

# EEPCI SITE SPECIFIC ACTION PLAN FRAMEWORK

## **Context of the Land Use Situation**

Since construction began in 2000, the Chad Cameroon Oil Export Project (the Project) has compensated nearly 12,900 individual land users for almost 7,100 Hectares (Ha) of land in 375 villages along the entire length of the Project from Kome, Chad to Kribi, Cameroon.

Of this total, the Oil Field Development Area (OFDA) includes about one-sixth of the villages (61 out of 375). Compensation in the OFDA has been paid for nearly 2,900 Ha of land involving about 4,000 individual land users. To date the Project has utilized 3% of the 100,000 Ha of land in the OFDA. When all of the temporary construction use land has been returned the percentage of use will be just over 1% of the 100,000. However, despite their individual and community compensation payments, 7 out of those 61 villages have been categorized as significantly affected by project land needs.

All land users and villages have been compensated according to the Environmental Management Plan (EMP) that was approved prior to Project construction. The Project's compliance with the EMP compensation requirements has been documented in the Project Update reports and by the World Bank's External Compliance Monitoring Group (ECMG) and the International Advisory Group (IAG).

A set of principles set out in the EMP have guided the land acquisition and compensation effort, including:

- A transparent compensation procedure with a minimum of four information and consultation steps so that all village residents can see that no other resident is gaining an advantage.
- Sensitivity to cultural practices and local legal requirements. Most land is controlled by the village and allocated by the local chief. In Chad, nearly all land is owned by the state. So farmers, rather than owning land as in Europe or North America, have only the use of the land for crops. The Project therefore does not buy land but compensates for farmer labor and lost crop opportunities as provided in the EMP.
- Recording all compensation transactions. Each payment is archived with a photo of the transaction and the recipient's thumb print.
- Avoiding resettlement of households through project redesign and by offering two resettlement alternatives - Improved Agriculture Training and Off-Farm Employment Training.

These principles have been developed into a set of guidelines and procedures that govern how compensation, resettlement, and other mitigations are applied. These guidelines are contained in an in-house Land Management Manual, which serves as a Desk Guide to implementation. This guide is periodically updated to include improvements and modifications (last modification in September 2008).

## **Evolution of the OFDA Land Use Situation**

As the three original OFDA oilfields were being developed, and results began coming in from the completed wells, it became clear that more wells than initially proposed would be needed in order to develop Chad's oil. This additional drilling, and the infrastructure to collect the oil and to supply electricity to the wells, was consuming more land than originally anticipated.

The project's efforts to address this land use situation began in mid-2005, when it declared a Level II Noncompliance Situation (NCS) regarding the pace of returning to communities temporary use land that had been reclaimed in accordance with the Environmental Management Plan (EMP).

In early 2006, the project freed the necessary construction resources to begin clearing the backlog of land reclamation obligations so that the land could be returned to villages for agricultural use.

In June, 2006, the authors of the Chad Resettlement and Compensation Plan (CRCP) Evaluation Study (Drs. Robert Barclay and George Koppert, 2006) collected field data for their independent study of project impact jointly commissioned by the Project and the World Bank. The study design took into account concerns about land availability in the OFDA which had been raised by the Project's Level 2 NCS, its external monitoring groups, civil society and the World Bank's International Finance Corporation (IFC).

By the end of 2006, with the help and input from the World Bank Group, the project had developed an initial mitigation action plan and had begun implementing it.

The Action Plan, finalized in April 2007, enhanced the initial plan based on an ongoing collaboration with the Environment and Social Development Department of the World Bank Group's International Finance Corporation.

The Project and the World Bank staff agreed at mid-year on a formal documentation process for changes resulting from the Action Plan. As set out in the EMP, the Project will utilize its Management of Change Process.

## **Key Lessons Learned to Apply to Site Specific Plans**

### **Accurate Land Use and Household Socioeconomic Data For Each Project Affected**

#### **Individual**

Assume from the start of development of an Environmental Baseline Assessment that both project design and the human environment context will evolve. To judge the impacts of this evolution, solid baseline data (land use and household socioeconomic) is required to manage the compensation and resettlement program execution, provide the basis to study trends and identify barriers and to measure effectiveness of corrective actions. Land Mapping tools using Geographic Information System technology and detailed socioeconomic survey instruments are essential.

