

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CHAD

30 April 2005

In Brief

Appeal No.: 01.42/2004 – http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/014204.pdf

Appeal target: CHF 154,394 (USD 115,954 or EUR 99,384)

Appeal coverage: 2.7% ([Click here to access the final financial report](#))

Appeal 2005: Central Africa sub-regional programmes no. 05AA038 (includes Cameroon, **Chad**, Equatorial Guinea, São Tomé and Príncipe, and sub-regional office) –

http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA038.pdf

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

The severe armed conflict plaguing Darfur and other regions of Sudan has enormously affected the programmes and activities of the Red Cross of Chad¹ throughout year 2004. Described as one of the major humanitarian crisis in the World, the conflict has caused since early 2003, the killing of thousands of people with more than 1.8 million others displaced in the neighbouring countries. These predominantly include the influx of 200 thousands Sudanese refugees to Eastern Chad. In accordance with its mandate to “relief the suffering population and improve the conditions of the most vulnerable”, the Red Cross of Chad in cooperation with the Federation, dedicated tremendous time and resources to work in the affected region. The constraints and complexity of the refugees operation have totally absorbed the operational capacity of the national society and almost handicapped the implementation of activities planned under the 2004 Appeal. A slight effort was made during the second half of the year, with a series of vaccination campaigns against polio, measles and meningitis.

¹ Red Cross of Chad – <http://www.ifrc.org/where/country/check.asp?countryid=45>

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The activities related to the refugees operation showed the need to improve the capacities of the Red Cross of Chad to deal with every unpredictable situation like population movements which have become a serious disaster in Chad over the past 20 years. The main constraint is to increase the number of volunteers and ensure an appropriate training and equipments for the human resources who are invested in almost every domain in the refugee operation.

The national society is also following up on the recommendations of the September 2004 General Assembly and is preparing to draft a new strategic development plan (SDP) covering the next three years (2005-2007). This revised SDP will focus primarily on improving the national society's management systems, strengthening its financial and human resources by generating technical capacities which will enable the Department of Finance to produce accurate and timely reports as well as answering the Federation's contingencies in terms of rules, procedures and budget cycles.

In cooperation with the Federation operational delegation, the Red Cross of Chad has been able throughout year 2004 to face some of its sovereignty duties among which is salary payment to the Red Cross staff working at national and regional levels. Skilled staff recruitment has also begun timidly. In the medical field, the Red Cross of Chad organized several awareness and vaccination campaigns for both the Sudanese refugees and the local populations.

Operational developments

In line with the "cooperation strategies" of the Federation Central Africa sub-regional office all partners working with the Red Cross of Chad are committed to support various aspects of the priorities set out in the three-year development plan document of the national society for 2003-2005. The French Red Cross was committed to mobilize resources for WatSan project for schools in the outskirts of N'Djamena and also to support the organizational development of the national society by assisting local branches to improve their organization standards through appropriate training and utilization of volunteers. The Swiss Red Cross was expected to make contribution in the field of Community health project and support for women and development activities. The Spanish Red Cross supposed to have refurbished the national society's garage, while the ICRC undertook to pursue its classic programming with the national society in the fields of cooperation, emergency preparedness (conflicts), dissemination of information / IHL, and tracing/Red Cross messages.

Unfortunately, the country witnessed in 2003 a devastating weather which continued throughout 2004 and coincided with the massive influx of Sudanese refugees. Subsequent efforts by national society in emergency response to the needs of the refugees are registered as part of the activities planned under the 2004 disaster preparedness programme. The Red Cross of Chad has also made some progress in training trainers to carry out HIV/AIDS activities in some of the big cities and also at regional and local levels for youth and vulnerable groups, volunteers, health professionals and corporate staff. The national society is expected to assess the campaign in relation to its goals in order to know the impact on the target population.

In spite of the management progress registered over the past few months in the Sudanese refugees operation, the national society still needs to improve a wide presence at field level, and repositioned itself as the first and best national humanitarian organisation in Chad. But before it could arrive at such result, it needs support to consolidate its past and present gains and engage full-time programme staff to organize partnerships and relevant activities.

