



**SPECIAL AGRO-INDUSTRIAL
PROCESSING ZONES**

**STAKEHOLDER ENGAGEMENT PLAN (SEP)
FOR
IJAIYE AGRIBUSINESS INDUSTRIAL HUB (AIH)
AND
ERUWA AGRICULTURAL TRANSFORMATION CENTRE
(ATC)**

CLIENT:



AFRICAN DEVELOPMENT BANK GROUP
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DE DEVELOPPEMENT



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ACRONYMS AND ABBREVIATIONS

Abbreviation	Meaning
AfDB	African Development Bank
ATC	Agricultural Transformation Centre
AIH	Agricultural Industrial Hub
ESIA	Environmental and Social Impact Assessment
ESA	Environmental and Social Assessment
ESS	Environmental and Social Standard
ESMP	Environmental and Social Management Plan
FGD	Focus Group Discussion
GRM	Grievance Redress Mechanism
LGA	Local Government Area
M&E	Monitoring and Evaluation
OYSADA	Oyo State Agribusiness Development Agency
SPIU	State Project Implementation Unit
PAP	Project Affected Person
SEP	Stakeholder Engagement Plan
SLDC	Stakeholder-Livelihood Development Committee
WB	World Bank

GLOSSARY OF KEY TERMS

Term	Definition
Stakeholder	Any individual, group, or institution with an interest in, influence over, or likely to be affected (positively or negatively) by the project.
Project-Affected Persons (PAPs)	Individuals or groups directly impacted by project activities through land acquisition, livelihood disruption, or displacement.
Consultation	A process of two-way communication between project proponents and stakeholders aimed at mutual understanding and informed decision-making.
Disclosure	Public availability of relevant project information in a culturally and linguistically appropriate manner.
Grievance Redress Mechanism (GRM)	A formal process for receiving, evaluating, and addressing project-related complaints and concerns.
Culturally Appropriate Engagement	Consultation and participation methods that respect and adapt to the social, cultural, and linguistic norms of the local population.
Vulnerable Groups	Individuals or groups more likely to be adversely affected by the project, such as women, elderly persons, youth, and persons with disabilities.
Participatory Monitoring	Involvement of local stakeholders in tracking and reporting project progress and impacts.
Disclosure Period	The timeframe during which project-related documents are made publicly available for stakeholder review.

EXECUTIVE SUMMARY

ES1. Project Overview

The Oyo State Government, through the Oyo State Agribusiness Development Agency (OYSADA), is implementing the Ijaiye Agribusiness Industrial Hub (AIH) and the Eruwa Agricultural Transformation Centre (ATC) under the Special Agro-Industrial Processing Zone (SAPZ) Programme with financial support from the African Development Bank (AfDB). The projects are designed to transform agriculture from predominantly primary production to a competitive, market-oriented and industrialized sector by promoting agro-processing, value addition, private sector investment and sustainable rural development.

The Ijaiye AIH, located at Atan in Akinyele Local Government Area, is planned as an integrated agro-industrial hub comprising agro-processing industries, logistics and warehousing facilities, technology incubation centres, renewable energy infrastructure, and other supporting services required to strengthen agricultural value chains. The Eruwa ATC, situated in Ibarapa East Local Government Area, will function as a production, aggregation, processing, storage and capacity-building centre, providing smallholder farmers and agribusinesses with improved access to markets, technology and extension services. Together, both facilities represent complementary investments that integrate agricultural production, processing, storage, marketing and value addition to enhance agricultural competitiveness across Oyo State.

The projects are expected to generate significant socio-economic benefits through increased agricultural productivity, improved market access, reduced post-harvest losses, enhanced food security, employment generation, private sector participation and inclusive economic growth. The projects will also promote climate-smart agricultural practices while ensuring that environmental and social risks are effectively managed in accordance with national legislation and the African Development Bank's Integrated Safeguards System (ISS).

ES2. Purpose and Objectives of the Stakeholder Engagement Plan

This Stakeholder Engagement Plan (SEP) establishes the framework for systematic, transparent and inclusive stakeholder engagement throughout the planning, construction, operation and eventual

decommissioning of the Ijaiye AIH and Eruwa ATC. The SEP has been prepared in accordance with the African Development Bank's Integrated Safeguards System (ISS), particularly Operational Safeguard 1 (OS1), relevant Nigerian environmental and social legislation, and international good practice for stakeholder engagement.

The SEP is intended to ensure that stakeholders are identified early, adequately informed and meaningfully consulted throughout the project lifecycle. It provides mechanisms for continuous information disclosure, stakeholder participation, grievance management and adaptive decision-making, thereby promoting transparency, accountability and stakeholder ownership.

The specific objectives of the SEP are to:

- identify all stakeholders who may influence, benefit from, or be affected by project implementation and assess their interests and level of influence;
- ensure timely, transparent and culturally appropriate disclosure of project information through accessible communication channels;
- facilitate meaningful stakeholder consultation and participation during project planning, construction, operation and decommissioning;
- promote the effective participation of vulnerable and disadvantaged groups, including women, youth, elderly persons, persons with disabilities and other marginalized populations, through targeted engagement strategies;
- establish an accessible, transparent and responsive Grievance Redress Mechanism (GRM) for receiving, resolving and monitoring project-related complaints;
- strengthen collaboration among government institutions, communities, development partners, civil society organizations and the private sector; and
- support continuous monitoring and improvement of stakeholder engagement through regular feedback, reporting and adaptive management.

Effective implementation of the SEP will enhance stakeholder confidence, minimise social risks, improve project acceptance and contribute to the long-term sustainability of both projects.

ES3. Policy, Legal and Institutional Framework

The SEP has been developed within the framework of applicable Nigerian legislation, the African Development Bank's Integrated Safeguards System (ISS) and international good practice for stakeholder engagement. It is guided by relevant national laws governing environmental assessment, land administration, environmental protection, public participation and access to information, while

ensuring compliance with the environmental and social safeguard requirements of the SAPZ Programme.

Key national legislation includes the Environmental Impact Assessment Act, the Land Use Act, the National Environmental Standards and Regulations Enforcement Agency (NESREA) Act, the Freedom of Information Act, relevant environmental regulations, agricultural policies and applicable Oyo State environmental legislation.

The SEP also aligns with the African Development Bank's Operational Safeguards relating to Environmental and Social Assessment, Involuntary Resettlement, Labour and Working Conditions, Biodiversity Conservation and Sustainable Management of Natural Resources, as well as stakeholder engagement and information disclosure requirements. During project preparation, a gap analysis was undertaken to compare national regulatory requirements with the AfDB safeguard framework. The assessment identified areas where AfDB requirements provide more comprehensive provisions, particularly with respect to continuous stakeholder engagement, structured grievance management, gender and social inclusion, stakeholder consultation, information disclosure, monitoring and reporting.

Accordingly, the SEP adopts measures that satisfy both Nigerian regulatory requirements and AfDB safeguard standards, ensuring that stakeholder engagement is inclusive, transparent and responsive throughout the project lifecycle while supporting effective environmental and social risk management.

ES4. Stakeholder Identification and Analysis

Stakeholders for the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) were identified through desk reviews, institutional mapping, field reconnaissance and extensive stakeholder consultations undertaken within the project areas. The stakeholder identification process considered individuals, groups and institutions that may influence project implementation, benefit from project outcomes or experience direct or indirect environmental and social impacts.

The principal stakeholder groups include:

- Federal, State and Local Government institutions;
- Oyo State Agribusiness Development Agency (OYSADA) and the State Project Implementation Unit (SPIU);

- Traditional rulers and Community leadership structures;
- Host communities and Project Affected Persons (PAPs);
- Farmers' cooperatives, commodity associations and producer groups;
- Women and youth associations;
- Persons with disabilities (PWDs), elderly persons, female-headed households and other vulnerable or disadvantaged groups;
- Civil society organizations (CSOs), community-based organizations (CBOs) and non-governmental organizations (NGOs);
- Contractors, consultants and project workers;
- Development partners; and
- Private sector investors and agribusiness operators.

Stakeholders were analysed based on their level of influence, interest and potential project impacts to determine appropriate engagement approaches throughout the project lifecycle. This analysis provides the basis for prioritizing stakeholder engagement activities, ensuring that project information is appropriately disclosed and that consultation processes remain inclusive, transparent and responsive to stakeholder needs.

Recognizing that certain groups may face barriers to participation, the SEP incorporates targeted measures to promote the meaningful inclusion of vulnerable and disadvantaged groups. These measures include dedicated focus group discussions, consultations conducted in local languages, accessible communication methods, flexible meeting schedules, representation within community engagement structures, and continuous monitoring to ensure that women, youth, persons with disabilities and other vulnerable populations participate effectively in project decision-making and benefit equitably from project interventions.

ES5. Summary of Stakeholder Consultation

Stakeholder consultations were undertaken as an integral part of the preparation of this Stakeholder Engagement Plan (SEP) to ensure that the views, concerns and expectations of stakeholders informed project planning, environmental and social risk management, and the design of stakeholder engagement strategies. The consultations combined desk reviews with extensive field engagements conducted in October 2025 across the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) project areas.

The consultation programme involved approximately 70 representative stakeholders, comprising 36 participants from the Ijaiye AIH project area and 34 participants from the Eruwa ATC project area. Engagement activities included key informant interviews, focus group discussions, structured interviews, community meetings and participatory stakeholder forums involving Federal, State and Local Government institutions, traditional rulers, community representatives, Project Affected Persons (PAPs), farmers' cooperatives, women and youth groups, civil society organizations, contractors and other relevant stakeholders.

Overall, stakeholders expressed strong support for the proposed projects, recognizing their potential to improve agricultural productivity, enhance value addition, stimulate private sector investment, create employment opportunities and improve rural livelihoods. However, stakeholders also emphasized the need for transparent land acquisition and compensation processes, equitable access to employment opportunities, meaningful inclusion of women, youth and vulnerable groups, continuous information disclosure, effective environmental management, and an accessible grievance redress mechanism throughout project implementation.

The consultations also identified stakeholder preferences for regular face-to-face engagement through community meetings, traditional leadership structures, focus group discussions and locally appropriate communication channels, including information dissemination in both English and Yoruba. These preferences have informed the stakeholder engagement strategy, communication and disclosure plan, Grievance Redress Mechanism (GRM), monitoring framework and institutional arrangements presented in this SEP.

The consultation process established the foundation for continuous stakeholder engagement throughout the project lifecycle, ensuring that stakeholder feedback remains integral to project implementation, monitoring and adaptive management.

ES6. Summary of Key Stakeholder Issues, Consultation Outcomes and Project Commitments

Stakeholder consultations demonstrated broad support for the proposed Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC), with participants recognising the projects' potential to enhance agricultural productivity, strengthen value chains, create employment opportunities, stimulate private sector investment and improve rural livelihoods. Notwithstanding this positive outlook, stakeholders identified several issues requiring continued attention throughout project implementation. These concerns have informed the design of the Stakeholder Engagement Plan (SEP) and have been translated into specific project commitments and mitigation measures.

Key Issues Raised by Stakeholders	Project Response Incorporated into the SEP
Land acquisition, compensation and livelihood restoration impacts	Implement the approved Resettlement Action Plan (RAP), maintain continuous engagement with Project Affected Persons (PAPs), ensure transparent compensation processes, restore affected livelihoods where applicable, and provide an accessible grievance mechanism for land-related issues.
Employment opportunities for local residents	Prioritise the recruitment of qualified local labour where technically feasible, implement transparent recruitment procedures, and regularly communicate employment opportunities to host communities.
Inclusion of women, youth and vulnerable groups	Conduct targeted consultations, establish participation targets, support inclusive livelihood programmes, and ensure the meaningful participation and representation of women, youth, persons with disabilities and other vulnerable groups throughout project implementation.
Information disclosure and project communication	Ensure timely, transparent and continuous disclosure of project information in English and Yoruba through community meetings, notice boards, radio announcements and other culturally appropriate communication channels.
Environmental protection, public health and community safety	Implement the Environmental and Social Management Plan (ESMP), undertake continuous environmental and social monitoring, conduct awareness programmes, and maintain regular stakeholder engagement to address emerging concerns.
Grievance management	Establish and operate a transparent, accessible and culturally appropriate Grievance Redress Mechanism (GRM) with multiple entry points, defined timelines and procedures for receiving, investigating and resolving grievances, including sensitive complaints.
Institutional capacity and community participation	Implement capacity-building programmes for the SPIU, contractors, community representatives, farmers' organizations and grievance committees to strengthen safeguards implementation, stakeholder engagement and project monitoring.

Overall, the consultations identified land acquisition and compensation, livelihood restoration, local employment, environmental management, effective communication, inclusion of vulnerable groups and grievance management as the principal stakeholder priorities. Stakeholders also expressed a strong preference for continuous face-to-face engagement through existing community leadership structures and the use of culturally appropriate communication methods.

The findings from the consultation process have directly informed the stakeholder engagement strategy, communication and information disclosure plan, Grievance Redress Mechanism (GRM), monitoring framework and institutional arrangements presented in this SEP. The SEP adopts a commitment-based approach to stakeholder engagement by ensuring that stakeholder concerns are translated into practical actions, monitored throughout the project lifecycle, and continuously reviewed through adaptive management. This approach will promote transparency, strengthen stakeholder confidence, reduce social risks and support the sustainable implementation of both projects.

ES7. Stakeholder Engagement Strategy and Information Disclosure

The Stakeholder Engagement Plan (SEP) adopts a lifecycle approach to stakeholder engagement, ensuring that consultation and information disclosure are undertaken throughout the planning and design, construction, operation and maintenance, and eventual decommissioning phases of the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC). Engagement activities have been designed to reflect the evolving information needs, interests and potential impacts associated with each phase of project implementation.

During the planning and pre-construction phase, engagement activities will focus on project awareness, disclosure of environmental and social safeguard documents, land acquisition and compensation, validation of baseline information, and consultation on project design and mitigation measures. During construction, stakeholder engagement will emphasize progress updates, employment opportunities, environmental and social performance, community health and safety, traffic management, labour issues, grievance resolution and continuous consultation with Project Affected Persons (PAPs) and host communities. During operation and maintenance, engagement will focus on operational performance, environmental monitoring, community development initiatives, livelihood enhancement, stakeholder satisfaction and continuous improvement of project performance. Where applicable, engagement during the decommissioning phase will address environmental restoration, transition planning and stakeholder consultation on site closure activities.

The SEP employs a range of engagement methods to ensure broad and inclusive participation. These include public consultations, community meetings, focus group discussions, household visits, key informant interviews, stakeholder workshops, site visits, participatory monitoring, digital communication platforms and periodic stakeholder feedback sessions. Engagement activities will be tailored to the needs of different stakeholder groups, with dedicated consultations for women, youth, persons with disabilities and other vulnerable groups to ensure equitable participation.

Project information will be disclosed in a timely, transparent and culturally appropriate manner using English and Yoruba through community meetings, traditional leadership structures, local radio, notice boards, project offices, Local Government offices, printed information materials and digital platforms where appropriate. Environmental and social safeguard instruments, project progress updates and other relevant information will be disclosed before major project decisions and throughout implementation to promote transparency, accountability and informed stakeholder participation.

ES8. Grievance Redress Mechanism

A formal Grievance Redress Mechanism (GRM) has been established to provide an accessible, transparent and timely process for receiving, assessing and resolving project-related complaints. The GRM builds on existing community dispute resolution systems while meeting the requirements of the African Development Bank's Integrated Safeguards System (ISS).

The mechanism operates through a multi-tier structure comprising Community Grievance Committees, Stakeholder-Livelihood Development Committees (SLDCs), the State Project Implementation Unit (SPIU) and Oyo State Agribusiness Development Agency (OYSADA), with referral to appropriate statutory institutions where necessary. Multiple grievance uptake channels will be available, and special procedures have been established for handling sensitive grievances, including those related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), labour issues and land acquisition.

ES9. Institutional Arrangements for SEP Implementation

The Stakeholder Engagement Plan will be implemented by Oyo State Agribusiness Development Agency (OYSADA) through the State Project Implementation Unit (SPIU), in collaboration with relevant government institutions, contractors, consultants, community representatives and development partners.

The SPIU will coordinate stakeholder engagement, information disclosure, implementation of the Grievance Redress Mechanism (GRM), monitoring and reporting. At the community level, Stakeholder-Livelihood Development Committees (SLDCs) and Community Grievance Committees will support consultations, information dissemination, grievance resolution and participatory monitoring. Capacity-building programmes will be implemented throughout the project lifecycle to strengthen stakeholder engagement, safeguards implementation and institutional effectiveness.

ES10. Monitoring, Reporting and Disclosure

Implementation of the SEP will be monitored using clearly defined performance indicators covering stakeholder participation, information disclosure, grievance management, consultation effectiveness and inclusion of vulnerable groups.

Monitoring results will be documented through periodic safeguard reports prepared by the SPIU and submitted to OYSADA and the African Development Bank. Lessons learned during implementation will be used to continuously improve stakeholder engagement activities through adaptive management.

ES11. Budget for SEP Implementation

Dedicated financial resources have been allocated to support implementation of the SEP throughout the project lifecycle. Budget provisions cover stakeholder consultations, information disclosure, capacity building, operation of the Grievance Redress Mechanism, monitoring and evaluation, logistics and contingency requirements.

The total estimated budget for implementation of the Stakeholder Engagement Plan is **₦95,000,000**, comprising:

- Capacity Building and Training – ₦30,000,000
- Stakeholder Engagement Logistics – ₦20,000,000
- Communication and Information Disclosure – ₦10,000,000
- Grievance Redress Mechanism – ₦15,000,000
- Monitoring, Evaluation and Reporting – ₦12,000,000
- Contingency and Support Services – ₦8,000,000

ES12. Conclusion

The Stakeholder Engagement Plan provides a comprehensive framework for inclusive, transparent and continuous stakeholder engagement throughout the implementation of the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC). It establishes clear mechanisms for stakeholder consultation, information disclosure, grievance management and the meaningful participation of vulnerable groups, while defining institutional responsibilities for implementation and monitoring.

