

Esso Exploration & Production Chad Inc.

Land Use Mitigation Action Plan

2014 Annual Individual Livelihood Restoration Report

February 2015

List of Acronyms & terms used in this report

HH	Household
HHH	Household Head (Chef de Ménage)
HHM	Household Member. Include the CdM and all its 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
XAF	Central African Francs
CAO	Compliance Advisor Ombudsman
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.
EFC	Eligible Factor Class
EMP	Environmental Management Plan
EMP IS	EMP Information System
GIS	Geographic Information System
GoC	Government of Chad
IAT	Improved Agriculture Training
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
OHL	Overhead Line
ONDR	Office National du Développement Rural
SSP	Site Specific Plan
VLUS	Village Land Use Survey
WARDA	West Africa Rice Development Association
WBG	World Bank Group
Land holding status	
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 be a member of 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 31st, 2014 whereas the data keeps evolving.

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EXECUTIVE SUMMARY

The purpose of the Esso Exploration & Production Chad Inc (EETCI) (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 EETCI Environmental Management Plan department's (EMP) programs and procedures regarding livelihood restoration.

2014 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 streamline the process, in order to keep resources on the individuals who could really benefit from the resettlement program.
- As the village land use surveys for the villages of Bemira, Benguirakol and Moundouli were completed in 2013 three (3) Site Specific Plans (SSP) were prepared in the early part of 2014.
- Completed four (4) quarterly village impact reports: 2013Q4, 2014Q1, 2014Q2 and 2014Q3.
- Completed 2013 Annual Individual Livelihood Restoration

Land use by project: Project land use has maintained a downward trend over the last 3 years. During 2014 the project compensated land users for the use of 208 ha while returning 303.4 ha, resulting in a net year to year decrease of the footprint of 95.4 ha. Notwithstanding this trend two villages have seen their Village Impact Classification upgraded from approaching high to high (Madjo and Danmadja). Completed return of most land associated with overhead lines (OHL).

2014 Basic Business Skills Training (BBS) Highlights – 32 resettlement eligible individuals (eligibles), 37 spouses of eligibles and 94 auditors (BBS is taught in the villages in an open format – non-eligible villagers are welcome to participate) completed their training. During the seven years of this program, almost 1,500 people participated in this training and achieved a reasonable level of proficiency in reading, writing, math and basic business management.

2014 Improved Agriculture Highlights – In 2014, training in improved agriculture was started with 32 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. 21 eligibles of the 2013 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. 29 individuals of the 2012 promotion have completed the 2 year program.

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 a form of training as a restoration option over the last 5 years. This process resulted in a list of 44 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 2014, 30 previously identified at-risk households/individuals have received reinforcement through a new individualized process. While 15 of them received both training and equipment, another 15 chose to receive only some equipment.

2015 Resettlement Eligible Promotion - There are 14 eligible people enrolled in the 2015 promotion. They completed the Steps of Reflection process in November and December 2014. All of them selected Improved Agriculture Training as their resettlement option.

Supplemental Community Compensation

- Completed preparation of SSPs for the villages of Bemira, Benguirakol and Moundouli.
- Mini-MARP process completed in these three communities resulting in selection and construction of two water wells and two flower mills. SSP's for Bemira, Benguirakol and Moundouli have now been fully implemented.
- Safety equipment were installed in 10 previously constructed flower mills.

Community engagement for theft and vandalism mitigation

Over the years we have delivered numerous communication campaigns targeting communities on the topic of theft and vandalism. We can overall conclude that what effects these campaigns have had, have generally been short lived. We must consider additional strategies to bring on board the leadership of communities. These are:

- Semi-annual meetings with community leaders to share meal with EEPCI REP's (SHE, EMP, SECURITY, Operations....) to enhance relationship with community leaders.
- Encourage community efforts in theft mitigation actions to create a safer environment and good relationship.

The best means of encouraging good behavior has always been to reward such behavior. While reward can in some cases take the form of positive recognition (often of a less tangible form), it is clear to us that the poverty present in local communities would require us to move to a more tangible form of recognition.

2015 Work Plan

- 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.
- Continue to improve the delivery of BBS
 - Train 14 eligibles in addition to auditors seeking to achieve basic literacy.
 - Hold workshop to review effectiveness of BBS program.
 - Trainers living in the villages to provide additional help to the trainees
- Continue to improve the delivery of Improved Agriculture Training:
 - 21 eligibles will complete the Improved Agriculture Training Program (march 2015).
 - 32 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 2016.
 - 14 eligibles will start the IAT program in May 2015.
 - Hold workshop in first quarter of 2015 to review effectiveness of IAT program.
 - 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 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
 - Establish a tracking system for community based grievances and inquiries
- Monitor level of livelihood recovery of previously trained impacted eligible individuals. A number of 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 30 previously trained at risk households.
- Implement new strategy to monitor the status of at risk households who may have benefited from land return.
- Community engagement for theft and vandalism mitigation
 - Organize meetings at village level
 - Organize quarterly meetings at Canton level to monitor progress of initiative.

