

**Esso Exploration & Production Chad Inc.**

**Land Use Mitigation Action Plan**

**Annual Individual Livelihood Restoration  
Report 2012**

**March 2013**

## List of Acronyms & terms used in this report

HH	Household
HHH	Household Head (Chef de Ménage)
HHM	Household Member. Include the CdM and all it dependents, regardless their age.
Eligible	Generic term to designate an individual that is eligible to the EMP Resettlement Program. Individual that may be eligible to the EMP Resettlement Program.
Potential Eligible	Analysis must be completed.
BBS	Basic Business Skills Training
CFA	Central African Francs
COFEMAB	Coopérative des femmes de Madjo-Béro
CRCP	Chad Resettlement and Compensation Plan
ECMG	External Compliance Monitoring Group
EEPCI	Esso Exploration and Production Chad Inc
EMP	Environmental Management Plan
EMP IS	EMP Information System
GIS	Geographic Information System
GoC	Government of Chad
IFC	International Finance Corporation
ITRAD	Institut Tchadien de Recherche Agronomique Développement
KPI	Key Performance Indicators
LCC	Local Community Contact
LMM	Land Management Manual
LUMAP	Land Use Mitigation Action Plan
MARP	Méthode Accélérée de Recherche Participative
NGO	Non Governmental Organization
ONDR	Office National du Développement Rural
SSP	Site Specific Plan
WARDA	West Africa Rice Development Association
WBG	World Bank Group
<b>Land holding status</b>	
Zero	No land holdings
Non-viable	Less than 2/3 cordes per HHM or 0,67 corde per HHM
Marginal	0.68 to 1 cordes per HHM
Comfortable	1 to 2.5 cordes per HHM
Wealthy	2.5 cordes per HHM and above
At-risk	Non-viable + Marginal land holding status

### Note on Data

In comparing data between tables and years, inconsistencies in numbers are due to the ever-evolving nature of the data (more fields belonging to M. Ngar....have been measured in another village; a “dependent” who, with further information, turns out to really belong to another HH). The overall messages delivered by the tables in this document remain the same, despite slight increases or decreases. The tables have been calculated as of December 31<sup>st</sup>, 2012 whereas the data keeps evolving.

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## EXECUTIVE SUMMARY

The purpose of the Esso Exploration & Production Chad Inc (EEPCI) (the Project) Annual Individual Report is to provide information on the number and status of people currently at risk agriculturally because of Project land take impacts. It also follows the results of livelihood restoration activities completed, initiated or ongoing over the past year. The percentage of individuals/households whose situation has been resolved or improved by the Project over the past year provides a measure of the efficacy of both the EEPCI Environmental Management Plan department's (EMP) programs and procedures regarding livelihood restoration.

### **2012 EMP Livelihood Restoration Highlights**

**Land Use Mitigation Action Plan (LUMAP)** completed transitioning to ongoing socio-economic program and procedures.

- Continued the Synergy process to identify and focus on the real land users and thus stream line the process, in order to keep resources on the individuals who could really benefit from the resettlement program.
- A village land use survey was completed in Ndoheuri in order to better evaluate the level of impact of the Project on this community and its population, resulting in the writing of a Site Specific Plan (SSP). A methodology was developed to survey affected villagers and communities of the Nya Moundouli field (Moundouli, Benguirakol and Bemira) in order to evaluate the level of impact of the Project on these communities and their population.

**Land use by project:** Project land use has maintained a downward trend over the last 6 quarters. During 2012 the project compensated land users for the use of 136.1 ha while returning 547.6 ha, resulting in a net year to year decrease of the footprint of 411.5 ha. Following this trend three villages have seen their Village Impact Classification downgraded from high to approaching high (Bero, Ngalaba and Danmadja).

**2012 Basic Business Skills Training (BBS) Highlights** - 29 resettlement eligible people (eligibles), 24 spouses of eligibles and 103 auditors (BBS is taught in the villages in an open format – non-eligible villagers are welcome to participate) completed their training. During the first four years of this program, almost 1,300 people participated in this training and achieved a reasonable level of proficiency in reading, writing, math and basic business management. Trained the management committees of 6 communities in the area of financial and human resource management.

**2012 Improved Agriculture Highlights** – In 2012, training in improved agriculture was started with 29 eligibles. After completing their rainy season training and receiving their rainy season grant equipment, they went on to the dry season training in their option of choice. 90 eligibles of the 2011 promotion have completed the first year of formal training and have started the second year of training during which previously acquired skills have been reinforced on an individual basis.

**Livelihood Restoration Monitoring** – In view of the data collected through the village land use survey, it was possible to identify the truly non-viable eligibles out of all those who had received improved agriculture training as a restoration option over the last 10 years. This process resulted in a list of 45 graduates qualified for monitoring. The monitoring of these graduates has been completed. This process has allowed us to identify 15 eligibles that are facing particular challenges in terms of their recovery.

**Reinforcement** - During 2012, 18 previously identified at-risk households/individuals have received reinforcement through a new individualized process. While 8 of them received both training and equipment another 10 chose to receive only some equipment.

### **2013 Resettlement Eligible Promotion**

There are 21 eligible people enrolled in the 2013 promotion. They completed the Steps of Reflection process in November and December 2012. All of them selected Improved Agriculture Training as their resettlement option.

### **Community Compensation**

- Completed the SSP, the selection process (Mini-MARP) and delivery of Supplemental Community Compensation project to village of Missimadji, a flour mill.
- Completed the SSP, the selection process (Mini-MARP) and started construction of Supplemental Community Compensation project to village of Ndoheuri, a one room school.
- SSPs for Bero III and Dokaidilti have not been fully implemented. While construction of the Dokaidilti rice production perimeter was completed in 2012, some extension activities still need to take place in 2013.

### **Land Management Manual**

- Revision 8 of the Land Management Manual was completed in 2012. This new version integrates various improvements brought about to processes, a number of MOC approved since revision 7 and recommendations of the various internal and external audits to have taken place in 2012, and reflects new organizational chart.

### **2013 Work Plan**

- Complete SSP for Naikam, Moundouli, Benguirakol and Bemira.
- Complete VLUS for Moundouli, Benguirakol and Bemira.
- Continue utilization of the Synergy, Impact Teams and Land Return Teams to identify and assess resettlement eligible people on a real time basis as land is acquired for Project use or returned to the communities.
- Develop a process to accelerate the return of land associated with underground facilities.
- Continue to improve the delivery of BBS
  - Train 21 eligibles in addition to auditors seeking to achieve basic literacy.

- Hold workshop in June.
- Train the community level management committees who selected flour mills as a community compensation to run these projects as effective and efficient small businesses
- Trainers living in the villages to provide additional help to the trainees
- Continue to improve the delivery of Improved Agriculture Training:
  - 90 eligibles will complete the Improved Agriculture Training Program
  - 29 eligibles will complete the first year of the training program and will enter the individualized skill reinforcement portion of the program to be completed in March 2014.
  - 21 eligibles will start the IAT program in May 2013.
  - Hold workshop in February, 2013.
  - Review course content in view of results of monitoring process.
  - Ensure adequacy of internal tracking process to monitor progress of eligibles.
- Continue to improve the quality and timely delivery of grant equipment and livestock
  - Selection of supplier through a more stringent bidding process.
  - Quality assurance and quality control with the supplier of the equipment and livestock.
- Continue to monitor performance of the EMP internal procedures on data analysis, stewardship, and planning
  - Damage Claim Management
  - Consultation, e.g. Grievance and Complaint management
  - Land return and Quitus process
- Monitor level of recovery of previously trained impacted eligible individuals. 128 individuals will be surveyed in order to identify those that are still at risk and could potentially benefit from further reinforcement.
- Reinforcement
  - Deliver reinforcement to 29 previously trained at risk households. Initially surveyed in 2011 they could not be incorporated into the 2012 roster.
  - Launch the interview process and if possible deliver the reinforcement to 15 at risk households identified during the monitoring survey process in 2012.
- Complete delivery of Supplemental Community Compensation to Ndoheuri village
- Complete delivery of Supplemental Community Compensation to Dokaidilti and Bero III Villages

## Introduction

By the end of 2012, the Socio-Economic team through the Land Use Mitigation Action Plan (LUMAP) and the Village Land Use Surveys have identified everyone in the 16 surveyed villages that is non-viable and marginal (both Project Affected and not Project Affected).

