort, aggrieved parties have a right to take legal action. This is a more formal rights-based approach that shall only be taken if all other approaches have failed or when there are serious conflicts about facts and data. The final decision will be taken by the arbitrator or courts based on compliance with laws, policies, standards, rules, regulations, procedures, past agreements, or MOU.

Step 6: Closure of Grievance

- a. The FRILIA Grievances Social Officer will seek sign-off from the complainant(s)/appellant that the grievance/appeal has been resolved and feedback on the process, resolution and its implementation sought. This will be captured in the Grievance/Appeal Feedback Form ([see Appendix E](#))
- b. In instances where the stakeholder is not satisfied with actions taken, the grievance/appeal will either:
 - i. Be escalated to the next level GRC or the Grievance Redress Appeal Committee based on the nature and complexity of the grievance/appeal at the time.
 - ii. If still not satisfied, judicial recourse can be taken.
- c. Once sign-off has occurred, the Grievance/appeal is considered closed, and this should be recorded in the Grievance/Appeal Logbook ([see Appendix F](#))

Step 7: Monitoring, Recording and Reporting

Grievances/appeals should be monitored routinely as part of the broader management of the FRILIA Project. This entails good record-keeping of complaints/appeals raised throughout the life of the operation of the Project. Grievance/appeal records must always be made available.

Monthly internal reports will be compiled by the FRILIA Grievance Social Officer and submitted to the FRILIA Technical Committee through the GRM Secretariat/Unit (in a briefing delivered by the FRILIA Grievance Redress Officer). These grievance and appeals report will include:

- a. The number of grievances and appeals logged in the proceeding period by level and type.
- b. The number of stakeholders that have come back after 7 working days stating they are not satisfied with the resolution.
- c. The number of grievances/appeals unresolved after 7 working days by level and type.
- d. The number of grievances/appeals escalated to next level GRC or straight to the Grievance Redress Appeals Committee.
- e. The number of grievances/appeals resolved between the Project and complainants/appellant, without accessing legal or third-party mediators, by level and type.
- f. The number of grievances/appeals of the same or similar issue.
- g. The measures taken to incorporate these responses into the land-based investment approval process, project design, implementation and management cycle.



These reports and other records will be made available for external review if required.

An appropriate grievance/appeals report should be part of the Project's annual reporting, which may also include the Grievance Redress Committee Proceedings Form (**see Appendix D**).

4.1 Grievance Reporting and Dissemination

Communication Strategy

The Kwara State FRILIA Grievance Redress Unit/Secretariat will ensure effective communication and a dissemination plan for the GRM toolkit and provide awareness on the GRM procedure to ensure that all project stakeholders are informed of the grievance redress process. The Unit/Secretariat will determine the most effective channels and simple and easy to understand leaflets and infographics of the GRM should be made available via physical and online grievance/appeal uptake points. These communication strategies will ensure that all stakeholders are well informed of the process to channel their grievances and appeals. (Refer to State FRILIA Toolkit Communication Strategy.)

To successfully implement the FRILIA GRM, there is a need to create awareness and train the specific MDAs and stakeholders to enhance a better understanding of the GRM Toolkit.

Feedback mechanism

This is the process of providing information to stakeholders and notifying the complainant/appellant of the status of the complaints/appeals. It is important to note the following:

- All grievances and appeals must be acknowledged, and an acknowledged receipt sent to the complainant/appellant within 7 working days, depending on the mode of presenting grievance/appeal. Grievances/appeals lodged verbally and physically or via phone to the FRILIA secretariat must be acknowledged immediately and grievance/appeal receipt issued to the complainant/appellant. Grievances/appeals not physically lodged shall be acknowledged by the FRILIA Grievance Social Officer not later than 7 working days, and acknowledgement receipt must be provided through the preferred mode of communication stated in the grievance/appeal form. (**see Appendix B**)
- The complainant/appellant must be updated on the status of the grievance 7 working days after receipt of the grievance/appeal.
- Complainants/appellants must be informed of the status of their complaints/appeal resolution outcome using the Grievance/appeal Disclosure Form [**see Appendix C**] or other modes of communication such as phone call, text messages or email.



4.2 Types of Redress Provided

Types of corrective actions that can be taken to rectify the issues include but are not limited to:

1. **Compensation:** Financial or material compensation for damages or losses.
2. **Policy Changes:** Amendments to policies or procedures to prevent recurrence.
3. **Referral to Mediation and Arbitration:** Facilitated negotiations to resolve disputes amicably.

Appendix A: Grievance/Appeal Submission Form

Section 1: Complainant/Appellant Details

1. Name:
2. Contact Information:
 - Phone:
 - Email:
3. Address:
4. Affiliation/Organization (if any):
5. Preferred Method of Communication:
 - Phone
 - Email
 - In-person
 - Other (please specify):

Section 2: Grievance/Appeal Details

6. Date of Occurrence:
7. Location:
8. Description of Grievance/Appeal:
 - Please provide a detailed description of the issue (attach additional pages if necessary):
9. Category of Grievance/Appeal:
 - Land Acquisition and Compensation
 - Environmental Impact
 - Social Impact
 - Labor and Working Conditions
 - Operational Concerns
 - Policy and Compliance



- Ethical and Conduct Issues
- Other (please specify):

10. Has the grievance/Appeal been raised before?

- Yes (please provide details)
- No

Section 3: Supporting Evidence

11. Documents/Photos/Videos (please attach if available):

- List of attached evidence:

Section 4: Desired Outcome

12. Desired Resolution:

- What would you like to see as an outcome?

Section 5: Declaration and Consent

13. Declaration:

- I hereby declare that the information provided is true and accurate to the best of my knowledge.

14. Consent:

- I consent to processing my personal data to address this grievance/Appeal.

Signature: Date:

For Official Use Only

Grievance/Appeal Reference Number:

Date Received:

Received By (Name and Position):

Appendix B: Grievance/Appeal Acknowledgement Receipt Form

This form ensures that the complainant/appellant is informed about the receipt of their grievance/appeal and provides them with necessary information about the subsequent steps in the grievance/appeal handling process.

Section 1: Grievance/Appeal Details

1. Grievance/Appeal Reference Number:

2. Date Received:

3. Complainant/Appeal Name:

4. Contact Information:

- Phone:
- Email:

5.



