



FRILIA STAKEHOLDERS ENGAGEMENT TOOLKIT

LAGOS STATE GOVERNMENT



STAKEHOLDERS ENGAGEMENT TOOLKIT

Effective stakeholder engagement is pivotal to the success of any project. Stakeholders who influence or are affected by a project play a crucial role in shaping its outcomes. Effectively recognizing and engaging these stakeholders ensures that their insights and concerns are integrated into the project's development, thereby enhancing its overall success.

Stakeholders are those who either influence or are impacted by a project. Identifying and ensuring the effective participation of these stakeholders is essential to achieving project goals, and FRILIA implementation in Lagos State is no different.

The Stakeholder Engagement and Communication Toolkit has been carefully developed to support investors and implementing agencies in engaging with stakeholders systematically and constructively to:

- **Identify Project Stakeholders:** Recognize all parties involved in or impacted by the project.
- **Analyze Stakeholder Roles and Responsibilities:** Understand each stakeholder's expected contributions and interests.
- **Understand Relationships Between Stakeholders:** Map interactions and dependencies among stakeholders to strengthen collaboration.
- **Define Pathways for Effective Communication:** Establish clear and efficient communication channels to promote inclusive participation and feedback.

By leveraging this toolkit, project teams can promote a more inclusive, transparent, and participatory approach to project management, ensuring that stakeholder voices are heard and considered at every stage of the project lifecycle.