Using sophisticated GIS tools and a relational database, it is now possible to combine this information with land use patterns and other variables in order to clearly identify those most at risk from the infill drilling and developmental drilling programs land take. Furthermore it is also possible to identify for each HH and HHH the appropriate mitigation method which will best alleviate the effect of the land take which affected them.

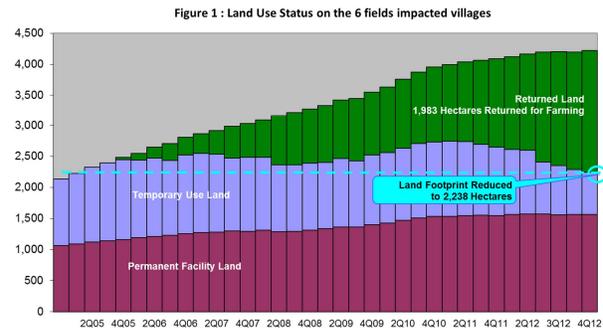
Knowing how each piece of land was being used at the time of the survey can assist us in projecting impact at the individual, house hold and community level. With the establishment of each new element of infrastructure a number of processes can be triggered to update the information available on the affected HH and HHH. Through the intervention of the Synergy and Impact teams, the data is updated in an efficient manner in order to confirm the identity of the affected HH and HHH and the resettlement options available to them.

Combining technology and highly trained individuals it is now possible to deal with each of these situations in real time. Through the development of new streamlined intervention processes it will also be possible to further reduce the lag period required to bring about the required support at the HH, HHH and community level. While this process is ongoing and new improvements will always be sought, the impact of these changes can already be perceived by those affected and at risk.

The following pages will give the reader an outline of the situations of HH and HHH as they go through the process from the land take to resettlement and monitoring.

## 1. Land acquisition

As shown in figure 1, the footprint of permanently and still temporarily occupied acquired land (in the three original fields) was reduced to 2238 ha during 2012, the lowest level since 2005. Generally speaking the Project's footprint has maintained a downward trend over the last two and a half years in spite of the establishment of new facilities in the OFDA and the infill drilling process.



The land returned is not the only factor that counterbalances the new land take. The second factor is due to the fact that many of the new facilities being established are in areas previously occupied by the project. An area already compensated for an initial facility is simply reused for the new well, if it has not yet been returned, without requiring much additional land acquisition. Using the fault block approach in reclaiming land i.e. postponing reclamation until the work in the fault block has been completed, reduces the risk of wasting top soil by re-acquiring newly reclaimed land. Top soil in the OFDA and elsewhere in southern Chad is a scarce resource.

As was presented in figure 1, the data presented below (Table 1 on page 9) confirms that more land was returned than was compensated for new land take with a net footprint decrease over the year. During the last year the project's footprint was reduced by 411.5 ha.

Table 1: Compensated and Returned Land by Land Use and Facility Type

Land use type	Area (hectares)			Net annual change
	Compensated	Returned		
Sub-Total - Permanent with public access-	723.7	<b>59.4</b>	<b>8 %</b>	1.7
Sub-Total – Permanent with no Public access	1007.9	<b>111.0</b>	<b>11 %</b>	<b>14.6</b>
Sub-Total Permanent	1731.6	170.4	10 %	16.3
Borrow Pit	558	448.5	80%	-8.4
Others	29.1	21.4	74%	0.8
Sub-Total – Temporary returned without restriction	587.1	469.9	80%	-7.6
Underground facility	1021.8	761.8	75%	-415.1
OHL	328.9	80.3	24%	0.0
Well Pad	552.6	501.1	91%	-5.1
Sub-Total – Temporary returned with restriction	1903.3	1343.2	71%	-420.2
Sub-Total Temporary	2490.4	1813.1	73%	-427.8
Grand Total	4222.0	1983.5	47%	-411.5

- The column “total areas in hectares: compensated” shows the total area compensated since the project started up to the end of the quarter covered in this report.
- “Total areas in hectares: returned” shows the total area returned since the project started up to the end of the quarter covered in this report.
- “Net annual change 2012” shows the net change in footprint by land use type over the year.
- 6 fields = Kome, Bolobo, Miandoum, Maikeri, Nya and Timbre

While land compensated for permanent uses exceeded land return, resulting in a net increase of 16.3 ha for this category, the Project actually had a net reduction in its temporary land use of over 427 ha during the year. The accelerated return of land compensated for underground facilities was the main reason why the Project was able to reduce its overall footprint by such a large amount.

During 2013 this initiative will be maintained with the aim of returning most of the 260 ha of underground facilities that have not yet been returned. In addition to this a number of borrow pits are in the process of being reclaimed in order to be returned over 2013.

## 1.1 By village

Villages in the Kome oilfield continue to have the majority of land take due to infill drilling. The calculation of additional land acquired is not straightforward as new facilities are now overlapping old facilities. Simple addition or subtraction would compute the same area twice to determine how much land has been acquired or returned (delta column) compared to the previous quarter.

When we consider the information presented in Table 2 we can easily note that the actual reduction in the area occupied by the Project is not only limited to the case of villages located in the three original fields (Kome, Bolobo and Miandoum) but it also reflects the situation of villages located in the newer development areas of the OFDA (Maikeri, Timbre and Nya oil fields).

During 2012, 20 villages saw an actual reduction in the Project's footprint on their territory, 2 saw no change and only 3 villages were affected by an increase of the Project's footprint. Of these villages, Ndoheuri was the most severely impacted with a net increase of 9.6 ha. We must nonetheless note that the area occupied by the project at present is lower than the peak land use in this village (presently 32.2 against a maximum of 37.1 ha). Inversely the village of Ngalaba saw the largest reduction in the Project's footprint. In fact 23% (58 ha) of the Project's footprint was returned during the year.

Table 2: Land Use by Village in OFDA.