6. Description of Grievance/Appeal:

- Summary of the grievance/appeal:

Section 2: Acknowledgement

6. Acknowledgement Date:

7. Received By (Name and Position):

Section 3: Next Steps

8. Grievance/Appeal Handling Process:

- Your grievance/appeal will be assessed and assigned a priority level within 14 working days.
- An investigator or grievance/appeal handling team will be assigned to investigate your grievance/appeal.
- You will receive updates on the progress and any actions taken regarding your grievance/appeal.

9. Expected Timeline:

- We aim to resolve grievances/appeal within 21 working days. However, complex cases may require more time. You will be informed of any delays.

10. Contact for Follow-Up:

- If you have any questions or need further information, please contact:
 - Name:
 - Position:
 - Phone:
 - Email:

Section 4: Declaration

11. Declaration:

- We acknowledge receipt of your grievance/appeal and assure you that it will be handled with the utmost care and confidentiality.

Signature of Grievance Officer: Date:

Acknowledgement Receipt by Complainant

I, (Complainant / Appellant Name), acknowledge that I have received this grievance/appeal acknowledgement receipt form, including the grievance/appeal reference number and information about the next steps in the grievance/appeal handling process.

Signature of Complainant /Appellant : Date:



Appendix C: Grievance/Appeal Disclosure Form

This form ensures that all relevant information about a grievance/appeal is documented and disclosed to appropriate stakeholders, maintaining transparency and accountability throughout the grievance redress process.

Section 1: Grievance/appeal Details

1. **Grievance/appeal Reference Number:**
2. **Date Received:**
3. **Complainant/Appellant Name:**
4. **Contact Information:**
 - o Phone:
 - o Email:
5. **Grievance/Appeal Category:**
 - o Land Acquisition and Compensation
 - o Environmental Impact
 - o Social Impact
 - o Labor and Working Conditions
 - o Operational Concerns
 - o Policy and Compliance
 - o Ethical and Conduct Issues
 - o Other (please specify):

Section 2: Grievance/Appeal Description

6. **Description of Grievance/Appeal:**
 - o Detailed description of the grievance/Appeal (attach additional pages if necessary):

Section 3: Investigation and Findings

7. **Assigned Investigator/Team:**
8. **Investigation Findings:**
 - o Summary of findings (attach additional pages if necessary):

Section 4: Proposed Resolution

9. **Proposed Resolution:**
 - o Details of the proposed resolution:

Section 5: Communication and Follow-Up

10. **Date Resolution Communicated to Complainant:**
11. **Method of Communication:**



- Phone
- Email
- In-person
- Other (please specify):

12. Follow-Up Actions:

- Any follow-up actions taken or planned:

Section 6: Grievance/Appeal Status

13. Current Status of Grievance/Appeal:

- Open
- Resolved
- Closed

14. Comments:

- Any additional comments or notes:

Signature of Grievance Officer: Date:

For Official Use Only

Disclosure to Stakeholders

15. Date of Disclosure:

16. Disclosed By (Name and Position):

17. Stakeholders Informed:

- List of stakeholders who were informed (e.g., local community leaders, regulatory bodies, project management team):

18. Method of Disclosure:

- Public Notice
- Meeting
- Email
- Report
- Other (please specify):

19. Feedback from Stakeholders:

- Summary of any feedback received from stakeholders:



Appendix D: Grievance/Appeal Committee Proceedings Template

This template is for documenting the proceedings of a Grievance/Appeal Committee meeting. This template ensures that all key aspects of the meeting are recorded, facilitating transparency and accountability.

Section 1: Meeting Details

1. Meeting Date:
2. Meeting Time:
3. Meeting Location:

Section 2: Attendees

4. Committee Members Present:
 - [Name](Chair)
 - [Name](Member)
 - [Name](Member)
 - [Name](Member)
 - [Name](Member)
5. Other Attendees:
 - [Name](Role, e.g., Grievance Officer)
 - [Name](Role, e.g., Complainant Representative)
 - [Name](Role, e.g., Legal Advisor)
 - [Name](Role, e.g., Community Liaison)

Section 3: Grievance/Appeal Details

6. Grievance/Appeal Reference Number:
7. Complainant/Appellant Name:
8. Date Grievance/Appeal Received:
9. Grievance/Appeal Category:
 - Land Acquisition and Compensation
 - Environmental Impact
 - Social Impact
 - Labor and Working Conditions
 - Operational Concerns
 - Policy and Compliance
 - Ethical and Conduct Issues
 - Other (please specify):
10. Summary of Grievance/Appeal:
 - Detailed description of the grievance/appeal (attach additional pages if necessary):



Section 4: Proceedings

11. Summary of Previous Actions Taken:

- Summary of any actions taken prior to the committee meeting.

12. Presentation of Findings:

- Summary of investigation findings presented to the committee.

13. Discussions:

- Key points discussed during the meeting (attach additional pages if necessary).

14. Stakeholder Input:

- Summary of any input or feedback from stakeholders present at the meeting.

Section 5: Decisions

15. Committee's Decision:

- Detailed description of the committee's decision regarding the grievance/appeal.

16. Proposed Resolution:

- Outline of the proposed resolution and any actions to be taken.

17. Implementation Plan:

- Detailed plan for implementing the proposed resolution, including responsible parties and timelines.

Section 6: Follow-Up

18. Follow-Up Actions:

- Any follow-up actions required (e.g., further investigations, additional meetings).

19. Date of Next Meeting (if applicable):

Section 7: Signatures

20. Signatures of Committee Members:

- [Name, Signature, Date]

21. Signature of Meeting Recorder:

- [Name, Signature, Date]

This template ensures that the Grievance/Appeal Committee meetings' proceedings are fully documented, helping maintain a clear and transparent record of decisions and actions taken.



Appendix E: Grievance/Appeal Feedback Form

This form is designed to gather feedback from complainants about the grievance redress process, helping to improve the system and ensure that it meets the needs and expectations of stakeholders.

Section 1: Complainant/Appellant Details

1. Name:

2. Contact Information:

- o Phone:
- o Email:

3. Grievance/Appeal Reference Number:

Section 2: Feedback on Grievance/Appeal Handling

4. How satisfied were you with the following aspects of the grievance/appeal handling process?

a. Ease of Submitting Grievance/Appeal:

- o Very Satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very Dissatisfied

b. Timeliness of Acknowledgement:

- o Very Satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very Dissatisfied

c. Communication Throughout the Process:

- o Very Satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very Dissatisfied

d. Professionalism and Courtesy of Staff:

- o Very Satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Very Dissatisfied



e. Timeliness of Resolution:

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

f. Fairness of Resolution:

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Section 3: Detailed Feedback

5. Please provide any additional comments or suggestions on how we can improve our grievance/appeal handling process:

Section 4: Follow-Up

6. Would you like a follow-up on your feedback?

- Yes
- No

7. Preferred Method of Follow-Up:

- Phone
- Email
- In-person

Section 5: Declaration and Consent

8. Declaration:

- I hereby declare that the information provided in this feedback form is true and accurate to the best of my knowledge.