Introduction

By the end of 2014, the Socio-Economic team through the Land Use Mitigation Action Plan (LUMAP) and the Village Land Use Surveys (VLUS) have identified everyone in the 18 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.

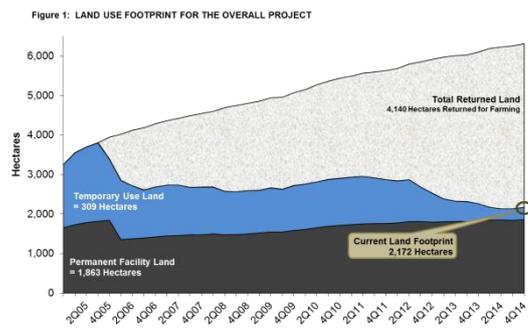
Combining technology and highly trained individuals it is now possible to deal with each of these situations in real time. Through the development of new streamlined intervention processes it will also be possible to further reduce the lag period required to bring about the required support at the HH, 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.

This report reflects the impact of the project on all communities in EEPCI controlled oil producing areas of Chad.

1. Land acquisition

As shown in figure 1, the footprint of permanently and still temporarily occupied acquired land was reduced to 2172 ha during 2014. Notwithstanding this generally good performance the footprint of permanently and still temporarily occupied land has increased by 32 ha, or slightly more than 1.5 %, during the fourth quarter of 2014. This represents a reversal of the trend, after 3 years of continuous reduction in the Project's footprint.



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.

Since the onset of 2014, this report incorporates all facilities associated to the Project. This more inclusive definition of the Project intervention area has given a clearer perspective on the activities of the project in Southern Chad. This change resulted in the incorporation of four new villages in the list of monitored villages (see table 2, page 11), being: Moundouli, Benguirakol, Bemira and Maikiro.

As presented in figure 1 (page 9), the data presented in Table 1 on page 10 confirms that more land was returned than was compensated, resulting in a net footprint decrease over the year. During the last year (2014) the project's footprint was reduced by 95.4 ha.

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

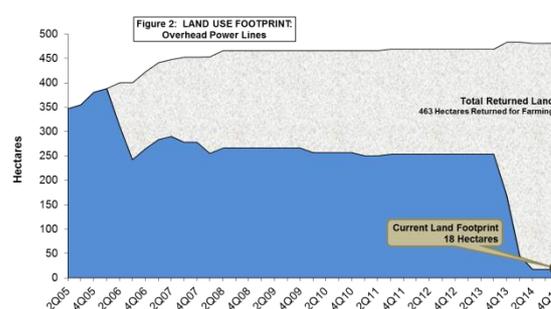
Area (hectares)

Land use type	Compensated	Returned		Net annual change 2014
Sub-Total - Permanent with public access-	1498.8	631.1	42 %	12.5
Sub-Total – Permanent with no Public access	1149.9	151	13 %	27.9
Sub-Total Permanent	2644.7	782.1	30 %	40.4
Borrow Pit	681.3	520.7	76%	32.2
Others	47.0	33.6	71%	-4.0
Sub-Total – Temporary returned without restriction	728.3	554.3	76%	28.4
Underground facility	1773.9	1716.5	97%	-2.1
OHL	480.9	463.3	96%	-150.8
Well Pad	684.2	624.3	91%	-11.5
Sub-Total – Temporary returned with restriction	2939	2804.1	95%	-164.2
Sub-Total Temporary	3667.3	3358.4	92%	-135.8
Grand Total	6312	4140.5	66%	-95.4

- 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 2014” shows the net change in footprint by land use type over the year.

While land compensated for permanent uses exceeded land return, resulting in a net increase of 40.4 ha for this category, the Project actually had a net reduction in its temporary land use of over 135.8 ha during the year. The accelerated return of land compensated for OHL was the main reason why the Project was able to reduce its overall footprint (95.4 ha).

During the fourth quarter of 2013, a new process was implemented in order to expedite the return of lands associated with overhead lines (OHL). This new process resulted in 148.6 ha of land being returned during 2014. Figure 2 illustrates the Project’s footprint as it relates to overhead lines. The impact of the land return process implemented since Q3 2013 is clearly illustrated by figure 2, to the right. While 480.9 ha have been acquired by the Project for the establishment of overhead lines, 463.3 ha have already been returned, 32% of which in the last year.



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 year.

When we consider the information presented in Table 2 (page 11) 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 2014, 14 villages saw an actual reduction in the Project's footprint on their territory, 4 saw no change and 11 villages were affected by an increase of the Project's footprint. Of these villages, Bero was the most severely impacted with a net increase of 30 ha, followed by Danmadja and Missimadji with respective net increases in footprint of 17.3 and 8.7 ha. Inversely the village of Ngalaba saw the largest year to year reduction in the Project's footprint (-33.5).