Strengthening the national society through health and care and organizational development are the main areas of focus on which the Red Cross of Chad Appeal for 2004 was based.

Objectives, Achievements, and Constraints

Health and care: Support to Community Health

Goal: Reduction of the populations' vulnerability to common diseases prevalent in the community.

Objective: The target populations will adopt behavioural patterns that are health compatible and will make more use of the national society's health and care services.

The Federation has proposed to ensure the coordination of internal and external support to strengthen the institutional basis of the national society in 2004. This was expected to be fulfilled partly through the community health programme of the national society by setting up an appropriate volunteer management mechanism. The interest behind the strategy was to use the volunteering programme arising out of the 2010 initiative to recruit more qualified staff and more volunteers especially in the rural areas where the majority of people are confronted with limited access to primary health care.

In respect with its commitment to the ARCHI 2010 Strategy, The Red Cross of Chad has developed a National Health and Care programme to assist the most vulnerable and the general public in the areas of the global fight against HIV/AIDS and community-based first aid (CBFA).

Health and Care

Goal: Reduction of the propagation of HIV/AIDS and tuberculosis in the populations particularly at risk.

Objective: The target populations of the committees working with the programme will adopt less risky sexual behaviours and will make increased use of prevention, screening and care services.

Achievements in relation to the global fight against HIV/AIDS:

- Through Federation supported training for the youth, Red Cross staff and volunteers, and health professionals, a number of projects are launched at local levels in Moundou, N'Djaména and Bitkine.
- Where the process of global fighting against HIV/AIDS is also developed, the Red Cross of Chad has established working relations with other Central Africa sub-regional national societies: Cameroon, Republic of Congo, Democratic Republic of Congo (DRC), Central African Republic, Equatorial Guinea, Gabon, and São Tomé and Príncipe.
- Some tools like posters and HIV/AIDS training manuals are produced for trainers, peer educators and also for learners of different socio-professional categories. The national society intends to update very soon the tools in order to adapt them to the rapid socio-cultural changes affecting the Chadian environment, and also to provide more understanding for the messages they convey.
- This increased interest of the regional and local branches of the Red Cross of Chad in contributing to the global fight against HIV/AIDS has resulted in 2004 to the development of radio documentary and drama plays like comedies, sketches, traditional songs and folk dance focusing on the role of the Red Cross of Chad in fighting HIV/AIDS as human disaster of modern ages.
- For more efficiency in the programme, discussions are opened with many partners like UNICEF, WHO, UNAIDS, in order to mobilize resources and technical support of information sharing, continual assessment and training needs for the full success of the national society's objectives. By doing so, the Red Cross of Chad fully subscribes to the ARCHI 2010 strategy by committing itself to the activities set out in the health development plan. Last year, the national society has permanently deployed, the potential of its volunteers in a range of activities in the field of health, either in cooperation with the Government (Ministry of Health) and other agencies, or directly with the Federation in the Sudanese Refugees Operation. The volunteers were mainly used to conduct social mobilisation and vaccination campaigns at regional and local levels in combating epidemics and other recurrent diseases like measles and polio. These include the first, second and third rounds of the synchronised vaccination campaign against polio, and other vaccinations against measles and meningitis. Additionally, regular coordination with all the national and international NGO operating in the Chad health system has played a vital role in

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strengthening the cooperation links between the Red Cross of Chad and its partners - including the government represented by the Ministry of Health.

- The Red Cross of Chad leadership's intention by combating HIV/AIDS and other diseases is mainly to consolidate the national society's capacity in emergency response and to help reduce the morbidity and mortality of diseases.
- In 2004, the Red Cross of Chad partnered with WHO on the fight against HIV/AIDS. The partnership serves as a strong argument for the national society to require support for its activities and to highlight priority issues relating to HIV/AIDS.
- Red Cross of Chad authorities attended many national and international meetings among which are: the meetings organized by WHO on HIV/AIDS in N'Djamena, Gounou Gaya, Bitkine, Kello. Their presence in those important gatherings was an opportunity for the national society to raise the needs for equipment and visibility.
- Volunteer and youth activities continue to have a special focus within peer education projects where public awareness is increased among the youth.