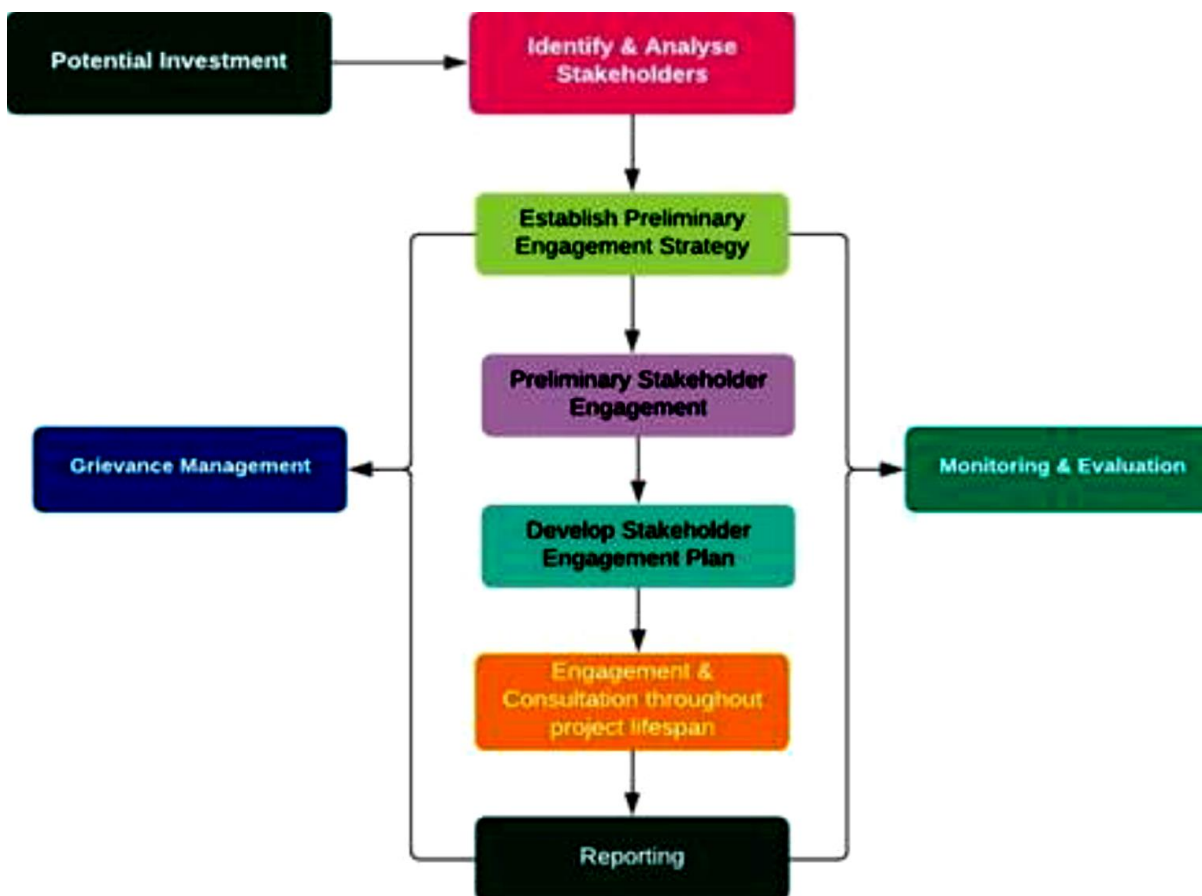
Scope of the Toolkit

The scope of the toolkit covers the development of a Stakeholder Engagement Plan Template and Communication Strategy for FRILIA in Lagos State, prepared in consultation with key FRILIA stakeholders and aligned with the procedures of relevant implementation agencies.

Specifically, the FRILIA Stakeholder Engagement Toolkit comprises two (2) main components:

- Stakeholder Engagement Plan Framework
- Communication Strategy for FRILIA

FRILIA STAKEHOLDER ENGAGEMENT APPROACH





The toolkit also guides community consultation and engagement throughout the six stages of the FRILIA agricultural investment, from initial inquiry to aftercare.

Stage 1 – Initial Enquiry:

- The investor reaches out to LAGOSIPA intending to invest in Lagos State.
- LAGOSIPA communicates the FRILIA toolkits to them via the channels outlined in the FRILIA Toolkit Communication Strategy.

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

- Investors conduct stakeholder identification, analysis, and mapping in collaboration with the relevant Local Government Authorities, traditional institutions, and community representatives in Lagos State.

Stage 3 – Negotiations/Signing of MOU:

- Preliminary stakeholder engagement activities commence at this stage, and drafting the Stakeholder Engagement Plan (SEP) is recommended to begin concurrently to capture ongoing stakeholder engagement activities.

A. STAKEHOLDER ENGAGEMENT PLAN FRAMEWORK

A Stakeholder Engagement Plan is used to identify a project's stakeholders and how they will be constructively engaged throughout the project life cycle.

It ensures synergy between the project and its stakeholders and helps manage project risks.

A Stakeholder Engagement Plan is a living document that must be reviewed and constantly updated throughout the project lifecycle to reflect any changes.

B. Objectives of Stakeholder Engagement

The following are the objectives of the stakeholder engagement plan:

- Identify and categorize stakeholders
- Analyze and map stakeholders
- Identify stakeholder issues and concerns
- Ensure Free, Prior, and Informed Consent (FPIC) for FRILIA operationalization
- Clarify the scope of engagement to manage stakeholder expectations and concerns
- Proactively consult and engage stakeholders to ensure participation in project decision-making



C. Principles of Stakeholder Engagement in line with FRILIA

The following are the principles of stakeholder engagement that align with FRILIA principles 1.5 and 1.6:

- Investments should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights, and assisted in their capacity to negotiate (FRILIA Principle 1.5).
- Communities have the opportunity and responsibility to decide whether to make land available based on informed choices (FRILIA Principle 1.6).

Additional guiding principles:

- Stakeholder engagement should be participatory, inclusive of marginalized and vulnerable groups.
- Recognition of community rights and interests, and respect for them.
- Transparency and accountability in all dealings.
- Development of relationships with stakeholders based on trust and mutual commitment to good faith.
- Respect for stakeholder opinions and aspirations.
- Collaborative problem-solving to achieve mutually beneficial outcomes.
- Strengthening the implementation capacity of stakeholders.

C.1 Regulatory Framework for Stakeholder Engagement

This section provides an overview of the legal and regulatory framework guiding stakeholder engagement in Lagos State, as well as the requirements of project owners and lenders.

Stakeholder engagement activities must align with:

- The Lagos State Land Use Act (as applicable through Federal legislation)
- The Lagos State Physical Planning and Urban Development Law
- The Lagos State Environmental Management and Protection Law



- The Lagos State Agricultural and Cooperative Development Policies
- Any other relevant regulations and guidelines issued by the Lagos State Ministry of Agriculture, Lagos State Ministry of Physical Planning and Urban Development, and the Lagos State Environmental Protection Agency (LASEPA).

