KATSINA STATE

FRAMEWORK FOR RESPONSIBLE AND INCLUSIVE LAND INTENSIVE AGRICULTURE (FRILIA)

GRIEVANCE REDRESS MECHANISM TOOLKIT

[Issued according to Executive Order No. 0052024 titled: Katsina State Framework for Responsible and Inclusive Land Intensive Agricultural Investment (FRILIA) Order issued on 30th September, 2024

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Acronyms and Abbreviations

FGO – Framework for Responsible and Inclusive Land Intensive Agriculture Grievance Officer

FRILIA– Framework for Responsible and Inclusive Land Intensive Agriculture

GRC – Grievance Redress Committee

GRM – Grievance Redress Mechanism

LGA – Local Government Area

MDA – Ministry Department and Agency

1.0 Introduction

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

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

1.1 Objectives of Grievance Redress Mechanism

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

a. **Resolve Complaints Efficiently:** Provide a clear, transparent, and accessible process for resolving concerns, grievances and appeals. Grievances and appeals should be handled promptly, fairly, and early to minimize avoidable degeneration or escalation of issues.
b. **Enhance Stakeholder Trust and Satisfaction:** Build trust and maintain good relationships with stakeholders by showing responsiveness to their concerns through a demonstrated commitment to address stakeholder issues. This improves satisfaction by resolving grievances or appeals in a manner perceived as fair and transparent.
c. **Promote Accountability and Transparency:** Ensure that the investment project is accountable to its stakeholders and operates transparently. Clear procedures and effective communication of the outcomes of grievances or appeals must be a priority.
d. **Identify and Mitigate Risks:** Through analysis of grievances and appeals, systemic issues and potential risks are identified. Implementation of corrective actions mitigate identified risks and prevents recurrence.
e. **Improve Project Performance and Compliance**: Enhance overall project performance by addressing and learning from grievances and appeals. This is achieved by ensuring compliance with legal, regulatory, and contractual obligations to foster a culture of continuous improvement by integrating feedback from grievances into policies and practices.
f. **Empower Stakeholders**: A GRM provides stakeholders with a voice and a formal avenue to express concerns and appeals. It must ensure that all stakeholders, including vulnerable groups, have access to the GRM, and a mechanism for stakeholders to participate in decision-making processes related to grievances.
g. **Support Ethical and Social Responsibility Goals**: Establishing a GRM is a display of commitment to ethical behaviors by addressing grievances related to misconduct or unethical practices. It is also a lever for social responsibility initiatives by ensuring issues

affecting communities and the environment are resolved promptly, effectively, and transparently.

h. **Cultural Sensitivity and Gender Inclusivity:** An effective GRM should be gender sensitive, respect traditions, local customs and language, social norms and be culturally relevant.
i. **Maintain Social License to Operate**: An effective GRM promotes continued support and acceptance from the community and other stakeholders. This fosters positive community relations and prevents conflicts.
j. **Enhance Learning and Adaptation:** The GRM can also be a learning tool to adapt and improve project processes and better meet stakeholders needs through adaptation of practices based on feedback from the grievance redress processes.

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

1.2 Basic Grievance Redress Mechanism (GRM) Principles/Characteristics

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

a. **Accessibility:** A GRM must be accessible to all stakeholders, irrespective of the remoteness of the area they live in, the language they speak, and their level of education or income through various channels (online, in-person, phone, etc.).
b. **Simplicity:** Procedures to file grievances must be simple so that stakeholders can understand.
c. **Fairness:** Grievances must be treated confidentially, assessed impartially, and handled transparently.
d. **Timely:** All grievances, simple or complex, must be addressed and resolved as quickly as possible, and actions must be constructive.
e. **Inclusiveness:** Special attention must be given to ensuring that poor people and marginalised groups, including those with special needs, are able to access the GRM.
f. **Responsiveness:** The GRM must be responsive to the needs of all complainants. Accordingly, officials handling grievances are trained to take effective action upon, and respond quickly to, grievances and suggestions. There should be timely acknowledgment, investigation, and resolution of grievances.
g. **Feedback Mechanism**: Provision of feedback to stakeholders on the outcomes and any actions taken.
h. **Objective and Independent:** The GRM operates independently of all interested parties to guarantee fair, objective, and impartial treatment to each case. GRM officials must have adequate means and powers to investigate grievances.