Achievements in relation to community-based first aid (CBFA):

- CBFA training was conducted in N'Djamena for 15 volunteers and during 8 days with the participation of 18 branches. This is now being integrated into other training modules conducted by the disaster management department. Wider scope of implementation of this objective was delayed due to the refugee operation.
- Also, because of the constraints related to the refugee operation, the Red Cross of Chad could not devote the appropriate time and resource to develop a comprehensive CBFA programme. However, terms of reference to initiate such programme is expected to be carried out very soon to assist the national society in focusing more on preventive services including mother and child health care, health education, and outreach programmes.

Constraints:

- Similar to other national societies in the Central Africa sub-region, the Red Cross of Chad is constantly confronted with all sorts of disasters which have not allowed a regular programming and development process to be carried on. For nearly 20 years, the national society has continued to operate in an unstable environment with limited resources, low pay of staff, inability to recruit and maintain a skilled volunteer network. The deficit of qualified staff is the main reason behind programme failures and to some extent, the reluctance of donors to finance the activities of the national society.
- More efforts are still needed to improve the general public access to the Red Cross of Chad health care programme in the fields of information and Education on the sensitive issues of HIV/AIDS.
- The Red Cross of Chad was absent from the scene of 2004 Appeal mainly because the funds needed to support its programmes were not available. As a result, the leadership was left with a plan without actions and a loss of momentum in all the expectations for 2004. The only way out of the situation is to lessen dependency of the national society on traditional sources and search for new financial sources with higher levels of commitment.

Impact:

- The first round of the polio campaign was in October 2004; it targeted 670 children under-five of a total camp population of 3,701. The campaign vaccinated 862 children in Treguine camp (an average coverage of 94.3%).
- The second round held in November just exceeded 100%, with 2,800 children under-five targeted. During this round the Treguine population increased to 13,928 refugees. Polio round 2 also vaccinated 31,093 children in N'Djamena (104%), and 86,803 (102%) and 93,737 children in the Eastern regions of Ouaddaï and Wadi-Fira, respectively.
- The third round vaccinated 2,823 children in Treguine (more than 90%). Similar success was recorded in the N'Djamena, Ouaddaï and Wadi-Fira.
- Related to measles coverage, 5,539 children aged 6-15 years were vaccinated (99%).

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- More than 100 Red Cross volunteers were trained and used for the campaigns both in the refugee camp and in the local regions.
- Through the social mobilization and vaccination campaigns, the local branches of the Red Cross of Chad, mainly in the Eastern region – where the Sudanese refugees operation is being conducted - are aware of the communal health problems and identify with their participation the priority activities to resolve them.
- Also, the Red Cross of Chad volunteers have taken on community health promotion activities by constantly involving in the community's epidemiological surveillance and reporting all cases to the health services. By doing so, they have contributed to the polio and measles vaccination coverage, and to the active riposte against meningitis.
- The Red Cross of Chad has continued to play a vital role as a member of the interagency committees for health care and related issued.
- The national society has made progress in the fight against HIV/AIDS and the promotion of reproductive health with ease as compared to few years ago. While much work remains to be done to address the stigma associated with some diseases like HIV/AIDS, a promising network is expanding to strengthen the disease prevention component of the national society's health care programme.

Health and care: Combating HIV/AIDS and Tuberculosis

Goal: Reduction of the propagation of HIV/AIDS and tuberculosis in the populations particularly at risk.

Objective: The target populations of the committees working with the programme will adopt less risky sexual behaviours and will make increased use of prevention, screening and care services.