Village	Total village area (ha)	Maximum land use (ha)	Land use Q4 2011		Land use Q4 2012		Delta (ha)
			%	(ha)	%	(ha)	
Missimadji	181	60	11.4%	20.7	11.4%	20.7	0
Béro	5713	664.6	11.0%	629.4	10.4%	592.4	-37
Danmadja	480	69.6	12.6%	60.4	10.2%	48.9	-11.5
Dildo-Bayande	1890	203	10.0%	188.4	9.5%	179.8	-8.6
Ngalaba	2120	330	12.0%	253.7	9.2%	195.8	-57.9
Dokaidilti	689	157	10.9%	75.4	9.1%	62.7	-12.7
Mouarom	1350	159	10.7%	144.7	8.1%	110	-34.7
Béla	2200	225	8.7%	190.6	7.8%	171.1	-19.5
Poutougouem	562	62	8.9%	49.8	7.3%	40.8	-9
Bégada	3272	348	9.7%	318	7.3%	238.8	-79.2
Mainani	1386	90	5.9%	81.2	6.5%	90	8.8
Maikéri	1245	112.8	8.9%	111.2	5.9%	73.1	-38.1
Mbanga	3044	253	6.9%	210.8	5.5%	166	-44.8
Madjo	2138	148.8	6.3%	133.8	5.2%	112.1	-21.7
Ndoheuri	812	37.1	2.8%	22.6	4.0%	32.2	9.6
Madana Nadpeur	295	17.3	5.7%	16.7	3.1%	9	-7.7
Naïkam	1445	28	1.1%	16.4	1.3%	18.5	2.1
Meurmeouel	1128	22	1.9%	21.4	1.2%	14	-7.4
Miandoum	4061	62	1.4%	56.6	1.0%	42.1	-14.5
Komé Ndolobe	2441	81	1.0%	25.2	0.9%	21.7	-3.5
Kaïrati	187	6	2.9%	5.4	0.7%	1.4	-4
Bendo	761	17	0.9%	6.9	0.5%	3.6	-3.3
Koutou Nya	1818	9.4	0.5%	8.9	0.5%	8.4	-0.5
Mainbaye	420	1.3	0.3%	1.3	0.3%	1.2	-0.1
Morkété	440	7	0.1%	0.5	0.1%	0.5	0
<b>Total</b>	<b>40078</b>		<b>6.6%</b>	<b>2650</b>	<b>5.6%</b>	<b>2254.8</b>	<b>-395.2</b>

\* Land use = permanent + temporary not returned

OFDA = Concessions of Kome, Timbra, Bolobo, Miandoum, Maikeri and Nya

With the completion of the integration of impact survey data, all impacted individuals who are deemed to have been made non-viable by the Project or who were already non-viable before being impacted by the Project, before November 1st 2012, (21 individuals) have been integrated into the roster of the 2013 Resettlement Promotion, and are presently undergoing literacy training.

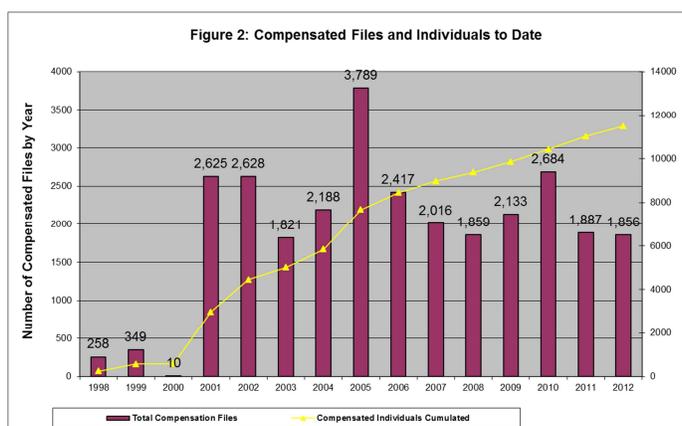
If we consider the maximum land use of the Project, each of the 25 villages, on which such data is presented in the table 2, has known a reduction of its footprint in relation to its land use peak. It should be noted that 3 villages have seen the project's footprint increase, during the year. In these Villages the Project has returned more land over the last few years than it has recently taken. This is the case for Ndoheuri which experienced the most drilling activity during this year.

## 2. Compensation process

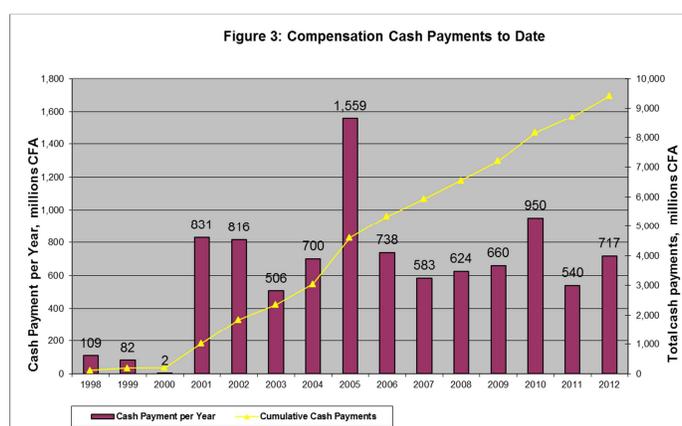
EEPCI/TOCO compensates individuals for assets and investments, including fields, buildings and structures, kitchen gardens, beehives, individually owned wild or productive trees and fisheries according to the provision of the Compensation and Resettlement Plan and according to a series of pre-established rates. The individual compensation is paid either in-cash or in-kind, or a combination of both, as agreed to by the affected individual and EEPCI. Each year, after the rainy season and harvest, the compensation rates for fields and sundry items are reviewed annually if justified by price changes and inflation.

Once the actual land parcel to be compensated is identified, the Project with the assistance of the Canton Chief, village Chief or/and other local authorities identifies the land users to be compensated or the impacted individuals.

Since the start of the Project in 1998, 11,494 individuals have been impacted and have received compensation (see figure 2). During 2012, 1856 compensation files were created, the second smallest number of compensation files since the start of the development phase in 2001.



Since data is collected on the subject, the Project has paid out more than 9.4 billion XFAs in cash. Figure 3 gives an illustration of the levels of payment made since the start of the Project on a year to year basis and on a cumulative basis. We can also note that 717 million XFAs were disbursed during 2012.



Both the number of compensation files and the amount disbursed in 2012 are illustrative of the reduction in the rate of drilling and the demobilization of 1 of the Project's 3 rigs in 2011. As the project progressively slows down its development activities its need for new land will follow suit. A reduced requirement for land will ultimately lead to fewer impacts, impacted individuals and compensation payments.

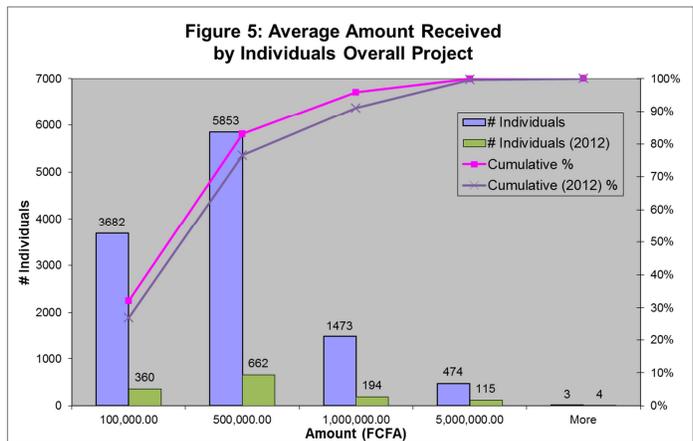
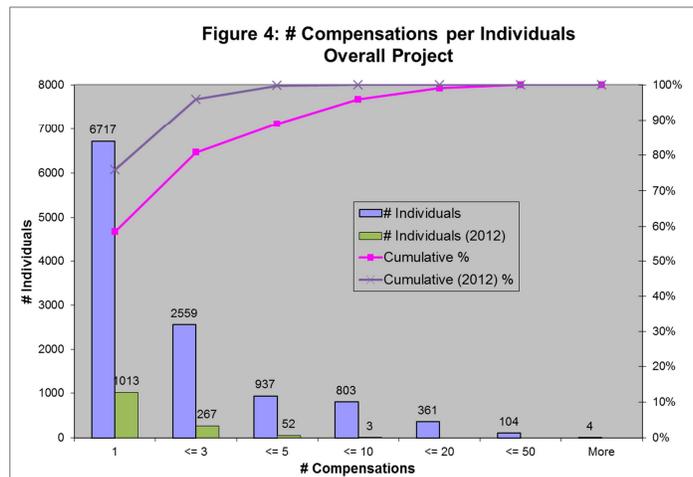
While 58 % of impacted individuals have, since the onset of the Project, only received one compensation payment, 42 % of impacted individuals have received 2 payments or more (figure 4). The record holder, over the life of the project, has been compensated 66 times receiving 12,648,800 CFAs (about 25 000\$), an average of almost 200 000 CFAs per compensation payment (about 400\$).