By incorporating stakeholder feedback into project planning and implementation, the SEP will strengthen stakeholder confidence, minimize environmental and social risks, enhance project acceptance and contribute to the sustainable delivery of the Oyo State Special Agro-Industrial Processing Zone (SAPZ) Programme in accordance with national legislation and the African Development Bank's Integrated Safeguards System (ISS).

The SEP is intended to be a living document that will guide stakeholder engagement throughout the planning, construction, operation and eventual decommissioning phases of the projects. It will be periodically reviewed and updated to reflect changes in project design, implementation progress, stakeholder feedback, consultation outcomes and emerging environmental and social issues, ensuring that stakeholder engagement remains inclusive, transparent, responsive and aligned with national regulatory requirements and the African Development Bank's safeguard standards throughout the project lifecycle.

CHAPTER ONE

1.

INTRODUCTION

1.1 Background and Rationale for the Stakeholder Engagement Plan (SEP)

Stakeholder engagement has become a critical component of environmentally and socially sustainable development. In the context of Oyo State's agricultural transformation agenda, it is particularly vital because the success of both the Ijaiye Agro-Industrial Hub (AIH) and the Eruwa Agricultural Transformation Centre (ATC) depends on the trust, acceptance, and participation of local communities, farmers' associations, cooperatives, and partner institutions.

These projects introduce new infrastructure, technologies, and value-chain linkages into communities whose livelihoods are directly tied to land, water, and environmental resources. Without an organized engagement framework, misunderstandings could arise around issues such as compensation, land access, or project benefits. Hence, this SEP provides a proactive and structured mechanism for building partnerships, managing expectations, and strengthening community ownership.

The SEP also ensures compliance with donor requirements, including the African Development Bank's Operational Safeguard 1 (Environmental and Social Assessment) and the World Bank's Environmental and Social Standard (ESS10) on Stakeholder Engagement and Information Disclosure, both of which require early, continuous, inclusive, and culturally appropriate engagement with affected persons and other interested parties. Stakeholder engagement under the project is recognized as an iterative process that will continue throughout the planning, construction, operation, and decommissioning phases. Accordingly, the SEP will be periodically reviewed and updated, as necessary, to reflect changes in project design, stakeholder interests, emerging risks, consultation outcomes, and lessons learned during implementation, ensuring that engagement remains relevant, effective, and responsive throughout the project lifecycle.

1.2 Purpose and Objectives of the SEP

The SEP serves as the formal framework for systematic stakeholder engagement throughout the lifecycle of the Ijaiye AIH and Eruwa ATC projects. Its overarching purpose is to ensure that all project stakeholders, particularly those directly affected communities, are informed, consulted, and empowered to influence decisions that impact their environment and livelihoods.

Specific objectives include:

- **Identification and Profiling:** Map all relevant stakeholders, assess their interests, influence, and potential impacts on or from the project.

- **Information Disclosure:** Provide timely, accurate, and accessible information about project scope, activities, and potential risks or benefits.
- **Consultation and Dialogue:** Facilitate continuous, two-way communication to integrate local knowledge and preferences into project design and implementation.
- **Inclusion of Vulnerable Groups:** Ensure that women, youths, persons with disabilities, and other marginalized groups participate meaningfully.
- **Grievance Redress:** Establish and operationalize a transparent, culturally appropriate **Grievance Redress Mechanism (GRM)**.
- **Capacity Building:** Strengthen the ability of local institutions and community structures to engage effectively.
- **Monitoring and Adaptive Learning:** Track progress, measure satisfaction, and incorporate feedback into iterative project improvements.

In fulfilling these objectives, the SEP contributes to the overall environmental and social performance of the projects, aligning with Oyo State’s vision for inclusive agribusiness development.

1.3 Scope and Coverage (Ijaiye AIH and Eruwa ATC)

This SEP consolidates engagement strategies for both project sites while acknowledging their unique socio-economic and geographic contexts:

- **Ijaiye AIH** covers roughly 300 hectares within Akinyele LGA
- **Eruwa ATC** covers approximately 29 hectares within Ibarapa East LGA.

The plan’s spatial coverage extends beyond the immediate footprint to the Area of Influence (**AoI**), encompassing communities that may experience indirect effects (employment influx, increased traffic, land-use changes).

Functionally, it spans all project phases, including pre-construction, construction, operation, and eventual decommissioning, and engages government agencies, private investors, financiers, and civil society organizations.

1.4 Relationship with Other Safeguard Instruments (ESIA, RAP, PMP, ESMP)

This SEP forms an integral part of the broader Environmental and Social Safeguard Framework developed for the projects. It complements, rather than duplicates, the following instruments:

Table 1: Linkages between the SEP and Other Safeguard Instruments

Safeguard Instrument	Purpose / Linkage to SEP
Environmental and Social Impact Assessment (ESIA)	Identifies potential environmental and social risks. The SEP operationalizes the ESIA's consultation requirements and ensures stakeholder participation in mitigation planning.
Environmental and Social Management Plan (ESMP)	Provides mitigation and monitoring measures; the SEP details communication, reporting, and feedback mechanisms for the implementation of ESMP.
Resettlement Action Plan (RAP)	The SEP addresses land acquisition, displacement, and compensation, ensuring transparent consultation and grievance handling for all PAPs.
Pest Management Plan (PMP)	Focuses on safe pest-control practices; the SEP includes awareness and training sessions to promote responsible use of chemicals.

Together, these instruments form the Environmental and Social Management System (ESMS) for the projects, enabling coordinated compliance with donor and national requirements.

1.5 Methodology Adopted for Stakeholder Consultations

The methodology used to develop this SEP combined desk-based review, field data collection, and participatory analysis to ensure representativeness and credibility.

- (a) **Literature and Policy Review:** Analysis of Oyo State agribusiness strategies, land-use policies, and previous agricultural interventions to identify key institutional stakeholders.
- (b) **Field Reconnaissance and Stakeholder Scoping (October 2025):** Site visits to Ijaiye and Eruwa were conducted with three specific objectives:
 - Validate desk-based assumptions about land use, environmental sensitivity, and community settlement patterns through direct observation;
 - Establish initial contact with traditional leadership, LGAs, and community gatekeepers to secure social license for subsequent engagement;

- Identify priority stakeholder categories (women's groups, youth associations, farmers' cooperatives, vulnerable groups) for targeted consultation.

Outcomes of the visits:

- Confirmed site accessibility and logistical requirements for community engagement;
- Identified critical timing constraints (farming calendars, market days) that shaped the consultation schedule.
- Documented existing grievance handling practices (community representatives, traditional mediation) that informed GRM design in Chapter 6.
- Mapped language and communication preferences (100% Yoruba preference at Eruwa) that determined disclosure protocols in Chapter 5.

Sampling Frame and Technique

Sampling Frame: The stakeholder consultation drew from defined geographic and social boundaries at each project site:

- **Ijaiye AIH:** Traditional leadership and organized groups from Atan, Moniya, Ijaiye and Ajibode communities in Akinyele Local Government Area, representing the primary host communities and surrounding populations likely to be affected by or benefit from the project;
- **Eruwa ATC:** Traditional leadership and organized groups from Oke-Oba, Alawusa, and Isale-Oba communities (Ibarapa East LGA), encompassing an estimated population of over 1000 residents;
- **Stakeholder categories within these boundaries:** traditional rulers, religious leaders, registered farmers' cooperative members, women's association members, youth association members, directly affected persons (PAPs) identified through initial land verification, and vulnerable group representatives (elderly, persons with disabilities, female-headed households).

Sampling Technique: Given the thousands of residents in the project area, a purposive sampling approach was applied to identify information-rich key informants capable of representing diverse community interests. The State Project Implementation Unit (SPIU) played a central role in community entry and participant mobilization, leveraging its established relationships with traditional leaders, LGAs, and farmer cooperatives from prior Oyo State agricultural initiatives. This SPIU facilitation ensured:

- Credible introduction of the consulting team to community gatekeepers;
- Rapid identification of appropriate respondents across stakeholder categories;

- Cultural appropriateness in timing and venue selection
- Foundation for ongoing engagement through SPIU's permanent local presence.

Selection of the 70 respondents followed four criteria: (1) holds recognized leadership position; (2) directly affected by proposed project activities; (3) represents vulnerable or marginalized groups; or (4) identified by community gatekeepers as possessing critical local knowledge. SPIU officers at Akinyele and Ibarapa East LGAs verified nominees against these criteria to ensure balanced category coverage. Recruitment combined SPIU-facilitated introduction with snowball sampling from traditional leaders. Sample size (n=70) was determined by thematic saturation, the point at which additional interviews yielded no new information on priority concerns, rather than statistical representation. This technique aligns with AfDB OS1 guidance for qualitative stakeholder assessment in environmental and social due diligence.

- (c) **Structured Interviews and Focus Group Discussions (FGDs):** Conducted with farmers, women groups, youth associations, and local councils - 70 key informants and group representatives in total (34 Eruwa, 36 Ijaiye).

Sampling Approach: The stakeholder engagement employed purposive sampling focused on key informants and representative groups rather than statistical representation. The 70 respondents comprised:

- Community leaders and traditional authorities (who represent collective community interests through established governance structures);
- Leaders of farmers' cooperatives, women's groups, and youth associations (representing organized membership bases numbering in the thousands);
- Directly affected persons (PAPs) with specific land or livelihood impacts requiring immediate identification.

This approach aligns with AfDB OS1 guidance, which emphasises inclusive engagement with affected groups and their legitimate representatives over numerical quotas.

- (d) **Stakeholder Mapping Workshop:** Collaborative exercise with OYSADA and community leaders to classify stakeholders by influence and interest.
- (e) **Data Validation:** Triangulation of field information with institutional feedback from Oyo State Ministry of Agriculture, OYSADA, and local NGOs.

Methodological Framework for Stakeholder Engagement Plan (SEP) Development

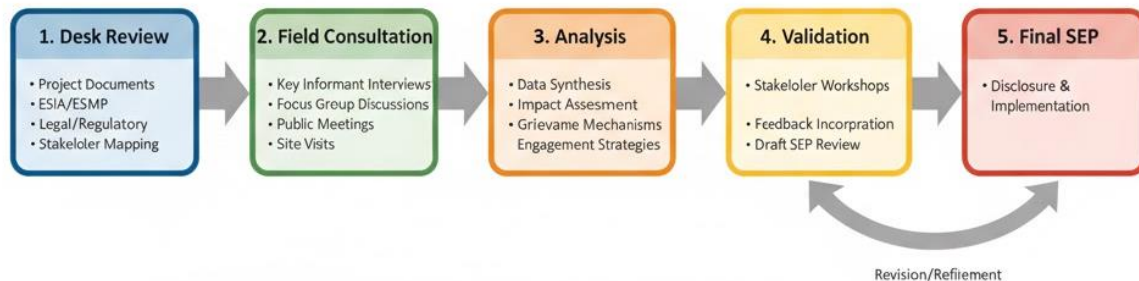


Figure 1: Methodological Framework Diagram – Showing Desk Review → Field Consultation → Analysis → Validation → Final SEP.

1.6 Guiding Principles for Stakeholder Engagement

This SEP is guided by international best practices emphasizing inclusivity, transparency, and responsiveness. The key principles include:

- i. **Early and Continuous Engagement:** Interaction begins at project inception and continues through closure.
- ii. **Transparency and Disclosure:** Stakeholders receive timely, accurate, and culturally appropriate information.
- iii. **Inclusivity and Equity:** Special efforts are made to involve women, youths, and marginalized groups.
- iv. **Respect and Cultural Sensitivity:** Engagement respects local customs and leadership hierarchies, using both Yoruba and English languages.
- v. **Free, Prior, and Informed Consultation (FPIC):** Stakeholders have the right to express views before decisions that may affect them.
- vi. **Accountability and Responsiveness:** Feedback loops ensure stakeholder inputs influence project decisions.
- vii. **Evidence-Based Documentation:** All consultations are properly recorded, verified, and archived.

These principles ensure that engagement under the Ijaiye AIH and Eruwa ATC projects transcends mere compliance and becomes a process of co-creation and shared responsibility.

1.7 Structure of the SEP Document

The SEP is structured into nine chapters and four annexes, arranged to move from conceptual background to operational tools.

Table 2: Structure of the SEP Document

Chapter	Content Focus
Executive Summary	Overview of projects, key findings, engagement strategy, and budget.
1. Introduction and Purpose	Context, objectives, scope, methodology, and principles.
2. Project Background and Description	Technical overview, location, components, and expected impacts.
3. Policy, Legal, and Institutional Framework	National laws, donor policies, and institutional responsibilities.
4. Stakeholder Identification and Analysis	Mapping and categorization of stakeholders.
5. Engagement Program and Strategy	Approach and methods for consultations.
6. Grievance Redress Mechanism	Procedures for receiving and resolving complaints.
7. Capacity Building and Institutional Arrangements	Institutional roles and training needs.
8. Monitoring and Evaluation Framework	Performance indicators and feedback systems.
9. Risk Assessment and Mitigation	Identification of engagement-related risks.

Annexes A–E	Supporting data, photos, questionnaires, and templates.
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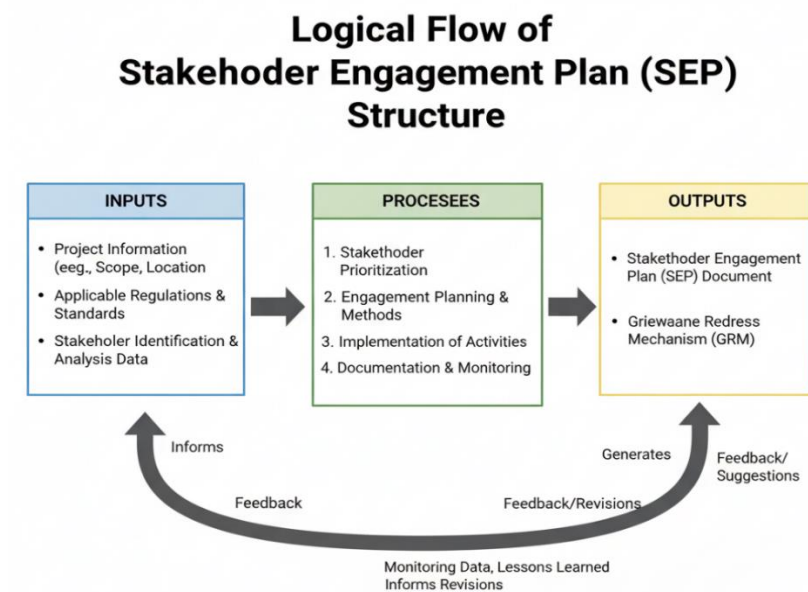


Figure 2: Logical Flow of SEP Structure Diagram – Illustrating Inputs, Processes, Outputs, And Feedback Loops.

CHAPTER TWO

2.

PROJECT BACKGROUND AND DESCRIPTION

2.1 Project Context and Justification

Agriculture in Oyo State represents both a foundation for livelihood and an emerging growth frontier. The state's economy is largely agro-based, with over 65% of the population engaged in farming, livestock production, or agro-processing. Despite fertile soils and favourable rainfall, productivity has remained below national averages due to outdated farming practices, inadequate mechanization, weak market linkages, and post-harvest losses estimated at over 30% annually.

The Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) projects introduce significant infrastructure, land use changes, and economic transformation into communities where:

- Livelihoods are land-dependent, over 65% of residents rely directly on agricultural resources that will be affected by project activities;
- Historical development projects have created legacy grievances around compensation, employment exclusion, and unfulfilled promises;
- Weak institutional trust between communities and government agencies risks social resistance and project delays;
- Vulnerable groups (women, youth, persons with disabilities) face systemic exclusion from agribusiness benefits without targeted intervention;

Existing grievance mechanisms are informal, inconsistent, and inadequate for project-scale dispute resolution.

Without a structured, inclusive, and continuous stakeholder engagement framework, these factors create high risk of social conflict, implementation delays, and failure to achieve inclusive development outcomes jeopardizing both project success and Oyo State's agribusiness transformation agenda.

To reverse these constraints, the Oyo State Government developed an Agribusiness Strategy and Roadmap, under the coordination of the Oyo State Agribusiness Development Agency (OYSADA), to promote sustainable, market-driven, and youth-inclusive agribusiness. The Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) are central to this vision, designed as spatial anchors that integrate production, processing, and marketing. These projects embody the State's policy thrust:

- Transitioning from subsistence farming to agribusiness-driven value chains.

- Creating rural employment and curbing youth migration.
- Enhancing food security and reducing dependence on imported products.

2.2 Project Objectives and Expected Outcomes

The two projects share common objectives, yet each contributes distinctively to the State's agribusiness ecosystem.

Overall Objectives

- Establish integrated hubs for agricultural production, processing, and marketing.
- Strengthen institutional coordination for agribusiness development.
- Improve access to modern infrastructure, technologies, and finance for smallholders.
- Foster inclusive participation of women, youths, and vulnerable groups in value chains.

Expected Outcomes

- Increased agricultural productivity and competitiveness across Oyo State.
- Job creation for at least 5,000 direct and 20,000 indirect beneficiaries.
- Reduction of post-harvest losses by 25–30%.
- Improved income levels for smallholders and rural entrepreneurs.
- Enhanced value chain linkages between production, processing, and markets.
- Strengthened institutional capacity within OYSADA and local councils.

2.3 Description of Project Sites

2.3.1 Ijaiye Agribusiness Industrial Hub (AIH)

The Ijaiye AIH is situated in Atan, Akinyele Local Government Area, approximately 25 km north of Ibadan city. Spanning approximately 300 hectares, the site benefits from its proximity to the Ibadan–Oyo expressway, offering excellent market access to Lagos, Osun, and Kwara states.