1.3 FRILIA Principles Applicable to Grievance Redress Mechanism (GRM)

These principles are underpinned by the FRILIA Principles:

a. Investment should occur transparently **(Principle 1.2).**
b. Investment should be subject to consultation and participation, including the disadvantaged and vulnerable, informed of their rights and assisted in their capacity to negotiate**(Principle 1.5).**
c. Investment should safeguard against dispossession of legitimate tenure rights holders**(Principle 2.1).**

d. Provide for the protection of rights through Grievance Redress Mechanisms that provide accessible and affordable procedures for third party settlement of disputes, including but not limited to disputes arising from displacement or resettlement. These mechanisms consider the availability of judicial recourse and community and traditional dispute resolution mechanisms **(Principle 2.3).**

Scope of Katsina State GRM Toolkit

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

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

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

2.0 Background

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

2.1 Categories of Grievances:

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

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

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

Table 1: Actions that can be taken to avoid grievances.

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

2.2 Basic Elements of GRM Design

A GRM must be designed to incorporate the following:

a. A dedicated uptake point to receive grievances, e.g., call center, emails, text messages, suggestion boxes, website, local offices, etc.

b. Culturally appropriate ways of handling community concerns.

c. A process that is simple, clear, easily accessible, and understandable to all the affected communities at no cost.

d. It must provide for anonymity, be secure and prevent retribution or intimidation.

e. A pathway that allows for appeals and recourse to an open court system.

f. A reasonable time frame for resolutions and feedback.

g. It must show transparency, objectivity and accountability in its processes and outcomes.

h. It must recognize the uniqueness and diversity of grievances/appeals, and therefore decision making should be flexible.

i. A dedicated unit/department and a register to receive, record and track the resolution of grievances.

3.0 GRIEVANCE REDRESS MECHANISM INSTITUTIONAL ARRANGEMENT

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

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

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

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

3.1 Establishment of FRILIA GRM Unit/Secretariat

The unit shall be domiciled in the Katsina State Ministry of Agriculture and serve as the Secretariat. It shall be headed by a FRILIA Grievance Redress Officer.

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

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

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

3.2 Appointment of FRILIA Social Officers

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

Responsibilities of FRILIA Social Officers

- Support the dissemination of and compliance with established GRM process, procedures, and service standards.
- Receive, log and process complaints/appeals from all uptake points to the GRC within 90 days of receipt (**See Appendix F**).
- Ensure GRC reviews complaint/appeal within 7 days
- Ensure unresolved complaints and appeals by GRC are escalated to the next redress committee or authority within 28 days
- Ensure GRC recommendations/resolutions are communicated to stakeholders within 28 days
- Provide monthly briefings to the FRILIA Grievance Redress Officer on logged complaints, appeals, timelines, resolution status, required resolution action by stakeholders, and recommendations for improvement.
- Analyze trends, patterns, frequency of grievances, their causes and sustainability of resolutions adopted.
- Conduct any other activities as may be assigned by the FRILIA Grievance Redress Officer.

3.3 Establishment of Community Grievance Redress Committee

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

a. A traditional ruler who shall be the chairperson.
b. A women leader
c. A Youth leader
d. Representative of Community Based Organizations
e. Representative of Non-Governmental Organization
f. Representative of the host Local Government Area
g. FRILIA GRM Social Officer (Secretary)
h. Representatives of the Private Sector
i. Representatives of the Civil society

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

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

This community-level committee shall dedicate and communicate days when they are available to receive and resolve complaints. It shall be responsible for registering and receiving complaints and appeals (**see Appendix A**) and shall recommend necessary actions to take to resolve them. Any unresolved grievance shall be escalated to the Local Government Grievance Redress Committee through the GRM FRILIA Social Officer within 90.