D. STAKEHOLDER IDENTIFICATION AND ANALYSIS

D.1 Stakeholder Identification

The Lagos State Geographic Information System (Lagos-GIS) liaises with LAGOSIPA to identify stakeholders and facilitate stakeholder meetings.

Stakeholder identification is an essential process required to identify all the parties whose actions or inactions may affect or be affected by project activities. To identify the appropriate project stakeholders, the following questions must be answered:

1. Who is affected positively by the project activities?
2. Who is affected negatively by the project activities (including vulnerable persons)?
3. Who can influence the project outcomes/deliverables?
4. What regulatory bodies are concerned with the project activities?
5. At which stage of the project cycle will stakeholders be affected?

D.2 Stakeholder Categorization

Through analysis of existing FRILIA and SABER PforR documents and local expertise, stakeholders relevant to the implementation of FRILIA in Lagos State are broadly categorized into eight (8) groups. These stakeholder groups can be modified (expanded or reduced) based on project realities.



Key MDAs for FRILIA in Lagos State include:

- FRILIA Project Implementation Unit
- Lagos State Ministry of Agriculture
- Lagos State Ministry of Local Government and Community Affairs
- Lagos State Ministry of the Environment and Water Resources
- Lagos State Ministry of Justice
- Lagos State Ministry of Women Affairs and Poverty Alleviation
- Lagos State Ministry of Economic Planning and Budget
- Lagos State Geographic Information System (Lagos-GIS)
- Lagos State Investment Promotion Agency (LAGOSIPA)
- Lagos State Internal Revenue Service (LIRS)
- Lagos State Environmental Protection Agency (LASEPA)
- Lagos State Water Corporation (LSWC)



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

Summary of Stakeholders' Consultation

The thrust of the consultations carried out in preparing this Resettlement Policy Framework (RPF) is to:

- Notify project-affected persons and communities about the project setup and development objectives;
- Establish and maintain a two-way process of dialogue and understanding between the project and its stakeholders;
- Create ownership and elicit broader inputs and suggestions that will ensure project sustainability and success.

Stakeholder Analysis

Having identified the stakeholders, it is necessary to analyze them to obtain comprehensive information about their profiles. This includes a clear description of the stakeholders, their interests or stakes, their capacities, and the challenges they face.

Information about stakeholders can be gathered:

- Directly, through preliminary engagement to identify their interests, concerns, and expectations;
- Indirectly, by reviewing past information and lessons learned from stakeholders involved in similar projects or contexts within Lagos State or comparable environments.

Stakeholder Mapping

Stakeholder mapping involves understanding the relationships between stakeholders and how best to manage them. A stakeholder map visually represents identified stakeholders categorized by their level of interest and influence in the project. It is a crucial first step in managing stakeholders, as it clearly guides how project proponents should communicate and engage with each stakeholder group.

A stakeholder matrix is a common tool used in stakeholder mapping. This matrix typically consists of four quadrants, illustrating each stakeholder's level of interest and influence. A sample interest-influence matrix can be found in Stakeholder Engagement (SE) Template 1.



Summary of Previous Engagements

A summary of previous engagements conducted prior to the development of the Stakeholder Engagement Plan (SEP) must be documented and continuously updated throughout the lifecycle of the SEP.

This summary should capture:

- The categories of stakeholders engaged with,
- Concerns or issues raised, and
- Actions taken to address them.

Documenting previous and ongoing stakeholder engagement activities helps identify any engagement gaps and allows the investor or project proponent to refine their engagement strategies accordingly.

The summary should include:

- The date of each engagement,
- The purpose of the engagement,
- The attendees involved, and
- A summary of the issues discussed and comments received.

Table 2: Summary of Previous Stakeholder Engagement

Date	Purpose of Engagement	Attendants (Stakeholders)	Summary of Issues Discussed	Comments/Actions
20/06/22	Community Entry Meeting	- Project Proponent - Community Leaders - Community Members - Youth Representatives	- Project description and exact location - Project benefits and impacts on the community - Community development challenges	The project proponent will conduct in-depth discussions with farmers in a month.



STAKEHOLDER ENGAGEMENT STRATEGY

This section details the stakeholder engagement activities and procedures carried out throughout the project life cycle.

Mechanism for Future Engagement / Consultation of PAPs

Project-Affected Persons (PAPs) shall be consulted using existing recognized traditional structures, where consultations are conducted through village/community leadership. This method is widely acceptable and provides an effective way to reach all groups within the community based on the existing traditional governance framework.