The site's landscape is largely open savanna with light forest patches. Key surrounding communities include Atan, Moniya, Ijaiye and Ajibode Village.

Planned facilities include:

- Agro-processing and industrial units (cassava, maize, poultry, feed-milling).
- Business incubation and technology-transfer centres.

- Water supply systems, solar mini-grids, and waste treatment facilities.
- Office spaces for public–private partnership (PPP) investors.
- Logistics Park and market interface zone.

The Ijaiye AIH functions as the industrial counterpart to the Eruwa ATC, completing the production-to-market value chain.

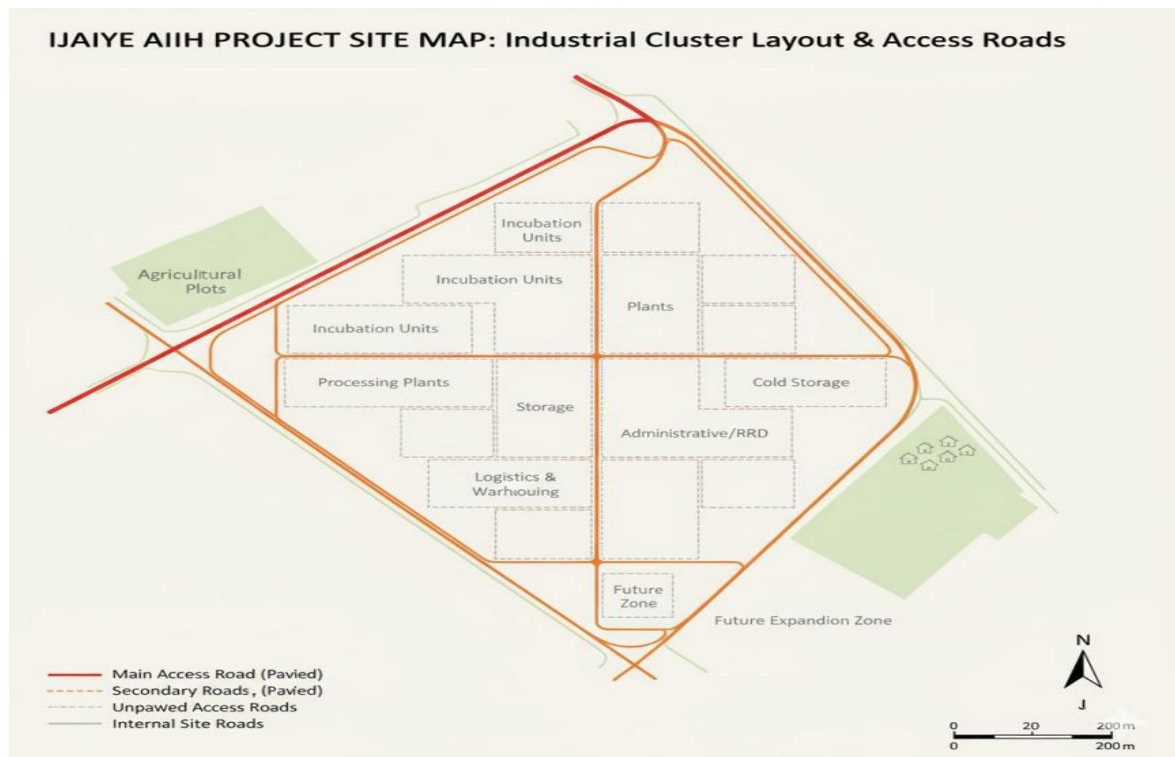


Figure 3: Map of Ijaiye AIH site showing industrial cluster layout and access roads.

2.3.2 Eruwa Agricultural Transformation Centre (ATC)

Located in Eruwa, Ibarapa East Local Government Area, the ATC occupies approximately 29 hectares of state-allocated land previously used for smallholder and cooperative farming. The area lies about 80 km southwest of Ibadan and is accessible via the Ibadan–Eruwa–Lanlate road.

Planned facilities include:

- Crop aggregation and primary processing centre.
- Livestock demonstration and breeding units.
- Agro-input and mechanization service centre.
- Training and incubation facilities for youths and agripreneurs.
- Cold storage and warehousing infrastructure.

- Rural access roads, internal drainage, and water-reticulation systems.

The ATC is expected to serve as a production and training hub that supplies semi-processed raw materials to the Ijaiye Hub for higher-value industrial processing.

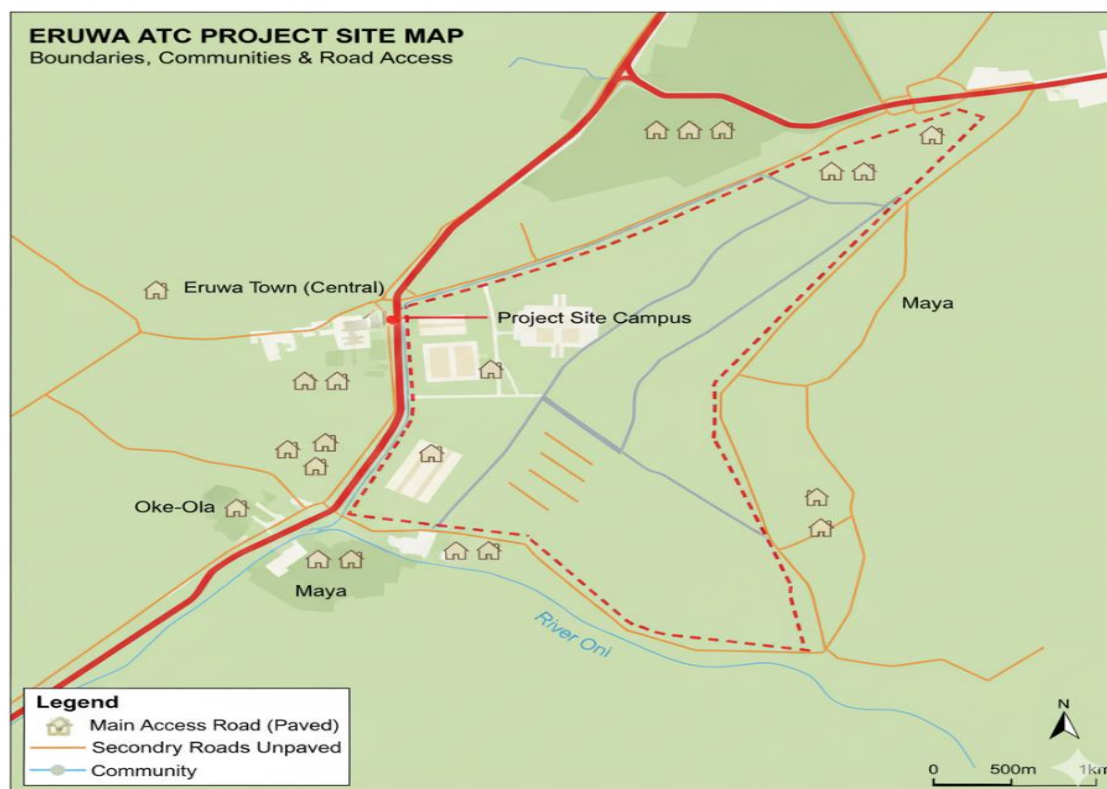


Figure 4: Map of Eruwa ATC Project Site Showing Boundaries, Nearby Communities, And Road Access.

2.4 Key Components and Planned Activities

The projects share four major components each designed for complementarity:

Table 3: Key Project Components and Activities

Component	Key Activities
A. Infrastructure Development	Land preparation, road network construction, drainage, irrigation, power supply (solar mini-grids), and water systems.
B. Value Chain Development	Establishment of processing and aggregation centres, mechanization services, and market linkages.

C. Capacity Building and Institutional Strengthening	Training of farmers, agripreneurs, and OYSADA staff; establishment of Stakeholder-Livelihood Development Committee (SLDC).
D. Environmental and Social Sustainability	Implementation of ESMP, GRM, biodiversity management, and climate adaptation measures.

2.5 Project Phases (Preparation, Construction, Operation, Decommissioning)

Each project follows a phased approach to minimize disruption and ensure continuity:

1. Preparation Phase:

- Feasibility studies, ESIA, ESMP, SEP, RAP, and design validation.
- Stakeholder identification and engagement.
- Procurement and contractor selection.

2. Construction Phase:

- Site clearance, civil works, equipment installation.
- Employment of local labour.
- Implementation of environmental and social mitigation measures.

3. Operation Phase:

- Commissioning and operation of facilities.
- Continuous stakeholder engagement, training, and capacity development.
- Monitoring of socio-economic benefits and GRM performance.

4. Decommissioning Phase:

- Deactivation or conversion of obsolete infrastructure.
- Site rehabilitation and handover to local institutions.

2.6 Associated and Ancillary Facilities

In addition to core components, several ancillary facilities are critical for operational efficiency:

- Access roads connecting sites to major highways.
- Water abstraction points and boreholes.
- Power lines and substations (renewable and grid-supplied).
- Administrative buildings and staff housing.
- Waste management systems (solid, liquid, and hazardous waste).

Each ancillary facility will be assessed and managed under the ESMP and SEP frameworks to ensure compliance with environmental and social standards.

2.7 Potential Environmental and Social Risks and Opportunities

Potential Risks:

- Temporary displacement or restriction of land access.
- Dust, noise, and waste generation during construction.
- Labour influx and associated social risks.
- Water-use conflicts and biodiversity disturbance.

Opportunities:

- Improved livelihoods and income diversification.
- Youth employment in mechanization, logistics, and processing.
- Capacity building for sustainable agriculture.
- Gender empowerment through targeted training and leadership roles.
- Enhanced food security and local economic development.

The SEP, ESMP, and RAP collectively address these risks and leverage opportunities through participatory planning, transparency, and inclusive engagement.

2.8 Linkages to Other Development Projects in Oyo State

The Ijaiye and Eruwa initiatives are complementary to several ongoing state and federal programs, including:

- Oyo State Agri-Industrial Processing Zones (SAPZ) supported by AfDB.
- Rural Access and Agricultural Marketing Project (RAAMP).

These synergies enhance institutional efficiency, facilitate resource sharing, and ensure alignment with broader national and continental development agendas.

2.9. Summary of Field Stakeholder Data Collection and Analysis

The October 2025 field visits served to ground-truth desk-based stakeholder mapping and co-design the SEP with affected communities rather than extract data for top-down planning. Specific purposes were to:

- Identify who would be affected by the projects and how;
- Understand existing community structures for engagement and grievance resolution;
- Test communication channels and language preferences;
- Build trust and establish ongoing dialogue mechanisms before construction begins.

Process: Field exercises were conducted at both project locations - the Ijaiye Agricultural Industrial Hub (AIH) and the Eruwa Agricultural Transformation Centre (ATC) with the SAPZ State Project Implementation Unit (SPIU) providing critical community entry support through its pre-existing relationships with local leaders and institutions. Led by the consulting team in collaboration with the SAPZ State Project Implementation Unit (SPIU). Methods included structured interviews, focus group discussions (FGDs), key informant interviews (KIIs), and participatory consultations with community members, farmers, and civil society, with deliberate outreach to vulnerable groups, especially women and youth.

Outcomes and Application to SEP Design: The field engagements produced six direct inputs to this SEP's initial design, while establishing SLDCs and consultation protocols for continuous engagement throughout implementation:

Land Acquisition Concerns: The high level of concern over land acquisition expressed by respondents (88.2% at Eruwa) directly shaped Chapter 6 (Grievance Redress Mechanism), which prioritizes land grievances in the GRM design, and Chapter 9 (Risk Assessment), which includes specific mitigation measures for land-related conflicts. SLDCs will track emerging land issues as they arise during implementation.

Language Preferences: The unanimous preference for Yoruba language communication at Eruwa (100%) and strong preference at Ijaiye determined the disclosure protocols in Chapter 5 (Engagement Program and Strategy), mandating that all disclosure materials be produced in both Yoruba and English. SLDCs will verify translation quality and cultural appropriateness on an ongoing basis.

Existing Grievance Structures: The identification of existing community grievance handling through traditional leaders and community representatives informed Chapter 6 (GRM), specifically the design of Level 1 grievance resolution around SLDCs and traditional mediation mechanisms. SLDCs will operationalize these culturally grounded practices.

Gender Participation Gaps: The documented low female participation in public forums (21% at Eruwa, 37% at Ijaiye) led to Chapter 4 (Stakeholder Identification) establishing a mandatory 35% female participation quota and Chapter 5 requiring separate women's consultations. SLDC women's representatives will sustain inclusion through dedicated outreach.

Youth Priorities: Youth respondents' prioritization of employment opportunities over training programs shaped Chapter 7 (Capacity Building), specifically the composition of SLDCs to include dedicated youth representatives and the design of livelihood-focused engagement. Quarterly youth forums will be established during implementation to maintain dialogue.

Engagement Modalities: The strong stakeholder preference for in-person, community-based engagement over digital channels determined the approach in Chapter 5, which emphasises town halls, SLDC meetings, and limited reliance on digital communication. Monthly SLDC meetings will serve as the permanent channel for ongoing participation.

These outcomes ensure that stakeholder priorities are integrated into project planning, mitigation, and communication mechanisms, with continued refinement through the SLDC structure during implementation.

2.9.1 Overview of Field Data Collection

- **Ijaiye AIH:** Similar exercises were conducted, capturing input from 52 respondents drawn from host and adjoining communities (Ijaiye, Moniya, and Ajibode).
- **Eruwa ATC:** A total of 34 stakeholders were interviewed, including farmers, community leaders, traders, women's groups, and youth representatives.
- Both exercises were guided by structured questionnaires and participatory approaches compliant with AfDB OS1 standards.

Methodological Note: Given the project area of influence encompasses communities with populations in the thousands, engagement focused on key informants and representative group leaders capable of articulating diverse community interests. This purposive approach ensured coverage of critical stakeholder categories (traditional leadership, farmers' cooperatives, women's and youth groups, vulnerable groups) within the available timeframe, while establishing the foundation for broader community-wide engagement during subsequent project phases.

2.9.2 Stakeholder Profile Summary – Ijaiye AIH

Field consultations for the Ijaiye Agricultural Industrial Hub (AIH) engaged key representatives of the stakeholder base, with the majority of participants hailing from the Ijaiye, Moniya, and Ajibode communities.

- **Demographics:** Approximately 63% male, 37% female, with a strong representation of youth and cooperative farmers.
- **Influence and Interest:** On two separate measures: 83.8% of respondents indicated strong influence over project decisions, while 75.7% indicated high interest in project outcomes
- **Major Concerns:** Access to land, compensation for displaced farmers, and employment opportunities for local youth.

Stakeholders at Ijaiye emphasized transparency in land allocation, job creation, and the inclusion of local artisans and women-led SMEs in project benefits.

2.9.3 Stakeholder Profile Summary – Eruwa ATC

Consultations with key informants and group representatives for the Eruwa Agricultural Transformation Centre (ATC) indicates that participants were predominantly male (79.4%), aged 36 years and above, with 100% directly affected by the proposed development.

Key characteristics include:

- **Age Distribution:** 55.9% aged 36–60; 44.1% above 60 years.
- **Occupation:** The majority were smallholder farmers and cooperative members.
- **Gender Representation:** 20.6% female participation was recorded.
- **Project Impact on Participants:** **88.2% reported that the project would significantly affect their livelihoods, land use, or economic activities; 100% demonstrated high interest in the project.**

Table 4. Priority Issues Raised

Issue	% of Respondents
Land acquisition and resettlement	88.2%
Employment and livelihood opportunities	85.3%
Infrastructure development impacts	70.6%
Pest management and agrochemical use	26.5%

Respondents emphasized the need for fair land compensation, local employment opportunities, and infrastructure improvements (e.g., roads and water access).

Table 5. Interests and Communication Preferences

Area of Interest	% of Respondents
Improved livelihood opportunities	88.2%
Infrastructure development	64.7%
Compensation and resettlement	64.7%
Access to participation and information	61.8%

Communication is primarily through community meetings (94.1%), phone/SMS (61.8%), and radio announcements (38.2%). All respondents preferred Yoruba as the main language of communication, reflecting the cultural homogeneity of the project area.

Grievance Redress Mechanisms

All participants confirmed that a grievance process already exists, primarily through community representatives (88.2%) and in-person reports at project offices (35.3%).

Participatory Mechanisms

Respondents highlighted Community Monitoring Committees (55.9%) and Focus Group Discussions (50%) as preferred participation tools.

2.9.4 Key Findings and Implications for the SEP

Consultation Finding	Ijaiye AIH	Eruwa ATC	Implication for the SEP
Project interest	High stakeholder interest	Very high stakeholder interest (100%)	Maintain continuous engagement and transparent information disclosure.
Land acquisition	Major concern	Major concern (88.2%)	Implement RAP, maintain consultation with PAPs and strengthen land-related GRM.

Employment opportunities	High priority	High priority (85.3%)	Prioritize local employment and communicate recruitment procedures.
Livelihood restoration	Frequently mentioned	Frequently mentioned	Develop livelihood restoration and capacity-building programmes.
Infrastructure	Concern over roads and utilities	Concern over roads and water access	Coordinate infrastructure planning and communicate implementation schedules.
Communication	Community meetings preferred	Community meetings, phone/SMS and radio preferred	Use multiple communication channels, with Yoruba as the principal language.
Vulnerable groups	Requested greater inclusion	Requested greater inclusion	Ensure targeted engagement of women, youth, PWDs and vulnerable groups.
Grievance management	Existing traditional mechanisms	Existing community mechanisms	Build on existing structures through the formal project GRM.
Participation methods	Community meetings and FGDs	Monitoring Committees and FGDs	Use participatory engagement throughout project implementation.