9. Consent:

- I consent to the use of my feedback to improve the grievance/appeal handling process.

Signature: Date:

This form helps gather valuable feedback from complainants about their experience with the grievance redress mechanism, which can be used to identify areas for improvement and enhance the overall effectiveness of the process.



Appendix F: Grievance/Appeal Logbook

This logbook template provides a structured format for recording, tracking, and managing grievances/appeal, ensuring transparency and accountability in the grievance redress/appeal process.

Grievance/Appeal Reference Number	Date Received	Complainant/Appellant Name	Contact Information	Grievance/Appeal Category	Grievance/Appeal Description	Assigned To	Proposed Resolution Resolution	Date Communicated	Follow-Up Actions	Grievance/Appeal Status	Comments

Note: Highlighted portion of table is provided as guide



Detailed Breakdown:

- **Grievance/Appeal Reference Number:** Unique identifier assigned to each grievance/Appeal.
- **Date Received:** The date the grievance/Appeal was submitted.
- **Complainant/Appellant Name:** Name of the person submitting the grievance/Appeal.
- **Contact Information:** Contact details of the complainant (phone, email, address).
- **Grievance/Appeal Category:** The type of grievance/Appeal (e.g., Land Acquisition, Environmental Impact, Social Impact, Labor and Working Conditions, Operational Concerns, Policy and Compliance, Ethical and Conduct Issues, Other).
- **Grievance Description:** A summary of the grievance.
- **Assigned To:** The person or team assigned to handle the grievance.
- **Investigation Findings:** Summary of the findings from the investigation.
- **Proposed Resolution:** Description of the proposed resolution for the grievance/Appeal.
- **Date Resolution Communicated:** The date the proposed resolution was communicated to the complainant/Appellant.
- **Follow-Up Actions:** Any follow-up actions taken to ensure the resolution was satisfactory.
- **Grievance/Appeal Status:** Status of the grievance/Appeal (e.g., Open, Resolved, Closed).
- **Comments:** Any additional comments or notes related to the grievance/Appeal.



CHAPTER ELEVEN

**COMMUNITY NEED ASSESSMENT (CNA)
AND COMMUNITY DEVELOPMENT
PLAN (CDP) TOOLKITS**



KWARA STATE
FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)
GRIEVANCE REDRESS MECHANISM TOOLKIT

DATE: 24th October 2024

Issued according to Executive Order No. 1 of 008 2023, which approved the development and use of the FRILIA Framework for Responsible and Inclusive Agricultural Land Investments in Kwara State, was signed on 23rd November 2023.

11.1. Introduction to the Toolkit

The aim of the Community Needs Assessment (CNA) and Community Development Plan (CDP) toolkit is to guide the systematic and strategic planning, development, and implementation of community development projects alongside other mitigation plans associated with the FRILIA large-scale agricultural investments. It can also promote the social license to operate and engender sustained growth and development. Since the toolkit is complementary to other social management plans, specifically, the food security plan and livelihood restoration plan, the use of the CNA/CDP toolkit will be informed by:

- An investor commitment to community social responsibility to improve the quality of life and well-being of project-affected communities
- A need to mitigate project impacts on existing community infrastructure and quality of life.

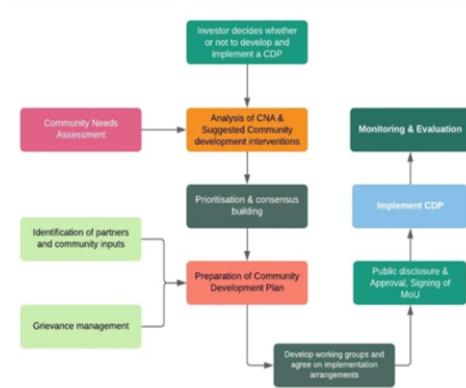
11.2 Scope of the CNA and CDP Toolkit

Initial consultations with the Kwara Investment Promotion Agency (KWIPA) preparation of the FRILIA toolkits revealed that Kwara State Government (KWSG) was in the process of developing a framework for CDP that would focus on five (5) thematic areas:

- Women and Youth Empowerment
- Utilization of local contents and materials
- Minority and Vulnerable Groups
- Knowledge Transfer and Dissemination
- Improved community infrastructure

Therefore, to align with KWSG's commitment to improving social and economic transformation across the state and community development priorities, the CNA and resulting CDP should focus on the abovementioned thematic areas.

11.3. APPROACH FOR COMMUNITY NEEDS ASSESSMENT AND DEVELOPMENT PLAN





Stage 1- Initial Enquiry:

- The investor reaches out to KWIPA intending to conduct a CNA and develop and implement a CDP.

Stage 2 - Detailed Enquiry (including a site visit):

- Investor conducts stakeholder identification and analysis using FRILIA's Stakeholder Engagement Toolkit as guidance.
- Investor conducts CNA to identify community needs and community development interventions and opportunities. Afterwards, the interventions are prioritised, and investors agree with other stakeholders (e.g. host communities; Ministries, Departments and Agencies) on feasible community development projects.
- A CDP is then prepared, documenting the community development project (s) and implementation arrangements. Once the CDP has been developed, it is disclosed to the public, and an MoU is put in place.
- KWIPA liaises with other MDAs or institutions on sustainability and scales up community development projects in the target community.

Stage 3 - Negotiations/Signing of MOU

- CDP MoU signed.

Stage 4 - Due Diligence and Facilitation of Implementation:

- Implementation of the community development project commences as detailed in the Memorandum of Understanding (MOU).

Stage 5 - Operations Initiated:

- Monitoring and evaluation of implemented projects by investors, KWIPA and established working group.

Stage 6 - Aftercare:

- KWIPA, in collaboration with host communities, oversees the maintenance of the implemented community development projects.