Table 2: Land Use by Village in OFDA.

Village	Total village area (ha)	Maximum land use (ha)	Land use Q4 2013		Land use Q4 2014		Delta (ha)
			%	(ha)	%	(ha)	
Danmadja	480	69.6	8.3%	39.9	11.9%	57.2	17.3
Missimadji	181	60	4.9%	8.9	9.7%	17.6	8.7
Dildo-Bayande	1890	203	9.1%	172.3	9.2%	174.3	2
Béro	5772	664.6	8.4%	485.2	8.9%	515.2	30
Dokaïdilti	690	157	7.3%	50.3	8.1%	55.9	5.6
Mouarom	1359	159	7.3%	98.8	7.8%	105.5	6.7
Ngalaba	2122	330	8.7%	185.6	7.2%	152.1	-33.5
Poutougum	562	62	9.8%	55.1	6.9%	38.7	-16.4
Béla	2200	225	7.0%	153.9	6.3%	138.1	-15.8
Bégada	3282	348	5.9%	194.1	5.7%	186.4	-7.7
Madjo	2139	148.8	5.6%	120.6	5.0%	107.6	-13
Maïkéri	1245	112.8	6.1%	75.9	5.0%	61.7	-14.2
Maïnani	1413	90	4.7%	66.9	4.8%	67.8	0.9
Benguirakol	1068	80.5	4.3%	45.9	4.3%	45.6	-0.3
Mbanga	3059	253	4.0%	122.6	4.0%	123.2	0.6
Moundouli	1151	82	3.9%	44.9	3.8%	43.2	-1.7
Ndoheuri	811	50.6	5.9%	48.2	3.0%	24.1	-24.1
Maïkiro	145	5.4	2.3%	3.4	2.3%	3.4	0
Bémira	651	21.8	2.0%	13.1	2.0%	13.1	0
Madana Nadpeur	295	17.3	3.1%	9	1.4%	4.1	-4.9
Bendo	761	17	0.5%	3.6	1.2%	9.5	5.9
Naïkam	1450	28	1.1%	16	1.2%	17.8	1.8
Mainbaye	420	4.1	1.0%	4.1	0.9%	3.8	-0.3
Meurmeouel	1128	22	1.2%	14	0.8%	9.4	-4.6
Miandoum	4028	62	0.9%	34.4	0.8%	32.9	-1.5
Kaïrati	187	6	0.7%	1.4	0.7%	1.4	0
Komé Ndolobe	2448	81	1.5%	36.8	0.7%	17.4	-19.4
Koutou Nya	1819	9.4	0.3%	5.2	0.3%	5.2	0
Morkété	440	7	0.1%	0.5	0.2%	0.7	0.2
Total	43196	3376.9	4.6%	2005.5	4.7%	2032.9	-77.7

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 2014, (14 individuals) have been integrated into the roster of the 2015 Resettlement Promotion.

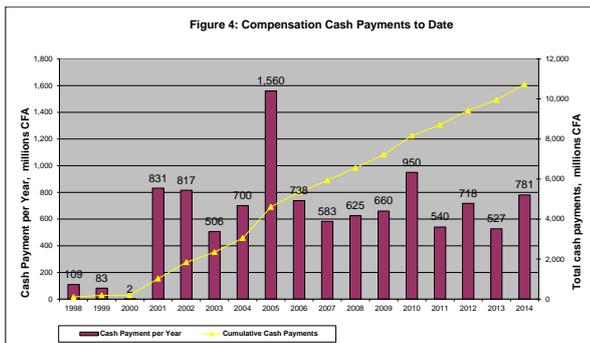
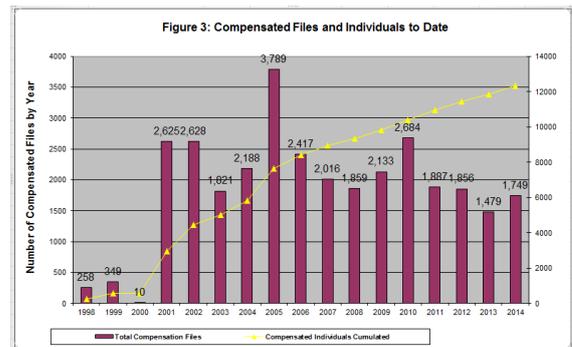
If we consider the maximum land use of the Project, each of the 29 villages, on which such data is presented in the table 2, has known a reduction of its footprint in relation to its land use peak. In these Villages, the Project has returned more land over the last few years than it has recently taken.

2. Compensation process

EEPCI 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. Data required in reevaluating compensation rates for fields and sundry items are collected and reviewed every month. Rates will be adjusted 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.