Example

Variables	Ijaiye			Eruwa			Pooled		
	Farmers	Non-Farmers	Gender (M/F)	Farmers	Non-Farmers	Gender (M/F)	Farmers	Non-Farmers	Gender (M/F)
Land acquisition and resettlement									
Employment and livelihood opportunities									

Infrastructure development impacts									
Pest management and agrochemical use									
Improved livelihood opportunities									
Infrastructure development									
Compensation and resettlement									
Access to participation and information									

The combined field results highlight that:

- 1. High Interest & Awareness:** 100% of Eruwa respondents and 75.7% of Ijaiye respondents displayed high project interest.
- 2. Dominant Concerns:** Land use, employment, and livelihood restoration are the top priorities at both sites.
- 3. Language & Culture:** Yoruba remains the dominant communication medium (100% at Eruwa).
- 4. Strong Preference for Direct Engagement:** Stakeholders prefer in-person, culturally sensitive consultation modes.
- 5. Existing GRM Structures:** Both communities already rely on local leadership and committee systems for grievance handling an opportunity to strengthen formal GRM design.

CHAPTER THREE

3.

POLICY, LEGAL, AND INSTITUTIONAL FRAMEWORK

3.1 Overview of Relevant National and State Legislation

The Ijaiye Agribusiness Industrial Hub (AIH) and The Eruwa Agricultural Transformation Centre (ATC) projects operate within Nigeria's multi-tiered environmental, social, and development policy architecture. The legal and policy framework outlines the guidelines for conducting environmental and social management, stakeholder consultation, and community participation.

Key national laws, regulations, and policies relevant to stakeholder engagement include:

a. Constitution of the Federal Republic of Nigeria (1999, as amended)

- Guarantees the right to participate in governance and the right to a healthy environment (Sections 20 and 33).
- Provides the overarching foundation for community participation and human rights in development initiatives.

b. Environmental Impact Assessment (EIA) Act, Cap E12 LFN 2004

- Mandates environmental and social assessment for all major development projects.
- Requires public consultation and disclosure of findings before project approval by the Federal Ministry of Environment (FMEnv).

c. Land Use Act (1978, Cap L5 LFN 2004)

- Vests all land in the state government and regulates land acquisition, allocation, and compensation.
- Emphasizes fair and transparent consultation with affected persons during land take or resettlement.

d. Nigerian Urban and Regional Planning Act (1992)

- Requires integration of environmental and social considerations into land-use planning and development control.
- Provides for stakeholder input during plan preparation and approval.

e. National Environmental Standards and Regulations Enforcement Agency (NESREA) Act (2007)

- Establishes NESREA as the federal enforcement body for environmental protection.
- Empowers the agency to enforce compliance with environmental laws and to promote public participation in environmental governance.

f. Freedom of Information Act (2011)

- Guarantees public access to government-held information, reinforcing transparency and accountability in stakeholder engagement.

g. **Nigerian Agricultural Policy (2021–2030)**

- Prioritizes stakeholder participation, gender inclusion, and private-sector partnership as pillars of agricultural transformation.

h. **Oyo State Environmental Protection Law (2019) and OYSADA Establishment Law (2020)**

- The state-level legal instruments governing environmental management and agribusiness coordination.
- Empower OYSADA to oversee agricultural investments, coordinate inter-agency collaboration, and ensure compliance with safeguards and community participation frameworks.

Together, these laws form the legal foundation that legitimizes the consultation and engagement processes captured in this SEP.

3.2 Regulatory and Institutional Responsibilities (Federal, State, Local)

Stakeholder engagement is implemented through a decentralized governance structure, involving multiple agencies at the federal, state, and local levels:

Table 6: Regulatory and Institutional Responsibilities for SEP Implementation

Level	Institution	Key Responsibilities Related to SEP
Federal	Federal Ministry of Environment (FMEnv)	Oversight and approval of ESIA/ESMP; ensures adherence to national EIA law and consultation standards.
	National Environmental Standards and Regulations Enforcement Agency (NESREA)	Enforces environmental regulations, monitors compliance, and promotes public participation.
	Federal Ministry of Agriculture and Rural Development (FMARD)	Provides policy guidance on agribusiness and rural livelihoods.
State	Oyo State Agribusiness Development Agency (OYSADA)	Lead implementing agency for both projects; coordinates SEP implementation and reporting.

	Oyo State Ministry of Environment & Natural Resources	Supports environmental monitoring and compliance.
	Oyo State Ministry of Agriculture & Rural Development	Provides technical oversight and farmer mobilization.
Local	Ibarapa East and Akinyele LGAs	Facilitate local engagement, mobilize communities, support GRM, and conflict resolution.
Community Level	Traditional Councils, Farmers' Associations, Women & Youth Groups	Serve as key intermediaries for community-level engagement and feedback.

3.3 Key Environmental and Social Policies in Nigeria: The policy environment for stakeholder engagement in Nigeria is guided by several frameworks that emphasize inclusiveness participation, and sustainability:

a. National Policy on Environment (2016, Revised)

- Promotes environmentally responsible development through active stakeholder involvement, environmental education, and institutional coordination.

b. National Gender Policy (2006, Revised 2021)

- Mandates gender mainstreaming in all programs, ensuring women's participation and equitable access to project benefits.

c. National Youth Policy (2019–2024)

- Recognizes youth as active partners in national development and calls for their engagement in agricultural and rural programs.

d. National Social Protection Policy (2021)

- Advocates for inclusive mechanisms to protect vulnerable groups affected by economic or environmental change.

e. Agricultural Promotion Policy (2016–2020) The Green Alternative.

- Encourages private-sector investment and smallholder inclusion through public awareness and consultation processes.

f. National Climate Change Policy and Response Strategy (2021)

- Integrates participatory approaches for community adaptation and climate-resilient agriculture.

Collectively, these policies emphasize transparency, inclusivity, and accountability principles that underpin this SEP.

3.4 International and Donor Safeguard Policies

The African Development Bank (AfDB) have developed comprehensive safeguard frameworks that govern stakeholder engagement, information disclosure, and environmental and social performance. The Eruwa and Ijaiye projects must comply with these standards as part of the financing conditions.

3.4.1 African Development Bank Operational Safeguards (OS)

Table 7: Relevance of AfDB Operational Safeguards (OS) to the Stakeholder Engagement Plan (SEP)

OS	Title	Relevance to SEP
OS 1: Environmental and Social Assessment	Requires stakeholder identification, participation, and disclosure at all stages of project design and implementation.	High
OS 2: Involuntary Resettlement, Land Acquisition, and Compensation	Ensures fair and transparent consultation and livelihood restoration for affected individuals.	High
OS 5: Labour Conditions, Health, and Safety	Mandates engagement with workers, communities, and institutions to ensure fair labour practices and safe environments.	High

3.5 Comparative Analysis of National and Donor Requirements

A gap analysis was conducted to compare Nigerian legal provisions with donor standards to ensure harmonization.

Table 8: Comparative Analysis of Nigerian Legal Framework and Donor (AfDB) Requirements.

Aspect	Nigerian Framework	AfDB Requirement	Gap Identified	Action / SEP Response
Stakeholder Identification	Partly addressed in EIA Act	Required at all project stages	Limited scope beyond ESIA	SEP expands to full lifecycle engagement
Disclosure	Public notice of EIA report	Continuous disclosure via multiple media	Limited language accessibility	SEP adopts Yoruba/English disclosure
Grievance Redress	Implicit via court or mediation	Mandatory, structured GRM	Formal mechanism lacking	SEP establishes functional GRM
Gender and Inclusion	Gender policy exists	Explicit requirement	Weak enforcement	SEP mainstreams gender targets
Monitoring and Reporting	Ad hoc by FME nv	Periodic and structured	Non-standardized format	SEP provides monitoring templates

This comparative approach ensures the SEP achieves full compliance while remaining contextually aligned with Nigerian systems.

Oyo State's Institutional Framework for Stakeholder Engagement

Oyo State's institutional framework for stakeholder engagement is anchored in participatory governance, focusing on transparency, accountability, and inclusivity, primarily through annual budget town hall meetings across seven zones, the OYSIPPA 2019 law for PPPs, and specialized sector consultations (e.g., waste management, agriculture). This framework ensures that citizens, traditional rulers, and civil society actively contribute to policy formulation and implementation, fostering trust and development.

Oyo state Institutional Framework Key Principles include:

- Transparency: Ensuring that all stakeholders have access to comprehensive and accurate information about PPP projects.
- Accountability: Establishing mechanisms for holding all parties accountable for their roles and responsibilities in PPP projects.

- **Public Participation:** Engaging the public and other stakeholders in the decision-making process and providing avenues for feedback.

Disclosure Requirements

- **Project Identification:** Information on potential PPP projects, including feasibility studies and project objectives, should be disclosed.
- **Procurement Process:** Details of the procurement process, including requests for proposals, selection criteria, and the bidding process, must be made public.
- **Contract Information:** Full disclosure of signed PPP contracts, including financial terms, risk allocation, and performance standards.
- **Performance Monitoring:** Regular updates on project progress, performance against benchmarks, and any issues or changes in project scope or timelines.
- **Financial Reports:** Disclosure of financial statements and audit reports related to the PPP project to ensure financial transparency. Best Practices
- **Open Data Portals:** Establishing and maintaining online portals where all relevant PPP information can be accessed by the public.
- **Stakeholder Engagement:** Conducting regular consultations with stakeholders, including civil society organizations, to gather feedback and ensure public interests are considered.
- **Independent Audits:** Commissioning independent audits of PPP projects to provide unbiased assessments of project performance and compliance.

3.6 Institutional Roles and Responsibilities in SEP Implementation

The implementation of the SEP will involve a broad coalition of stakeholders. Roles and responsibilities are summarized below:

Table 9: Institutional Roles and Responsibilities for SEP Implementation

Institution	Role / Responsibility
OYSADA	Lead coordination, oversight of stakeholder engagement, monitoring, and reporting.
State Project Implementation Unit (SPIU)	Day-to-day implementation, recordkeeping, and reporting.

Local Government Authorities (Ibarapa East and Akinyele)	Mobilization of communities, facilitation of meetings, and conflict mediation.
Contractors and Consultants	Adherence to SEP guidelines during work; maintain on-site engagement logs.
Community Leaders and SLDCs	Represent local stakeholders, facilitate grievance resolution.
NGOs/CSOs	Support awareness, inclusion, and independent monitoring.
AfDB and World Bank	Oversight, safeguard supervision, and periodic evaluation.

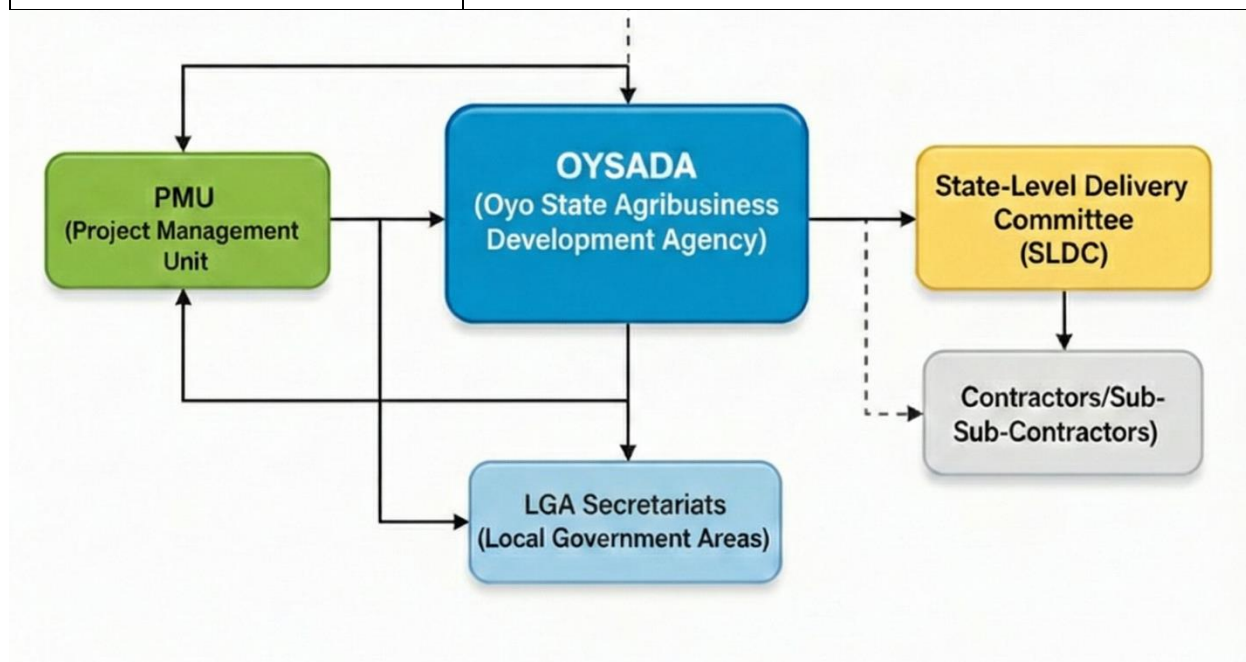


Figure 5: Institutional Implementation Organogram for SEP — OYSADA at Centre, Linking SPIU, LGAs, SLDC, Contractors, and Donors.

3.7 Policy Directions Specific to the Ijaiye and Eruwa and Projects

3.7.1 Community Engagement, Capacity Building, and Governance

Both projects will institutionalize structured community governance through Stakeholder-Livelihood Development Committees (SLDCs) at each site. These committees will co-manage engagement, grievance, and monitoring activities.

3.7.2 Climate and Knowledge Integration

The SEP integrates knowledge exchange with climate-smart agriculture practices, emphasizing conservation tillage, integrated pest management, and renewable energy adoption.

3.7.3 Biodiversity Conservation and Watershed Management

Engagement activities will promote awareness of local biodiversity and water resource protection, ensuring community stewardship of natural assets.

3.7.4 Economic Opportunities and Value Chain Promotion

Both hubs will enhance producer–processor–market linkages, attract private investment, and stimulate agribusiness SMEs.

3.7.5 Climate-Smart Agriculture

Training and outreach will focus on resilience measures, including drought-tolerant crops, efficient irrigation, and waste-to-energy technologies.

3.7.6 Gender and Social Inclusion

The SEP mandates that at least 35% of consultation participants and beneficiaries be women, with targeted programs for female-led enterprises and youth agripreneurs.

3.7.7 Research, Innovation, and Technology Integration

Partnerships with institutions such as IITA, the University of Ibadan, and the Oyo State College of Agriculture will promote continuous learning and applied research for the benefit of the community.



Figure 6: Policy Integration Wheel – showing seven policy directions feeding into the SEP core

CHAPTER FOUR

4.

STAKEHOLDER IDENTIFICATION, ANALYSIS, AND MAPPING

4.1 Introduction

Stakeholder identification and analysis are fundamental to the success of the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) projects. The process ensures that all persons, groups, or institutions who may be affected by, or have an interest in, the projects are recognized, analyzed, and engaged appropriately throughout the project cycle.

This chapter presents the methodology for identifying stakeholders, analyzing their interests and influence, and mapping relationships between stakeholder categories.

The methodology aligns with:

- AfDB OS1: Environmental and Social Assessment
- Nigerian EIA Act (Cap E12 LFN 2004)
- OYSADA's participatory development policy framework.

4.2 Methodology for Stakeholder Identification

Stakeholders were identified through a three-step process that combined field survey data, institutional mapping, and literature review.

1. Desktop Review: Review of secondary information from OYSADA, LGAs, and previous agricultural development projects in Oyo State.
2. Field Reconnaissance and Survey: Preliminary site visits and structured consultations with 70 key informants (34 Eruwa, 36 Ijaiye) including community leaders, youth representatives, women's groups, and farmers. Survey results (Section 2.9) directly informed stakeholder categorization, revealing:
 - High-influence, high-interest groups: farmers' associations, traditional leaders (83.8% influence at Ijaiye, 88.2% land concern at Eruwa);
 - High-interest, vulnerable groups: women (37% Ijaiye, 21% Eruwa), youth (universal employment priority);
 - Cross-cutting communication preferences: Yoruba language dominance, in-person engagement preference.

3. Interest–Influence Categorization: Stakeholders were grouped based on survey-derived data regarding their potential interest in, and influence over, the projects, as detailed in the Stakeholder Analysis Matrix (Table 13).

4.3 Stakeholder Classification

Stakeholders are broadly categorized into Primary, Secondary, and Tertiary groups.

Table 10: Summary of Stakeholder Classification

Category	Description	Examples in Project Context
Primary Stakeholders	Directly affected individuals or groups (positive or negative).	Farmers, land users, nearby communities, workers, women, and youth groups.
Secondary Stakeholders	Institutions or entities with indirect influence or technical/financial interest.	OYSADA, FMEnv, LGAs, NGOs, private agribusinesses, microfinance institutions.
Tertiary Stakeholders	Broad interest groups and oversight agencies.	AfDB, World Bank, media, academia, and civil society organizations.

4.4 Stakeholder Groups by Project Phase

Each project phase, planning, construction, operation, and decommissioning, will engage distinct stakeholder groups according to their level of involvement and risk exposure.

Table 11: Key Stakeholder Groups and Engagement Activities Across Project Phases

Phase	Key Stakeholder Groups	Type of Engagement
Planning / Design	OYSADA, FMEnv, Oyo MoE, LGA officers, landowners, traditional leaders, farmers' associations.	Information disclosure, public consultations, and land verification meetings.
Construction	Contractors, local labour, nearby communities, youth/women groups, traders, and security agencies.	Site meetings, grievance redress sessions, and awareness campaigns.

Operation	Facility operators, agribusiness tenants, transporters, cooperative groups, extension officers.	Partnership meetings, capacity building, and monitoring.
Decommissioning / Transition	OYSADA, LGAs, local associations, NGOs.	Consultation for handover, transition plans, and rehabilitation discussions.