For 2012, 75.8% of compensated individuals were compensated only once and 24.2% receiving between 2 and 7 compensation payments. For the last year, 2 land users were impacted 7 times, receiving between 0.8 and 1.1 million CFAs (1600\$ <--> 2200\$), an average of slightly more than 135 000 CFAs per compensation payment (270\$).

The fact that a non-negligible portion of compensated individuals were impacted more than once is indicative of the fact that:

- Land distribution is far from uniform within the population.
- Infill drilling has tended to impact areas previously impacted which may have resulted in compensating the same individuals over and over.

The impact of these two issues was attenuated by the fact that a number of individuals who control large tracks of land tend to split this land between their kin in an attempt to maximize their compensation. This is reflected by the fact that about 83% of the compensation payments received were relatively small (less than 500,000 CFAs or about 1000 \$). (Figure 5)



### 3. Synergy (identifying real land users)

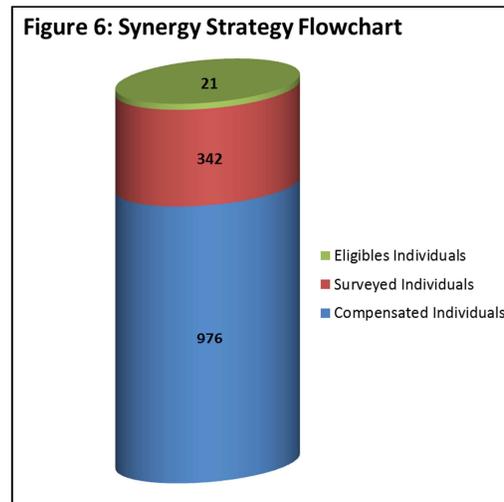
As was indicated in the previous section, many larger land owners tend to split their land base amongst their kin when dealing with the Project. They developed these strategies over the years, as they came to understand a number of the Project's policy, here are some examples.

- The Project will pay a compensation of 50 000 CFA's for any cropped field of less than 1/8 of a cordes in area. By multiplying the number of very small fields they give life to the old adage "the whole is worth less than the sum of the parts".
- An individual who has already received a resettlement package may declare land in the name of his spouse or of a kin in order to indirectly profit from a second resettlement package or to offer this advantage to the beneficiary.

In view of this strategy and in order to avoid the creation of many false eligibles who would in reality not be the real land users, the project put in place the Synergy process. Based on previously collected information such as the Village Land use Survey (VLUS) or previous Impact surveys and through field investigation the Synergy team identifies the real land users. The objective of this process is to focus as much as possible the attention of the project on the land users and thus stream line the process. Not doing so would result in wasting resources on the investigation of individuals who could not truly benefit from the resettlement program.

With the acceleration of the land return process it became necessary to track returned facilities and identify the users of these plots. Here again the identification of the real user is a critical issue as it makes it possible to measure the positive impact the project is having on households as it returns land. It should never be forgotten that the ultimate goal of the Resettlement Program is to restore the livelihood of impacted households, and that the best way of doing so is to return land to them as rapidly as possible. It is also important to identify these vulnerable individuals as fast as possible, in order to integrate them in the appropriate Resettlement Program.

1. As part of the land acquisition Synergy strategy the team investigated 976 individuals (members of 572 households), between **November 1<sup>st</sup> 2011 and October 31<sup>st</sup> 2012\***. These compensated individuals were affected by the creation of 179 new facilities requiring 196.4 ha. 634 compensated individuals were thus found not to be real land users and ineligible to resettlement. (Figure 6)
2. **35.0%** of individuals that were compensated will be surveyed as part of the land take impact survey.
3. Avoid to survey 634 individuals who are not real land users.



- **As the Resettlement process starts in November of the year it is necessary to close the eligibility list on October 31st, resulting in an operating year which does not correspond to the calendar year**

## 4. Impact survey (Identifying eligibles)

The main purpose of the Impact Process is to identify eligibles. While the Impact survey per se makes it possible to collect a vast array of information regarding real land users who have been impacted by the project, whether negatively through a land take or positively through a land return, its main goal is to collect data on the two key factors used in the calculation of the eligibility factor, being:

- Size and make-up of the household. As a household grows or shrinks it requires more or less land to sustain itself. The number of members in households has been shown to be the dominant driver in determining the eligibility factor.
- Land basket available to the household in order to sustain itself, as the land basket changes through transactions between members of an extended family or land take and return by the project.

Between November 1<sup>st</sup> 2011 and October 31<sup>st</sup> 2012, 453 HHs were touched at least once by the Project in the 16 core villages of the OFDA. Of these, 218 had been surveyed in 2011 either through a VLUS or a prior Impact Survey.

To gain a better understanding of the situation of individuals who interacted with the Project over the last year, we must consider the information presented in figure 7. This information can be summarized in the following way:

- The eligibility factor class (EFC) of 174 households remained unchanged between the latest survey in 2011 and the latest survey in 2012.
- 22 households went down 1 eligibility factor class. Only 2 of these becoming non-viable.
- 22 improved their situation by going up one EFC.
- More HHs left the non-viable EFC than entered it (3 leaving vs 2 entering)

Figure 7:  
2011 - 2012 Evolution of Impacted Households of OFDA

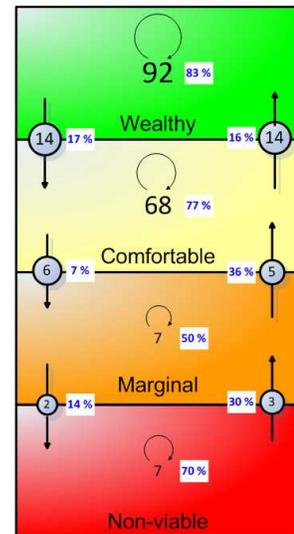
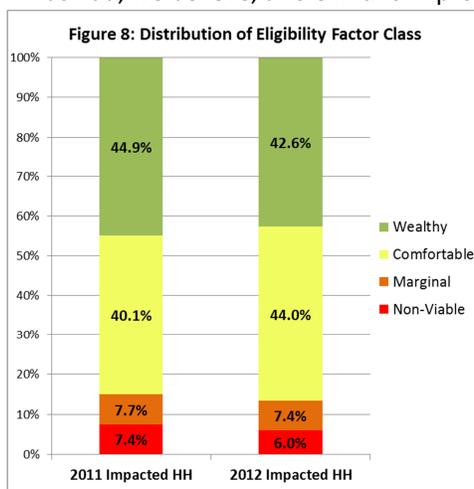


Figure 8 presents the distribution of the households impacted by the Project by EFC in both 2011 and 2012. While there is not a large difference one must note that the project has been able to reduce or limit its impact on those most at risk, the non-viable. The accelerated land return process put in place in the early part of 2012 as had, we believe, a role in this improved performance.