Impact:

- Peer education in the field of HIV/AIDS/STI has continued among the youth and reinforced in the refugee camps to avoid contamination among the massive refugee populations in Chad. This is done in the Sudanese Arabic and Massalit languages and has helped to maintain very low, the statistics of HIV/AIDS in the camps.
- The promotion of the use of condom has continued and even introduced to some of the sensitive religious and cultural circles. Many places where the issue was formerly considered as a taboo are now integrating it to their discussions, which the national society has taken as a good opportunity to start advocating on discrimination and stigmatization occasioned by HIV.
- The existing network of prostitutes has agreed to carry out peer education in support for the Red Cross of Chad programme. This is considered as one of the best channels through which the Red Cross is helping to reduce the propagation of HIV/AIDS in the Chadian big cities.
- In 2004, leaders and volunteers of the Red Cross of Chad where also present in the field of home care and psychological support activities, noticeably to help the refugees out of the ordeal and violence they have suffered. The arrival of a Federation social welfare delegate is helping to improve the programme and train more volunteers to cover much more people, mostly in the local population. As a result, some people living with HIV/AIDS are collaborating with the Red Cross of Chad to fight against AIDS.

Disaster Management

Background and achievements:

Through the Sudanese refugee operation, the Federation disaster management and coordination unit (Geneva) and Central Africa sub-regional office (Yaoundé) have given responsibility to the Central African sub-regional national societies to deploy the Central African regional disaster response team (ERDAC) in Chad. The team is composed of members with specific skills that are serving as medical professionals in the refugee operation since December 2004.

The deployment of ERDAC is considered as an extension of actions by emergency response units (ERU) in addressing the emergency response needs. Therefore, it is perfectly in line with the Federation's disaster

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management policy and presents the advantage of being a directory of readily available multi-disciplinary human resources from the regional national societies, with a good knowledge of the regional realities.

The regional skills deployed through the ERDAC in Chad are presently working to build a national network of medical resources for the national society in the field of disaster management and mostly to help the Red Cross of Chad draft a more actual and effective national disaster plan.

Goal: Reduce the vulnerability of the Chad populations in the wake of disasters.

Objective: The national team's disaster management skills in the field of WatSan, epidemic management, and food security will be strengthened and mechanisms enabling the national society to host an ERDAC, FACT or ERU team are in place. In addition, the prevention, preparation and response capacities of the local branches situated in the high-risk zones are strengthened.

Impact:

- The skills acquired by the national society officers through ERDAC training courses favour the ongoing process for establishing a national disaster management team which is actively working in the refugee operation.
- The national society has a map of the potential risks and their location in the country. Partner agencies working in the refugee operation in Eastern Chad are also using the map as a working tool highly appreciated.
- With stronger collaboration with the civil protection directorate, the German ERU and more recently ERDAC have been deployed in Chad as operational disaster response teams. These teams worked both at national and regional levels to train and build up a national disaster response team with many volunteers of the Red Cross of Chad. The skills acquired from the German ERU and the ERDAC by the Chadian volunteers have been useful in 2004 to manage the Treguine camp hosting 14,000 Sudanese refugees. These same skills benefited the various vaccination campaigns, both at Red Cross level and in cooperation with the Ministry of Health to promote education in the local branches, above all in high-risk zones.
- About hundreds of Red Cross volunteers selected from the nascent National Disaster Response Team have taken various responsibilities in food distribution for refugees in Treguine Camp. This is considered as part of the national society's contribution to the global partnership with WFP for food security in Chad.
- As a whole, the ongoing efforts of the Red Cross of Chad in establishing and training of a National Intervention Team have proved its value in the refugee operation. Most of the volunteers presently admitted in the national pool are responding efficiently to their tasks and responsibilities. In addition, partner agencies, national and international, are prizing the national society's response in the refugee operation.
- The national society also planned to maintain the skills of the volunteers by refreshing training sessions.

Constraints:

- Although a progress was made in 2004 in the field of Disaster Management, a further strengthening of the department is necessary and will require additional funds, support and follow-up. The 2005 Chad Appeal reflects this need by emphasizing on the recruitment of professionals and volunteers to fill the existing gap in medical and disaster response domains. These priorities are expected to be carried out with much more involvement of the local branches in planning and training processes.
- The lack of consistent and timely contributions from the Federation and other partners sometimes limited the ability of the national society to implement its activities. These contributions are needed to allow the capacity of the Red Cross of Chad to adjust to the growing expectations from the vulnerable and the general public.