11.4. COMMUNITY DEVELOPMENT PLAN FRAMEWORK (CDP)

11.5 Objectives and justification for CDP

One of the ways to redress or avoid further vulnerability in the FRILIA implementation phase is through a robust CNA process and subsequent preparation and implementation of a CDP. The CNA and CDP toolkit for FRILIA will complement other social mitigation plans, specifically the Livelihood Restoration Plan and Food Security Plan and support systematic and strategic development plan, to foster community ownership.

The objectives of the CDP are to:

- Identify, ascertain and engage stakeholders in the project's host community that can influence or be influenced by any community development project activity;



- Assess the host community's needs, opportunities and resources for community development;
- Prioritise the identified needs through a participatory approach; and
- Translate findings from the community needs assessment survey into a Community Development Plan (CDP) in line with best practices.

11.6 CDP Principles in line with FRILIA

The following FRILIA principles underpin the preparation and implementation of the CDP:

- Supporting project host communities: Investments should be consistent with and contribute to policy objectives, including poverty eradication, food security, sustainable land use, employment creation, and support to local communities [FRILIA Principle 1.1]
- Active consultation and participation: Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate [FRILIA Principle 1.5]
- Community infrastructural development: Public infrastructure and community services that may be adversely affected will be replaced or restored [FRILIA Principle 3.5].

11.7 CDP Methodology

3.3.1 Stakeholder identification and analysis

In line with the first objective of the CDP and collaborative nature of FRILIA, there is the need to identify the different categories of stakeholders, including state and non-state development actors who can contribute to the identification, implementation and monitoring of community development projects. The key stakeholders from KDSG will include:

- KWIPA
- Kwara State Geographic Information System (KWGIS)
- Kwara State Community and Social Development Agency (KWCSDA)

However, a robust stakeholder mapping exercise will need to be carried out to identify and analyse the roles and responsibilities of stakeholders for the successful implementation and sustainability of the community development projects. A bespoke stakeholder identification and analysis protocol is provided in FRILIA Stakeholder Engagement Toolkit.

3.3.2 Community Needs Assessment

A Community Needs Assessment (CNA) is crucial to actualising the FRILIA principles. The participatory needs assessment process, carried out in conjunction with host/project affected communities, provides a methodical approach to identify actual community development needs and potential solutions accurately. A CNA also assesses the community capacities and resources in the management of community development projects. A CNA follows three (3) key steps as illustrated in Figure 1



Adapted from: Ryan et al., 2012.

Identify community needs

To identify the community needs and existing resources, the CNA will draw on one or more of the methods outlined below. Although there are various methods for conducting a CNA, we have carefully selected culturally appropriate and cost-effective methods in this toolkit.

a. Desk review This will involve a review of relevant documents and reports related to the community infrastructural development in the FRILIA agri-investment project. The desk review aims to inform the administrative structure of the host community and provide an overview of the historical performance of past and existing community development projects in the host community. Documents to review will include:

- Scoping report (if available): This may have been conducted as part of the investor's scoping study for the agri-investment project. If so, a report of the findings should be reviewed to inform the CNA process.
- ESIA report: specifically, the social baseline and impact mitigation chapters
- Kwara State Community Development Plan and related documents
- Other state documents to inform the demographic profile, socioeconomic features, community dynamics and community development profile of the target community and project area of influence

b. Social baseline household survey

We present two scenarios for the baseline data collection. The CNA can occur at one of two points in the agri-investment project cycle: Scenario one: The baseline survey can be conducted during the social baseline data collection for the ESIA and RAP studies. If the CNA is conducted at this point, the social baseline tool provided (ES Template 4) will enable robust data collection to inform the CNA in addition to the ESIA and RAP studies. In this case, the CNA component has been included as an addendum to the social baseline tool. Scenario two: Where the ESIA and RAP baselines have been completed prior to the CNA, the baseline survey can still be conducted independently. However, this survey will only be required if a review of the existing social baseline data (from ESIA or RAP studies or desk review) show significant gaps. The CNA component of the FRILIA social baseline tool is still applicable in this case.



c. Interviews

Interviews are important data collection tools for institutional stakeholders such as MDAs and NGO representatives. Interview template with such key informants is provided as CDP Template 1.

d. Focus group discussions

Additional field data collection can be conducted through focus group discussions with specific groups within the community. These groups can either be segregated by age or/and gender. We have provided a generic FGD tool (CDP Template 2) that can be adapted to fit specific age groups (e.g. adults or youths) and gender (male or female).

Analyse community needs and potential solutions After the data collection, the community needs and suggested solutions are consolidated for each community (if the CNA involves more than one community). The solutions are then analysed through prioritisation into low, medium and high priority projects. We have provided a prioritisation matrix (CDP Template 3) to guide this process.

Decide on the best course of action to achieve the desired result

Once the community development solutions have been prioritised, a consensus-building exercise is carried out between the investor, community (s) and key institutions to agree on feasible projects to be implemented. The feasibility of projects is defined by available resources (financial and non-financial), the investor's capacity, and opportunities for external support from MDAs, non-governmental organisations (NGOs) or community based organisations (CBOs). The consensus-building exercise will take a workshop and open dialogue style, which will be facilitated by the consultant. The consensus-building exercise will follow the outlined steps.

1. Presentation of community needs and priorities to participants
2. Presentation and confirmation of existing community resources to support the identified priorities
3. Understand community attachments and preferences to high priority projects
4. Agreement from all participants on feasible short term, medium-term and long-term community development projects.

After these three (3) processes, the CNA is then documented using the reporting template provided (CDP Template 4).

3.3.3 Preparation of community development plan

The Community Development Plan (CDP) arising from the CNA process will ensure that identified community development priorities are sustainable, innovative and contextually appropriate. In developing and finalising the community development plan, the following are required:

- Identification of community development implementation partners: the FRILIA stakeholder identification and analysis template will guide the identification of internal and external institutions that can contribute to an aspect of the CDP.
- Grievance management procedure: a grievance redress mechanism (GRM) is required to manage current and future conflicts that may arise regarding the community development project(s). The GRM will be guided by the FRILIA GRM procedure detailed in the GRM Toolkit. Investors should refer to the FRILIA GRM toolkit for detailed guidance on managing different forms of grievances.



- Public disclosure, signing of MOU and approval: The public disclosure exercise where the agreed-upon development projects are presented to the community (s) with the plan for resources and indicative timelines, including implementation partners identified. Following the public disclosure, the MOU signing will take place. The investor, at this point, will be required to sign an MOU (see GMOU Template 7) with the community to formally agree on which development projects will be implemented and the institutional arrangements required for this.