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

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

3.4 Establishment of Local Government Grievance Redress Committee

This Committee shall be established at each Local Government Area and represents a second level in the Grievance Redress Mechanism process of the State. Complaints can be escalated or lodged directly to this committee from across Communities in the host LGA. There shall be 10 members from the following Stakeholder groups:

a. Head of the supervising Agency Ministry of Agriculture who shall be the chairperson of the GRC.
b. FRILIA GRM Social Officer (Secretary)
c. A representative of the Ministry of Justice.

d. A representative of the gender network group or the unit/department in charge of Women Affairs and Social Development at the Local Government level.
e. A Senior Official of the Local Government Area in which the investment is located.
f. A representative of a relevant Civil Society Organization/Non-Governmental Organization
g. A member of the host community
h. A youth member of the host community

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

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

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

Cases may be escalated to the Grievance Appeal Committee if:

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

3.5 Functions of the Community/Local Government Grievance Redress Committees

The GRC shall:

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

3.6 Establishment of Grievance Appeal Committee

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

The Committee shall consist of the following:

a. The FRILIA Technical Committee(Chairman);

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

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

3.7 Appeal Process

a. Complainants/appellant unsatisfied with the Local Government GRC resolution may appeal to the Grievance Appeal Committee within 7 days
b. The Appeal Committee shall deliberate and resolve appeals within 90 days.
c. If unsatisfied with the Appeal Committee's resolution, complainants/appellant may resort to Arbitration.

3.8 Formal Complaint Process

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

Table 2: Roles and Responsibilities of the GRM Structure

Grievance Management Group	Responsibility
FRILIA GRM Unit	• Overall management of grievances and appeals including defining specific process, procedure, channels and service standards for receiving, reviewing, resolving and reporting grievances and appeals. • Appointment of GRM Social Officers at the various established uptake points including MDAs, LG and the host communities for projects. • Collaborate with relevant stakeholders to ensure implementation of resolution plans. • Maintain internal and external communication about grievances and appeals. • Monitor, Evaluate and track performance of the GRM. • Develop and maintain a reliable GRM database. • Provide training for staff and stakeholders on GRM. • Submission of regular updates to State FRILIA Technical and Steering Committees for post-review of activities and make recommendations on institutional, regulatory or policy changes. • Ensure adherence to policies and regulations. • Manage and coordinate grievance appeals and recourse to judicial process. • Use feedback to improve procedures and processes. • Submit periodic GRM report to the FRILIA Technical Committee
Community Grievance Redress Mechanism Committee	• Document and investigate grievances. • Appraise complaints/appeals using relevant guidelines. • Deliberate and resolve complaints within specified timeline. • Recommend and communicate remedial actions for implementation by stakeholders. • Monitor compliance with resolution(s) by stakeholders and escalate non-compliance where necessary. • Provide monthly briefings to the FRLIA GRM Unit on logged complaints, appeals, timelines, resolution status, resolutions/required action by stakeholders, recommendations for improvement.
Local Government Grievance Redress Committee	• Document and investigate grievances/appeals. • Appraise complaints/appeals using relevant guidelines. • Deliberate and resolve complaints/appeals within specified timeline. • Recommend and communicate remedial actions for implementation by stakeholders. • Monitor compliance with resolution(s) by stakeholders and escalate non-compliance where necessary. • Provide monthly briefings to the FRLIA GRM Unit on logged complaints, appeals, timelines, resolution

	status, resolutions/required action by stakeholders, recommendations for improvement.
Grievance Appeal Committee	• Receive grievance appeal from LG GRC or complainant • Consult and make inquiries within the grievance areas • Invite aggrieved parties • Deliberate on grievances and explore options for resolution, arbitration • Resolve all grievances within (insert no.) days of receipt of grievance • Refer unresolved grievances to an alternative dispute resolution system through a multi-door courthouse • Provide grievance feedback to the Steering Committee

4.0 Katsina State Grievance Redress Mechanism Process and Procedure

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

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

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

- Step1: Submit and register grievance/appeal.
- Step2: Acknowledge grievance/appeal.
- Step3:Initial assessment for eligibility
- Step 4: Investigation
- Step5: Grievance/appeal resolution and implementation.
- Step6: Closure of grievance/appeal.
- Step7: Monitor.