Humanitarian Values

Background:

In the Central African sub-region, apart from the DRC, promotion of humanitarian values and fight against HIV/AIDS stigmatization is implemented mainly through youth activities and theatre troupes. In a national context where exclusion, marginalization, discrimination and violence of all types are rampant, the value of promoting humanitarian values is evident. The Federation's standpoint on issues such as economic sanctions, country boycotts, discrimination, stigmatizing of people living with HIV/AIDS (PLWHA), ethnic and customary sexual mutilations will be broadcast by the media, leaders, influential personalities and other well-known figures through simple messages.

The Red Cross of Chad planned in 2004 to develop a network of journalists interested in humanitarian issues. The interest behind the idea is to ensure a constant flow of messages to support a campaign against discrimination and stigmatisation, and also to provide a voice to people who suffer from discrimination, and advocate in their favour. But, because of lack of funds again, the programme was not implemented. The only achievement registered in the promotion of human values remains almost the same as in the previous years.

Goal: Elimination of discrimination in respect of specific groups of vulnerable people.

Objective: Through the media, theatre troupes and personalities of international repute, the population and the public authorities are familiar with and appreciate the positions of the Federation in respect of all forms of discrimination, with special emphasis on stigmatisation due to HIV/AIDS.

Achievements:

- Under the activities of the Department of Information and Dissemination in 2004, the quarterly newsletter of the Red Cross of Chad has continued its regular publication together with other dissemination materials like posters, stickers, tee-shirts, caps, calendars, greeting cards, on which relevant messages are printed to promote the Humanitarian Principles of the Movement and the mission and activities of the national society. All these materials are distributed to the partners and the general public within and outside the national society. They are also used to advocate for the needs of the most vulnerable.
- The Red Cross of Chad also witnessed major advances on the media and information front. This was possible under its cooperation with the ICRC. The department of information and dissemination has continued its weekly radio broadcast on the Red Cross activities and the promotion of the fundamental principles and humanitarian values. Through this, relations between the Red Cross of Chad and the national media professionals are strengthened at, national, regional and local levels. The weekly broadcast also served as a means to feature the image and activities of the national society and its partners (including the Federation) in the refugees operation.

Constraints:

The department of information and dissemination lacks resources (human, material and financial). Only one person is acting all in all as information assistant and could not be efficient every where she is needed. Above all, there is no standard salary payment to the officer. No office, no equipments no archives to keep the records of activities and event. As a result, the information and dissemination programme in the Red Cross of Chad remains nearly stagnant, carrying out the same traditional activities for 10 years: newsletters, radio programmes and the occasional production of little gadgets.

Organizational Development

Goal: Improvement of the performance of the Red Cross of Chad in the core areas of Strategy 2010.

Objective: Financial capacities that cover the basic outlay and implementation of the programmes of the Red Cross of Chad are strengthened.

Background and achievements:

The current three-year SDP - which defines the vision, mission and priority programmes of the Red Cross of Chad - is considered the institutional pillar on which the 2004 Appeal was based. The SDP is relevant to few aspects of development where the national society defines its priorities. But it largely lacks consistency and adequacy on the ground of strategies and objectives. More so, the indicators selected and the control/evaluation methods defined are not deeply analysed in relation to the rapid changes affecting the national society itself and the country as a whole.

The SDP normally expires this year, but its impact on improving the conditions of the most vulnerable in Chad is almost impossible to measure given that the national society lacks technical capacities and financial support to manage the programmes and projects proposed.

The Organizational Development programme in Chad since 2003 is structured around three lines of support:

- Building the national society's strategic planning and management capacities at national headquarters and six local branches.
- Building the national society's capacities to mobilize and better manage the volunteer network in respect of community health matters in the local branches and enhance effective disaster response.
- Building the national society's material and financial capacities.