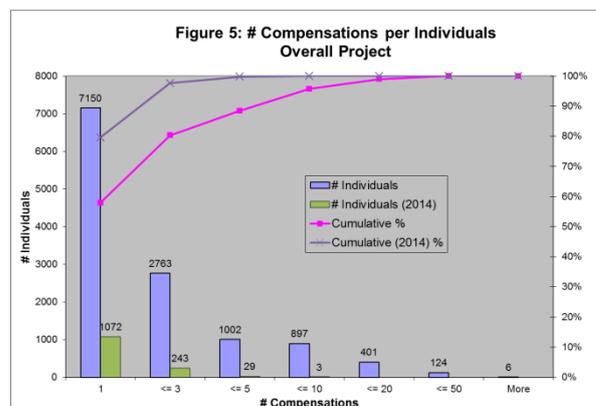
Since the start of the Project in 1998, 12,343 individuals have received compensation (see figure 3). During 2014, 1749 compensation files were created, the second smallest number of compensation files since the start of the development phase in 2000.



Since data is collected on the subject, the Project has paid out more than 11 billion XAFs in cash (about 22 M \$). Figure 4 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 781 million XAFs were disbursed during 2014, representing about 1.56 M \$.

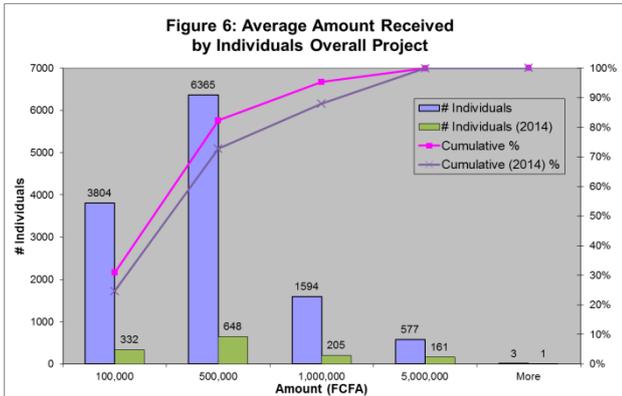
While 58 % of impacted individuals have, since the onset of the Project, only received one compensation payment, 42 % of impacted individuals have received 2 payments or more (figure 5). The record holder, over the life of the project, has been compensated over 71 times receiving 13 969 800 XAFs (about 27 940\$), an average of slightly more than 196 000 XAFs per compensation payment (about 393\$).

For 2014, about 80% of compensated individuals were compensated only once and 20% receiving between 2 and 7 compensation payments. Among others 3 land users were compensated more than 5 times, receiving 17 million XAFs (34 000\$), an average of slightly more than 5.7 million XAFs per person (11 400\$).



The fact that a non-negligible portion of compensated individuals were compensated 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 XAFs or about 1000 \$). (Figure 6)

3. Synergy (identifying real land users)

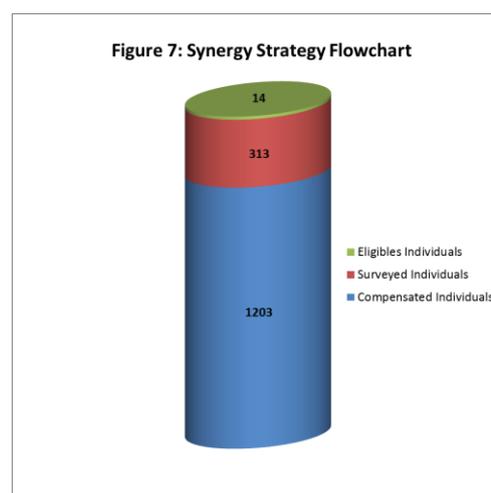
As was indicated in the previous section, many larger land owners tend to split their land base amongst their kin when dealing with the Project. They developed these strategies over the years, as they came to understand a number of the Project's policy, here are some examples.

- The Project will pay a compensation of 50 000 XAF'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 1203 individuals (members of 617 households), between **November 1st 2013 and October 31st 2014***. These compensated individuals were affected by the creation of 203 new facilities requiring 242.97 ha. 890 compensated individuals were thus found not to be real land users and ineligible to resettlement. (Figure 7)
2. **26%** of individuals (313) that were compensated were surveyed as part of the land take impact survey.
3. Avoid to survey 890 individuals who are not real land users.



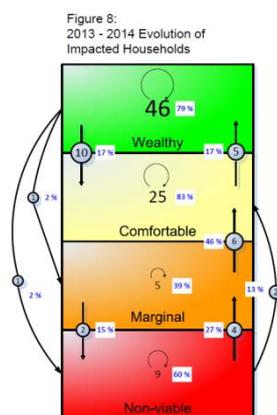
- **As the Resettlement process starts in November of the year it is necessary to close the eligibility list on October 31st, resulting in an operating year which does not correspond to the calendar year**

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 1st 2013 and October 31st 2014, 617 HHs were touched at least once by the Project in the 18 core villages of the OFDA. Of these, 116 HHs had been surveyed both in 2013 and 2014 either through a VLUS or a prior Impact Survey.