The FRILIA grievance redress procedure is displayed in 7 steps as illustrated in **Error! Reference source not found.** below.

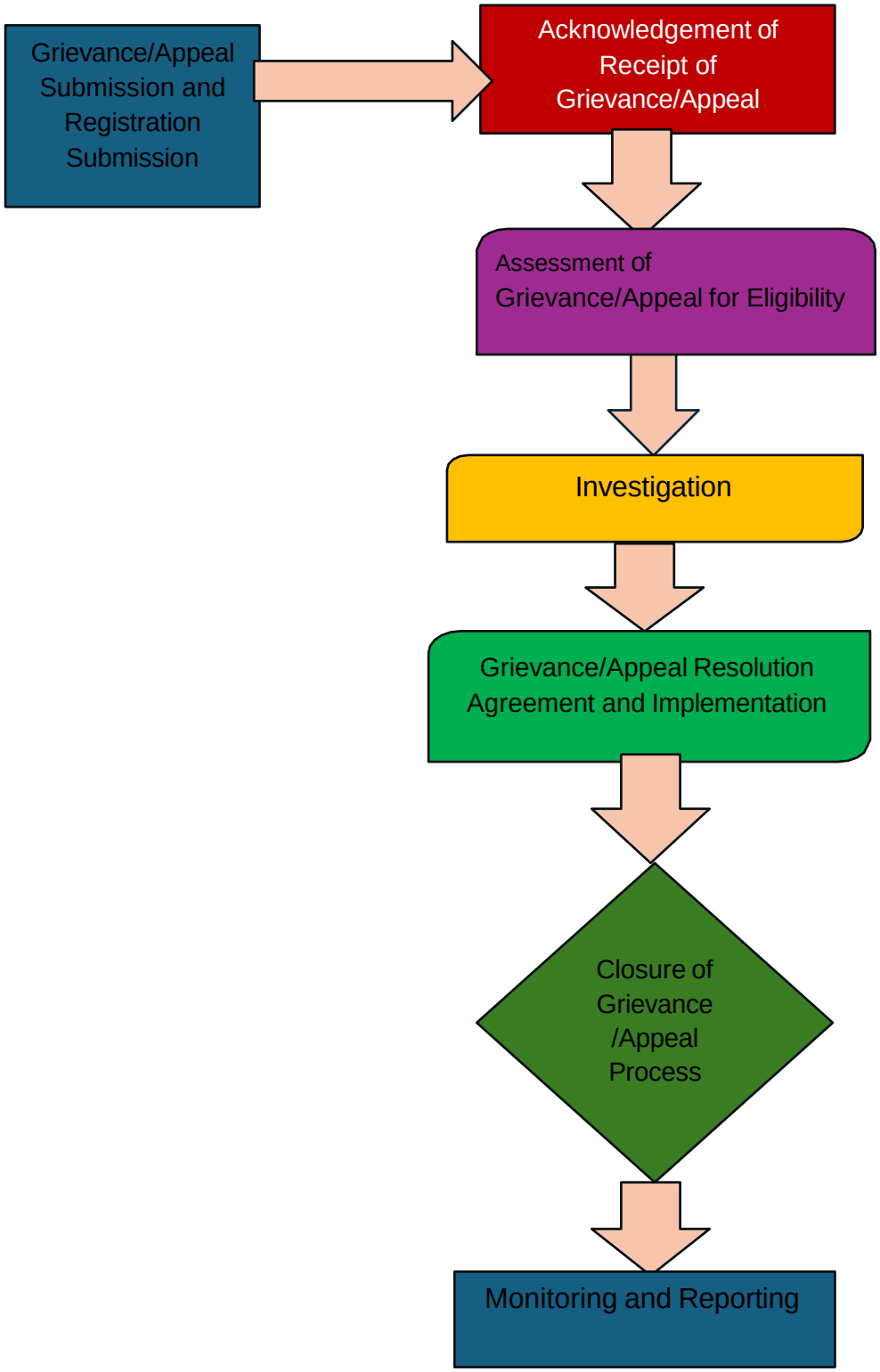

Figure 1: Grievance Redress Mechanism Process Flowchart

Step1: Submit and Register Grievance/Appeal

Grievances/Appeals shall be submitted through any of the following channels: in-person to staff or volunteers or by phone, letter, email, or social media to the Grievance Social Officer for onward transmission to the relevant Grievance Redress Committee.

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

Box1.0 Tips for Receiving a Grievance/Appeals

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

Step 2: Acknowledge Receipt of Grievance/Appeal

The receipt of all grievances/appeals shall be acknowledged as soon as possible, but no more than 90 days from the date it was submitted. The recipient shall inform the complainant/appellant about the timeline to expect a response. A Grievance Receipt Form shall be signed (**see Appendix B**).

Box2.0 Tips for Acknowledging a Grievance/Appeals

- Literacy levels should be taken into consideration when providing the complainant / appellant with the acknowledgment of receipt, and verbal acknowledgement should accompany a written acknowledgement.
- Where appropriate, acknowledgement should be provided through the Grievance Social Officer.

Step3: Assess Grievance/Appeal for Eligibility

a. Determine whether the grievance / appeal is eligible.
    - Eligible grievances/appeals include all those that are directly or in directly related to the F R I L I A Project and that fall within the scope of the Grievance Redress Mechanism as outlined herein.
    - Ineligible complaints/appeals may include those not related to the Project, whose issues fall outside the Grievance Redress Mechanism procedure's scope.

b. If the grievance/appeal is deemed ineligible, it can be rejected, but a full explanation of the reasons must be given to the complainant/appellant and recorded in the Grievance/Appeal logbook (**see Appendix F**).
c. If the grievance/appeal is eligible, proceed with the whole GRM process

Step 4: Investigate Grievance/Appeal

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

a. Obtain as much information as possible from the complainant/appellant and others mentioned in the grievance/appeal to gain a first-hand understanding of the grievance/appeal.
b. Undertake a site visit, if required, to clarify the parties and issues involved. Gather the views of other stakeholders, if necessary, and identify initial options for settlement that parties have considered.