Impact:

- The only progress made in 2004 regarding the organizational lines of the national society was the September General Assembly which made recommendations in respect with good governance, decentralization and reforms in the financial system. For instance, the General Assembly made strong recommendations for:
- Mobilizing resources to build the national society headquarters in N'Djamena: the British Red Cross and Spanish Red Cross have contributed to the project.
- Governance at headquarters and branch levels to clearly defined roles and job descriptions and offers strategic support to management as opposed to operational support.
- The coordinating role of the Headquarters to be strengthened and thoroughly observed by the leadership.
- The General Assembly delegates considered roles clarification between governance and management bodies as a key element by which the national society could improve its image and attract interest and funds from the partners. All these recommendations were presented in the General Assembly's final report and will be used for the present and coming governance and management terms.
- On another register, the refugees operation has given a particular and great development opportunity to the branches of the national society in Eastern Chad. Most the branches in the Ouaddaï and Wadi-Fira regions are re-emerging through the refugee operation which includes resource development at every level as well as management and capacity building to complement bilateral project support targeting these branches as a compensation for the huge responsibility each of them has taken in the refugee operation.

Constraints:

- The lessons drawn from the 2004 poor performance by the Red Cross of Chad in the field of OD, show a very limited financial capacity and a crucial lack of skilled staff to undertake large-scale activities. To solve this deficiency, it will require greater efforts to effectively mobilize local and international funding.

Coordination, Cooperation and Strategic Partnerships International Representation

Background and achievements:

In 2004, the Red Cross of Chad, in cooperation with the Federation intended to advocate and contribute to reducing vulnerability and suffering by mobilizing local and national communities and authorities to act where humanitarian action is obliged to recognize its limits. Typical examples include poverty alleviation, stigmatization and discrimination, sexual violence, genital mutilation on women and child abuse. But, with its total concentration on the refugee operation, the national society could not carry out the programme largely as expected. The only effort made under International Representation was noticeably to advocate and mobilize assistance from the Chadian authorities, partner agencies and the local populations on behalf of the refugees.

Goal: Public, authorities, diplomatic corps and funding agencies will provide greater support for the work of the Federation and the Red Cross of Chad.

Objective: All concerned parties will have a better knowledge and a clearer understanding of the humanitarian standpoints and activities of the Red Cross of Chad and the Federation.

Impact:

- Cooperation between the Red Cross of Chad and its national and international partners has seriously improved in 2004. To attract more support, efforts are made to report the activities of the national society at local, national and regional levels, including reporting to Federation and partner agencies at international level.
- The collaboration between the national society and the media has improved and many newspapers and radio stations in Chad are now reporting regularly on the Red Cross activities and humanitarian messages.
- The Red Cross of Chad is identified by the UNHCR as a major humanitarian partner in the refugee operation. Therefore, the national society is frequently invited to participate in forums, meetings or consultation processes where decisions are made in relation to the refugee operation or to other humanitarian issues in Chad. The national society is also raised to the level of an operational partner with all diplomatic institutions operating in Chad in the fields of development and humanitarian activities
- A Memorandum of Understanding (MoU) formerly planned between the Red Cross of Chad, the Federation and the German Red Cross/ERU has been finally postponed to January 2005. The objective of the MoU is mainly to pave the way for medical competence transfer to the Red Cross of Chad in the refugee operation. It also intends to strengthen the cooperation between the national society, the Federation and the German Red Cross in line with the process of capacity building and joint planning and initiatives to support the Red Cross of Chad in achieving health for the most vulnerable through coordinated bilateral or multilateral efforts.
- The major achievements in all these bilateral cooperation commitments are registered through the efforts of the Spanish Red Cross in the fields of human resource training and logistics support. This was practically implemented in relation with the refugee operation, by the purchase of 3 Toyota field vehicles and the development of mobile clinics in the beginning of the refugee operation. Few training sessions were also organized by the French and Spanish Red Cross societies to improve the skills of the volunteers in Emergency preparedness and health care promotion. At executive and governance levels, the national society could not achieve its objectives to highlight the challenges faced in the development of its strategic plan priorities, in terms of fund mobilization, skills upgrading and recruitment of qualified staff and volunteers to ensure a professional planning, implementation, monitoring and evaluation of its programmes.
- The refugee operation in Chad has illustrated a good model of cooperation between the Red Cross of Chad and its partner agencies. The lessons learnt from the field experience in Eastern Chad is utilized by the national society to raise awareness as to the need to ensure clarity of roles and responsibilities of every partner in order to avoid confusion, mandate clash and duplication of activities in the Tréguine camp which is under the responsibility of the Red Cross.