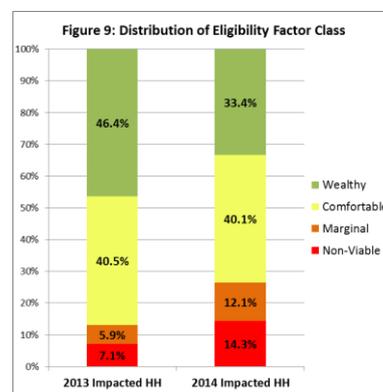
To gain a better understanding of the situation of individuals who interacted with the Project over the last year, we must consider the information presented in figure 8. This information can be summarized in the following way:

- The eligibility factor class (EFC) of 85 households remained unchanged between the latest survey in 2013 and the latest survey in 2014.
- 14 households went down at least one eligibility factor class. 3 of these becoming non-viable.
- 17 improved their situation by going up one EFC.

Figure 9 presents the distribution of the households impacted by the Project by EFC in both 2013 and 2014. Unfortunately, the accelerated land return process put in place in the early part of 2014 as had minor impact in this improvement performance, because of continued land take activities by the Project and the fact that returned land are only credited to the household's land baskets during the following year (2015 land return surveys). For example land returned in 2014 may only be credited in 2015.

The information presented in Figure 8 and 9 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 (EMP-IS) 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. As it relates to Impact surveys (Land take) the EMP-IS has been operating in real time throughout 2014.



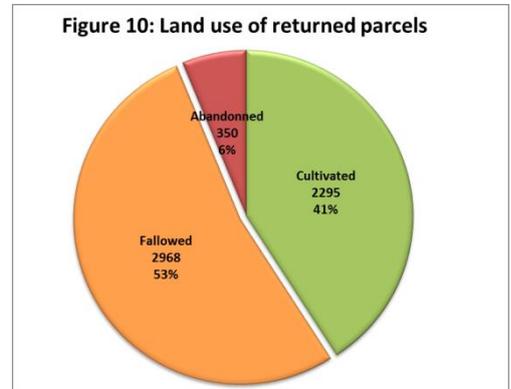
In October 31st the EMPIS team produced the list of the 14 individuals that were deemed to be eligible for resettlement during the 2015 program. These individuals participated in the Steps of Reflection process in late 2014. (See section 6, page 18)

5. Land return surveys 2014

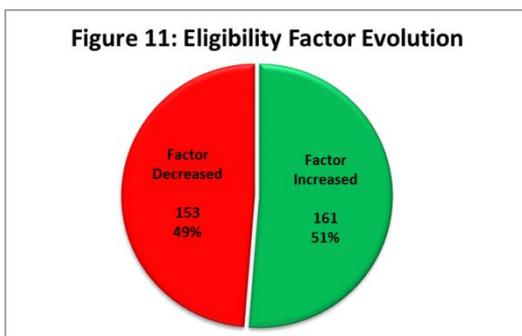
As is the case for the impact surveys the land surveys are presently being done in real time, or during the next production season following land return. 314 Land Return surveys were completed during 2014. Most of the surveys performed during the year are related to land return activities in the villages of Mbanga, Begada, Mouarom and Danmadja.

Over 2014 we will thus have identified the beneficiary and level of use of the land associated with the return of 140 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 306 households.

An analysis of the information collected indicated that 94% of the returned land was incorporated into the land basket of the surveyed households. While 41% of the returned land was put into production immediately, 53% of the land was left in fallow to be brought into production in the near future. The remainder, or 6%, 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 10, see to the right)



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 306 households have been surveyed more than once, we have monitored 314 distinct impacts.



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 it may have recovered land from the project. In fact this was the case for 153 surveys (49% of surveyed HHs). In 51% of cases (161 surveys) the household's eligibility factor was improved following the land return process. (Figure 11)

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.

As was discussed in previous reports land take and land return by the project are often times not the driving force 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 resettlement option best suited to their needs. Ensuring that the 14 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.



Local authorities confirmed their commitment to support the process in order to ensure that eligibles take ownership of the process and take full advantage of the skills, techniques and equipment that will be made available to them.

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.

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.

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 14 eligibles selected Improved Agricultural training as their Resettlement option. As their dry season optional training all 14 eligibles selected cattle production.

7. Literacy Training Program (BBS), 2014 class

Literacy training or the Basic Business School (BBS) is a requirement to gain entry into the IAT or the off-farm training programs available through the resettlement program. The main objective of the BBS is to give the eligible individual and auditors, who may choose to participate, a working knowledge of reading and writing in Ngambay, management, home economics, hygiene and basic health.

Of the more than 1 500 villagers who completed this training program, since 2008, 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 seven 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.