4.5 Stakeholder Mapping by Level of Influence and Interest

Stakeholder mapping helps visualize the relative power (influence) and interests (concerns or benefits) of each group.

This helps the project allocate engagement efforts where they are most needed.

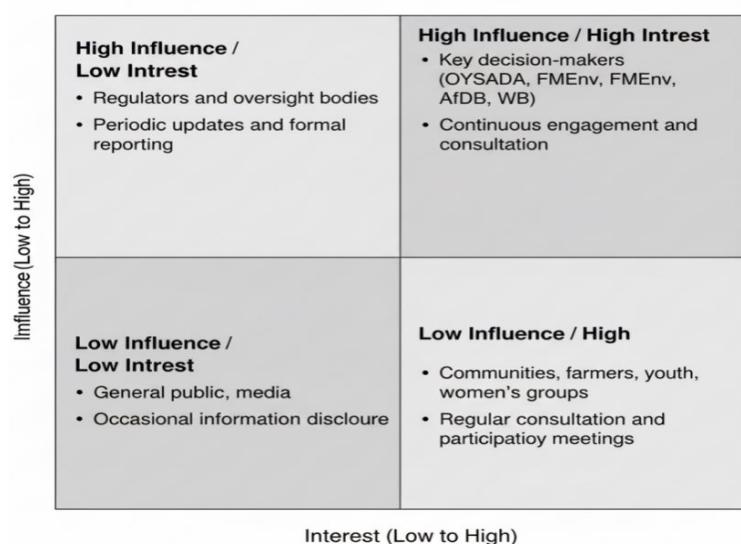


Figure 7: Stakeholder Influence–Interest Matrix (Quadrant Chart).

Table 12: Interpretation of Quadrants

Quadrant	Stakeholder Type	Engagement Strategy
High Influence / High Interest	Key decision-makers (OYSADA, FMEnv, AfDB, WB)	Continuous engagement and consultation.
High Influence / Low Interest	Regulators and oversight bodies	Periodic updates and formal reporting.

Low Influence / High Interest	Communities, farmers, youth, women's groups	Regular consultation and participatory meetings.
Low Influence / Low Interest	General public, media	Occasional information disclosure.

4.6 Stakeholder Analysis Matrix

This matrix provides detailed insights into each stakeholder's expectations, potential impacts, and engagement approach.

It will be updated periodically as project activities evolve.

Table 13: Stakeholder Identification and Analysis Matrix

Stakeholder Group	Interest / Concern	Influence / Role	Potential Impact	Engagement Approach
OYSADA	Project success, reputation, compliance	High	High	Direct participation in SEP implementation and monitoring.
FMEnv / NESREA	Regulatory oversight, compliance	High	High	Regular reports, formal briefings, joint inspections.
LGAs (Ibarapa East & Akinyele)	Local development, community welfare	Medium	Medium	Coordination meetings, joint sensitization.
Traditional Leaders	Cultural legitimacy, land allocation	Medium	Medium	Courtesy visits, public meetings, and grievance mediation.
Farmers' Associations	Access to inputs, land, and markets	High	Medium	Focus group discussions, feedback loops.
Women's Groups	Income generation, empowerment	Medium	Medium	Targeted inclusion programs, gender dialogues.

Youth Groups	Employment, training	Medium	Medium	Entrepreneurship programs, consultation forums.
Contractors / Site Workers	Employment conditions, safety	Medium	Low	Orientation sessions, worker GRM.
Private Agribusiness Firms	Investment opportunities	High	High	Partnership frameworks, stakeholder workshops.
NGOs / CSOs	Environmental protection, transparency	Medium	Medium	Regular information sharing, joint monitoring.
Donor Agencies (AfDB, WB)	Safeguard compliance, impact outcomes	High	High	Supervision missions, progress reports.

4.7 Community-Level Stakeholder Mapping (Eruwa and Ijaiye)

To ensure inclusivity, specific mapping of stakeholders was conducted at the community level for both project sites.

Table 14. Ijaiye AIH

Stakeholder Group	Interest / Concern	Influence Level	Engagement Mode
Atan	Land rights, traffic, security	Medium	Village meetings, consultations
Moniya	Market access, jobs	Medium	Town hall sessions
Ijaiye	Infrastructure, input access	High	Cooperative forums
Ajibode	Labour demand	Medium	Youth engagement activities
Women's Traders Group	Income diversification	Medium	Gender-responsive forums

Table 15. Eruwa ATC

Stakeholder Group	Interest / Concern	Influence Level	Engagement Mode
Oke-Oba Community	Land use, compensation	Medium	Village meetings, focus group discussions
Alawusa Community	Employment, infrastructure	Medium	Participatory forums
Isale-Oba	Market access	Low	Sensitization workshops
Local Farmers' Cooperatives	Access to mechanization and training	High	Continuous consultations
Youth and Women Groups	Income opportunities	Medium	Training and inclusion programs

4.8 Vulnerable and Disadvantaged Groups

Special attention will be given to groups that may be disproportionately affected or face barriers to participation.

These include:

- Widows, elderly farmers, and female-headed households.
- Persons with disabilities (PWDs).
- Youths without access to land or employment.
- Poor smallholder farmers with limited resources.
- Minority ethnic or religious groups within project zones.

Engagement Strategies for Vulnerable Groups:

- Use of local languages (Yoruba and English).
- Accessible venues and formats for meetings.
- Collaboration with social welfare officers and NGOs.
- Targeted livelihood support and training schemes.

4.9 Stakeholder Engagement Mapping Summary

Stakeholder engagement mapping consolidates the above analyses into a visual summary that shows how different groups interact with the project and with one another. This map will guide the design of engagement activities, ensuring no significant group is overlooked.

4.10 Periodic Review and Updating of Stakeholder Register

Stakeholder identification is not a one-time activity; it evolves as the project advances. The SEP will therefore include a dynamic Stakeholder Register, to be reviewed at least every six months or whenever major project changes occur.

Update Triggers:

- New communities affected by expanded activities.
- Change of leadership in community committees.
- Entry of new investors or contractors.
- Feedback from monitoring or grievance redress.

OYSADA's Environmental and Social Safeguards Unit will maintain this register and submit updates through quarterly reports.

4.11 Key Outputs of the Stakeholder Analysis

By the end of this stage, the following outputs will be available:

- i. Verified stakeholder database (name, type, contact, engagement history).
- ii. Stakeholder influence–interest matrix.
- iii. Community-level stakeholder maps for both project sites.
- iv. Stakeholder register and engagement tracking template.
- v. Preliminary identification of vulnerable groups and mitigation plans.

CHAPTER FIVE

5.

STAKEHOLDER ENGAGEMENT METHODS AND STRATEGY

5.1 Purpose and Objectives of Stakeholder Engagement Strategy

The Stakeholder Engagement Strategy outlines the structured approach through which the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC) will establish and maintain meaningful relationships with all affected and interested parties throughout the project lifecycle.

The strategy seeks to:

- Ensure timely, transparent, and inclusive communication with stakeholders.
- Promote participatory decision-making that integrates stakeholder feedback into project design and implementation.
- Manage stakeholder expectations, grievances, and perceptions proactively.
- Strengthen trust, accountability, and social license to operate.
- Align with AfDB Operational Safeguard 1 (OS1) and World Bank ESS10 requirements on continuous engagement and information disclosure.

Stakeholder engagement is a continuous process that begins at project inception and continues through planning, construction, operation, and decommissioning.

5.2 Principles Guiding Stakeholder Engagement

The engagement process will be anchored on internationally recognized principles of good practice, contextualized to Oyo State's socio-cultural environment.

Table 16: Core Principles Guiding Stakeholder Engagement

Principle	Application in Project Context
Inclusiveness	Engage all affected and interested groups, including women, youth, and vulnerable populations.
Transparency	Provide timely, accurate, and accessible information in English and Yoruba.
Accountability	Document and disclose engagement outcomes and decisions.
Cultural Sensitivity	Respect local customs, leadership hierarchies, and traditional authority.

Two-Way Communication	Encourage dialogue, feedback, and response mechanisms.
Adaptability	Modify engagement approaches in response to stakeholder feedback and project updates.

5.3 Stakeholder Engagement Phases and Activities

Engagement will be tailored to each project phase, using appropriate tools and levels of intensity.

5.3.1 Planning and Design Phase

- Stakeholder identification and mapping.
- Baseline surveys and focus group discussions (FGDs).
- Public consultations on project concept, land use, and environmental assessments.
- Disclosure of draft ESIA, ESMP, and SEP documents.

Key Tools:

- Town hall meetings
- Information leaflets and visual posters
- Radio programs in Yoruba and English
- Key informant interviews
- Social media and web updates (via OYSADA portal)

5.3.2 Construction Phase

- Periodic community meetings and site-level briefings.
- Worker and contractor orientation sessions.
- Public safety awareness campaigns.
- Continuous GRM operation and monitoring.

Key Tools:

- Monthly progress meetings
- On-site noticeboards and suggestion boxes
- SMS notifications for local updates
- Visual signage and community radio broadcasts

5.3.3 Operation Phase

- Stakeholder–Livelihood Development Committee (SLDC) meetings.
- Capacity-building workshops for farmers, women, and youth.
- Partnership meetings with the private sector and cooperatives.
- Disclosure of performance reports and monitoring data.

5.3.4 Decommissioning / Transition Phase

- Consultation on phase-out or asset transfer plans.
- Community feedback on post-project infrastructure use.
- Final lessons-learned workshop with all stakeholders.

5.4 Engagement Tools and Techniques

Different tools will be used for different stakeholder categories, depending on literacy, accessibility, and influence level.

Table 17: Stakeholder Engagement Tools, Methods, and Frequency of Application

Tool / Method	Description	Suitable Stakeholders	Frequency
Public Consultations	Large, open meetings to present project information.	Communities, NGOs, LGAs	Quarterly or as needed
Focus Group Discussions (FGDs)	Small, structured dialogues to obtain qualitative insights.	Women, youth, farmers	Bi-monthly
Key Informant Interviews	In-depth interviews with leaders or experts.	Traditional rulers, OYSADA, contractors	As required
Workshops and Trainings	Capacity building and skill transfer events.	Farmers, youth, entrepreneurs	Semi-annual
Information Disclosure	Posters, flyers, newsletters, website updates.	General public	Ongoing
Grievance Redress Sessions	Dedicated forums for complaint resolution.	All affected groups	Continuous
Monitoring Meetings	Review of progress and corrective actions.	SPIU, Donors, LGAs	Quarterly

5.5 Communication and Information Disclosure Plan

Communication under this SEP will adhere to a multi-channel disclosure strategy, ensuring information reaches all stakeholders in accessible formats.

Table 18: Information Disclosure Framework for the SEP

Type of Information	Format	Responsible Entity	Frequency / Timing
Project overview and updates	Brochures, posters, website	OYSADA / SPIU	Quarterly
ESIA / ESMP / SEP summaries	Print and online versions	OYSADA / FMEnv	During preparation & updates
Grievance Redress Mechanism procedures	Flyers, community radio	OYSADA / LGA / SLDC	Continuous
Employment opportunities	Noticeboards, SMS alerts	Contractors / OYSADA	Ongoing during construction
Monitoring results and reports	Press releases, websites	SPIU / OYSADA / Donors	Quarterly and annually

Information Channels:

- Physical disclosure: Town halls, local government offices, markets, religious centres.
- Digital disclosure: OYSADA website, social media, emails.
- Media engagement: Local radio (in English and Yoruba), press briefings.

5.6 Frequency and Schedule of Engagement

The frequency of engagement will vary according to the project stage and the importance of the stakeholder.

Table 19: Stakeholder Engagement Schedule and Responsibilities

Stakeholder Group	Engagement Tool	Frequency	Responsible Entity
OYSADA / SPIU	Progress and review meetings	Monthly	SPIU Director
FME _{env} / AfDB / WB	Compliance reporting	Quarterly / as required	OYSADA Safeguards Unit
LGAs	Coordination meetings	Bi-monthly	SPIU / LGA Desk Officers
Traditional & Community Leaders	Consultations and briefings	Monthly	Community Liaison Officers
Women / Youth Groups	Training and FGDs	Quarterly	SLDC & NGOs
Contractors	Toolbox talks, safety meetings	Weekly	Site Managers
General Public	Information disclosure	Continuous	OYSADA Communications Unit

5.7 Documentation and Record-Keeping

Effective documentation is crucial for maintaining transparency and ensuring audit readiness. All engagement activities will be recorded in the Stakeholder Engagement Register, containing:

- Date and venue of engagement
- Participants and affiliations
- Discussion topics and concerns raised
- Agreed actions and follow-up responsibility
- Signatures or attendance sheets

The SPIU's Environmental and Social Safeguards Unit (ESSU) will maintain digital and hard-copy registers for inspection by OYSADA and donor representatives.

5.8 Integration of Feedback into Project Decision-Making

Stakeholder feedback will be integrated systematically into project decision-making through:

- i. **Engagement Reports:** Summaries submitted to the SPIU and OYSADA after each major event.
- ii. **Action Tracking System:** Each issue raised receives a tracking ID, resolution status, and responsible officer.
- iii. **Feedback Sessions:** OYSADA will organize quarterly sessions to communicate responses and actions taken.
- iv. **SEP Updates:** Revisions to the SEP will incorporate emerging stakeholder concerns and lessons learned.

5.9 Monitoring and Evaluation of Engagement Effectiveness

A robust monitoring and evaluation (M&E) framework will ensure engagement quality and responsiveness.

Key Indicators:

- Number of engagements held (by type and stakeholder group).
- Percentage of stakeholders satisfied with the engagement process.
- Number of grievances received, resolved, and pending.
- Frequency of SEP updates and disclosure events.
- Level of participation of women and youth (%).

Verification Sources:

- Attendance lists and minutes.
- GRM database.
- Independent monitoring by NGOs or consultants.
- Donor supervision reports.

5.10 Capacity Building for Effective Engagement

Capacity building will enhance stakeholder participation and strengthen institutional performance. Training modules will cover:

- Stakeholder engagement and facilitation techniques.
- Gender inclusion and participatory methods.
- Communication and conflict resolution skills.
- Environmental and social safeguard reporting.
- GRM administration and documentation.

Target Groups:

- OYSADA and SPIU staff.
- Community Liaison Officers.
- SLDC members.
- Contractors' safeguard officers.
- Local government focal points.

Training will be conducted semi-annually, facilitated by the Environmental and Social Safeguards Consultant or designated trainers.

5.11 Key Outputs of the Engagement Strategy

By implementing this strategy, the project will deliver:

- A functioning, transparent stakeholder engagement system.
- Continuous communication flow between OYSADA, communities, and partners.
- Documentation of all engagement processes.
- Strengthened the capacity of project institutions and communities.
- Stakeholder trust and sustained project legitimacy.

CHAPTER SIX

6.

GRIEVANCE REDRESS MECHANISM (GRM)

6.1 Purpose and Objectives of the GRM

The **Grievance Redress Mechanism (GRM)** offers a formal, transparent, and culturally sensitive process for stakeholders to raise concerns or complaints about project activities, ensuring that these issues are addressed promptly and effectively. The objectives of the GRM are to:

- Provide a timely and structured process for receiving, assessing, and resolving grievances.
- Strengthen accountability and transparency in project management.
- Prevent escalation of conflicts through early intervention.
- Enhance trust between the project, affected communities, and stakeholders.
- Ensure compliance with World Bank ESS10, AfDB OS1, and national legal requirements on stakeholder participation and redress.

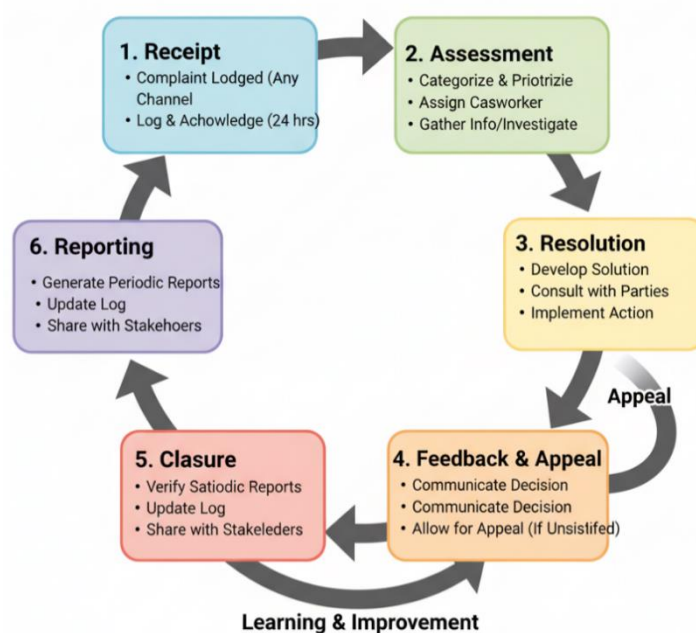


Figure 9: Grievance Redress Cycle (Receipt → Assessment → Resolution → Feedback → Closure → Reporting)

6.2 Principles Guiding the GRM

The GRM will operate under the following guiding principles:

Table 20: Core Principles Guiding the Grievance Redress Mechanism (GRM)

Principle	Application in Project Context
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Accessibility	Multiple entry points (in-person, phone, SMS, written) are available at the community and project levels.
Transparency	Complaints recorded, tracked, and publicly reported while maintaining confidentiality.
Fairness	All grievances are assessed objectively without discrimination.
Confidentiality	Identities of complainants protected upon request.
Timeliness	Defined resolution timeframes for each complaint stage.
Feedback	Complainants informed of progress and outcomes.
Non-Retaliation	No retribution or sanctions for submitting grievances.

6.3 Scope of the Grievance Mechanism

The GRM covers all project-related activities and applies to:

- Local communities and individuals directly or indirectly affected by the project.
- Project workers (permanent, temporary, and contracted).
- Local institutions, NGOs, and civil society partners.
- Landowners, tenants, and resource users.
- Any stakeholder who perceives negative impacts from the project.