#### **Use of Key Performance Indicators**

The Key Performance Indicators (KPI) involves both Process and Performance Metrics. The Process Metrics are designed to provide the EMP Management team with indications of how well the EMP is working, e.g. procedures, stewardship measurements, etc. The Performance Metrics indicate how well the EMP delivers on its obligations, e.g. bottom line performance.

#### **Use of Management of Change Tools**

Analysis of the above data identifies the case for change in the EMP implementation documents. Management of Change is used to correct the deficient procedure(s) in the EMP and ensure that all Project users of the EMP are made aware of the change and receive appropriate training.

#### **Use of Key Position Checklist for Project Management Transition**

The Chad Cameroon Oil Export Project is not unique in that it evolves over time. For instance, the Project evolution involved Exploration, Construction, Production Start Up, Long Term Production Operations and Maintenance, In Fill Drilling for Producing Wells and High Pressure Water Injection wells for Formation Pressure Maintenance and Enhanced Fluids Recovery.

During Construction decisions are made to move the Project along as per Safety, Schedule and Cost. The use of the Key Position Checklist approach to management transitions (Construction to Production etc.) are vital to ensuring that EMP commitments and obligations made during the construction phase are not lost as the Project settles into the phase of long term operation and maintenance. Given that the Production management may be coming in from different parts of the world with different approaches to environmental and land use issues, it is imperative that the

EMP is communicated effectively and the appropriate management commitment is obtained at each management transition (Construction to Production, Production Manager to Production Manager).

### **Purpose of Site Specific Plan**

The purpose of each Site Specific Plan is to develop, for a defined area, measures that mitigate the precise problems its population is encountering, using the resources that are available to the restricted vicinity and maximizing the knowledge and capabilities of its inhabitants.

Although the absolute foot print of the Project (Permanent Land Take and Temporary Land Take Not Returned) has not grown since December 2005, the slow return of temporary use land plus the increase in compensated land has heavily impacted certain villages located in the OFDA. These impacts include:

- Reduced pool of land available for agricultural use
- Access to bush resources
- Depletion of bush resources
- Shortened fallow availability

Within these impacted villages, specific households are in greater need than others and will require further assistance in livelihood restoration and support in their access to community resources.

The approach to each village will be somewhat unique. By way of illustration:

- The economic and social impact of occupying a large area of non-attributed bush is different from sequestering unreturned hectares of farmers' land
- In a village composed primarily of fishermen, farmland may be important only to specific families.

In the first case, crop production is little affected, though the inhabitants will have difficulty in finding wild produce to supplement their diet or raw materials for building, tool making, and pasturage.

In the second, a return to previous levels of livelihood is governed by the amount of fallow and bush the village retains to put into cultivation plus the proximity of markets for selling produce, crafts and skills. A fishing village may, on the whole, be little impacted but specific individuals and families who do not engage wholesale in fishing may have had their farming resources severely curtailed.

The Land Use Mitigation Action Plan (LUMAP) Site Specific Plan for each severely impacted village in the OFDA develops these mitigation measures by clearly defining the village's situation. As follows:

- Existing natural resources in this localized area of the OFDA
- Identification and assessment of complementary economic resources that are available
- Villagers use of farmlands and bush
- Current land needs of villagers
- Specific measures to re-establish the viability of the village.
- List of closely tailored mitigation measures designed to return the village to viability.

. Action Area #3 of the LUMAP also requires the Project to:

- Develop a Site Specific Plan for one severely impacted village using mapping and questionnaires to gather information on the entire community.

- The plan will consolidate all applicable livelihood restoration tactics developed for the LUMAP into a strategy that will lead to livelihood restoration in this severely affected village.
- Extend this pilot framework to develop action plans for all villages designated as severely impacted by the Chad Oil Export Project.