The information presented in Figure 7 has brought us to believe that we must monitor the condition of individual households as they are continuously evolving. In order to do so the Environmental Management Plan's Information System (EMPIS) must be able to monitor HHs in real time and in a relatively continuous fashion.

To work in real time, is to deal with an issue or an individual at the time the event takes place, whether it be a land take or a land return. Changes in the processes which took place in late 2010 and 2011 have made it possible to all but eliminate the backlog and address issues when the need arises. The EMPIS has been operating in real time throughout 2012.

In October 31<sup>st</sup> the EMPIS team was able to produce the list of the 21 individuals that were deemed to be eligible for resettlement during the 2013 program. These individuals were slated to participate in the Steps of Reflection process in late 2012. (See section 6, page 18)

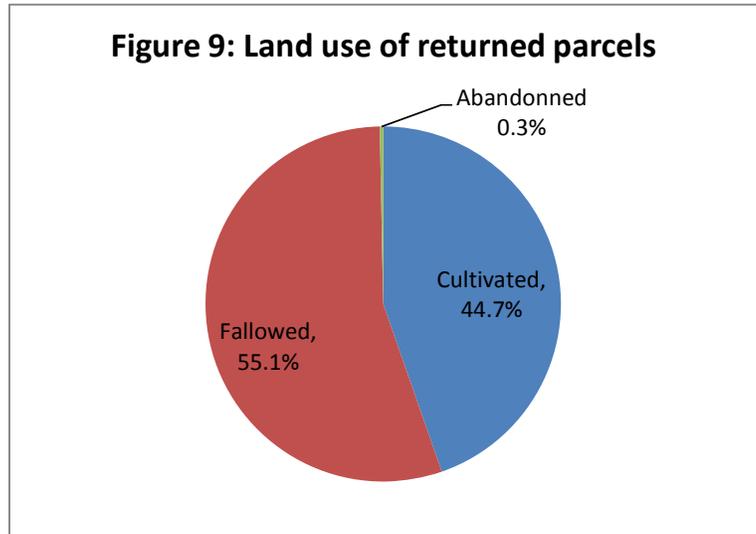
## 5. Land return surveys 2012

As is the case for the impact surveys the land surveys are presently being done in real time, or during the next production season following land return. 430 Land Return surveys were completed during 2012. Most of the surveys performed during the last year related to land return activities in the villages of Bero, Begada, Madjo, Mbanga and Ngalaba.

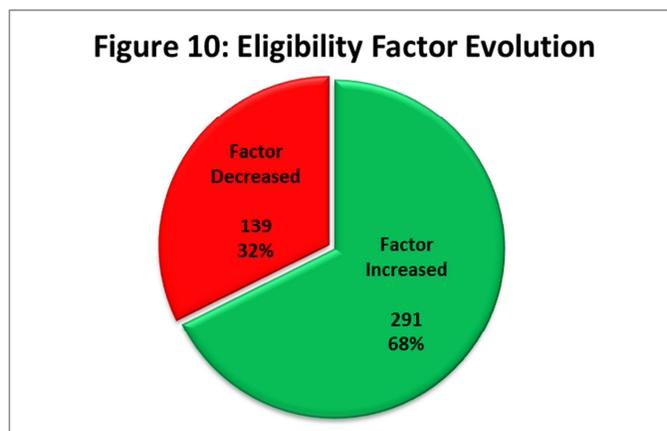
Over 2012 we will thus have identified the beneficiary and level of use of the land associated with the return of 217 facilities. In view of the fact that the return of one facility may benefit multiple households the interview process collected information on the state of 353 households.

An analysis of the information collected indicated that 99.7% of the returned land was incorporated into the land basket of the surveyed households. While 44.7% of the returned land was put into production immediately, 55.1% of the land was left in fallow to be brought into production in the near future. The remainder, or 0.3%, is slated to be abandoned. It must be noted

that the decision to classify a returned parcel of land as fallow (thus usable for agriculture) or abandoned (unusable for agriculture) is left solely to the discretion of the beneficiary. (See figure 9)



As one household may receive land from a number of facilities the status of one household may have been measured a number of times during the year. As some of these 353 households have been surveyed more than once, we have monitored 430 distinct impacts.

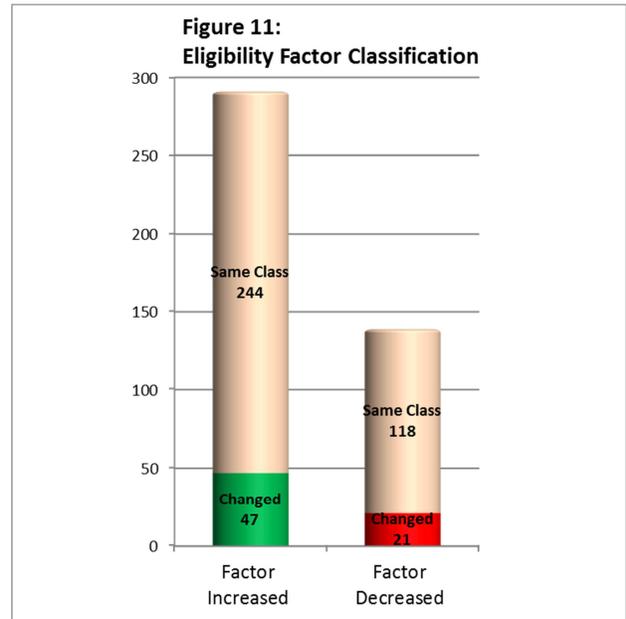


process. (Figure 10)

Before we take a closer look at the results regarding the impact of land return on households, we must note that land ownership is a very fluid process as land moves fairly readily from one household/individual to another. This may result in situations where a household's eligibility factor may have decreased notwithstanding the fact that a household may have recovered land from the project. In fact this was the case for 139 households (32% of surveyed HHs). In 68% of cases (291 cases) the household's eligibility factor was improved following the land return

A change of the eligibility factor may not necessarily result in corresponding change in the household's eligibility classification. The change in the eligibility factor may simply not have been sufficient to nudge the household above or below the threshold for the next class. In fact only 16% or 68 out of 430 changed classification. As illustrated in figure 11, the trend is similar whether the eligibility factor went up or down.

As was discussed in previous reports land take and land return by the project are often times not the driving in a change in eligibility factor classification. Most of the time changes in the eligibility factor classification of households occur as they gain or lose members or as land moves from one household or individual to another.



## 6. Steps of reflection

EMP established a consultation and awareness building process called the five steps of reflection. The goal of this process is to accompany eligible producers towards the selection of the compensation option best suited to their needs. Ensuring that the 21 eligibles identified make an informed choice as to the resettlement option best suited to their need is a critical aspect of the resettlement process. Making the wrong decision at this point may result in wasting time and resources that could potentially be better invested somewhere else.

**The first** of four meetings is dedicated to the information of the chief, the elders of the village and the sub-prefect. Their role is essential in guiding the eligibles and understanding both the project's commitment toward their community but also the commitment that must be made by the eligibles themselves if this process is to succeed. The level of implication of the community's leadership is a key factor in the success of the process. One of the main objectives of this meeting is to seek a commitment from the village's leadership that they will actively participate in all meetings to take place.

**The second stage** of the process involved the eligibles of the community, under the watchful eyes of their leadership. During this meeting, representatives of the project outlined the process to take place over the next few weeks and described the various options available to eligibles. The two main options outlined, were:

- Improved agriculture: Description of skills to be acquired and of the equipment complement available to eligibles. In addition to a thorough description of the curriculum of the rainy season portion of the program each of the dry season options was outlined (livestock husbandry, small ruminant's husbandry, food processing, vegetable production.....).
- Various relocation and land management options that may assist an eligible in using remote resources or acquiring more land.