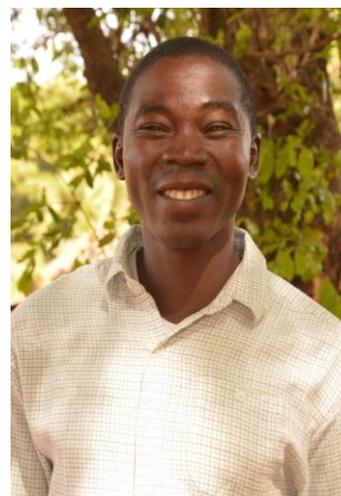
In January 2014, 32 eligible individuals started their literacy training class. These eligibles were joined by 37 of their spouses and 94 other auditors distributed in 6 training centers.

Over the first Quarter of 2014 all participants completed this intensive training program. 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.

The construction of a number of new facilities in the village of Moundouli over recent years has led to the identification of a number of eligibles. This resulted in the establishment of a literacy training centers in this community. It must be noted that although the Basic Business School or the functional literacy program has been available in much of the OFDA for the last seven years, 2014 was the first time that it was offered in the Moundouli area, a fairly new production area.

The establishment of a literacy training center in Moundouli village attracted a fair amount of interest on the part of the local population. Since January 6th 2014, 9 eligible participants in addition to 26 spouses and auditors have taken up this challenge in this community. As has often been the case with this program most participants (2/3) are women, who have often had only very limited access to formal education in the past. While most of these participants are from Moundouli some participants made the trip from Maikeri to take advantage of the initiative.



Gabin Masrabeye, Literacy agent with Cedifop

As stated by the literacy agent (Gabin Masrabeye) running the program in Moundouli; “while all topics have their importance (according to literacy agent) issues relating to financial and resource management appear to be of most interest”.

As an eligible, the chief of one of Moundouli’s boroughs (Mathieu Madjinaibeye) took advantage of the BBS program. Even if he had completed five years of primary grade education, during which he learnt some French, the program gave him the opportunity to learn to read and write in his own language in addition to a number of other skills.

Not only does he demonstrate the importance of obtaining an education by participating in the program, Mathieu feels that as a chief he must support his fellow villagers. He has thus created a study group that meets at his home after class in order to review the material covered during the day. He thus insures that nobody gets left behind.

As a chief he feels that this training program has the potential to bring about some significant changes in the lives of his fellow villagers.



Mathieu Madjinaïbeye,
Neighborhood Chief, Moundouli

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 2014, 29 eligibles (2012 promotion) completed this 2 year program while 21 eligibles (2013 promotion) 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 2015. 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.



IAT equipment distribution, Sept 2014

In May 2014, 32 students started their Improved Agriculture Training with the rainy season portion of the program. This portion of their training concluded in October 2014 with the distribution of the required grant equipment. They then moved on to the dry season/optional session which will conclude in early 2015.

A native of Poutougum, Mr. Nodjitoloum Nasson is one of the 90 eligibles of the 2011 promotion, who opted to receive training in improved agriculture. He is 40 years old, married and father of 12 children.



Mr. Nodjitoloum Nasson, farmer

Getting the equipment which the Project provided to him, has had a number of advantages for him, they are:

- For many years he hired the equipment and oxen needed to plow his field. "... Not only is this an expensive proposition, 10,000 XAF for the preparation of a field, but the work is never executed at the right time (always late) and in the way he would have expected. Now he does it faster, at less cost and has complete control over his work calendar.
- Working for others he was able to generate an additional 40,000 XAF's that he has put to good use. Investing in more livestock. In his yard we counted: six sheep, six goats, 4 oxen, one cow and a flock of hens wandering around us.
- Harvest period is favorable for transportation activities and the cart starts to bring in money where agricultural products are transported from one village to another. He expects that this become another interesting source of income.

Nasson's wife is also a very enterprising person. She buys peanuts in bulk and retails them at Bekya's market making a small but interesting profit. We saw her at work preparing gombo to be sold on the market.

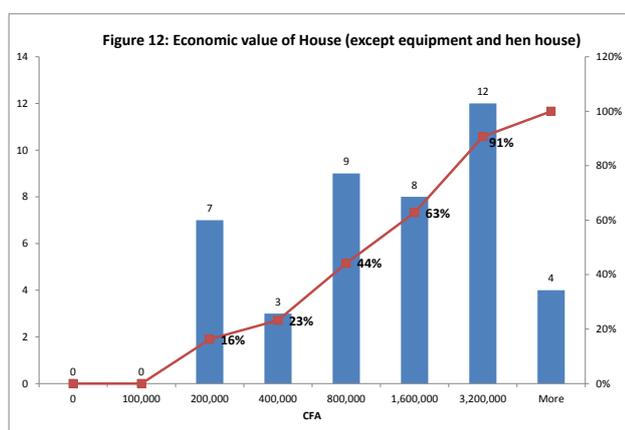
Having benefited from EEPCI's reinforcement program they obtained a small grinder that she has also put to good use, grinding nuts and other produces for neighbors, generating here again some additional income (50 XAF per coro, a volume measure used in Chad).

9. Monitoring

a. Results from 2014 monitoring process

Over 2014, 43 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.