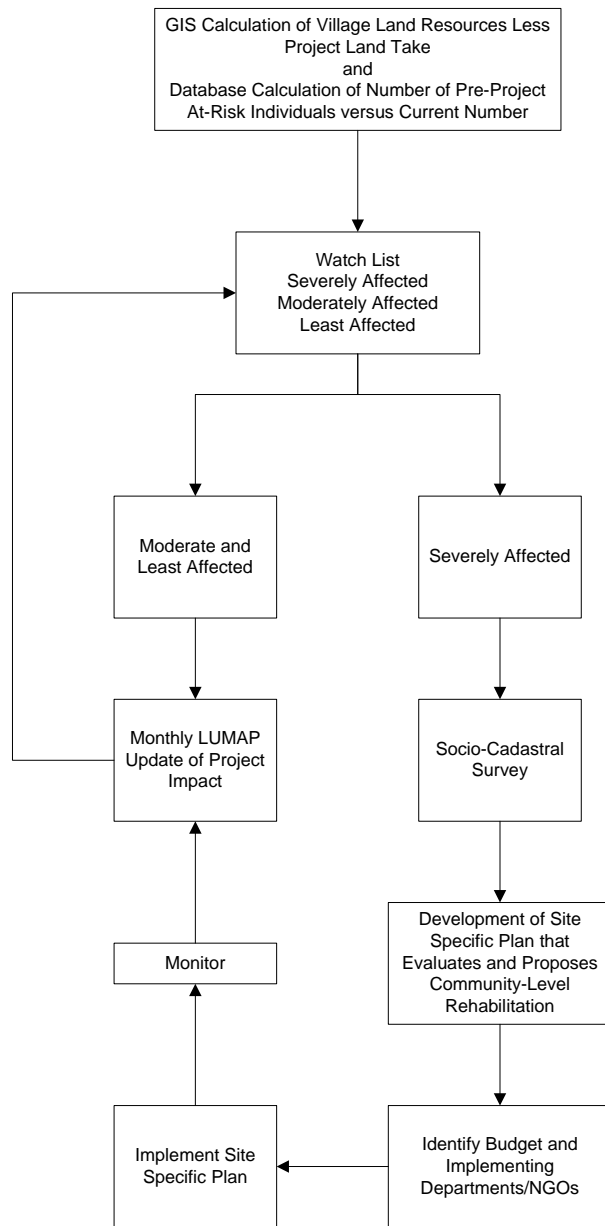
The pilot Site Specific Plan for use in developing the Site Specific Plan Framework has been written for Dokaidilti. During the implementation of this Plan, need for additional information and already collected but superfluous information not critical to livelihood restoration will be noted and the Framework for future plans will be adjusted and finalized. Learnings from these seven Site Specific diagnoses will play an important part in revising the Land Management Manual. The revision will set process metrics to indicate when land return has become a critical element in avoiding an area's slide into the severe category or to indicate when a Site Specific Plan is needed without delay.

### **EMP Monitoring Activities**

EEPCI developed several tracking tools that EMP uses to monitor Project impacts.

- EMP-IS: The EMP Information System database using a sequel server relational database to register all of the information generated by EEPCI for land take, compensation, reclamation and return.
- Detailed socioeconomic household surveys and measurement of household landholdings using Global Positioning System hand-held computers in the field.
- Incorporation of this data into the EMP-IS using Arc GIS software.
- Monthly LUMAP reports update the monthly changes in land acquisition and return.
- These changes are used to update specific villages' status according to a number of metrics that EMP has adopted and tracks in its database.
- The evolution of land acquisition and its impact on the physical resources and social situation in each village is monitored in the Monthly Report using these metrics.
- A "Watch List": Communities are listed on a "Watch List" according to their current status of Project impact. This Watch List allows EMP to identify a specific community in risk of becoming severely impacted.
- If a community is identified as having been or being heavily impacted, or at-risk of being heavily impacted, a Site Specific Plan can then be developed for the village. Villages that are high on the Watch List are examined in order to identify specific impacts and develop mitigations to reduce them.
- The Site Specific Plan lays out a series of actions to be taken, a timeline for their implementation, and assigns responsibilities/budget.
- The successive implementation of these site specific activities should appear as changes in the Monthly Village Monitoring Reports.