Figure 12: Eloi Natodjingar eligible of Madana Nadpeur

During **the third** session eligibles who have successfully completed their resettlement option in previous years outlined the key success factor required in order to succeed, and the opportunities available in the various fields of training available. Eloi Natodjingar outlined what he has gained by following the Improved Agriculture Training Program. While he explained that the practices, skills and tools that would be offered to them had the potential to greatly improve their lives this would only take place if they put them in practice. The key to success was mainly their willingness to make the effort to adapt and progress.

During the **fourth** and final session the eligibles selected their resettlement option. Those that chose Improved Agriculture training were also called on to select an option amongst the various program offered. Considering their individual situation and the area of training best suited to their needs all 21 eligibles selected Improved Agricultural training as their Resettlement option. As their dry season optional training 20 selected cattle production while only one selected sheep production.

## 7. Literacy Training Program (BBS), 2012 class

Of the more than 1 000 villagers who completed this training program, since 2009, more than 70% have been either spouses or auditors who chose to do so for personal reasons, without having any obligation to do so. This is a significant trend which has been growing since the onset of this new program three years ago. It must be noted that spouses and auditors who participate receive no advantage of any kind in addition to the simple fact of gaining a new skill set.

In January 2012 the 29 impacted individuals who had been deemed eligible started their literacy training class. As was the case in 2011, all eligibles selected Improved Agriculture Training (IAT) as their resettlement option. Literacy training or the Basic Business School (BBS) being a requirement to gain entry into the IAT or the other off farm training programs available through the resettlement program, these eligibles joined 24 of their spouses and 103 auditors distributed in 8 training centers.

Over the first Quarter of 2012 all participants completed an intensive training program which covered a host of topics dealing with basic reading and writing skills in Ngambay, management, home economics, hygiene and basic health. In order to check on the performance and skill level of participants, individualized tests covering the various topics offered in the program were completed. In general, results were good and all eligibles received a passing grade.

Eligibles and the auditors, who wished too, entered the second phase of the BBS program, the post-literacy training program. In this phase additional formal training is associated to personalized support. The objective of this phase is to ensure that they integrate the previously acquired skills into their daily lives.

After having been an auditor for three years Augustine Dandé was selected as an eligible and incorporated into the 2012 class with her 28 other class mates. Wife of the local medical practitioner she is quite aware of the value of a basic education. Every time she goes through the BBS program she learns new skills which help her improve her life and that of her 6 children.

While she will complete the requirements for entry into the Improved Agriculture Training Program, she has already confirmed that she will be back next year "God Willing".

While Josephine Lonodjigoto a single mother, decided to enrol in the BBS in order to meet the entry requirements of the IAT, she has since discovered the joy of learning and the importance of the basic skills she is learning and passing on to her children. Whether it is learning to read or write, or notions of hygiene, these skills make it possible to better care for her children and herself.



Figure 13: Augustine Dandé



Figure 14: Josephine Lonodjigoto

As was the case for Augustine, Josephine confirms that she will be back next year.

One of the auditors present at the Begada training centre, Genevieve Deneralar, has been taking part in the BBS training program, for the last three years. Her husband has supported her involvement in this program from the start. They both feel that the time spent away from home and their 6 children is more than compensated by the skills she has learnt. Learning about inventory management has allowed her to better plan the use of their grain crop and ensure the dietary needs of the family through the dry season.

Although she, as is the case for many other participants, is often ridiculed by certain members of the community who simply do not understand the advantages associated with learning new things, She feels that what she learns is a precious gift that she must share with her husband and children.

She, as many others, will be back next year.

## 8. Improved Agriculture Training

The improved agriculture training program has been a significant part of the resettlement package since the beginning of the project. Over this time the project and the population of the region has gone through many changes, growing and adapting to the situation. During this period 664 individuals have received this training and the required equipment through a number of sub-contractors.

In March 2012, 90 eligibles completed the dry season/optional training portion of the program and moved on to a one year individualized mentoring program which will conclude in March 2013. The objective of this second year of the program is to accompany the eligible and ensure that they integrate the new practices learnt in the first year of the program in their everyday farming practices.

In May 2012, 29 students started their Improved Agriculture Training with the rainy season portion of the program. This portion of their training concluded in October 2012 with the distribution of the required grant equipment. They then moved on to the dry season/optional session which will conclude in early 2013.

In February 2012 a seminar was held in order to review the content and approaches of the improved agriculture training program. From the seminars a number of priorities were outlined in order to be integrated into the training process. One of the main issues that were addressed was the need to better monitor the eligible during the two years of the IAT program. As the project has made great strides to better document its' impact on eligible and to monitor their level of recovery after the end of their training it became clear that a gap existed as little data was being collected during the resettlement process.

Establishing a more structured means of collecting data on the performance of eligibles during these two critical years will make it possible to:

- Better monitor the performance of the IAT program itself;
- Allow us to anticipate any problems that some of the eligibles may face in their future recovery.
- Help us identify potential reinforcement that an eligible may need in order to fully recover.
- Identify individuals who do not have the will to move forward.
- Ensure continuity in the monitoring of eligibles



Figure 15: Mathieu's sheep barn and flock as granted by Project

An eligible from the 2011 promotion, Mathieu Ndjedanoum has a small farm where he focusses his energy on the production of Sorghum and a small flock of sheep. While land base agriculture contributes to the dietary needs of his household in a major way he recognizes that he must seek other means of sustaining his and his family's needs. His project is to acquire a cow and start a small cattle breeding herd.

While this strategy is a sound one and will further diversify him away from land base agriculture, he must first find a way to gather up the capital required to buy a cow. To do so he decided to increase the income generated by his limited land base. With more income from his crops he will be able to save up some money and buy the desired livestock.

He feels confident that he will achieve his goal by using the new techniques he learned during the Improved Agricultural Training Program. One of the practices he is focusing on is composting. Mathieu is convinced that the production of compost from corn cobs, peanut shells, crop residues, cow dung and droppings from his sheep will generate a high quality soil fertilizer/amendment that will boost his yields. If he manages to meet his sorghum requirements on a smaller area he will be able to produce more peanuts, a very profitable cash crop.



Figure 16: Mathieu with his advisors next to the composting site

In a 1.5 X 2 meter hole he applied successive layers of leafy material, of dung and of food/crop residue. With the support he received from a technical advisor, paid by the project, he was able to produce 20 wheelbarrows worth of compost, which he then applied to his fields.

During a monitoring visit, which took place a late last summer, Mathieu was very proud to show the project's monitoring team the extent of his success. His sorghum stands at more than 2 meters after only a few weeks. He is very confident that he will get an excellent yield. If he does manage to save enough to buy a

cow, he will gain a new source of income but also a new source of dung with which he will make more compost to make his land even more fertile. Already he has started to prepare a new compost pit for next year's crop. With the birth of a number of new lambs, a good looking sorghum crop and the potential of a cow, he is feeling fairly optimistic about the future even if new challenges are bound to occur.