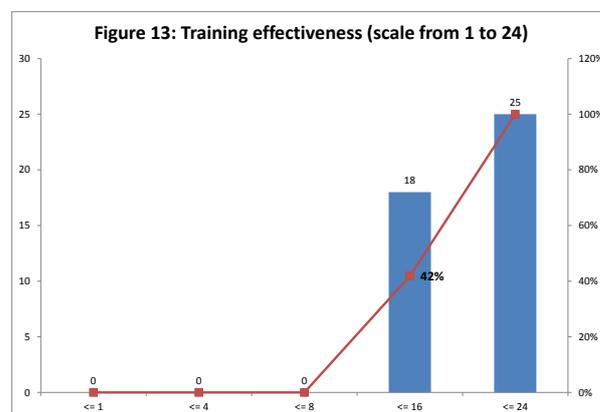


The evaluation of their level of restoration was based on their economic situation (value of the buildings owned by the HH used as a proxy), the efficiency of the training and a number of key failure factors. In general, we can conclude from this work that:

- **Housing value** (primary asset) among graduates is relatively high, usually higher than 400,000 XAF (800\$). Ten (10) households (23%) 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 12).

- **Training** was generally effective in that 100% of the graduates declared having used to a large or a very large extent the knowledge and skills. (figure 13)
- None of the graduates have declared that they are not using or using few of the skills learned indicating that all trainees understood and retained the information presented during their training, or found most practices easy to implement and chose to do so.
- Some monitored eligible individuals triggered one failure indicator. It must nonetheless be noted that none of the trainees triggered 2, 3 or 4 of the failure factors.

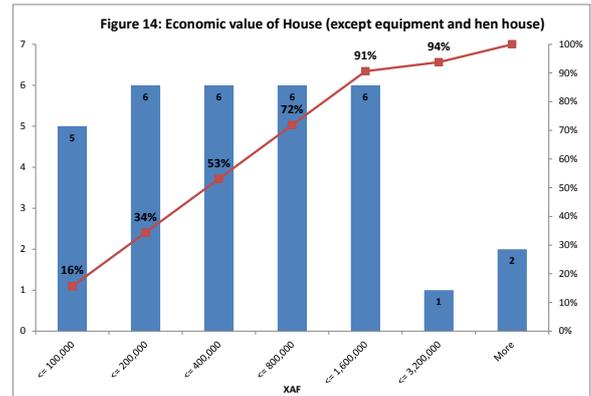


Through a more open ended surveying process, 15 individuals were identified who could benefit from further support and customized solutions which present the best likelihood of enhancing their livelihood.

b. Base line survey with 2014 promotion

As was the case in 2012 and 2013, the 32 eligible individuals making up the 2014 promotion were surveyed 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 32 that were effectively surveyed, 17 or 53% 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 14)
- 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.

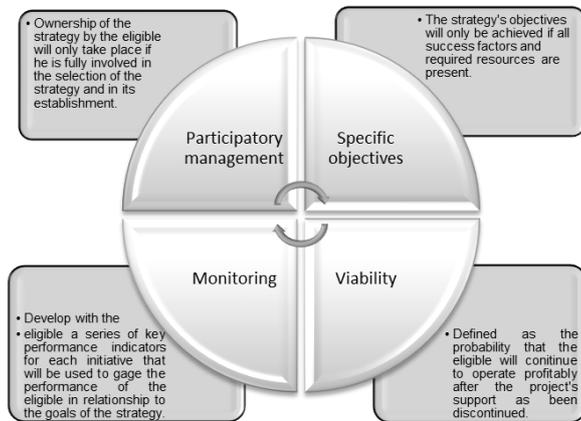


Figure 15: Individualized / participative reinforcement process.

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 15, 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.

As reinforced households are considered to be at-risk (less than 2/3 cordes of land per household member) and usually have limited assets in terms of buildings, it was decided to focus the evaluation on productive assets, being: Farm equipment, livestock and transportation equipment. As this asset class reflects their ability to generate income and sustenance from their limited land base and other potential economic activity (commerce, food processing...).

In addition to the personalized support received by the 30 individuals targeted in 2014 for reinforcement, a special reinforcement program was established for at-risk individuals with a keen interest in livestock production. The animal health auxiliaries training program was put in place in order to further support livestock producers by creating a network of animal health practitioners that will supply basic services to producers. This program was developed and implemented in partnership with regional representatives of the Department of agriculture of the Government of Chad.

As in most rural areas, livestock production constitutes an essential source of income and wealth accumulation. While this production sector has been supported by the Project's Improved Agricultural Training Program through the introduction of breeding stock and some general training in livestock production significant challenges remain in the area of animal health.

The training program covers topics such as nutrition, management and extermination of parasites, the vaccination of poultry, treatment of simple wounds, storage, hygiene and distribution of foods, living conditions, the non-bloody castration, the management and the use of manure etc...