Types of Issues Covered:

- Land acquisition and compensation.
- Livelihood impacts and resettlement.
- Employment and working conditions.
- Gender-based violence (GBV) and harassment.
- Environmental nuisances (dust, noise, waste, traffic).
- Damage to community infrastructure.
- Contractor behavior or negligence.
- Lack of consultation or information disclosure.

Exclusions:

Issues unrelated to project activities or grievances that have already been resolved through legal or arbitration processes.

6.4 GRM Structure and Levels

The GRM will operate at three interconnected levels to ensure accessibility and escalation efficiency:

Level 1 – Community Level (Informal / First Contact)

- Managed by Stakeholder–Livelihood Development Committees (SLDCs) or Community Liaison Officers (CLOs).
- Grievances recorded verbally or in writing at designated community entry points (village office, LGA desk, or project site).
- Resolution aimed within 7 working days.
- If unresolved, escalated to Level 2.

Level 2 – Project Level (SPIU and OYSADA)

- Managed by the State Project Implementation Unit (SPIU) through the Safeguards and Grievance Desk Officer.
- Formal investigation conducted; corrective actions recommended.
- Resolution targeted within 15 working days.
- Cases unresolved here escalate to Level 3.

Level 3 – Institutional / External Level

- Managed by OYSADA Executive Management, with oversight from FMEnv or AfDB/WB safeguard teams.
- Resolution within 30 working days.
- Complainants may seek judicial recourse if still unsatisfied.

6.5 GRM Process Flow

The process follows six standard steps:

Table 21: Grievance Redress Mechanism (GRM) Process and Responsibilities

Step	Description	Responsible Entity	Timeframe
Receipt and Registration	Complaint received through any channel (in-person, phone, written, or box). Logged into the GRM register.	SLDC / CLO	Day 1–2
Acknowledgment	Complainant receives written or verbal acknowledgment.	SLDC / SPIU	Within 3 days
Assessment and Investigation	Review of the complaint nature, verification of facts, and consultation with parties.	SPIU Safeguard Officer	Within 7 days
Resolution and Action	Decision made and communicated; corrective actions initiated.	SPIU / Contractor / OYSADA	Within 15 days
Feedback and Closure	Complainant confirms satisfaction; case closed or escalated.	SPIU / SLDC	Within 30 days total
Monitoring and Reporting	GRM database updated; periodic summaries shared with donors.	OYSADA / SPIU	Continuous

6.6 Entry Points and Channels for Submitting Grievances

The GRM will be accessible through multiple formal and informal channels:

- In-person submission at project sites, LGA offices, or OYSADA desk.
- Telephone hotline dedicated to grievance calls (to be publicized).
- SMS or WhatsApp messages to the GRM phone number.
- Email submission via the OYSADA website.
- Suggestion boxes placed at community halls, project offices, and site entrances.
- Through community leaders or representatives for those with low literacy.

6.7 Documentation and Record-Keeping

A central GRM Register will be maintained by the SPIU to record and track all complaints. Each record will contain:

- Complaint reference number.
- Date and method of submission.
- Complainant's name (optional for anonymity).
- Description of issue.
- Category and severity.
- Action taken and resolution outcome.
- Date of closure.

All records will be stored digitally and physically for a minimum of five years after project closure, as per AfDB/WB documentation policy.

6.8 Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) Handling

A dedicated GBV/SEA response protocol will be integrated within the GRM. Sensitive complaints will be:

- Received and handled confidentially by trained Safeguards Officers or Gender Desk Officers.
- Referred (with consent) to local GBV service providers **and** law enforcement agencies.
- Documented using coded references without personal identifiers.

Key Measures:

- Gender-balanced grievance committees.
- Safe and private reporting spaces.
- Immediate referral pathways for survivors.
- Awareness sessions on zero-tolerance policy for GBV/SEA.

6.9 Roles and Responsibilities in GRM Implementation

Table 22: Institutional Roles and Responsibilities in GRM Implementation

Actor / Institution	Key Responsibilities
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OYSADA	Oversight and reporting to AfDB/WB; ensures GRM functionality and resources.
State Project Implementation Unit (SPIU)	Coordinates all grievance handling, maintains the database, and prepares quarterly reports.
Safeguards & GRM Officer	Leads grievance intake, resolution, and tracking.
Contractors / Subcontractors	Manage worker-related grievances; report monthly to SPIU.
Community Liaison Officers (CLOs)	Serve as the first point of contact; facilitate grievance registration and mediation.
SLDCs	Support grievance review and resolution at the community level.
Donor Safeguard Teams (AfDB/WB)	Conduct oversight missions and audits of the GRM.

6.10 Timeframes for Grievance Resolution

Grievance resolution timelines will be defined as follows:

Table 23: Indicative Timeframes for Grievance Resolution

Type of Grievance	Expected Resolution Timeframe
Minor (e.g., information request, noise, dust)	5–7 working days
Moderate (e.g., property damage, delayed payments)	10–15 working days
Complex / Legal (e.g., land, GBV/SEA, compensation)	30–45 working days
Appeals (escalated cases)	Within 60 days

Any delays must be justified in writing to the complainant and documented in the GRM register.

6.11 Monitoring, Reporting, and Disclosure of GRM Performance

Monitoring indicators will help assess GRM effectiveness and accountability.

Table 24: Grievance and Complaint Management Indicators

Indicator	Target Frequency /	Responsible Unit
Number of grievances received (by category)	Monthly	SPIU / CLO
Percentage resolved within the timeframe	≥80%	SPIU
Number of appeals/escalations	<10% of total	OYSADA
Percentage of complainants satisfied	≥85%	SPIU
GBV/SEA cases referred through protocol	100%	Gender Desk Officer
Quarterly summary reports disclosed	4 per year	OYSADA Communications Unit

Reporting:

- Monthly updates by SPIU to OYSADA.
- Quarterly summaries to AfDB/WB.
- Annual public disclosure via website, noticeboards, and community meetings.

6.12 Continuous Improvement and Feedback Integration

The GRM will be periodically reviewed to improve efficiency and responsiveness. Key improvement actions will include:

- Regular feedback sessions with SLDCs and local leaders.
- Capacity building for grievance handlers.
- Annual independent audits of GRM effectiveness.
- Integration of lessons learned into SEP updates and training modules.

6.13 Public Awareness and Accessibility Campaign

To ensure wide awareness and participation:

- Posters and flyers will be distributed in all project communities.
- Radio jingles in Yoruba and English will explain GRM channels and hotline numbers.

- Regular orientation sessions for workers and residents.
- Visible GRM contact information at all project entrances, community halls, and LG offices.

6.14 Key Outputs of the GRM System

By full implementation, the project will have:

- A fully functional multi-level grievance redress system.
- Active grievance committees at the community and project levels.
- A digital grievance tracking database.
- Documented resolution and escalation protocols.
- A transparent reporting and disclosure mechanism.

CHAPTER SEVEN

7.

CAPACITY BUILDING AND INSTITUTIONAL ARRANGEMENTS

7.1 Institutional Capacity Assessment

A functional institutional framework is crucial for the effective implementation of SEP. An assessment of the existing institutional capacity in Oyo State, particularly within the Oyo State Agribusiness Development Agency (OYSADA) and its implementing partners, reveals both strengths and capacity gaps.

Existing Strengths

- **OYSADA** has established the State Project Implementation Unit (SPIU) with technical officers covering environmental and social safeguards, monitoring and evaluation, and stakeholder engagement.
- The agency operates under a strong legal mandate as provided by the *OYSADA* Establishment Law (2020), empowering it to coordinate agribusiness projects and stakeholder relations.
- The state has a history of donor collaboration, including AfDB's SAPZ and World Bank's RAAMP programs, which have improved institutional familiarity with safeguard frameworks.
- Community structures, including cooperative societies, farmers' associations, and traditional councils, offer ready platforms for consultation and grievance management.

Identified Weaknesses

- Limited technical capacity in systematic stakeholder mapping and documentation.
- Weak inter-departmental coordination on social safeguards and communications.
- Inadequate budget allocations for stakeholder engagement and capacity-building logistics.
- Limited digital tools for real-time engagement tracking and reporting.
- Insufficient gender and inclusion mainstreaming skills among field officers.

7.2 Key Agencies and Roles in SEP Implementation

Stakeholder engagement under the Eruwa ATC and Ijaiye AIH projects involves collaboration between federal, state, local, and community-level institutions.

Roles and responsibilities are delineated below:

Table 25: Stakeholder Engagement Roles and Responsibilities

Institution / Actor	Roles and Responsibilities in SEP Implementation
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Oyo State Agribusiness Development Agency (OYSADA)	Lead implementing agency; overall coordination, supervision, and reporting of stakeholder engagement activities; ensures compliance with donor safeguard standards.
State Project Implementation Unit (SPIU)	Day-to-day execution of SEP; maintains stakeholder database, documentation, and reporting; ensures effective grievance management.
Safeguards & GRM Officers (SPIU)	Conduct and document consultations, manage GRM, support capacity building, and disclosure activities.
Oyo State Ministry of Environment & Natural Resources	Provides regulatory oversight on environmental compliance and supports inter-agency coordination.
Oyo State Ministry of Agriculture & Rural Development	Facilitates the mobilization of farmers, cooperatives, and agricultural extension services.
Federal Ministry of Environment (FMEnv)	Approves ESIAs/ESMPs; provides national oversight and environmental audit.
Local Government Authorities (Ibarapa East, Akinyele)	Support local engagement, ensure community participation, and integrate feedback into local plans.
Stakeholder–Livelihood Development Committees (SLDCs)	Represent community interests, mediate grievances, and facilitate inclusive engagement at the grassroots level.
Contractors / Consultants	Ensure on-site compliance with SEP; maintain stakeholder logs and engagement records.
Civil Society Organizations (CSOs) and NGOs	Support awareness, gender inclusion, and independent monitoring.
AfDB / World Bank	Provide safeguard supervision, capacity support, and validation of SEP implementation performance.

7.3 Stakeholder–Livelihood Development Committee (SLDC): Mandate and Composition

The SLDC is the community-level governance structure established to ensure participatory planning, dialogue, and grievance resolution. It serves as the primary interface between the project and local populations.

Mandate

- Represent the interests of host communities in project decision-making.
- Ensure transparent communication between OYSADA/SPIU and community members.
- Support conflict prevention and resolution through local mediation.
- Promote inclusion of women, youth, and vulnerable groups in project benefits.
- Monitor environmental and social commitments at the community level.

Composition

Each SLDC will comprise 10–15 members, drawn from:

- Traditional and religious leaders (2–3)
- Women’s groups (2)
- Youth associations (2)
- Farmers’ or cooperatives’ representatives (2–3)
- Vulnerable group representative (1)
- Local Government representative (1)
- OYSADA Liaison Officer / Project Safeguards Officer (1)

Functions

- Organize community consultations and information-sharing events.
- Register grievances and forward unresolved issues to the SPIU.
- Document minutes and attendance for all engagement meetings.
- Provide community-level feedback on environmental or social impacts.

7.4 Capacity Gaps and Training Needs Identified

Through institutional review and stakeholder consultations, several capacity gaps were identified that could limit effective SEP delivery:

Table 26: Institutional Capacity Gaps and Potential Impacts

Category	Identified Gaps	Potential Impact
OYSADA / SPIU Staff	Limited knowledge of WB/AFDB safeguard procedures; weak documentation and database management.	Non-compliance with donor reporting standards.
LGAs and Community Structures	Limited skills in facilitation, conflict management, and participatory monitoring.	Poor community engagement and feedback handling.
SLDC Members	Lack of experience in grievance recording and meeting documentation.	Weak local accountability and record-keeping.
Contractors	Insufficient awareness of SEP obligations and social safeguard requirements.	Potential community conflicts or worker grievances.
Women / Youth Groups	Limited access to training on project participation and leadership.	Exclusion from project benefits and decisions.

7.5 Capacity Building Plan (Topics, Frequency, Responsible Institutions)

A structured Capacity Building Plan will be implemented to address the gaps identified above and strengthen institutional performance.

Table 27: Capacity Building and Training Plan for SEP Implementation

Training Topic	Target Participants	Objective / Expected Outcome	Frequency	Lead Institution
World Bank / AfDB Safeguard Standards (ESS10, OS1)	OYSADA, SPIU, LGA officers	Enhance understanding of donor safeguard obligations.	Annual refresher	OYSADA / Donors
Stakeholder Engagement and Facilitation Skills	OYSADA, LGAs, SLDC members	Improve participatory techniques and	Quarterly	SPIU / Consultants

		communication effectiveness.		
Gender Inclusion and GBV/SEA Risk Management	Women's groups, contractors, community leaders	Promote safe, inclusive participation and awareness.	Semi-annual	OYSADA / Gender Desk
Grievance Handling and Documentation	SLDCs, CLOs, SPIU staff	Standardize grievance reporting and data management.	Quarterly	SPIU / NGOs
Monitoring, Reporting, and Data Management	OYSADA, SPIU, M&E Officers	Strengthen evidence-based reporting and tracking.	Quarterly	SPIU / M&E Unit
Environmental and Social Risk Management	Contractors, site engineers, SPIU staff	Ensure ESMP and SEP integration at project sites.	Pre-mobilization + annually	SPIU / FMEnv

7.6 Institutional Coordination and Collaboration Mechanisms

Effective SEP implementation requires horizontal and vertical coordination among institutions. Coordination mechanisms will include:

- i. **Quarterly Coordination Meetings:** Between OYSADA, SPIU, and LGAs to review progress, discuss challenges, and share lessons.
- ii. **Joint Safeguards and Monitoring Missions:** Conducted with AfDB/WB representatives and FMEnv to ensure compliance.
- iii. **Information-Sharing Platforms:** Digital repository for SEP data, accessible to all implementing partners.
- iv. **Community Interface Meetings:** Periodic joint meetings involving SLDCs, contractors, and SPIU to align activities and discuss grievances.
- v. **Inter-Agency Technical Committee:** Formed by OYSADA to oversee coordination between environment, agriculture, works, and gender ministries.

7.7 Resource Requirements and Support Arrangements

To ensure sustainability, the project will allocate dedicated resources for the implementation of SEP and capacity building.

Indicative Resource Needs:

- Personnel costs (Safeguards Officers, CLOs, SLDC support).
- Logistics for engagement meetings and consultations.
- Training materials and facilitation.
- Printing and information disclosure costs.
- GRM system maintenance (database, hotline, awareness).
- Monitoring and reporting logistics.

Table 28: Indicative Resource Allocation for SEP Implementation

Resource Category	Estimated Allocation (₦)	Responsible Institution
Capacity Building and Training	₦30,000,000	OYSADA / Donors
Stakeholder Engagement Logistics	₦20,000,000	OYSADA / SPIU
Communication and Disclosure	₦10,000,000	OYSADA / SPIU
GRM Establishment and Operation	₦15,000,000	SPIU / LGAs
Monitoring, Evaluation & Reporting	₦12,000,000	OYSADA / SPIU
Contingency and Support Services	₦8,000,000	OYSADA / SPIU
Total Estimated Requirement	₦95,000,000	

(Note: Figures are indicative estimates for planning purposes and subject to revision upon funding partner approval.)

7.8 Outputs and Expected Outcomes

By the completion of this phase, the project will have:

- i. A fully operational institutional framework for SEP implementation.
- ii. Strengthened the capacity of OYSADA, SPIU, LGAs, and SLDCs.
- iii. A trained network of safeguards officers and community facilitators.
- iv. Established inter-agency coordination mechanisms.
- v. Dedicated financial and logistical resources for sustainability.

CHAPTER EIGHT

8.

MONITORING, EVALUATION, AND REPORTING FRAMEWORK

8.1 Purpose and Objectives of Monitoring and Evaluation (M&E)

The Monitoring, Evaluation, and Reporting Framework establishes the systems and tools through which the implementation of the Stakeholder Engagement Plan (SEP) will be tracked, assessed, and continuously improved.

Objectives:

- Ensure that stakeholder engagement commitments are implemented effectively and on schedule.
- Measure the inclusiveness, transparency, and responsiveness of engagement activities.
- Provide evidence-based reporting to OYSADA, FMEnv, AfDB, and the World Bank.
- Identify emerging risks, challenges, or opportunities requiring corrective action.
- Strengthen institutional accountability and public trust through data-driven feedback.

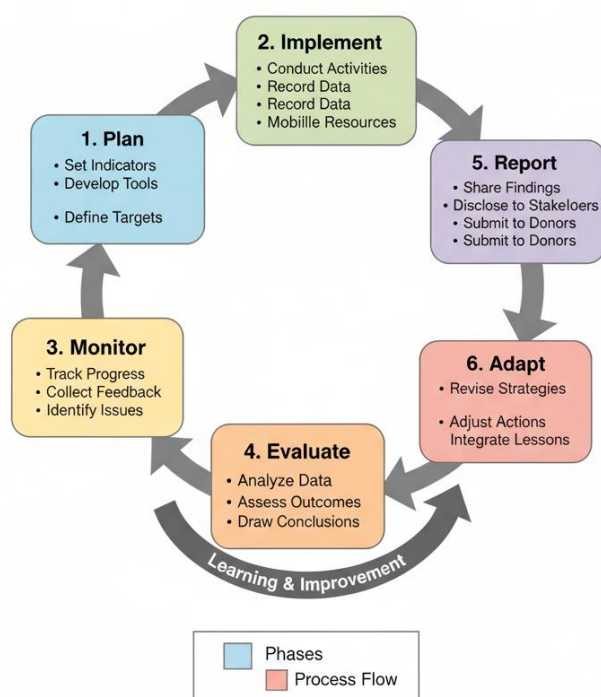


Figure10: Diagram – SEP Monitoring and Adaptive Management Cycle (Plan → Implement → Monitor → Evaluate → Report → Adapt).