c. The severity level of the grievance/appeal should be determined using the significance criteria matrix (**see *Table3)***. This will help to determine whether the grievance/appeal can be resolved immediately or requires further investigation.
d. If the grievance / appeal concerns physical damage(e.g., to crops, houses, or community assets),take a photograph of the damage and record the exact location as accurately as possible.
e. Inform the complainant/appellant of the expected timeline for resolution of the grievance.
f. Enter the findings of the investigation in the Grievance/Appeal log book (**see Appendix F**).

All grievances/appeals are proposed to be resolved within90 days of the date they were received. This timeline can be extended to 90 days for more complex grievances/appeals.

Table 3 Significance Rating Criteria

Significance Level	Description of Criteria	Responsibilities
Level1	a. A grievance that is isolated or 'one-off' and essentially local in nature and restricted to one complainant. Note: Some one-off grievances/appeals may be significant enough to be assessed as a Level 2 grievance/appeal e.g. when a national or international law is broken	Community Grievance Redress Committee
Level2	a.A grievancethat extends to the local community or region and has occurred more than once, which is judged to have the potential to cause disruption to the investment project or impact beyond the local community.	Local Government Grievance Redress Committee
Level3	a. The complainant/appellant is dissatisfied with the resolution of the GRC. b. The complainant/appellant believes that there were procedural errors or lapses in the initial grievance handling process. c. The original handling of the grievance did not adhere to the established procedures or policies of the GRM. d. The complainant/appellant has valid reasons to believe that the initial grievance handling was biased or influenced by a conflict of interest. e. The complainant/appellant believes their rights or the project's policies were violated in the resolution process.	GRM Appeal Committee
Level4	a. A final decision from the GRM and the appeal committee has been issued, but the complainant/appellant remains dissatisfied. b. The issue involves allegations of legal violations or breaches of human rights that require judicial intervention. c. The grievance involves complex technical, legal, or regulatory issues that cannot be adequately addressed through internal GRM mechanisms. d. The parties involved may require a formal and legally binding agreement to ensure compliance with the resolution. e. Formal resolution is necessary to prevent further harm or escalation of the issue.	Arbitration/Litigation