A reporting template for the CDP is provided in CDP Template 5.

3.3.4 CDP Implementation

- Develop working groups: To ensure smooth running, transparency and accountability during the implementation phase, a two-tier governance system will be set up. The first group, the Community Development Technical Committee (CDTC), will comprise a maximum of ten (10) high-level stakeholders. This group will be mainly responsible for the governance and monitoring of the community development projects. The requirements/qualifications for this group are outlined in the CDP MOU (GMOU Template 7). A second working group, the Community Development Implementation Committee (CDIC), will be set up to oversee implementation activities at the community level. Similar to the CDTC, the membership requirements and roles of this working group are detailed in the CDP MOU (GMOU Template 7).
- **Implementation schedule:** the implementation matrix describes the specific projects detailed in the MoU, project phasing and timeline. An implementation schedule template is provided (See SE Template 4).
- Budget requirements and resources ;The success and sustainability of the community development project lie heavily on clearly defined financial commitments. The cost requirements of implementing the project(s) and monitoring it should be considered in the preparatory phase. This section will cover financial requirements and consider inkind/non-financial resources such as voluntary land donation by host communities, community resources in the form of skilled and unskilled labour, etc. The recruitment of local community members for implementation of the CDP will be guided by the FRILIA local employment MOU (GMOU Template 10).

3.3.5 **Monitoring and Evaluation:** The monitoring and evaluation process will cover the following:

- Outline the goals and objectives of the CDP.
- Define the project monitoring indicators (these will be developed by the CDIC and CDTC).
- Define data collection methods and timeline.
- Define who is responsible for monitoring and evaluation and determine their responsibilities.

For the evaluation, both process (which measure the progress of the implemented community development project in line with pre-defined indicators) and impact evaluation (the impact of the community development project on the quality of lives of beneficiaries in comparison to the baseline data) should be conducted.

TEMPLATES



COMMUNITY NEEDS ASSESSMENT- KEY INFORMANT INTERVIEW TEMPLATE*	
Section A: General Information	
1	Date/Venue
2	Name of Village
3	Name of Facilitator (s)
4	Name of Organisation/ Institution
5	Name of Respondent (s)
6	Position of Respondent (s)
7	Overview of institution's roles/functions in community development
Section B: Community Infrastructure and needs	
8	How would you describe the availability and adequacy of water in the community?
9	How would you describe the availability and adequacy of sanitation, hygiene and waste facilities in the community?
10	How would you describe the availability and adequacy of healthcare facilities and services in the community?
11	How would you describe the availability and adequacy of education facilities in the community?
12	How would you describe the availability and adequacy of access to other amenities like road and security?
13	What are the top 3 community development challenges? And how can these be addressed?
Section C: Community organisations and resources	
14	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these been supporting the community in undertaking community development activities?
15	What external/internal resources do you think are required to solve the current community challenges?
16	What community resources/capacities exist to address the current community challenges?
Section D: Additional Information	

*The key informant interview questions provided here in this template only serves as a guide and should be expanded to fit the project realities.



COMMUNITY NEEDS ASSESSMENT- FOCUS GROUP DISCUSSION TEMPLATE*		
Section A: General Information		
1	Date/Venue	
2	Name of Village	
3	Name of Facilitator (s)	
4	Number of participants	
5	Overview of participants (age range, observed disabilities etc)	
6	Major occupation of participants	
Section B: Community Infrastructure and Needs		
7	How would you describe the availability and adequacy of the following infrastructure/amenities in the community? a. Water b. Sanitation, hygiene and waste c. Health d. Education e. Electricity f. Roads/transportation g. Market h. Security	a. Water b. Sanitation, hygiene and waste c. Health d. Education e. Electricity f. Roads/transportation g. Market h. Security
8	What are the challenges faced in accessing these infrastructures?	
9	How are these infrastructures maintained?	
10	Are there any challenges peculiar to women/men/youth [delete as required]? How can these be solved?	
11	What are the top 3 community development challenges? And how can these be addressed?	
12	What can be done to empower women/youths [delete as required] in the community?	
Section C: Community organisations and resources		
13	What are the community associations and groups, CBOs or NGOs currently existing in the community? Have any of these been supporting the community in undertaking community development activities?	
14	What external/internal resources do you think are required to solve the current community challenges?	
15	What community resources/capacities exist to address the current community challenges?	
16	What are the roles of women/men/youth [delete as required] in community development?	



Section D: Additional Information

Section D: Additional Information

*The Focus Group Discussion questions provided here in this template only serves as a guide and should be expanded to fit the project realities.

PRIORITY	Identified Community Development Projects		URGENCY		
	High	Medium	High	Medium	Low
High	1				
	2				
	3				
	4				
	5				
	6				
	7				
Medium	1				
	2				
	3				
	4				
	5				
	6				
	7				
Low	1				
	2				
	3				
	4				
	5				
	6				
	7				



COMMUNITY NEEDS ASSESSMENT REPORT OUTLINE (TABLE OF CONTENTS)

- Acronyms
- List of Tables
- List of Figures
- Executive Summary

Chapter 1: Introduction

- 1.0: Overview
- 1.1: Project background
- 1.2: Objectives of the Community Needs Assessment
- 1.3: Description of the Project Area <Including a project area map if available>
- 1.4: Structure of the consultancy team
- 1.5: Report structure

Chapter 2: Community Needs Assessment Methodology

Chapter 3: Community Needs Assessment Analysis

- 3.1: Prioritization
- 3.2: Consensus-building

Chapter 4: Community Needs Assessment Results

- 4.1: Overview of community
- 4.2: Administrative and Development Institutions
- 4.3: Community Development Profile
- 4.4: Identified Community Needs
 - 4.4.1 Cross-cutting community needs
- 4.5: Community Resources and Capacities