8.2 M&E Framework Alignment

This framework aligns with the following standards and instruments:

- AfDB Integrated Safeguards System (ISS, 2013): Operational Safeguard 1 (Environmental and Social Assessment).
- World Bank Environmental and Social Framework (ESF, 2018): Environmental and Social Standard 10 (ESS10): *Stakeholder Engagement and Information Disclosure*.
- Nigerian Environmental Impact Assessment Act (Cap E12 LFN 2004): Part IV, which mandates post-EIA monitoring and stakeholder feedback.
- OYSADA Safeguards Procedures Manual (2020): emphasizing transparency, documentation, and accountability in stakeholder processes.

Together, these frameworks ensure that monitoring is systematic, participatory, and adaptive.

8.3 Monitoring Structure and Institutional Responsibilities

SEP monitoring will be coordinated by OYSADA through the State Project Implementation Unit (SPIU).

Responsibilities will be distributed as follows:

Table 29. Monitoring Structure and Institutional Responsibilities

Institution / Actor	Monitoring Role	Frequency
OYSADA Safeguards Unit	Overall oversight; ensures compliance with SEP, GRM, and ESMP indicators; prepares consolidated reports for donors.	Quarterly / Annual
SPIU M&E Officer	Day-to-day data collection, record maintenance, and tracking of engagement activities.	Monthly
Community Liaison Officers (CLOs)	Collect field-level feedback and verify implementation of community engagement commitments.	Weekly
SLDCs (Community Committees)	Monitor local consultations, grievances, and community feedback loops.	Continuous
Contractors / Consultants	Maintain on-site engagement logs and submit monthly summary reports.	Monthly
AfDB / World Bank	Conduct periodic supervision missions, data audits, and validation of reports.	Semi-annual / Annual

8.4 Monitoring Indicators

Monitoring indicators are both quantitative and qualitative, capturing the scope, frequency, and quality of stakeholder engagement.

8.4.1 Quantitative Indicators

- Number of stakeholder meetings held (by type and location).
- Number and percentage of women, youths, and vulnerable groups participating.
- Number of grievances received, resolved, or pending.
- Number of information disclosure materials distributed.
- Number of training and capacity-building events conducted.
- Percentage of stakeholders satisfied with engagement processes.

8.4.2 Qualitative Indicators

- Stakeholders' perception of fairness and transparency.
- Effectiveness of feedback incorporation into project design.
- Community trust and confidence in OYSADA and SPIU.
- Responsiveness of the project to grievances.
- Effectiveness of coordination among implementing institutions.

8.5 Data Collection and Verification Methods

Monitoring data will be collected using standardized tools and verified through triangulation.

Table 30. Data Collection and Verification Methods

Method	Description / Use	Responsible Entity
Engagement Attendance Sheets	Record of participants during consultations, FGDs, and workshops.	CLOs / SLDC
Grievance Logs and Registers	Documentation of all grievances received, resolved, or pending.	SPIU / GRM Desk
Monitoring Checklists	On-site review of compliance with SEP commitments.	M&E Officer / OYSADA

Stakeholder Surveys	Annual perception surveys to measure satisfaction and inclusion.	Independent Consultant
Focus Group Discussions	Qualitative validation of engagement outcomes.	SLDC / SPIU
Photo / Audio Documentation	Visual evidence of engagement events and outcomes.	Communications Unit

Verification: All data will be cross-checked by the OYSADA Safeguards Unit before inclusion in quarterly and annual reports.

8.6 M&E Reporting Framework

Reporting is a critical component of stakeholder engagement accountability. The framework defines what is reported, to whom, by whom, and how often.

Table 31. M&E Reporting Framework

Report Type	Prepared By	Recipient(s)	Frequency	Content Summary
Monthly Progress Report	SPIU / M&E Officer	OYSADA Safeguards Unit	Monthly	Engagement activities, attendance, issues, and follow-up actions.
Quarterly Consolidated SEP Report	OYSADA	AfDB, WB, FMEnv	Quarterly	Summary of engagement outcomes, grievances, and lessons learned.
Semi-Annual Performance Report	OYSADA / SPIU	State Government, Funding Partner	Bi-annually	Institutional performance, stakeholder satisfaction, and budget utilization.
Annual Public Disclosure Report	OYSADA Communications Unit	Public (Website, media, noticeboards)	Annually	Summary of engagement achievements and

				commitments for next year.
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8.7 Data Management and Archiving

All engagement data will be digitized using an Engagement Management Database maintained by the SPIU.

Features will include:

- Stakeholder Register (names, organizations, contacts).
- Meeting Tracker (type, date, attendance, outcomes).
- Grievance Tracker (status and resolution).
- Capacity-Building Log (participants, topics, duration).
- Document Archive (photos, reports, consent forms).

Data will be stored on secure servers, with backup copies maintained at OYSADA headquarters, and access will be limited to authorized personnel.

8.8 Participatory Monitoring

To enhance transparency and local ownership, the SEP will integrate Participatory Monitoring (PM) mechanisms involving community representatives, NGOs, and traditional authorities.

Key Features:

- Joint monitoring missions involving SLDCs and SPIU officers.
- Community scorecards evaluating engagement satisfaction.
- Quarterly validation meetings where communities review progress reports.
- Participatory verification of grievance resolution outcomes.

This approach aligns with AfDB's Good Practice Note on Civil Society Engagement (2019) and World Bank's Participatory M&E Framework (2018).

8.9 Evaluation

Evaluation will focus on assessing the effectiveness, efficiency, inclusivity, and sustainability of stakeholder engagement.

Table 32. Evaluation Criteria

Evaluation Type	Timing	Purpose
Mid-Term Evaluation	Midway through project implementation (2027)	Assess progress, gaps, and recommend improvements.
End-of-Project Evaluation	After project completion (2029–2030)	Measure impact, lessons learned, and replicability.
Post-Implementation Audit	12 months post-closure	Validate institutional capacity and GRM effectiveness.

Evaluation Criteria:

- Relevance of engagement strategies.
- Efficiency of coordination and resource use.
- Effectiveness of GRM and feedback systems.
- Sustainability of community engagement structures.

8.10 Key Performance Indicators (KPIs) for SEP Implementation

Table 33. Key Performance Indicators (KPIs)

Objective	Indicator	Target / Benchmark	Source / Method
Inclusive engagement	% of women and youth participants	≥35%	Attendance lists
Transparency	% of engagements publicly disclosed	100%	OYSADA website / noticeboards
Responsiveness	% of grievances resolved within the timeframe	≥80%	GRM database

Capacity development	Number of officers trained annually	≥50	Training reports
Accountability	Frequency of SEP reports disclosed	4 per year	SPIU records
Adaptability	Number of SEP updates based on feedback	≥2 per year	SEP review logs



Figure 11: Sample visualization of engagement metrics

8.11 Adaptive Management

The monitoring framework is not static. Findings from monitoring and evaluation will be used to adapt project operations and engagement approaches.

This will include:

- Updating SEP procedures and templates.
- Revising engagement frequency and methods based on stakeholder feedback.
- Allocating additional resources to underperforming components.
- Documenting lessons learned for replication in future projects (e.g., other OYSADA hubs).

Adaptive management ensures the SEP remains dynamic, evidence-based, and community-responsive.

8.12 Reporting to Stakeholders and Public Disclosure

To maintain transparency, periodic reports will be shared with stakeholders through multiple channels:

- Printed summary reports distributed to LGAs and SLDCs.
- Uploads to the OYSADA website and social media platforms.
- Town hall disclosure meetings.
- Radio announcements summarizing progress and key findings.

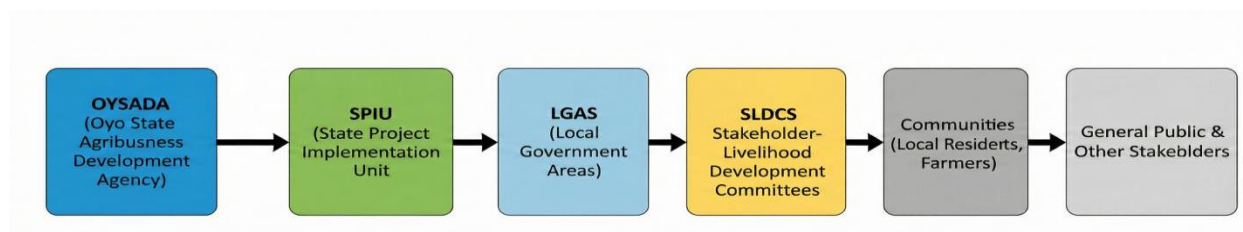


Figure 12: Disclosure Chain Diagram – OYSADA → SPIU → LGAs → SLDCs → Communities → Public.

8.13 Expected Outputs of the M&E Framework

By operationalizing this monitoring and evaluation framework, the project will achieve:

- A robust, transparent SEP performance tracking system.
- Timely, evidence-based reporting to donors and regulators.
- Continuous improvement through adaptive management.
- Enhanced community trust and ownership of the project.

Data-driven demonstration of social and environmental accountability.

CHAPTER NINE

9.

RISK ASSESSMENT AND MITIGATION MEASURES

9.1 Identification of Stakeholder Engagement Risks

Effective stakeholder engagement is inherently dynamic and may face challenges that, if not managed, could undermine project outcomes. This section identifies key risks associated with implementing the SEP for the Ijaiye Agribusiness Industrial Hub (AIH) and Eruwa Agricultural Transformation Centre (ATC).

Categories of Risks Identified:

1. Social and Community Risks

- Community dissatisfaction due to unmet expectations or misinformation.
- Resistance or conflict arising from land acquisition or perceived exclusion.
- Gender-based exclusion or limited participation of vulnerable groups.

2. Institutional and Governance Risks

- Weak coordination among implementing institutions (OYSADA, LGAs, ministries).
- Inconsistent communication between SPIU and community structures (SLDCs).
- Delays in grievance resolution or failure to close feedback loops.

3. Operational Risks

- Insufficient budget allocation for stakeholder engagement activities.
- Turnover of key project or community personnel leading to loss of institutional memory.
- Disruption in field engagement due to political changes, security, or logistics.

4. Environmental and External Risks

- Weather-related disruptions to consultation schedules.
- Secondary effects of construction activities (noise, dust) create local resentment.
- Health emergencies (e.g., disease outbreaks) affecting in-person engagement.

9.2 Analysis of Likelihood and Severity

Each identified risk is assessed based on its likelihood of occurrence and potential severity of impact, taking into account the project context, stakeholder feedback, and global best practices.

Table 34. Likelihood and Severity Analysis

Risk Category	Description	Likelihood	Severity	Risk Rating	Remarks
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Community dissatisfaction	Unrealistic expectations or poor communication	Medium	High	High	Requires proactive information disclosure
Land-related grievances	Conflicts over compensation or land access	Medium	High	High	Continuous consultation with affected persons
Gender exclusion	Limited participation of women and vulnerable groups	Medium	Medium	Medium	Gender-sensitive engagement mechanisms are required
Coordination failure	Breakdown in communication between institutions	Medium	High	High	Joint inter-agency meetings are required
Funding shortfall	Budget delays or insufficient allocation	High	High	Very High	Early budgeting and donor advocacy are needed
Staff turnover	Replacement of trained staff / CLOs	Medium	Medium	Medium	Succession and handover mechanisms are essential
Security or political disruptions	Local disturbances or election-related volatility	Low	High	Medium	Security liaison and contingency plans needed
Data loss / weak documentation	Poor archiving or inconsistent data entry	Medium	Medium	Medium	Strengthen digital data systems
Health emergencies	Disruption of physical meetings (e.g., epidemics)	Low	High	Medium	Digital engagement alternatives required

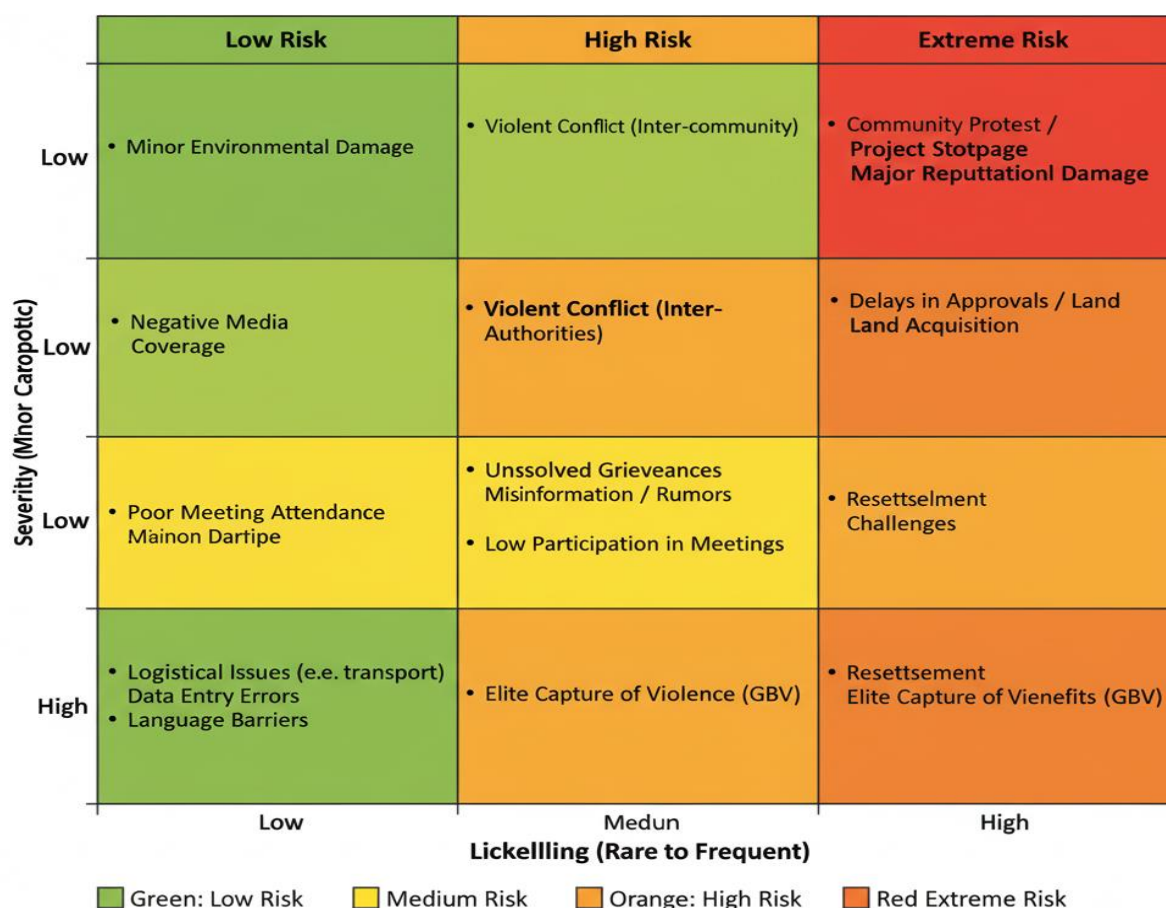


Figure 13: Risk Heat Map – Likelihood vs Severity Matrix for Stakeholder Engagement Risks.

9.3 Risk Mitigation and Contingency Strategies

Risk management under the SEP is both preventive and responsive. The following strategies will be applied to minimize risks and ensure continuous stakeholder trust.

Table 35. Contingency Strategies

Risk	Preventive Measures	Contingency Measures	Responsible Entity
Community dissatisfaction	Conduct early and continuous disclosure; manage expectations transparently.	Rapid response communication via OYSADA and SLDCs.	SPIU / Communications Officer

Risk	Preventive Measures	Contingency Measures	Responsible Entity
Land-related grievances	Engage affected persons early; involve traditional leaders; document agreements.	Activate GRM and escalation and mediation processes.	SPIU / OYSADA / LGAs
Gender exclusion	Ensure 35% participation quota; separate consultations for women/youth; recruit female facilitators.	Gender Desk Officer to intervene and adjust the engagement plan.	OYSADA / Gender Desk
Coordination failure	Institutional coordination committee; quarterly reviews.	Deploy an ad hoc task force under OYSADA supervision.	OYSADA / SPIU
Funding shortfall	Integrate the SEP budget into the project financing plan.	Reallocate contingency funds and seek donor supplemental support.	OYSADA / Finance Dept.
Staff turnover	Maintain handover templates; train backups.	Rapid induction for replacements.	SPIU / HR Unit
Security or political risk	Liaise with security agencies; plan neutral venues.	Temporary suspension with virtual engagement where possible.	OYSADA / LGAs
Data loss/documentation errors	Digitize database; regular backup.	Data restoration from the central server.	SPIU / IT Unit
Health emergencies	Develop a hybrid engagement plan (online + physical).	Implement health protocols and remote engagement tools.	SPIU / Public Health Desk

9.4 Residual Risk Assessment

After implementation of the mitigation measures, residual risks are expected to be low to moderate, indicating that the project's engagement system is resilient and adaptive.

Table 36. Risk Assessment

Risk Category	Residual Rating	Rationale
Community dissatisfaction	Low	Proactive information disclosure and SLDC facilitation reduce conflict probability.
Land-related grievances	Medium	Continuous negotiation mechanisms are still required.
Gender exclusion	Low	Inclusion measures are embedded in SEP and capacity building.
Institutional coordination	Medium	Still dependent on periodic reviews and leadership continuity.
Funding shortfall	Medium	Subject to the fiscal environment and donor disbursement.
Staff turnover	Low	Mitigated through training and succession planning.
Security / political risk	Low	Minimal likelihood outside election cycles.
Data loss	Low	Mitigated by digital archiving.
Health emergencies	Low	Hybrid engagement systems ensure continuity.

9.5 Linkages Between Risk Management and SEP Monitoring

Risk management will be integrated into the SEP's Monitoring, Evaluation, and Reporting Framework (Chapter 9) to ensure continuous oversight. The following mechanisms will strengthen these linkages:

- i. **Risk Tracking Dashboard:** A dedicated section within the SEP database will log identified risks, assigned mitigation actions, responsible officers, and status updates.