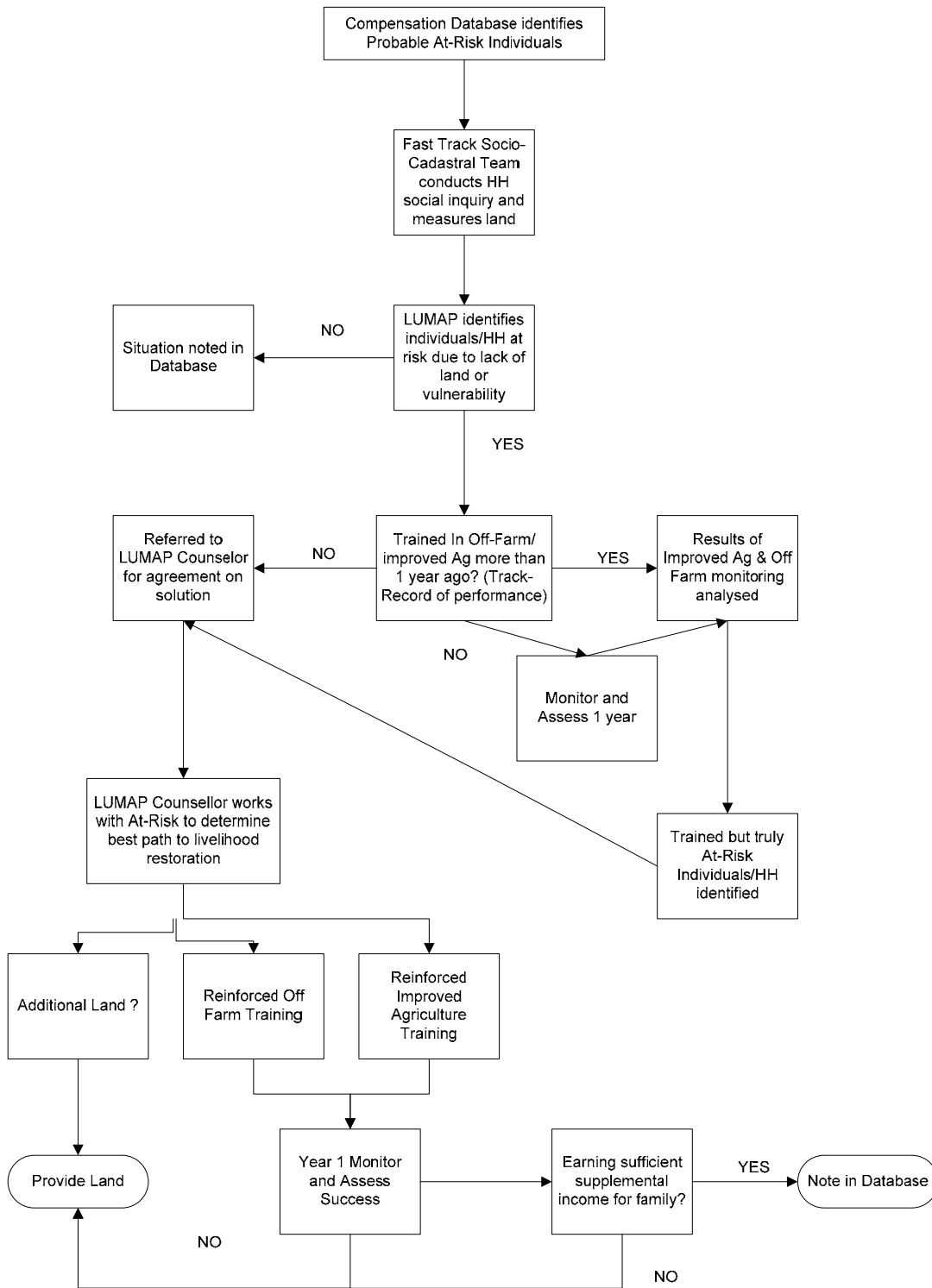
## VILLAGE WATCH LIST AND SITE SPECIFIC LIVELIHOOD RESTORATION PLANS



In this way the Site Specific Plans address larger issues that affect an entire community while other remedial actions are tailored separately for individuals in these severely affected villages plus the At-Risk individuals in other, less impacted villages. EMP has pledged to work out a Site Specific Plan for each of the seven severely impacted villages in the Chad Export Project OFDA.