Chapter 5: Conclusion and Next Steps

- 5.1: Conclusion
- 5.2: Next steps
- 5.2.1: Community Development Plan

Annex



FRAMEWORK FOR RESPONSIBLE AND
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INVESTMENT





APPENDIX
Appendix 1: Report of Stakeholders Consultation

Profile	Description
Geographic Location and Profile	<p>Kwara State borders Niger State in the North-Central region of Nigeria to the north, Kogi State to the east, Ekiti and Osun States to the south, and the Republic of Benin to the west. The state covers an area of approximately 36,825 square kilometers. It features a diverse landscape that includes savannah grasslands, forested areas, and the banks of the River Niger. The capital city, Ilorin, is a significant cultural and economic hub. Kwara State has a predominantly agrarian economy, with farming, fishing, and livestock rearing as major activities.</p>
Demography	<p>According to the latest census data, Kwara State has an estimated population of around 3.2 million people. The population is predominantly young, with a significant portion under 30. The state comprises various ethnic groups, including Yoruba, Fulani, and Nupe, with Yoruba being the majority. The population is predominantly rural, but there is a growing urbanization trend, particularly in the capital city, Ilorin.</p>
Agricultural Sector	<ul style="list-style-type: none">Agricultural Base: Kwara State's economy is predominantly agrarian, with agriculture being the primary occupation for the majority of its residents. This sector provides employment and sustenance for a significant portion of the population.Cereal Crops: Major cereal crops cultivated in Kwara include maize, rice, and sorghum. These crops are essential for both local consumption and trade, contributing significantly to food security and economic activities in the state.Cash Crops: The state also produces notable cash crops such as sugarcane and cocoa. These crops are important for both domestic markets and export, helping to generate revenue and support smallholder farmers.Vegetables and Tubers : Kwara is known for cultivating a variety of vegetables, including tomatoes, okra, and peppers. Additionally, tuber crops such as yam and cassava are widely grown, providing essential dietary staples and supporting local agro-industries.



Groups Consulted	<ol style="list-style-type: none">1. Farmers' Associations: Local farmers and their cooperative societies were engaged to understand their needs, challenges, and insights into sustainable agricultural practices.2. Academic and Research Institutions: Universities and research institutes, such as the University of Ilorin and Kwara State University, were consulted for their agricultural research and innovation expertise.3. Government Agencies: State and local government bodies, including the Ministry of Agriculture and Natural Resources, aligned FRILIA's goals with state policies and programs.4. Non-Governmental Organizations (NGOs): NGOs focused on agriculture, rural development, and environmental sustainability were included to support and advocate for innovative agricultural practices.5. Private Sector Partners: Agribusiness companies, financial institutions, Banks, and other private sector stakeholders were engaged to explore investment opportunities and collaborations for advancing agricultural innovations in the state.
Number of Participants	114
Topics Covered	<p>The consultant inquired for information and inputs from the stakeholders on several issues, including the following:</p> <ol style="list-style-type: none">1. The land tenure system in the state, process of land acquisition for small/commercial land holding.2. The right of women to land ownership and challenges to land acquisition.3. The availability and structure of conflict resolution mechanisms at various levels (cluster, community, and state) and GRM efficiency. <p>If the state has a gazette for payment of compensation for economic trees and crops, how are land units measured, and what is the cost of acquiring a unit of land for lease and for outright purchase?</p> <ul style="list-style-type: none">• Easement and property valuation• Stakeholders Engagement• Community Assessment• Grievance Redress Mechanism• Valuation and Compensation• Environmental and social risk management• Out-growers and food security• International Memorandum of Understanding• Monitoring and Evaluation



Concerns expressed by stakeholders	<p>During the FRILIA workshop in Kwara State, stakeholders expressed the following five concerns:</p> <ol style="list-style-type: none">1. Access to Financing : Many stakeholders highlighted the difficulty in obtaining affordable credit and financial support for farmers and agribusinesses, which hinders the adoption of modern agricultural practices and technologies.2. Infrastructure Deficiencies: Inadequate infrastructure, such as poor road networks, insufficient storage facilities, and lack of irrigation systems, was a major concern affecting the efficiency and productivity of the agricultural sector.3. Training and Education: There was a strong call for improved training and education programs for farmers on best practices, modern farming techniques, and the use of technology to enhance agricultural productivity.4. Market Access: Stakeholders were concerned about the limited access to local and international markets for their produce. They emphasized the need for better market linkages and support in meeting market standards and regulations.5. Climate Change and Environmental Sustainability: The impact of climate change on agriculture, including unpredictable weather patterns, soil degradation, and water scarcity, was a significant concern. Stakeholders stressed the importance of developing and implementing sustainable farming practices to mitigate these effects.
Conclusions	<p>Here are four conclusions drawn from the FRILIA workshop in Kwara State:</p> <ol style="list-style-type: none">1. Need for Financial Support: There is a critical need for improved access to affordable financing options for farmers and agribusinesses to enable the adoption of modern agricultural technologies and practices.2. Infrastructure Development: Investment in agricultural infrastructure, including roads, storage facilities, and irrigation systems, is essential to enhance productivity and reduce post-harvest losses.3. Capacity Building: Continuous training and capacity-building programs for farmers are crucial to promote the adoption of best practices, increase productivity, and ensure sustainable agricultural development.4. Market Access Enhancement: Efforts should be made to improve market access for farmers, including better market linkages, meeting quality standards, and exploring both local and international market opportunities.