The use of social gatherings such as Women's Associations, Village Meeting Structures, Cooperative Groups, Churches, and Mosques will be important for disseminating information to PAPs. Additionally, consultations should be segmented into smaller, targeted groups to give a voice to less advantaged groups, minority settlers, and vulnerable groups during resettlement planning.

To implement this effectively, attendance records from various groups including phone numbers and contacts will be maintained to reach PAPs and coordinate group meetings as necessary.

Procedure for Stakeholder Engagement

This section describes:

- The key messages for stakeholder engagement
- The procedure for initial entry at the Local Government Area (LGA) level
- The community entry procedure

Key Message

A key message contains the main information about the project, disseminated to project-affected persons, government officials/agencies, and other stakeholders by the investor. It provides:

- An overview of the project
- Details of the project proponent or any consultancy engaged
- The purpose of the engagement with stakeholders
- A description of future engagements to be conducted



It is imperative to assure stakeholders of the professionalism of any engagement team, using simple English language (translation to local languages such as Yoruba may be necessary in some communities). The message should be concise and not exceed one page (see SE Template 2). Printed copies should be shared with key stakeholders for future reference.

Components of a Key Message include:

- A concise but clear description of the project, including background and components
- Identification of project proponents or consultants conducting the consultations
- Description of intended activities
- Explanation of modes of engagement
- Assurance of adherence to good practices, professionalism, and protection of community rights

Procedure for Initial Entry at LGA

The Local Government Area (LGA) is the closest government tier to the people and plays a critical role in implementing policies and projects locally, as well as collecting taxes and fees. Communities have a close relationship with the LGA, so it is essential to engage and consult the LGA before reaching out directly to community members.

Objectives of LGA Entry:

- To formally introduce the project to the LGA
- To communicate project objectives, goals, and impacts
- To understand local government regulations specific to the project
- To garner the support of the local government in project development

Steps for entering at the LGA level:

1. The project proponent/investor submits a letter of intent (see SE Template 3) briefly describing the project and purpose of engagement to the LGA. This letter must be submitted in person, and an acknowledged copy collected for traceability and follow-up. The letter should be addressed to the office of the Local Government Chairman and include valid project contact details.



2. Follow up with phone calls or in-person visits to arrange meetings with local government officials.

Community Entry

Before entering the community, key community stakeholders such as traditional leaders, community leaders, interest groups, and other individuals with authoritative knowledge of the community must be identified.

The first point of contact is usually through community leaders or traditional authorities via face-to-face meetings to introduce the project and project proponents, and arrange subsequent meetings.

Some Lagos communities observe customs and traditions that should be respected during engagements to secure support and prevent hostility or grievances.

Stakeholder Engagement Methods and Tools

This section outlines the methods for consulting different stakeholder groups. Engagement methods may vary depending on the stakeholder group and purpose of the consultation.

The methods provided below are not exhaustive but are commonly used and appropriate within the Lagos State context.

Table 3: Stakeholder Engagement Methods

Tool / Method	Description
Townhall Meetings	Large gatherings convened to inform community members primarily for information disclosure. These meetings update the community about the project's status and progress.
Focus Group Discussions	Targeted engagements with specific stakeholder groups to discuss topics of common interest. At the community level, these can be segmented by gender (male/female), age (youth/adults), livelihood, etc. Discussions typically follow thematic questions, allowing multiple participants to share views and opinions.
Key Informant Interviews	Consultations with individuals who have authoritative knowledge about specific issues. These interviews aim to gain in-depth understanding and collect detailed information.



Workshops	Participatory meetings designed for stakeholders to share views, raise concerns, and find solutions. Workshops often aim to sensitize stakeholders, consult on key issues, or support project decision-making.
Media Broadcast	Use of print media, radio, or television to disseminate project information to a wider audience beyond direct stakeholders.
Notice Boards	Information boards set up at strategic locations within the community to disseminate project updates and relevant information to the general public.
Letters and Emails	Written communication used to introduce the project to government stakeholders, traditional leaders, and other formal entities. A sample letter of intent is provided in the sample templates below.
Surveys	Use of structured or semi-structured questionnaires to collect quantitative and qualitative data from a defined group of stakeholders or community members.
Community Social Mapping	A participatory method where community members collectively map key infrastructure, landmarks, natural resources, and other important community assets.
Project Information Document (PID)	A high-level project brief shared with Ministries, Departments, Agencies (MDAs), and traditional leadership during project inception to provide an overview and context.