Participants are eligibles who have previously participated in the Improved Agriculture Training Program and who have shown keen interest in livestock production. With this training these individuals will be able to generate additional income by providing a first line animal health service.



Dr. Djiguibet Sabra training specialist in animal reproduction with IHDL

At the end of the training, a kit, made up of basic animal health supplies, was distributed to the trainees. They will replace the content with the income generated from the services provided.

One of the trainers involved in this program Dr Djiguibet Sabra stated that this program will be of great value to both producer and the auxiliaries alike. As the livestock population increases in local communities this program will give them basic skills and services to care for the livestock on which they increasingly depend to generate their livelihood.



Sector chief Mr. Nakembaye Ngarmadji, ONDR

Mr. Nakembaye Ngarmadji (Sector Chief, ONDR) added that the training of animal health auxiliaries will make communities and producers self-reliant in the care of their herds and ultimately increase their productivity.

One of the trainees Ngaryom Jean-Paul of Begada village received basic training in livestock production in 2002 when he completed the IAT Training Program. Over the years he has developed a keen interest in animal health issues and has assisted the local veterinarian on many occasions.

He further stated that this training will allow him to safeguard the health of his herd and those of his neighbors. By being able to prevent or even cure some of the recurrent less complicated illnesses he may be able to save a number of animals that would otherwise die.

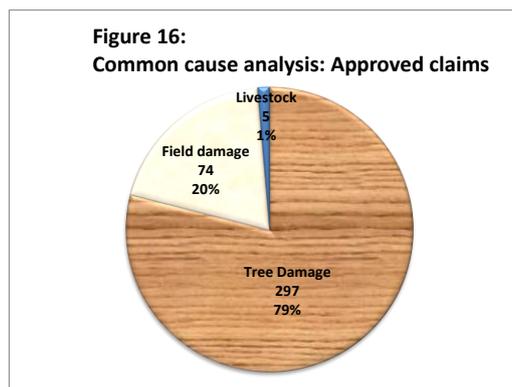
He will also be able to share this knowledge ensuring that it benefits others around him.



Mr. Ngaryom Jean-Paul, Trainee and IAT graduate from 2002

11. Grievance management

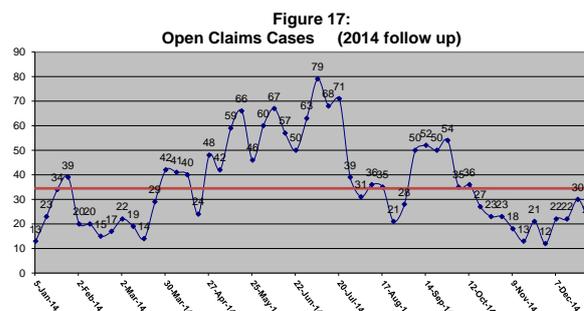
Over the years, the Project has been faced with a major challenge: limit its footprint with the risk in some cases of overstepping the boundary of the compensated areas and causing damages or taking on more land than absolutely required. The choice was made to take on and compensate only areas that are absolutely necessary and establish a mechanism to manage grievances that would arise from whatever damages could occur. Figure 16 at right side shows that in 2014, has been recorded some 376 approved claims were recorded. Most of them, 79% were tree damage. Field damages were about 20%.



Over the years this mechanism has made it possible to successfully resolve thousands of claims. After a review, it became clear that 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 allowed the Organization to know where each claim is in the treatment process.
- Designate a full time team whose mandate is to investigate and adjudicate the claims.

Figure 17 illustrates the impact that these changes have had on the backlog of grievances which dropped from up to 90 awaiting resolution (August 2012) to an average of 20 (2014) compared to an average of 50 in 2012. Similarly the average turnaround time was reduced from 45 to 24 days.



As this was accomplished, efforts to deal with grievances at the source were maintained. An analysis of past grievances was performed in order to identify the origin or common source of these grievances. As demonstrated above, 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 2014 such as the compensation process, 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, three are particularly noteworthy:

1. Continued implementation of the infill drilling process. A new approach, to be implemented in 2015, through which multiple wells will be drilled on single pads should greatly reduce the number of new facilities created and the number of individuals impacted going forward.
2. **Land use** and the management of our **footprint** have continued to be a significant priority for the project in 2014. 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 overhead lines (OHL), resulting in a reduction of the area dedicated to OHL of 150.8 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 95.4 ha.
 - c. Land return survey completed during the 2014 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 51% of surveyed households. One should note that other factors, such as changes in the size of households, are also at play.
 - d. 14 villages saw a reduction in the project's foot print.
 - e. These initiatives limited the magnitude of the increase of the project's foot print in other villages.
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. Development and implementation of individualized strategies presenting the best opportunity to improve the livelihood level of target households.
 - c. A new reinforcement initiative made it possible to train animal health auxiliaries who will support the development of the livestock industry in the OFDA.

While 2014 was filled with new challenges, 2015 is expected to present its share of new initiatives with the extension of the infill drilling process.