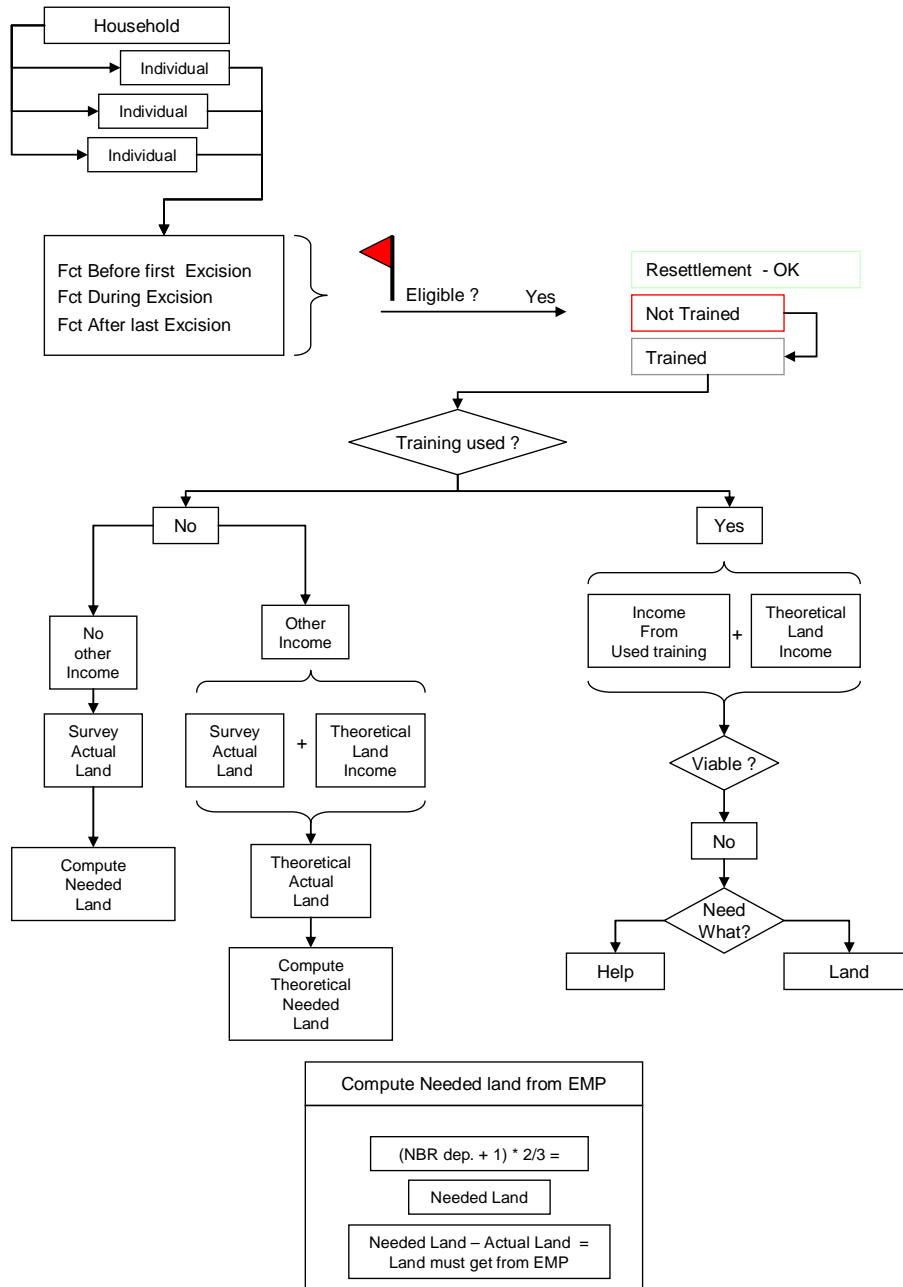
Village land surveys consisting of GIS land measurements of individual fields and detailed household questionnaires and survey monitoring are used to analyze conditions within specific, at risk communities. Concurrently with the social and cadastral surveys, a "Fast Track Team" using the same social and cadastral tools explores the resources available to individuals who, on the basis of information in the Compensation Database, appeared to be especially at risk. This Team works with individuals in all OFDA villages affected by Project land-take, not just the severely affected ones.

## FAST TRACK TEAM AT-RISK FILTER



All this information is used to filter down to the individuals/households that are – no matter in which of the 61 villages they live – severely affected by the Project’s land needs.

## DATA FILTER FOR IDENTIFYING AT-RISK INDIVIDUALS/HH



Fct = factor of amount of land available to each member of household

Once the Fast Track Team has surveyed At-Risk individuals and identified their present and potential resources, the individual monitoring results of the participants in Off-Farm or Improved Agriculture Training are also analyzed in order to more clearly identify At-Risk people. A LUMAP counselor works personally with each affected individual and his/her household to find a way to restore their livelihood using the resources and talents available to them. In some cases, replacement land may be the best way to resolve their situation.

The Site Specific Framework created here is determined by the monitoring information program described above. The concepts underlying the development of these Plans draw on the lessons learned during the implementation of the original Project and various satellites. These ideas strengthen EEPCI's Environmental Management Plan. They will be incorporated into a revised Land Management Manual to enlarge the number of resettlement options available in the future. But the Site Specific Plans are intended to deal with the present. This document presents the framework for these plans.