Stakeholder Engagement Activities

This section outlines the planned stakeholder engagement activities to be carried out during each phase of the project development. For each phase, it includes:

- A brief description of the project phase
- The types of engagement activities to be conducted
- The target audience for each activity
- The expected outcomes from the engagements
- A tentative schedule of stakeholder engagement activities (if available)

Special Considerations for Gender, Vulnerability, and GBV/SEAH

In every community, certain groups of people face disadvantages or vulnerabilities that require special attention to ensure their meaningful participation in project decision-making and benefits. This section identifies vulnerable groups within the project area, outlines measures to engage them effectively, and integrates their concerns and opinions into project decisions.



Special considerations include:

- Gender inclusivity to ensure women's voices are heard and prioritized.
- Attention to vulnerable groups such as the elderly, persons with disabilities, minority ethnic groups, and youth.
- Ensuring that consultation methods are accessible and safe for these groups, including organizing separate focus groups or meetings when necessary.

Furthermore, the project commits to preventing and responding to any Gender-Based Violence (GBV), Sexual Exploitation, Abuse, or Harassment (SEAH) risks linked to project activities or representatives working in the community. Steps to be taken include:

- Training project staff on GBV/SEAH awareness, prevention, and reporting mechanisms.
- Establishing confidential and accessible reporting channels for victims.
- Engaging with local organizations specializing in GBV/SEAH support and protection.
- Incorporating zero-tolerance policies into project contracts and codes of conduct.

IMPLEMENTATION ARRANGEMENTS FOR STAKEHOLDER ENGAGEMENT

Implementation Schedule

This section outlines the timeline for executing the Stakeholder Engagement Plan (SEP), detailing key activities and milestones throughout the project lifecycle. (Refer to SE Template 4 for a detailed schedule.) The schedule ensures systematic and continuous engagement with stakeholders, facilitating timely information sharing and feedback collection.

Roles and Responsibilities

Effective implementation of the SEP requires clear assignment of roles and responsibilities within the project management structure, including:

- **Project Proponent / Investor:** Overall responsibility for ensuring the SEP is integrated into project planning and delivery.
- **Stakeholder Engagement Officer / Team:** Day-to-day coordination of engagement activities, documentation, and follow-up.
- **Community Liaison Officers:** Act as the bridge between the project and local communities, facilitating communication and addressing concerns.



- **Monitoring and Evaluation Unit:** Tracks the effectiveness of engagement activities and recommends improvements.
- **Contractors and Consultants:** Required to adhere to stakeholder engagement guidelines and participate in relevant consultations.

Stakeholder Engagement Budget

A dedicated budget will support the effective implementation of the SEP throughout the project lifecycle. The budget must adequately cover:

- Costs related to stakeholder engagement activities (e.g., meetings, workshops, communication materials).
- Training and capacity-building sessions for project staff and community representatives.
- Resources for vulnerable group engagement and GBV/SEAH prevention measures.
- Logistics, including transport, venue hire, refreshments, and documentation.

The source of funding for these activities will be clearly identified and incorporated into the overall project financing to ensure sustainability and accountability.

GRIEVANCE REDRESS MECHANISM FOR STAKEHOLDER ENGAGEMENT

This describes the process by which people concerned with or potentially affected by the project can express their grievances for consideration and redress. It details how grievances will be received, by whom, how grievances will be resolved, and how the response will be communicated.

The grievance mechanism will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable for the mechanisms for FRILIA projects, it will be supplemented as needed with project-specific arrangements (see FRILIA GRM Toolkit). The following need to be considered in developing the GRM:

- The GRM is expected to address concerns promptly and effectively in a transparent manner that is readily accessible to all project-affected parties at no cost and without retribution.
- Grievances need to be handled in a culturally appropriate manner, and they must be discreet, objective, sensitive, and responsive to the needs and concerns of the project-affected parties.
- The mechanism must allow for anonymous complaints to be raised and addressed.
- The project proponent(s) must inform the project-affected parties about the grievance process during community engagements.



- The process must be well documented to enable easy tracking and resolution of grievances.