Step 5: Grievance/Appeal Resolution

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

a. The Grievance Redress Committees are tasked with seeking resolution to the grievances/appeals. This may entail a dialogue or series of dialogues between affected parties to find a solution to the grievances/appeals. Alternatively, it may entail investigating the underlying cause of the grievance/appeal and any changes required to internal systems to prevent a recurrence of a similar grievance.
b. A Grievance/Appeal Investigation Report using the Grievance Committee Proceedings Template (see Appendix C and D) will be completed within 90 of days.
c. During 90 days of dialogue or investigation, the GRC will handle conflict resolution activities necessary to contain and resolve any actual or potential conflicts arising from the reported grievance/appeal. If the case is complex and the stated resolution timeline cannot be met, an interim response will be provided [(oral or written)] that informs the stakeholder of the delay, explains the reasons, and offers a revised date for next steps.

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

Box 3.0 Tips for Resolving Grievances/Appeals

- Grievance/appeal verification is especially important when the grievance/appeal is about another stakeholder or group of stakeholders. For example, the community may make claims against a member of staff of the investor that need to be investigated before acted upon.
- AregularforumtodiscussgrievancescouldbeintheformofamonthlymeetingwhereRiskLevel1grievancesarediscussed.Thisforumcanbeconstituted more frequently or as is needed especially in the case of Risk Level 2 and 3grievances/appeals. This is particularly relevant to phases of the project that are likely to result in the highest degree of impact (e.g., construction).The forum should consist of the GRM Social Officer as convener, participants would include selected host Community leaders, farmers' groups leaders, representatives of the agric investment company, host community youth leaders, etc.
- It is important to be transparent about the mechanism to resolve the issue. The appropriate level of action may require further consultation.
- There are instances where grievances/appeals cannot be resolved in the required timeline. In these cases, monthly updates must be given to the stakeholders who raised the grievance/appeal to provide them a report on progress.

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

Step 6: Closure of Grievance

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

Step 7: Monitoring, Recording and Reporting

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

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

a. The number of grievances and appeals logged in the proceeding period by level and type.
b. The number of stakeholders that have come back after 90 days stating they are not satisfied with the resolution.
c. The number of grievances/appealsunresolvedafter90days by level and type.
d. The number of grievances/appeals escalated to next level GRC or straight to the Grievance Redress Appeals Committee.
e. The number of grievances/appeals resolved between the Project and complainants / appellant, without accessing legal or third-party mediators, by level and type.
f. The number of grievances / appeals of the same or similar issue.
g. The measures taken to incorporate these responses into the land-based investment approval process, project design, implementation and management cycle.

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

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

4.1 Grievance Reporting and Dissemination

Communication Strategy

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

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

Feedback mechanism

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

- All grievances and appeals must be acknowledged, and an acknowledged receipt sent to the complainant/appellant within 90 working days, depending on the mode of presenting grievance/appeal. Grievances/appeals lodged verbally and physically or via phone to the FRILIA secretariat must be acknowledged immediately and grievance/appeal receipt issued to the complainant/appellant. Grievances/appeals not physically lodged shall be acknowledged by the FRILIA Grievance Social Officer not later than 90 working days, and acknowledgement receipt must be provided through the preferred mode of communication stated in the grievance/appeal form. (**see Appendix B)**
- The complainant/appellant must be updated on the status of the grievance 90 days after receipt of the grievance/appeal.
- Complainants/appellants must be informed of the status of their complaints/appeal resolution outcome using the Grievance/appeal Disclosure Form [**see Appendix C]** or other modes of communication (e.g. a phone call, text messages, email).