PHOTO GALLERY DURING KWARA STATE FRILIA CONSULTATIONS







Appendix3: Attendance of Stakeholder Engagement on FRILIA

FRILIA WORKSHOP ATTENDANCE SHEET		SIGN	TIME IN	PHONE
DEVELOPMENT OFFICERS OF ALL LOCAL GOVTs KWARA STATE				
HON. OLADIPO ADEOYE	DEVELOPMENT OFFICER		9.10am	8082070610
HON. SULU EMIOLA AGNES	DEVELOPMENT OFFICER		9.10am	8136487904
HON. BABALOLA TAYE	DEVELOPMENT OFFICER		9.10am	8069359592
HON. AJIBOYE YEMISI	DEVELOPMENT OFFICER		9.10am	8135204102
HON. ABDULAHI ABDULFATAI AJIA	DEVELOPMENT OFFICER		9.10am	8034523131
HON. AWODIJU OMOTAYO FELIX	DEVELOPMENT OFFICER		9.10am	8033539660
HON. AYANSHOLA A BAJAMU	DEVELOPMENT OFFICER		9.10am	8060569754
HON. AJAO O GABA	DEVELOPMENT OFFICER		9.10am	8035756143
HON. ASABURU UMAR MORA	DEVELOPMENT OFFICER		9.10am	8034300166
HON. HANNA LILAPATA	DEVELOPMENT OFFICER		9.10am	9037753554
HON ADISA JIMOH OLANREWAJU	DEVELOPMENT OFFICER		9.10am	8038478879
HON. YISA ABDULRAUF AYODEJI	DEVELOPMENT OFFICER		9.10am	8067857618
HON. AMB. ABBAS ZAINAB DAMILOLA	DEVELOPMENT OFFICER		9.10am	9091401876
HON. FATIMAH A JIYAH	DEVELOPMENT OFFICER		9.10am	8033208402
MINISTRY OF AGRICULTURAL AND NATURAL RESOURCES				
ABDULMALIK ZUBAIRU	TECHNICAL OFFICER		9.10am	8030579402
MAYAKI B MADU	DPFS		9.10am	803064128
MOHAMMED AHMED UMAR	DLS		9.10am	8069795336
ENG SULYMAN M UMAR	ACMF		9.10am	8069559865
TAIWO DORCAS AYOBAMI	DPME(KWADP)		9.10am	8066494247
SOKOYA FUNKE	PERMANENT SEC		9.10am	8160741734
UMAR SAIDU	MARD		9.10am	8064249500
DR. BABATUNDE JOHNSON O	ACVO		9.10am	8030796100
OLUWATOYIN F AJAYI	DIRECTOR FISH		9.10am	8069578204
DR. OLUGBON ABDULATEEF S	DVS		9.10am	8033765024
DR. AMINU IDIAT O	DIR. PH & EPID		9.10am	8160989312
ENGR. SANNI AMIDU OLORIN	DAES		9.10am	8032246825
JIMOH A IDRIS	DPRS		9.10am	8060641351
IBRAHIM T MUKAILA	FARM MANAGER		9.10am	8064826715
HUSSEIN HAFSAT B	DAS		9.10am	8146017560
OLADIPO TEMPLE OLUSHOLA	APS		9.10am	8146017560
	DIR. PHYSICAL/INFRASTRUCTURE			
ABDULSALAM SHOLA JAMIU	ADP		9.10am	8037210900
AIYELABEGAN TAIYE ALIU	DIR. ADMIN & TRAINING ADP		9.10am	7030192908
MUHAMMED YUNUS OLADIMEJI	ASST DIR. LIVESTOCK		9.10am	8036973371
ABDULRAHMAN A AYUBA	EXECUTIVE DIR. CCEPE		9.10am	8074917073
YAKUBA A A	ASST DIR. YKS		9.10am	8036366112
HON. SULAIMAN ABDULLAHI BELLE	S A. FARM INTERVENTION		9.10am	8035295454
COMMISSIONERS OF KWARA STATE				
HON. DAMILOLA YUSUF ADELODUN	COMMISSIONER		9.10am	9034710920
HON. NDANUSA USMAN SHEHU	COMMISSIONER		9.10am	8032402820
HON. OLORUNTOYOSI THOMAS	COMMISSIONER		9.10am	8183483297
HON. ABOSEDE OLAITAN BURAIMOH	COMMISSIONER		9.10am	8136116977
HON. AFOLASHADE OPEYEMI	COMMISSIONER		9.10am	8060219795
OLUWAKEMI	COMMISSIONER		9.10am	8050462396
HON. BOLANLE OLULOJU	COMMISSIONER		9.10am	7035394326
HON. USMAN YUNUSA LADE	COMMISSIONER		9.10am	8032840858
HON. LAFIA ALIYU KORA SABI	COMMISSIONER		9.10am	7037918809
HON. ISISAKA AJEIGBE	COMMISSIONER		9.10am	7037918809
KWARA STATE ENVIRONMENTAL PROTECTION AGENCY				



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FOLORUNSHO IDAYAT ADEOLA	KWEPA AGM		9.10am	9034710920
ABUBAKAR MOHAMMED IDOWU	KWEPA STAFF		9.10am	8036893037
KWARA STATE EASE OF DOING BUSINESS COUNCIL				
MOHAMMED IBRAHIM	CO CHAIRMAN	<i>He</i>	9.10am	8032191104
AMOS TUNDE THOMPSON	DPFS	<i>John</i>	9.10am	8036893037
TRADITIONAL RULERS				
ALHAJUIMAR KAYODE SODIQ	BALA/OWODE	<i>Waz</i>	9.10am	7066721759
HRM OBA (DR) MUFTAU ADEBAYO				
LAWAL TITILOYE III	KING	<i>Lawal</i>	9.10am	8033467675
MORO LOCAL GOVERNMENT				
ARINDE A OALEKAN	DPM	<i>Arinde</i>	9.10am	8030770827
PATIGI LOCAL GOVERNMENT				
FABIYI TOYIN T	DPM	<i>Fabi</i>	9.10am	8162810182
MOHAMAD SALILU	STAFF	<i>Salilu</i>	9.10am	7064289074
ASA LOCAL GOVERNMENT				
M S ADARAMAJA	WTO	<i>Asaramaja</i>	9.10am	8035992084
CHIEF KINRINJIN A ADEBARA	DPM	<i>Adabar</i>	9.10am	8037556207
MALLAM HANAFI K.B	DH	<i>Hanafi</i>	9.10am	8115815568
KIAMA LOCAL GOVERNMENT				
AINA OMOTOPE FELICIA	DPM	<i>Alina</i>	9.10am	8063249215
EDU LOCAL GOVERNMENT				
ADENIYI FEMI KAREEM	DPM	<i>Adeniyi</i>	9.10am	8062638745
BARUTEN LOCAL GOVERNMENT				
OYEBANJI GABRIEL A	DPM	<i>Oyebanji</i>	9.10am	8039551571
ILORIN EAST LOCAL GOVERNMENT				
ALIYU BINTU	DPM	<i>Aliyu</i>	9.10am	8033600872
ILORIN WEST LOCAL GOVERNMENT				
HUSSAINI JABI SAIDU	DPM	<i>Hussaini</i>	9.10am	8058752092
SAKA BABATUNDE S	EXTENSION OFFICER	<i>Saka</i>	9.10am	8030424224
ILORIN SOUTH LOCAL GOVERNMENT				
OGUNSAKIN ALICE MODIPE	DPM	<i>Ogunsakin</i>	9.10am	8036105179
IREPODUN LOCAL GOVERNMENT				
TSADUKO ABDULAHI MOHAMMED	DPM	<i>Tsaduko</i>	9.10am	8037914393
EKITI LOCAL GOVERNMENT				
AYANTOLA K MUKAILA	DPM	<i>Ayantola</i>	9.10am	8033520354
OKE ERO LOCAL GOVERNMENT				
AMUDA A MUSBAU	DPM	<i>Amuda</i>	9.10am	7017903779
ISIN LOCAL GOVERNMENT				
AHMED BABATUNDE	DPM	<i>Ahmed</i>	9.10am	8068638609
IFELODUN LOCAL GOVERNMENT				
IBRAHIM IDRIS TSONFADA	DPM	<i>Ibrahim</i>	9.10am	8106003630
OYUN LOCAL GOVERNMENT				
HAMEED AYOOLA SAFURAT	DPM	<i>Hameed</i>	9.10am	8032448115
OFFA LOCAL GOVERNMENT				
ABDULLAHI HARUN A	DPM	<i>Abdullahi</i>	9.10am	8037306250
ALGON				
YEMI ADUROTOYE	DIRECTOR	<i>Yemi</i>	9.10am	8052244985
KWARA STATE GEOGRAPHICAL INFORMATION SYSTEM				
TPL ABDULSALAAM ABDULHAKEEM	GM, PPD&DC	<i>Abdulsalaam</i>	9.10am	8035956007
TPL MAKANUOLA J BOLA	ASS. DIR	<i>Makanuola</i>	9.10am	7038022020
TPL ABDULKAREEM MASHOOD ABIOLA	CHIEF SEN.T/P	<i>Abdulkareem</i>	9.10am	8034901005
ESV NUHU YUSUF	HEAD ACQ/USGN	<i>Yusuf</i>	9.10am	8034810762
OLUWATOMI ADELEKE	CEO	<i>Tomi</i>	9.10am	7033720142