## **The Land Use Mitigation Action Plan Framework**

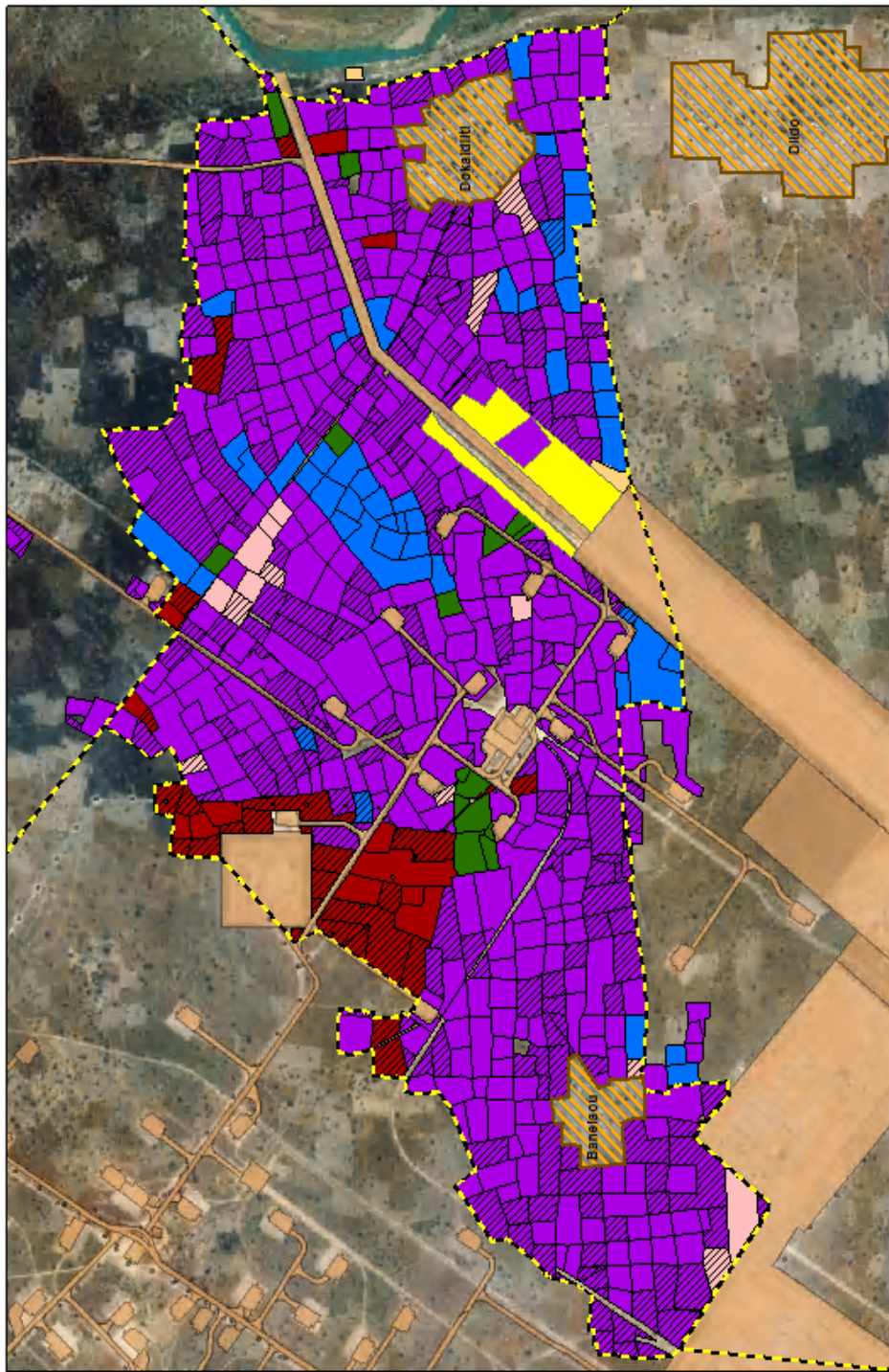
### **Foundations of a Site Specific Plan**

Each Plan is developed after the in-depth social and cadastral survey described above has been completed for the village. The first survey began in April 2007. Using the survey results the Land Use Mitigation Action Plan (LUMAP) Team clearly defines that village's global situation and then develops the Site Specific Plan. The village's Plan addresses problems that concern the targeted community's resources or that can be resolved by treating the community as a whole. For example, quality restoration and return of a borrow pit on that village's land may provide enough terrain for the inhabitants' viability. A development project may also be a prime way to revive the livelihoods of many of the communities' households. The Site Specific Plan will suggest this as part of the Supplemental Community Compensation also offered by the LUMAP. (For further information, see the full text of the finalized Action Plan on the project website at [www.essochad.com](http://www.essochad.com)).