MONITORING AND REPORTING

Monitoring

This section describes how stakeholder engagement will be monitored and incorporated into the overall project monitoring or management system, including how stakeholders will participate in the monitoring process. For effective cooperation, it is important to involve stakeholders in monitoring the project's anticipated impacts and obtaining regular feedback on progress toward achieving the stakeholder engagement goals, objectives, and plans.

In some cases, monitoring goes beyond consultation for information to actual involvement of stakeholders in monitoring activities. It is necessary to assess stakeholders' capacities and build them where required, especially regarding the technical aspects of the project.

This section will cover:

- **Monitoring indicators**
- **Frequency of Monitoring**
- **Persons Responsible for Monitoring** (including their capacity, any gaps, and how those gaps will be addressed)
- **Strategy for data collection and reporting**

Reporting

All stakeholder engagement activities will be documented and recorded. This includes not only the engagements carried out but also inquiries and grievances. The purpose of reporting is to track stakeholder engagement activities and feedback, report back to stakeholders, maintain relationships, and ensure stakeholder opinions, concerns, and grievances have been addressed.

As part of the monitoring process and depending on the project stage, responsible persons will prepare monthly or quarterly stakeholder engagement reports to track the progress of implementing the Stakeholder Engagement Plan and to make adjustments where necessary.

Reporting methods will include meeting minutes (see SE Template 5), notes, photographs, audio and video recordings, and written reports. Good reporting practices will help update the Stakeholder Engagement Plan (see SE Template 6 for SEP outline) and provide the project with valuable information about its stakeholders.



S/N	FRILIA Toolkit Communication Strategy
SE Template 1	Interest-influence matrix
SE Template 2	Key Message
SE Template 3	Letter of Intent
SE Template 4	Implementation Schedule
SE Template 5	Meeting Minutes
SE Template 6	SEP Outline

Disclosure Requirements

As a standard practice, the Project safeguard documents—including the Resettlement Policy Framework (RPF) and Resettlement Action Plans (RAPs)—released for disclosure will be accompanied by registers of comments and suggestions from the public, which are subsequently documented by the Lagos State Government in a formal manner. The State Government will continue applying a similar approach to disclosure for any additional safeguard appraisal materials prepared as part of the project development.

The RPF and RAP will be disclosed in compliance with relevant Nigerian regulations and the World Bank operational policies. Disclosure will take place in-country at designated centers such as the Ministry of Agriculture and Rural Development, the Federal Ministry of Environment, the State Ministry of Land and Survey, the State Ministry of Environment, and other stakeholders within Lagos State, as well as at strategic locations in the affected communities.

Furthermore, the documents will be advertised in two daily newspapers for 21 days, as required by Nigerian law. Electronic copies of the safeguard documents will be placed on the project website, and the World Bank will disclose the documents on its website. This arrangement will allow stakeholders with internet access to view information about the planned development and participate in the public consultation process. The project website will be equipped with an online feedback feature to enable readers to leave comments related to the disclosed materials. Mechanisms to facilitate input from stakeholders will include press releases and announcements in the media, as well as notifications of the disclosed materials to local, regional, and national NGOs and other interested parties.



FRILIA TOOLKITS COMMUNICATION STRATEGY

1. Introduction

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

1.1 Objectives

The objectives of this communication strategy are to:

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

2. The Toolkit Communication Strategy

The communication strategy for the toolkits answers the following questions:

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

2.1 Information Disclosure

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

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

2.2 Target Audience

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



Sample Interest- Influence Matrix

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

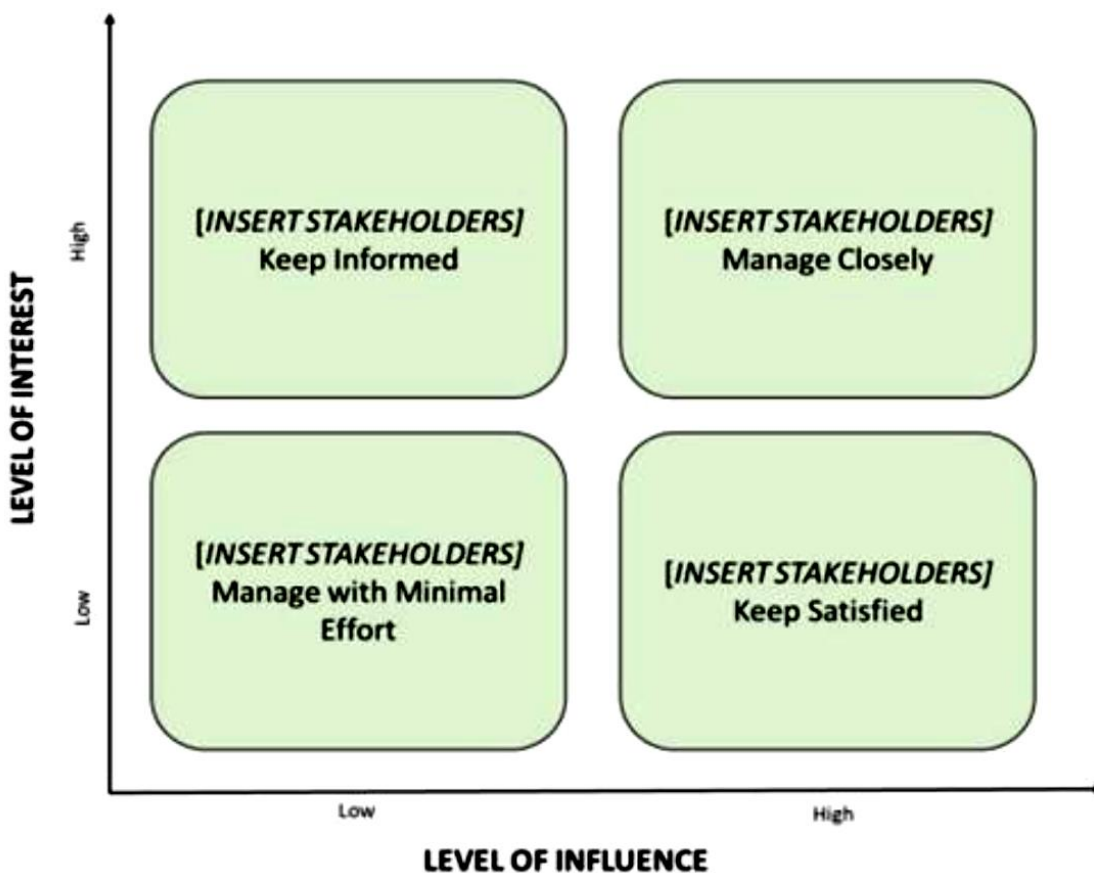
- Interest- How much stakeholders are impacted by the outcome of the project
- Influence- How much stakeholders impact the outcome of the project

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

Stakeholders are placed into four quadrants:

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

Figure 1: Sample Influence versus Interest Matrix





Project Key Message Template

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

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

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

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

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



Sample Letter of Intent for LGA/State Government

[Date]

[Client's Address]

[Local Government address]

Dear Sir/ Madam,

LETTER OF INTENT FOR [ADD THE NAME OF THE PROJECT]

We write this letter to inform you about our project titled **[Add the name of the project]**. This project is a..... **[Give a brief description of the project and its components]**.

The project is located in..... **[Provide exact location of the project and the community (ies) involved]**. The project will**[Insert positive impacts of the project and how it will benefit the LGA]**

We would appreciate a meeting with the members of the local government to..... **[Insert purpose of meeting and who needs to be engaged from the local government]** on the**[insert potential date]**.

Attached a brief that contains more information about the project.

We look forward to getting a response from you.

Yours Faithfully,

[Signature]

[Name, position and contact details i.e. email, phone, etc.]

***NB-** Letter should be on the letter head of the company



SAMPLE MEETING MINUTES

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

Agenda

Example

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

Meeting Objectives

Example

- *To formally introduce the project and its representatives to the community*
- *To provide community leaders of a clear understanding of the project components and impacts*
- *To garner the support of the community leaders for the project*
- *To brief community leaders on the project activities and subsequent engagement*

Key Highlights

This section gives a detailed summary of what transpired and was discussed during the meeting.

Questions and Responses

This section summarizes the questions asked during the meeting and the responses provided. It is necessary to mention who asked the question and who provided the response.

Stakeholder	Question/ Comment	Response

Conclusion and Next Steps

Describe how the meeting was concluded and the next steps discussed or agreed upon and the responsible persons