

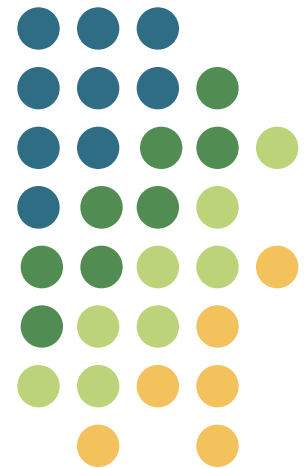
Chevron Nigeria GMOUs

Participatory Stakeholder Evaluation

(June-Sept 2008)



Consensus Building Institute



Context



- 8 Regional GMOUS created in 2005 by Chevron (and its stakeholders?) as the mechanism for community engagement.
- Expiring in 2008-09; Renegotiations approaching.
- Before renegotiating, Chevron wanted to assess strengths and weaknesses of the model. What was working? What wasn't?
- Importantly: This is the Niger Delta
 - Substantial and mutual mistrust and suspicion
 - Strained relationships, perceived broken promises

Why a Participatory Approach?



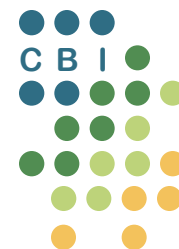
- 1. Evaluation in context of 'Conspiracy Theory'**
 - The best 'expert' evaluation in the world is useless
 - All information 'owned' or produced by one party is discredited
 - "Joint Fact-Finding" is critical
- 2. "Walk the Talk"**
 - Reinforce key Principles of the GMOU approach
 - Partnership, Local Ownership
- 3. Renegotiations are coming!**
 - Shared, credible information essential building block for successful, efficient negotiation

The Evaluation Design (1)



- **Participatory Design Stage** (2 weeks – June 08)
 - 2, week-long workshops with stakeholders
 - Jointly and transparently developing:
 - Goals, what evaluation should answer
 - Questions to be asked, of whom, by whom?
- **Data Collection Stage** (6 weeks – June/July 08)
 - NGOs into the field, interviewing stakeholders
 - 36 Focus Groups (20 communities, 1040 people)
 - 48 Individual Interviews (RDCs, Chevron, Govt, NGOs, Donors)

Evaluation Planning/Analysis Teams



Core Team

RDC	8
Government	7
NGOs	3
Chevron	4
Facilitators/ Subject Matter Experts	<u>8</u>
Total	30

Sub-Team

RDC	10
Government	9
NGOs	13
Chevron	6
Facilitators/ Subject Matter Experts	<u>8</u>
Total	46

Data Collection Team

NGO representatives 18

Facilitation Team

National and International NGOs
Jointly Facilitating

Rivers

Stakeholder
Groups

Interview
Team Members

RTDC Leadership

NNF
VULASI

Traditional Leaders

IDCEC NNF

Government

GOGO-ABITE AKOBO
08038975060
INNOCENT KARIBU

Community

~~Niyi Land~~
IDCEC - Niyi Land
Nick m. IKIRIKO
NNF

Security

NNF
VULASI IDCEC
(Niyi)

CNL

- Team Leads
- Coordinator

Nick m. IKIRIKO
INNOCENT KARIBU
NNF

NGO

GOGO-ABITE AKOBO
INNOCENT KARIBU

RIVERS

Add'l Stakeholders

NNC

INNOCENT KARIBU
08033168936
NNF

RSSDA

~~Gogo-Abite Akobo~~
Gogo-Abite, Akobo
INNOCENT KARIBU
Niyi Land (IDCEC) VULASI

GMOU Evaluation Goals



- **To produce credible information** about the GMOU's strengths, weaknesses, areas for improvement
- **To reach a shared understanding** of what has occurred under the GMOU process
- **To inform ongoing dialogue and decision making** about the GMOUs through shared understanding of what's working and what can be improved

***And...to do so in an inclusive, transparent,
and participatory way.***

The Evaluation Design (1)



- **Participatory Design Stage** (2 weeks – June 08)
 - 2, week-long workshops with stakeholders
 - Jointly and transparently developing:
 - Goals, what evaluation should answer
 - Questions to be asked, of whom, by whom?
- **Data Collection Stage** (6 weeks – June/July 08)
 - NGOs into the field, interviewing stakeholders
 - 36 Focus Groups (20 communities, 1040 people)
 - 48 Individual Interviews (RDCs, Chevron, Govt, NGOs, Donors)





14/07/2008 22:38

The Evaluation Design (2)



- **Participatory Analysis Stage** (2 weeks – Aug 08)
 - 2 week-long workshops with stakeholders
 - Reading through interview transcripts
 - Distilling key findings and themes (14 pages, chart of findings)
- **Report Writing/Review** (2 weeks – Sept 08)
 - Done by CBI in US, based on 14-page chart
 - Circulated to all participants for input/review

****No recommendations – just the 'facts'****



Lessons Learned from the Process



1. **Share control of the process**

- If you want people to trust the product, you have to build it together
- Even the most minor steps of the process

2. **Facilitation by a Neutral Party**

- But only useful in combination with participatory, stakeholder-driven approach... Otherwise, CBI is 'just working for Chevron.'

3. **Trade-Offs** (driven by context):

- Ownership vs. Expertise?
- Transparency vs. Efficiency?

4. **Strengthen the Relationship through the Process**

- Process itself was a test of Credibility...
- And an Opportunity to build more

Building Towards Renegotiations



1. **Substantively**

- Went into negotiation with all parties:
 - Sharing a vision of what's happening on the ground
 - Knowing and accepting validity of key issues
- Impact on Negotiation:
 - Setting the Right Tone: Didn't start by discrediting each other
 - Relationship: Prior experience in joint problem-solving
 - More Valuable Agreements: Focused the renegotiation on more than just \$\$\$

Building Towards Renegotiations (2)



2. Process-wise

- Allowed for process innovations
 - We introduced a new, structured way to negotiate...
 - Depended on some measure of initial buy-in from parties
 - Because evaluation was perceived as fair and credible, renegotiation process given the benefit of the doubt
- Credibility of Facilitators:
 - Established through the evaluation
 - Lower stakes opportunity to demonstrate how we work for all parties