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INCLUSIVE LAND AGRICULTURAL
INVESTMENT

SULYMAN ABDULKAREEM	HEAD	9.10am	7086080012
CONSUMER & MARKET ASSOCIATION OF KWARA STATE			
ALHAJA SIDIKAT AKAJE	IYALOJA	<i>S</i>	9.10am 8132212884
ALHAJA SERIKI SIDIKAT	IYALOJA	<i>S</i>	9.10am 7087176349
ALHAJA KUDIRAT SALMAN	IYALOJA	<i>S</i>	9.10am 7034680726
ALHAJA MEMUNATU ISSA	IYALOJA	<i>S</i>	9.10am 8060603445
ALHAJA MARIAM SAAD	IYALOJA	<i>S</i>	9.10am 7046350170
ALHAJA MUYIBAT OLUOMOH	IYALOJA	<i>S</i>	9.10am 8034908518
UNILORIN MCU LTD			
ALABI TOTIN MOHAMMED	PRESIDENT	<i>APPEAL</i>	9.10am 8033800665
SIAKA D AYINLA	SECRETARY	<i>SI</i>	9.10am 8035888099
PROF. ROWLAND M O KAYODE	PAST PRESENT(PSMC)	<i>Rowland</i>	9.10am 8035850545
ODODOSOWAPO MCU LTD			
ADEOTI SAMSON	SECRETARY	<i>OS</i>	9.10am 8038048451
LAWAL FATIMAT OLUWAKEMI	PRESIDENT	<i>Lawal</i>	9.10am 9160177851
ALIAJI S O MOHAMMED	SECRETARY	<i>Aliaji</i>	9.10am 8038215858
ECODOR S F FABULE	FIN. SEC	<i>EF</i>	9.10am 8033859881
J A ADEKUNLE	CHAMIN	<i>JAA</i>	9.10am 8038218880
D O AJIWOWE	TREASURER	<i>DA</i>	9.10am 8030461554
AKEEM ADEDOKUN	CHAMIN	<i>AA</i>	9.10am 803821584
MURITALA SHEU ADARAMAJA	CHAIRMAN	<i>MSA</i>	9.10am 8051134765
ADI FARMERS ASSOCIATION			
HON. UMAR MOHAMMED ABOKI	STATE CHAIRMAN AFAN	<i>Umar</i>	9.10am 8037040638
MALLAM EDUN ABDULRASAQ	DEPUTY CHAIRMAN AFAN	<i>Edun</i>	9.10am 8033629218
ENGR. AFOLAYAN FUNSHO A	YOUTH LEADER	<i>AFOLAYAN</i>	9.10am 7068380452
MINISTRY OF EDUCATION KWARA STATE			
NA ALLAH LUQMAN	REPRESENTING TEAM	<i>NA ALLAH</i>	9.10am 7054424141
MAYODE MCU LTD			
MR JOSEPH OLUSHOLA OSUBU	PRESIDENT	<i>JOSEPH</i>	9.10am 8033869881
MRS OJEDOYE RACHEAL OLUKEMI	SECRETARY	<i>ROJEDOYE</i>	9.10am 8061692885
MINISTRY OF WOMEN AFFAIRS KWARA STATE			
OKABUSI MUSA O	PAM. SEC	<i>OK</i>	9.10am 8033586112
RIFAN			
SHUAIB ABDULAKEEM	SECRETARY	<i>SA</i>	9.10am 8109747031
SEAP MICROFINANCE BANK			
OLAPADE OLALEKE	ACCOUNT OFFICER	<i>OLAPADE</i>	9.10am 8033771253
GLOBAL HOPE FOR WOMEN & CHILDREN FOUNDATION			
HAIRU HAYATUDEEN	M & E OFFICER		9.10am 8160304614
OFFICE OF HEAD OF SERVICE			
HALIRU HAYATUDEEN	CAO	<i>HALIRU</i>	9.10am 8061163240
MINISTRY OF COMMUNICATION			
AHMED ABEES OREDUNNI	PRESS SECRETARY	<i>ABEES</i>	9.10am 8146271532
FEDERAL MINISTRY OF WORKS & HOUSING			
BOLA MAYAKI	CHIEF TECHNICAL OFFICER	<i>BO</i>	9.10am 8036581916
KWARA RADIO			
AYODEJI ISMAIL	REPORTER	<i>AYODEJI</i>	9.10am 7039386750
SOBI FM			
DAKE AKOGUN	EDITOR	<i>DAKE</i>	9.10am 8077444571
REIGNS MANAGEMENT CONSULT			
PAUL ADEPELUMI	PRINCIPAL PRACTITIONER	<i>PAUL</i>	9.10am 8128200089
MUHAMMED ABDULLATEEF	PRINCIPAL PRACTITIONER	<i>MUHAMMED</i>	9.10am 8060524254
KWARA STATE INTERNAL REVENUE SERVICE			
ADEBAYO IYABO	HOD ENFORCEMENT DEPT		9.10am 8033955278



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