### **Site Specific Data**

The Social and Mapping data gathered for each Site Specific Plan reveals in detail the land holdings of village lands (plus additional farmlands the villagers are using outside their own village boundaries). The status (field, fallow, bush, sacred site, settlement, etc.) is recorded along with the name of the person holding primary rights on the land. At any time the land holder, the land user, the area of land and its current use (as of the time of the cadastral survey) can be found in the EMP Information System (EMPIS) database.

# Residence Village of Farmers in Dokaidilti



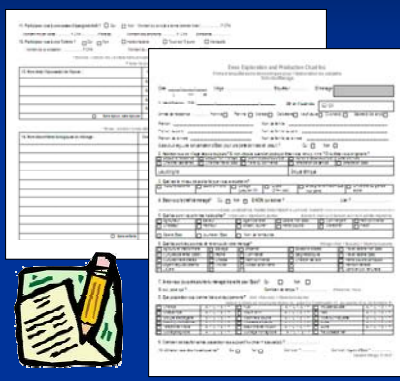
2 October, 2007  
 Satellite Image  
 IKONOS End December, 2006



- Dokaidilti
- Dido
- Bamsisou
- Project Remaining Land Title
- Other (Stage 2 Village)
- Other Land
- Irrigation
- Project Remaining Land Title
- Irrigation


As for the social survey data, the information covers the individual and household resources, income sources, burden of support and other information allowing each household to be analyzed separately.

# Dokaidilti Socio-Economic Survey

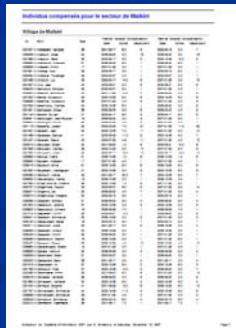


Form adapted from Barclay & Koppert

- Dependant & Relationship (Age, Gender, Education, etc)
- Income source
- Activities
- Valuable Asset
- House description
- Saving & "Tontine"



+



Listing of Compensated Individual

The database allows various queries of the information that permit an overall view of the household.


Enquête
Ménage
Village

ID	Cult. Primaire	Code	Relevé
543	Sorgho	1.886	2007-08-20
354	Sorgho	0.919	2007-08-20


No enquête	Type	Date	Nom Village	No Ménage	No Individu	Nom
ES000316	Cadastre	2007-07-21	Dokaidilti	HH000065	ID021918	Nadjidoumbe, Justin
ES000317	Cadastre	2007-07-17	Dokaidilti	HH000066	ID029965	Ngarbeyk, Eric
ES000318	Cadastre	2007-07-31	Dokaidilti	HH000067	ID026429	Djastnbeye, Olivier
ES000319	Cadastre	2007-07-21	Dokaidilti	HH000068	ID020256	Ndoramodji, Marc

**Integration of Household Concept**


Socio-Economic Data Survey




House Description & Picture

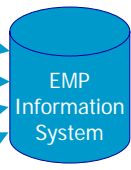


Individuals Aggregation by HH





Cultivated & Fallow Land description





Cross-Reference HH concept with existing Compensation & Resettlement Data

The entire village's situation can likewise be accessed.