Figure 17: Mathieu in front of his Sorghum field

## 9. Monitoring

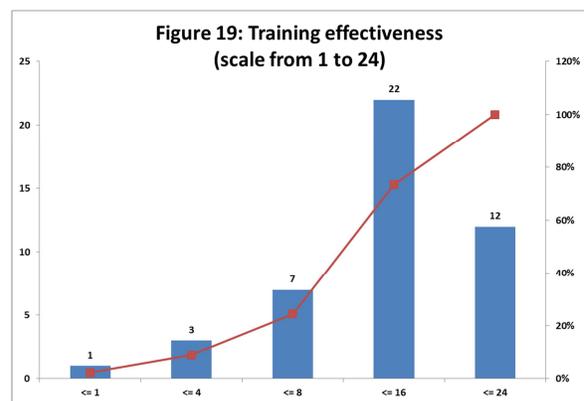
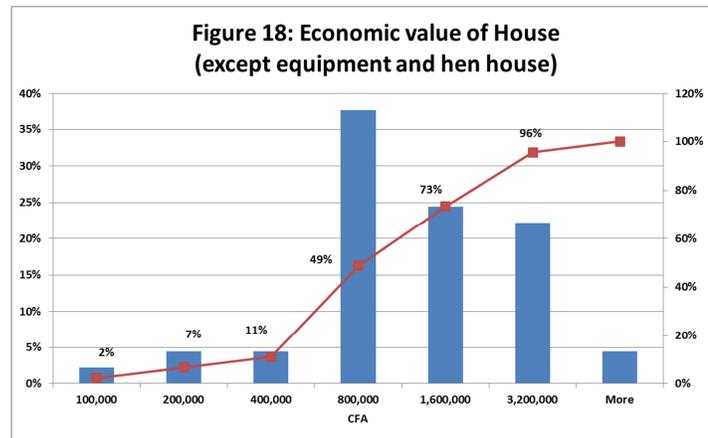
### a. Results from 2012 monitoring process

Over the first two quarters of 2012, 45 previously trained resettlement eligible candidates were surveyed. The objective of this process was to determine the extent to which the resettlement training option they had chosen was successful in helping them restore their livelihood to pre-impact level. Two main groups of individuals were targeted for this survey:

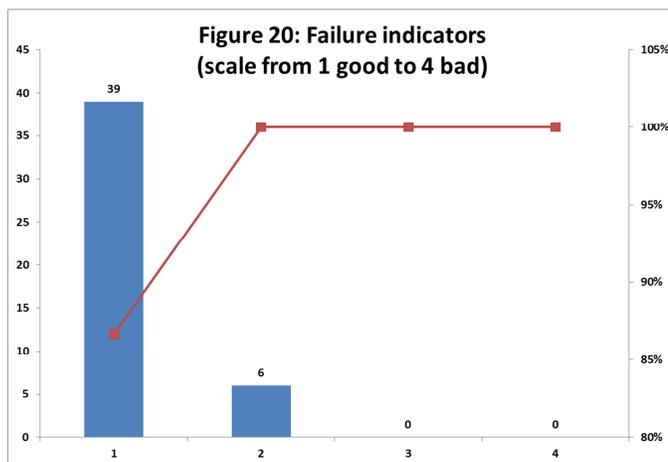
1. The first group is made up of impacted land users who had been deemed eligible on the basis of the declarative survey previously used. As their communities were not incorporated into the VLUS process it was impossible to validate or invalidate their status. Therefore, it was decided to monitor them.
2. The second group is made up of trained individuals who were covered by the VLUS process and identified as being non-viable or at-risk from a land agriculture point of view.

The evaluation of their level of restoration was based on their economic situation (value of the buildings owned by the HH used as a proxy), the efficiency of the training and a number of key failure factors. In general, we can conclude from this work that:

- **Housing value** (primary asset) among graduates is relatively high, usually higher than 800,000 FCFA. Five (5) households (11%) appear to be in a more difficult position as they have not been able to accumulate a significant amount of wealth in the form of buildings and assets. This is indicative that they either generate little surplus after meeting basic needs or that their priorities are elsewhere. (Figure 18)
- This is a marked improvement over the survey performed in 2011 where almost 30% of households were found to be in a more difficult position on the basis of wealth accumulation.
- **Training** was generally effective in that 76% of the graduates declared having used the knowledge and skills. (figure 19)
- As was the case in 2011, 24 % (11 /45 graduates) are not using or using few of the skills learned indicating that a number of trainees either did not understand or retain the information presented during their training, or find certain practices difficult to implement and chose not to do so.



- While 87% of monitored eligibles triggered at least one failure indicator, only 6 (13% vs. 23% in 2011) triggered two indicators, indicating that they are facing a challenge. It must nonetheless be noted that none of the trainees triggered 3 or 4 of the failure factors. (figure 20)
- A review of the data indicates that it is usually the same individuals who are underperforming under the three indicators previously described.



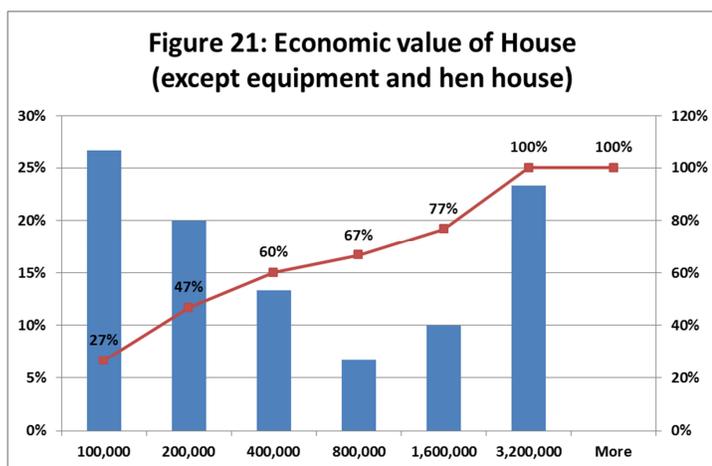
Over the next few months we will:

- Through a more open ended surveying process, identify those (out of the 15 previously identified) who could benefit from further support and customized solutions which present the best likelihood of enhancing their livelihood.
- Identify key success factors/indicators to be brought forth in order for the proposed individualized solutions to have the required impact.
- Evaluate performance of selected customized solutions on the basis of indicators, and adjust strategy as needed.

#### b. Base line survey with 2012 promotion

At the onset of 2012 a decision was made to survey the 29 eligibles making up the 2012 promotion using the monitoring survey and process. The objective of this strategy was to create a base line or take a picture of the situation of the new eligibles before they receive resettlement benefits.

While the questions that relate to the training program and its effectiveness are not relevant at this point in time, the information relating to the value of capital assets (houses and other fixed assets) is.



- Of the 28 that were effectively surveyed, 17 or 61% appear to be in a more difficult position as they have not been able to accumulate a significant amount of wealth in the form of buildings and assets. As discussed previously this is indicative that they either generate little surplus after meeting basic needs or that their priorities are elsewhere. (figure 21)
- It must be noted, on the basis of this indicator, that a very large gap would appear to exist between the situation before and after training. This would suggest that the resettlement program must have a significant impact on the ability of households to generate income and invest in long term assets.

## 10.Reinforcement Process

Resettlement eligible persons who have received prior training in Improved Agriculture or Off Farm skills, who have been assiduous in applying their training, but who need either more training or support in an area that will make a true impact on their livelihood may be eligible to a form of reinforcement. It is hoped that with at least some training in a sector that can be sustained in the context of the OFDA they will be able to restore or surpass their former level of livelihood. Restoring or surpassing the previous level of livelihood is the prime objective of the CRCP.