4.2 Types of Redress Provided

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

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

Appendix A: Grievance/Appeal Submission Form

Section 1: Complainant [/Appellant] Details

1. **Name:**
2. **Contact Information:**
    - Phone:
    - Email:
3. **Address:**
4. **Affiliation/Organization (if any):**
5. **Preferred Method of Communication:**
    - ☐ Phone

☐ Email

☐ In-person

☐ Other (please specify):

Section 2: Grievance [/Appeal] Details

Date of Occurrence:

Location:

Description of Grievance[/Appeal]:

Please provide a detailed description of the issue (attach additional pages if necessary):

Category of Grievance[/Appeal]:

☐ Land Acquisition and Compensation

☐ Environmental Impact

☐ Social Impact

☐ Labor and Working Conditions

☐ Operational Concerns

☐ Policy and Compliance

☐ Ethical and Conduct Issues

☐ Other (please specify):

Has the grievance [/Appeal] been raised before?

☐ Yes (please provide details)

☐ No

Section 3: Supporting Evidence

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

List of attached evidence:

Section 4: Desired Outcome

Desired Resolution:

What would you like to see as an outcome?

Section 5: Declaration and Consent

Declaration:

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

Consent:

I consent to processing my personal data to address this grievance [/appeal].

Signature: Date:For Official Use Only

Grievance [/Appeal]Reference Number:

Date Received:

Received By (Name and Position):

Appendix B: Grievance/Appeal Acknowledgement Receipt Form

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

Section 1: Grievance [/Appeal]Details

1. **Grievance/Appeal Reference Number:**
2. **Date Received:**
3. **Complainant[/Appellant] Name:**
4. **Contact Information:**
    - Phone:
    - Email:
5. **Description of Grievance[/Appeal]:**
    - Summary of the grievance**[/appeal]:**

Section 2: Acknowledgement

6. **Acknowledgement Date:**
7. **Received By** (Name and Position):

Section 3: Next Steps

8. **Grievance/Appeal Handling Process:**
    - Your grievance/appeal will be assessed and assigned a priority level within [X] working days.
    - An investigator or grievance/appeal handling team will be assigned to investigate your grievance**[/appeal].**
    - You will receive updates on the progress and any actions taken regarding your grievance/appeal.
9. **Expected Timeline:**
    - We aim to resolve grievances**[/appeal]** within [X] working days. However, complex cases may require more time. You will be informed of any delays.
10. **Contact for Follow-Up:**
    - If you have any questions or need further information, please contact:
        - **Name:**
        - **Position:**
        - **Phone:**
        - **Email:**

Section 4: Declaration

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

Signature of Grievance Officer: Date:

Acknowledgement Receipt by Complainant

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

Signature of Complainant [/Appellant]: Date:

Appendix C: Grievance/Appeal Disclosure Form

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

Section 1: Grievance/appeal Details

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

Section 2: Grievance[/Appeal]Description

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

Section 3: Investigation and Findings

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

Section 4: Proposed Resolution

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

Section 5: Communication and Follow-Up

10. **Date Resolution Communicated to Complainant:**
11. **Method of Communication:**
    - ☐ Phone
    - ☐ Email
    - ☐ In-person
    - ☐ Other (please specify):
12. **Follow-Up Actions:**
    - Any follow-up actions taken or planned:

Section 6: Grievance/Appeal Status

13. **Current Status of Grievance/Appeal:**
    - ☐ Open
    - ☐ Resolved
    - ☐ Closed
14. **Comments:**
    - Any additional comments or notes:

Signature of Grievance Officer: Date:

For Official Use Only

Disclosure to Stakeholders

15. **Date of Disclosure:**
16. **Disclosed By** (Name and Position):
17. **Stakeholders Informed:**
    - List of stakeholders who were informed (e.g., local community leaders, regulatory bodies, project management team):
18. **Method of Disclosure:**
    - ☐ Public Notice
    - ☐ Meeting
    - ☐ Email
    - ☐ Report
    - ☐ Other (please specify):
19. **Feedback from Stakeholders:**
    - Summary of any feedback received from stakeholders:

Appendix D: Grievance/Appeal Committee Proceedings Template

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

Section 1: Meeting Details

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

Section 2: Attendees

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

Section 3: Grievance [/Appeal]Details

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

Section 4: Proceedings

11. **Summary of Previous Actions Taken**:
    - Summary of any actions taken prior to the committee meeting.
12. **Presentation of Findings**:
    - Summary of investigation findings presented to the committee.
13. **Discussions**:
    - Key points discussed during the meeting (attach additional pages if necessary).
14. **Stakeholder Input**:
    - Summary of any input or feedback from stakeholders present at the meeting.

Section 5: Decisions

15. **Committee's Decision**:
    - Detailed description of the committee's decision regarding the grievance/appeal.
16. **Proposed Resolution**:
    - Outline of the proposed resolution and any actions to be taken.
17. **Implementation Plan**:
    - Detailed plan for implementing the proposed resolution, including responsible parties and timelines.

Section 6: Follow-Up

18. **Follow-Up Actions**:
    - Any follow-up actions required (e.g., further investigations, additional meetings).
19. **Date of Next Meeting (if applicable)**:

Section 7: Signatures

20. **Signatures of Committee Members**:
    - [Name, Signature, Date]
    - [Name, Signature, Date]
    - [Name, Signature, Date]
    - [Name, Signature, Date]
    - [Name, Signature, Date]
21. **Signature of Meeting Recorder**:
    - [Name, Signature, Date]

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

Appendix E: Grievance/Appeal Feedback Form

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

Section 1: Complainant[/Appellant]Details

1. **Name:**
2. **Contact Information:**
    - Phone:
    - Email:
3. **Grievance/Appeal Reference Number:**

Section 2: Feedback on Grievance/Appeal Handling

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

    a. **Ease of Submitting Grievance/Appeal:**

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

    b. **Timeliness of Acknowledgement:**

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

    c. **Communication Throughout the Process:**

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

d. **Professionalism and Courtesy of Staff**:

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

e. **Timeliness of Resolution**:

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

f. **Fairness of Resolution**:

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

Section 3: Detailed Feedback

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

Section 4: Follow-Up

6. **Would you like a follow-up on your feedback?**
   - ☐ Yes
   - ☐ No
7. **Preferred Method of Follow-Up**:
   - ☐ Phone
   - ☐ Email
   - ☐ In-person

Section 5: Declaration and Consent

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

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

Signature: **Date**:

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

Appendix F: Grievance/Appeal Logbook

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

Grievance/Appeal Reference Number	Date Received	Complainant[/Appellant] Name	Contact Information	Grievance[/Appeal] Category	Grievance[/Appeal] Description	Assigned To	Investigation Findings	Proposed Resolution	Date Resolution Communicated	Follow-Up Actions	Grievance/Appeal Status	Comments
GRM-001	2024-06-01	Musa Mohammed	m@example.com	Land Acquisition	Dispute over land compensation	GarbaLawal	Compensation was not calculated correctly	Recalculate and provide additional	2024-06-10	Confirm additional compensation received	Resolved	N/A
GRM-002	2024-06-03	Grace Chukwu	gra@example.com	Environmental Impact	Concerns about water contamination	Investigation Team	Water testing showed contamination levels	Implement water filtration system	2024-06-15	Monitor water quality and inform the complainant	Open	Ongoing monitoring needed

Note: Highlighted portion of table is provided to guide States and should be edited for use

Detailed Breakdown:

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

APPROVED BY:

H.E. Malam Faruk Lawal HICB
Deputy Governor of Katsina State
CHAIRMAN STEERING COMMITTEE