No. HH	Training	Fam	OffFam	Individual	Field	Dossier	Compen	Area Now	Fct Now <sup>3</sup>
HH000076				7	1	4	0.457	1.855	0.771
HH000084				23	4	5	0.333	6.514	0.732
HH000041	1	2008		8	3	1	0.268	1.983	0.288
HH000057				8	2	2	1.290	2.933	0.387
HH000032				8	3	0	0	3.706	0.463
HH000083				1	1	0	0	0.557	0.482
HH000055				4	2	1	0.208	2.017	0.504
HH000012				7	3	10	3.388	5.307	0.534
HH000080				5	2	2	0.111	2.805	0.561
HH000039	1	2008		12	4	4	1.388	7.704	0.581
HH000091				5	2	0	0	4.844	0.614
HH000025				10	4	1	2.893	6.520	0.615
HH000011	1	2008		14	8	5	3.811	10.420	0.651
HH000023	1			8	4	0	0	5.745	0.705
HH000086				11	9	2	3.655	8.574	0.748
HH000036	1	2005		3	2	1	1.369	2.335	0.758
HH000065				9	6	4	0.784	8.931	0.788
HH000046	1	2007		6	4	2	0.227	5.686	0.848
HH000021	1	2007		5	3	5	1.497	7.499	0.657
HH000034				4	4	8	1.712	4.001	0.858
HH000010	1	2005		9	5	10	1.566	10.500	0.971

13 Red-flagged Household ... 10 HH have been compensated  
 3 have already received a Farm/Off Farm training → 27 Training to other HH...  
 Land Deficit: 10 Ha

Using all this data, the limits and constraints, the natural resources and livelihood status of the village can be assessed.

## Contents of a Site Specific Plan

The LUMAP Team analyzes all this information and integrates it into the village's Site Specific Plan.

### The key elements of a Site Specific Plan are:

- Land use status prior to the Project
- The village's current status
- The resources and areas of livelihood impacted by the Project
- An analysis of the village's current needs and resources
- How well the CRCP has remedied Project impact
- Conclusions on the village's site specific needs
- Review and Prioritization of Action Options for the Site Specific Plan
- Recommended Actions
- Implementation Timeline and Budget

### Land Use Status Prior to the Project

- Describe village land use (cultivation, fallow, bush) in the past
- Past population statistics, e.g. people/Hectare (Ha), population density/Ha
- Socioeconomics statistics available for the village
- Compare socioeconomic indicators for village to others in the OFDA
- Additional sources of income for villagers, e.g. fishing

### Current Status

- Analysis of lands lost to Project out of total holdings
- Analysis of At Risk Households (Red Flag Households), e.g. how many, amount of arable land required to bring them to sustainable level
- At Risk Households up to 2/3 corde per HHM

### Project Impact On Resources And Livelihood

- Status of individuals and households after Project impact
- Status of entire village after Project impact
  - Distribution of land holdings
  - Ability to fallow land
- Compare the At Risk Household status, e.g. households currently under 2/3 corde per HHM once temporary land is returned were above OR below 2/3 c per HHM before the Project started

### Current Needs and Resources

- Additional land resources needed to restore livelihood
- Resources available

### Capacity of the Resettlement Plan to Respond

- Successes and failures of resettlement options to address Project impacts in the village.
- Off-Farm Training results
- Improved Agriculture training results
- Physical Resettlement done

### Conclusions on Village's Site Specific Needs

- Review of all action options that might be implemented in the Site Specific Plan
- Evaluation and prioritization of the action options

### Actions Recommended for Site Specific Livelihood Restoration

#### List of recommended actions

CRCP/LMM Resettlement Option	Description	Viable Option (Yes/No)	Comments
Physical Relocation Individuals	Physically move at risk household to new location outside of current village		
Third Party Compensation	Land User with surplus land may donate to at risk household and receive normal land compensation payment		
Off Farm Training	Provide training to earn income in non-agricultural work		
Improved Agriculture	Provide training to generate more production of subsistence crops and produce cash crops		
Rainy Season Resettlement	Provide field clearing, rainy season hut, well, bicycle, and hand cart for use in distant farm field		
Physical Relocation of Village	Physically relocate entire village to new location in cooperation and in concert with government		
Supplementary Community Compensation	Development activities or infrastructure that will offset the community's loss of village area		

- Explanation of how recommended actions will restore livelihood
- How recommended actions will be implemented
  - Resources available or needed
  - Assignment of responsibilities
- Suggestions for Village Level Livelihood Enhancement Through Economic Development Projects
  - Be led through a village needs process using a Participatory Rural Appraisal (PRA) process by a Non Governmental Organization (NGO). The NGO will be under the oversight of EEPCI's primary resettlement program management service provider, JMN.
  - Use the PRA to determine what infrastructure improvement and/or development projects they wish to pursue given their budget within the SCC

**Site Specific Plan Implementation Timeline and Budget**

- List each recommended action
- Give timeline for its implementation
- Budget analysis for each action