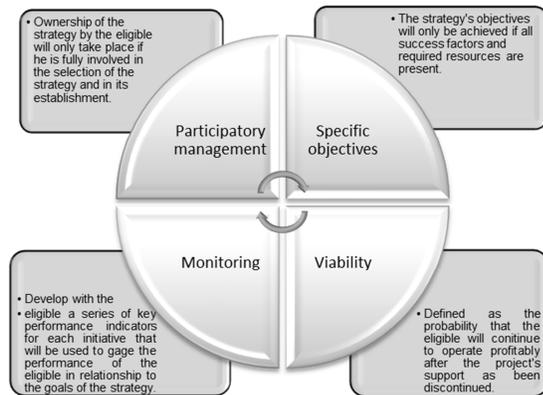


Figure 22: Individualized / participative reinforcement process.

In order to be effective, such an effort must be unrestricted and address the needs of the eligible in a viable activity. The Project thus opted for an individualized or case-by-case approach.

As illustrated in figure 22, all participants must take ownership of their own recovery process in order for this approach to be successful. The eligible must be a key player in the development of his own strategy but he also has to demonstrate that he is able and willing to make a tangible contribution in terms of time, effort, energy and even assets in order to achieve what must be his goal. The Project would then take a support role rather than a leadership role.

In early 2012 Benjamin Nadjwanan was identified as being eligible to reinforcement. While he had graduated from the Improved Agriculture Training (IAT) Program (sheep production option) in 2010 and had demonstrated the willingness to help himself, he had not yet achieved the desired level of livelihood recovery.

Having maintained his sheep barn, implemented the practices learned during the AIT and slightly expanded his original herd was ample demonstration that he had the will to move forward. The interview process confirmed that sheep farming was a suitable endeavor for him but that his herd was too small to generate significant surpluses.

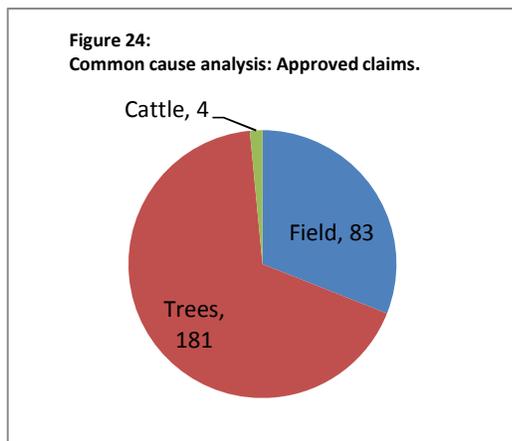
He requested 5 additional ewes in order to accelerate the development of his herd. In exchange he made the commitment to build a second sheep barn and to accumulate sufficient quantity of forages to feed his herd and their new born during the dry season.

Over the last year he has more than doubled the size of his herd going from 7 to 15 and has only sold one ram. The proceed from this sale made it possible for him to pay for the tuitions of his children and buy a young ewe in replacement of the ram he had sold, thus maintaining his herd's size and diversifying its' genetic. When asked of his vision, he says that one day he hopes to have a herd of more than 100 that will help to sustain his family.



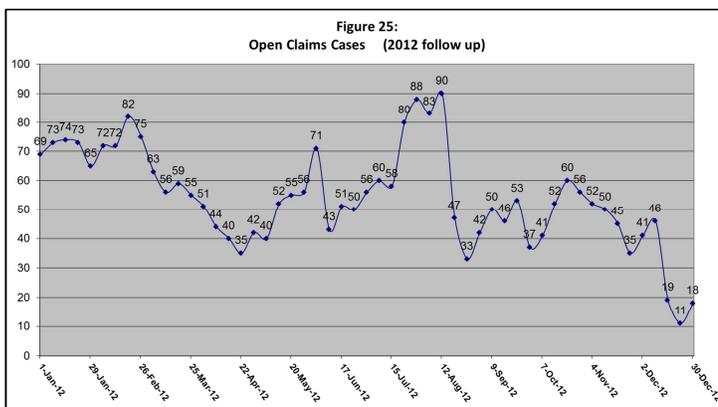
Figure 23: Benjamin Nadjwanan of Dildo

## 11. Grievance management



Over the years, the Project has been faced with a major challenge: limit its footprint with the risk in some cases of overstepping the boundary of the compensated areas and causing damages or taking on more land than absolutely required. The choice was made to take on and compensate only areas that are absolutely necessary and establish a mechanism to manage grievances that would arise from whatever damages could occur. Over the years this mechanism has made it possible to successfully resolve thousands of claims. After a review of the process used, it became clear the existing process was presenting some

shortcomings mainly that delays in the treatment of claims were increasing and that a backlog was growing. Not only were these delays becoming an issue in terms of community relations, they were making it increasingly difficult to investigate the complaints as physical evidence (damages trees, plants or trampled crops) would disappear over time. In order to resolve these issues two main changes were brought to play:



- Develop a clear tracking process that allows the organization to know where each claim is in the treatment process.
- Designate a full time team whose mandate will be to investigate and adjudicate the claims.

Figure 25 illustrates the impact that these changes have had on the backlog of grievances which dropped from over 300 awaiting resolution to an average of 50 with an average turnaround of 1 ½ months.

As this was accomplished a second initiative was launched to deal with grievances at the source. An analysis of past grievances was performed in order to identify the origin or common source of these grievances. Figure 24 demonstrates that broken limbs of trees and the trampling of crops were the main sources of damages.

With this data in hand a regularly recurring meeting was put in place with the managers of the construction process in order to manage these issues and prevent damages at the source.

## Conclusion

While many existing processes were ongoing in 2012 such as the compensation survey, synergy process, impact surveys, steps of reflection, BBS, Improved Agricultural Training and reinforcement, the latest year saw the implementation of new processes and the expansion of existing activities, four are particularly noteworthy:

1. The expansion of oil production activities in an area called Miandoum NW made it necessary to take a closer look at the community of **Ndoheuri**.
  - a. Conducted a cadastral survey, thus making it possible to evaluate the impact of the project of the community and its residents.
  - b. Prepared a Site Specific Plan in order to evaluate the level of impact that the project has had on the land base, population and environment of this community, to evaluate whether prior mitigation measures have achieved their objectives and finally to ascertain whether new measures were required. Conclusion of the process was that a Supplemental Community Compensation would be desirable.
  - c. A MARP (Community based consultation and consensus seeking process) was conducted. This resulted in the selection of a one class room school building as a Supplemental Community Compensation measure. The construction of this structure is presently underway.
2. **Land use** and the management of our **footprint** has become a significant priority for the project in 2012. A number of strategies were implemented in order to minimize the impact of the project on communities in terms of land uptake in addition to monitoring the effects of such strategies.
  - a. Accelerated return of land associated with flow lines and other underground facilities (UGF), resulting in a reduction of the area dedicated to UGF of 415 ha.
  - b. Notwithstanding the construction of new facilities requiring new land takes, the efforts made in the area of land return resulted in a net reduction of the Project's footprint of 411 ha.
  - c. Land return survey completed during the 2012 cropping season have demonstrated the effectiveness of the land return process as it resulted in an improvement to the eligibility factor (based on land availability per house hold member) for 68% of surveyed households.
3. **Monitoring and reinforcement** processes have been reviewed and adjusted.
  - a. A number of households have been visited and interviewed, making it possible to identify households that could require further support in order to regain their prior level of livelihood.
  - b. Implemented a new reinforcement process based on the development and implementation of individualized strategies, presenting the best opportunity to improve the livelihood level of target households.
4. 2012 also saw the preparation of the revision 8 of the **Land Management Manual**, which integrates all of the changes and new processes progressively developed over the last few years.

While 2012 was filled with new challenges, 2013 is expected to present its share of new initiatives with the completion of cadastral surveys in three additional communities of the Nya Moundouli area and continued efforts on land return and footprint management to name but two initiatives.