- ii. **Quarterly Risk Review Meetings:** The SPIU and OYSADA Safeguards Unit will review emerging risks and update mitigation plans accordingly.
- iii. **GRM–M&E Integration:** All grievances logged through the GRM will be analyzed for trends to identify potential new risks.
- iv. **Adaptive Management Feedback:** Outcomes from monitoring and risk assessments will inform revisions to the SEP, ESMP, and Communication Strategy.
- v. **Donor Oversight and Validation:** AfDB and World Bank missions will validate the effectiveness of risk management through supervision reports and field visits.

9.6 Early Warning and Escalation System

An Early Warning Mechanism will be established under the GRM and M&E units to detect emerging risks before escalation.

System Components:

- **Weekly Field Reports:** CLOs flag engagement issues in real-time.
- **Risk Flags:** Automatic alerts in the SEP database when grievance volumes exceed thresholds.
- **Escalation Protocol:** Issues rated “High” or “Very High” are escalated to OYSADA’s Executive Director within 48 hours.
- **Mitigation Verification:** The SPIU confirms closure and documents lessons learned.

This ensures that stakeholder-related issues are detected early, addressed promptly, and documented transparently.

9.7 Expected Outcomes

Upon full implementation of the SEP risk management measures:

- i. Stakeholder-related conflicts will be minimized through proactive communication.
- ii. Institutional coordination will remain functional and adaptive.
- iii. Gender and vulnerable group inclusion will be safeguarded.
- iv. SEP implementation risks will be systematically identified, mitigated, and reported.
- v. The project will maintain compliance with AfDB, World Bank, and FMEnv safeguard requirements.

ANNEXES

ANNEX A - Stakeholder Consultation Log/Register

S/N	Date of Consultation	Location	Stakeholder Category	Consultation Method	No. of Participants (M/F/PWD)	Key Issues Raised
1	13 October 2025	Atan Community, Akinyele LGA (Ijaiye AIH)	Traditional Rulers, Community Leaders, Farmers' Associations, Women & Youth Groups, PAPs, and the State Project Implementation Unit (SPIU)	Community Meeting / Stakeholder Consultation	36 (27M, 9F, 0 PWD)	Land acquisition, compensation, employment opportunities, infrastructure development, and grievance management.
Project Commitments Made		The State Project Implementation Unit (SPIU) committed to implementing land acquisition and compensation transparently in accordance with the approved RAP, prioritizing local employment where feasible, maintaining continuous stakeholder engagement, establishing an accessible Grievance Redress Mechanism (GRM), and providing regular project updates.				
Follow-up Actions		Concerns incorporated into the SEP and RAP; GRM established; stakeholder engagement plan updated; periodic consultations and project progress updates scheduled throughout implementation.				
2	27 November 2025	Atan Community, Akinyele LGA (Ijaiye AIH)	Community Representatives, Contractors, Women's Groups, PAPs, and the State Project	Stakeholder Meeting	11 (10M, 1F, 0 PWD)	Local employment opportunities, infrastructure development, stakeholder communication,

			Implementation Unit (SPIU)			project impacts on community well-being, and implementation timelines.
Project Commitments Made		SPIU committed to strengthening stakeholder communication, prioritizing qualified local labour where feasible, addressing community concerns promptly through the GRM, minimizing adverse project impacts, and providing regular implementation updates.				
Follow-up Actions		Responses provided to issues raised; community feedback documented; contractor advised to enhance community engagement; issues incorporated into project implementation and monitored during supervision visits.				
3	14 October 2025	Eruwa, Ibarapa East LGA (Eruwa ATC)	Traditional Rulers, Community Leaders, PAPs, Farmers' Cooperatives, Women & Youth Groups	Community Meeting / Stakeholder Consultation	34 (27M, 7F, 0 PWD)	Land acquisition, compensation, employment opportunities, infrastructure development, and grievance management.
Project Commitments Made		SPIU committed to transparent implementation of land acquisition and compensation in line with the approved RAP, prioritizing local employment where feasible, ensuring continuous stakeholder engagement, operationalizing the GRM, and providing regular project implementation updates.				
Follow-up Actions		Concerns integrated into the SEP and RAP; GRM operationalized; stakeholder engagement activities updated; periodic consultations and monitoring scheduled.				
4	11 February 2026	Atan Community, Akinyele LGA (Ijaiye AIH)	SPIU, Community Representatives, and Other Stakeholders	Stakeholder Meeting	10 (8M, 2F, 0 PWD)	Project implementation progress, environmental and social safeguards,

						stakeholder engagement, occupational health and safety, and grievance management.
Project Commitments Made		SPIU committed to ensuring compliance with environmental and social safeguard requirements, sustaining regular stakeholder engagement, strengthening implementation of occupational health and safety measures, responding promptly to grievances, and providing continuous updates on project progress.				
Follow-up Actions		Agreed action points documented and shared with stakeholders; safeguard compliance monitoring strengthened; follow-up stakeholder meetings scheduled; grievances tracked and addressed through the GRM; project implementation updates to continue on a regular basis.				

ANNEX B

Key Informant and Group Representative Details (Initial Scoping Phase)

Location: Eruwa, Ibarapa East L.G.A., Oyo State

Date of engagement: 14 October 2025

Number of respondents: 34

S/N	Full Name	Gender	Organization Role	Phone No.
1	Yemisi Ojo.	Male	Farmer/Community Leader	08077532455
2	Chief Salami Abiodun Temitayo	Male	Farmer/Community Leader	08037866804
3	Chief J. A. Peluola	Male	Farm/Community Leader	08065526596
4	Madam Alayande Serah	Female	Farmer	08024118891
5	Adedayo Adeegbe	Male	Farmer/Community Leader	08120849273
6	Alimi Kareem	Male	Farmer	080504616609
7	Chief (Mrs) Iyabo Salam	Female	Farmer	08028916012
8	Mr. Okeleye Emmanuel	Male	Farmer	09069976080
9	Ogunwale Emmanuel Olawale	Male	Farmer	08054188466
10	Adeola Adedayo	Male	Farm/Community Leader	08056168638/08026305440
11	Taibat Alimi	Female	Farmer	08087403199
12	Okedere Gbade	Male	Farmer	08155616637
13	Mr. James Iroko	Male	Farmer	08059956196
14	Mrs Akintola Funmilayo	Female	Farmer	09153026193

15	Mr Falowo Kayode	Male	Farmer/Community Leader	08057956418
16	Mr Oludare Idowu	Male	Farmer	08059288638
17	Ojediran Rotimi	Male	Farmer/Community Leader	07088778116
18	Falana Jire	Male	Farmer/Community Leader	07086803210
19	Adelakin Amos	Male	Farmer/Community Leader	07056931253
20	Olaoye Samson Adeboye	Male	Farmer	08054302039
21	Ijaola Agbolade A	Male	Farmer	08027706542
22	Adesola Felix Oloyede	Male	Farmer	07039789666
23	Bimbola Jelili Akin	Male	Farmer	07017510880
24	Ijaola Racheal Adeboyin	Female	Farmer	07052343989
25	Rev Kolawole Joseph O.	Male	Farmer/Community Leader	08027875626
26	Peluola Babatunde	Male	Farmer	08054534747
27	Mrs Adediran Kemi	Female	Farmer	0805778364
28	Mr Salami Olayanju	Male	Farmer	07010662532
29	Dada Busayo	Female	Farmer	09066311514
30	Mr Babalola Peter	Male	Farmer	07050767787
31	Mr Awotunde Sunday	Male	Farmer	08157092183
32	Mr Azeez Dauda	Male	Farmer	08027637880
33	Olanrewaju Oluwa Seun	Male	Youth Representative	08159293811
34	Onifade Oluremi	Male	Youth Representative	07033983414

ANNEX C

Key Informant and Group Representative Details (Initial Scoping Phase)

Location: Ijaye, Akinyele L.G.A., Oyo State

Date of engagement: 13 October 2025

Number of respondents: 36

S/N	Full Name	Gender	Organization Role	Phone No.
1	Comrade Olusola Soji	Male	Youth Group/	08064403058
2	Akinade Racheal Funmilola	Female	Farmer	08162232120
3	Adewale Joseph	Male	Farmer	07077609654
4	Arulogun Kazeem	Male	Farmer	<u>09151387360</u>
5	Rasheed Kazeem	Male	Religious Leader	nil
6	Safiu Olasupo Bakare	Male	Farmer	nil
7	Phillip Oloko	Male	Farmer	07039024010
8	Adegoke Ismael	Male	Farmer/Mechanic	09060099475
9	Aponmode Yaubu	Male	Farmer/	08062274118
10	Oyetola Olugbenga Samuel	Male	Farmer	08051022902
11	Oloyede Wasiu	Male	Farmer	08034360146
12	Rahmon Iyiola	Male	Farmer	08130421858
13	Olagoke Akinola	Male	Farmer	08159534235
14	Salami Mutairu	Male	Farmer	08038827102
15	Omoriyeba Ojognede	Female	Farmer	nil
16	Kehinde Aderogba	Female	Private Sector	08154754816

17	Adeyanju Florence	Female	Farmer	08139760784
18	Sabitu Azeez	Male	Farmer	08123285169
19	Moromoke Azeez	Female	Farmer	nil
20	Oloye Isa Lawal	Male	Religious Leader	09169425481
21	Omonije Abideen	Male	Community Leader	08061658617
22	Baale Olanlokun Kayode	Male	Community Leader	09061682202
23	David Ademola Bukola	Male	Private sector	08054658551
24	Akinosun Abideen	Male	Farmer	nil
25	Alfa Abdurahman Orulogun	Male	Community Leader	09033377706
26	Olaoye Gideon Olufemi	Male	Farmer	07052990722
27	Elder Ogunlade Kehinde Judge	Male	Community Leader	08075085440
28	Felicia Adewale	Female	Farmer	09048969435
29	Mulikat Azeez	Female	Farmer	07073134092
30	Chief Hon. Ayantola Mukaila	Male	Farmer	07062636327
31	Akano Musibau Idowu	Male	Farmer	08061131205
32	Ismail Salaudeen	Male	Farmer	09061102053
33	Philip Olabiyi	Male	Religious Leader	07033914697
34	Basiru Mustapha	Male	Farmer	09165804762
35	Subuola Funke	Female	Women leader	
36	Kudirat Rasaki	Female	Women leader	08030664325

ANNEX D

Grievance redress form (Sample template)

Grievance Reference Number: _____

Date: _____

Name (Optional): _____

Contact Info: _____

Community / LGA: _____

Nature of Grievance: (Tick)

☐ Land / Asset Issue ☐ Employment ☐ Gender / Vulnerability ☐ Contractor Conduct ☐ Other

(Specify)

Details of Complaint: _____

Action Taken / Resolution: _____

Date Resolved: _____

Verified By: _____

GRM Log – showing grievance type, status, resolution date, responsible unit.

ID		Grievance Type	Date Received	Resolution Date	Responsible Unit
ID					
1	Land Acquisition		Open		Land Task Force
2	Noise Complaint		Under Review	2050	Community Liasion
3	Contractual Dispute		Resolved	2015.220	Community Liasion
10	Environmental Concern			2015.225	Unit (PMU)
15	Environmental Concern		Closed		Contractor

☐ Open
 ☐ Undrew
 ☐ Resoled
 ☐ Closed

ANNEX E

Images for Eruwa Farmers Stakeholders Consultation Meeting





ANNEX F

Image of Ijaiye Community Consultation





ANNEX G

QUESTIONNAIRE ON STAKEHOLDER ENGAGEMENT PLAN (SEP) FOR IJAIYE AGRO INDUSTRIAL HUB AND ERUWA AGRICULTURAL TRANSFORMATION CENTRE (ATC)

Dear Respondent,

This questionnaire is designed to collect information from key stakeholders to support the preparation of a comprehensive Stakeholder Engagement Plan (SEP) in line with AfDB Environmental and Social Safeguards. Your input will help identify priority environmental and social (E&S) issues, stakeholders' roles, preferred engagement methods, communication needs, capacity gaps, and conflict resolution mechanisms.

All responses will be treated with strict confidentiality and will be used solely for SEP preparation and implementation.

Thank you for your time and contribution.

SECTION A: RESPONDENT INFORMATION

1. Name of Respondent (optional): _____
2. Gender: ☐ Male ☐ Female ☐ Other
3. Age: ☐ <18 ☐ 18–35 ☐ 36–60 ☐ Above 60
4. Occupation/Role:
☐ Government Agency ☐ Community Leader ☐ Farmer/FBO Representative
☐ Civil Society/NGO ☐ Private Sector ☐ Youth Group Representative
☐ Women's Group Representative ☐ Vulnerable Group Representative ☐ Religious/Traditional Leader
☐ Other (please specify): _____
5. Organization/Community Name: _____
6. LGA: _____
7. Contact Information (Phone/Email): _____
8. Type of Engagement: ☐ Household Survey ☐ Key Informant Interview (KII) ☐ Focus Group Discussion (FGD) ☐ Stakeholder Consultation Meeting ☐ Other: _____

SECTION B: STAKEHOLDER MAPPING & PRIORITY ISSUES

9. How would you describe your relationship or connection to the project?
☐ Directly affected ☐ Indirectly affected ☐ Regulatory/Support Role ☐ Development Partner ☐ Interested Observer
10. What are your main interests or expectations from the project? (Tick all that apply)

☐ Improved livelihood opportunities	☐ Infrastructure development
☐ Compensation/Resettlement benefits	☐ Access to information & participation
☐ Environmental protection	☐ Business/employment opportunities

☐ Capacity building

☐ Other: _____

11. What priority environmental and social issues should the project engage stakeholders on during its lifecycle? (Select up to 3)

☐ Land acquisition and resettlement

☐ Employment and livelihood opportunities

☐ Pest management and agrochemical use

☐ Infrastructure development impacts

☐ Community health and safety

☐ Cultural heritage concerns

☐ Gender and vulnerable groups inclusion

☐ Environmental impacts (e.g., waste, water, biodiversity)

☐ Others: _____

12. How would you rate the influence and interest of your organization/community in this project?

Influence: ☐ High ☐ Medium ☐ Low

Interest: ☐ High ☐ Medium ☐ Low

13. What role do you or your organization expect to play in supporting project success?

☐ Regulatory Oversight

☐ Community Mobilization ☐ Awareness Creation

☐ Technical/Advisory Support

☐ Monitoring & Evaluation

☐ Beneficiary/End User

☐ Other: _____

SECTION C: ENGAGEMENT METHODS & COMMUNICATION PREFERENCES

14. What are your preferred channels for receiving project information? (Tick all that apply)

☐ Community Meetings

☐ Radio Announcements

☐ Town Crier/Public Address ☐

SMS/Phone Calls

☐ Social-Media

☐ Print Media (Posters, Flyers, Newspaper) ☐

Official Letters/Emails

☐ Other: _____

15. What language(s) should be used during consultations and communication to ensure accessibility?

☐ English

☐ Yoruba

☐ Pidgin

☐ Other: _____

16. What are the most effective ways to engage your group/community during:

• Project Preparation Phase: _____

• Implementation Phase: _____

• Completion/Monitoring Phase: _____

17. What participatory methods would you prefer for contributing to project planning and monitoring?

☐ Focus Group Discussions ☐ Workshops/Forums ☐ Participatory Mapping ☐ Surveys

☐ Community Monitoring Committees

☐ Suggestion Boxes ☐ Others: _____

SECTION D: GRIEVANCE REDRESS MECHANISM (GRM)

18. Are there existing community grievance mechanisms you currently use to resolve conflicts or complaints? ☐ Yes ☐ No → If Yes, please describe briefly: _____

19. What channels would you prefer for submitting project-related complaints or grievances?

☐ Complaint Box

☐ Community Representative

☐ Hotline/Phone Call

☐ Written

Petition

☐ In-person at project office

☐ Digital platform (email, website)

☐ Other: _____

20. What are the key qualities you expect from the project's GRM? (Tick all that apply)

☐ Accessible to all groups

☐ Transparent and fair

☐ Quick response and resolution

☐ Feedback to complainants

☐ Anonymous option

☐ No cost to complainant

How confident are you that grievances will be resolved fairly through the GRM?

☐ Very Confident ☐ Confident ☐ Neutral ☐ Doubtful ☐ Not Confident

SECTION E: CAPACITY BUILDING & INSTITUTIONAL ARRANGEMENTS

21. Do you think your organization/community has the capacity to actively engage in project planning and monitoring? ☐ Yes ☐ Partially ☐ No

22. What support or training would strengthen your capacity to engage effectively?

☐ Stakeholder engagement methods

☐ Grievance handling and mediation

☐ Environmental and social impact monitoring

☐ Project planning and budgeting

☐ Communication and information dissemination

☐ IPM/PMP and environmental safeguards

☐ Other: _____

23. Which institutions do you think should lead or support stakeholder engagement at the local level?

☐ State Ministries/Agencies

☐ Local Government

☐ Traditional Institutions

☐ Community-Based Organizations

☐ Private Sector Partners

☐ NGOs/CSOs

☐ Others: _____

24. What gaps currently exist in stakeholder engagement at the community or institutional level?

☐ Weak coordination

☐ Inadequate funding/resources

☐ Lack of training/expertise

☐ Poor communication

☐ Low trust between stakeholders

☐ Others: _____

SECTION F: CONSULTATION RECORD (For documentation & evidence)

Full Name	Gender	Organization	Organization Role	Phone No.	Email Address	Signature/Thumbprint	Photo (Yes/No)

Venue: _____

Date: ____ / ____ / ____

Type of Consultation: ☐ FGD ☐ Interview ☐ Public Meeting ☐ Workshop ☐ Other: _____

Key Issues Raised: _____

Recommendations/Follow-Up Actions: _____

Thank you for your response.