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Constraints:

- The lack of specialization and a well-organized administration at the Headquarters of national society often affects negatively the interest of some partner agencies to develop a long-term cooperation with the Red Cross of Chad. The same situation also affects decision making at national level, thus depriving the national society of every capacity to work in proactive way with its partner agencies.

Federation Coordination

Objective: The Red Cross of Chad as well as its partners have stronger capacities to coordinate their activities and work together more effectively.

Achievements:

- For the past three years, the Red Cross of Chad SDP is the main source of reference for every programme and project developed. The SDP was drafted in 2002 with technical and financial support of the Federation, and was shared with partners of the national society, including representatives of the international community. The current plan will be updated or renewed in 2005 in line with the Federation guidelines.
- In conformity with the Appeal of the refugee operation, the Federation is invited by the national society to serve as a focal point and facilitate coordination of the operation until capacities are built in the Red Cross of Chad to take over. This resulted in the Federation's active involvement in resource mobilization and deployment of delegates in various fields. Day-to-day field training has been initiated through the "counterpart capacity building system" which helps the national society's volunteers to learn directly in the field. The capacity transfer is destined to improve networking, planning activities and developing strategies to achieve the objectives of the national society.

Constraints:

- Some programmes and activities proposed by the Red Cross of Chad in its SDP could not meet the support expected from the Federation. The reason is that some of them appear to be too ambitious in many respects and inadequate with the priorities on the ground.
- The Federation also finds it difficult to build capacity for the national society because roles and responsibility between governance and management bodies were not clarified until recent.

[Final financial report below; click here to return to title page and contact information.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA042
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	42'944			111'449		154'394
Opening Balance (B)	0			4'134		4'134
Income						
Cash contributions						
Other	0			0		0
Cash contributions (C1)	0			0		0
Reallocations (within appeal or from/to another appeal)						
Swedish Red Cross	15'128			60'183		75'311
Reallocations (C2)	15'128			60'183		75'311
Total Income (C) = SUM(C1..C5)	15'128			60'183		75'311
Total Funding (B + C)	15'128			64'317		79'445

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	0			4'134		4'134
Income (C)	15'128			60'183		75'311
Expenditure (D)	-15'128			-63'397		-78'526
Closing Balance (B + C + D)	0			919		919

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA042
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
BUDGET (C)		42'944			111'449		154'394	
Supplies								
Other Supplies & Services	500							500
Total Supplies	500							500
Capital Expenditure								
Computers & Telecom	5'000							5'000
Total Capital Expenditure	5'000							5'000
Transport & Storage								
Transport & Vehicle Costs	8'824				2'039	2'039		6'785
Total Transport & Storage	8'824				2'039	2'039		6'785
Personnel Expenditures								
Delegates Payroll	26'297				18'577	18'577		7'720
Delegate Benefits					8'604	8'604		-8'604
Regionally Deployed Staff	12'581				75	75		12'506
National & National Society Stal					2'945	2'945		-2'945
Total Personnel Expenditures	38'878				30'202	30'202		8'676
Workshops & Training								
Workshops & Training	73'340	14'145			34'878	49'023		24'317
Total Workshops & Training	73'340	14'145			34'878	49'023		24'317
General Expenditure								
Travel					4'896	4'896		-4'896
Information & Public Relation	1'000				332	332		668
Office Costs	16'816				4'074	4'074		12'742
Communications					4'666	4'666		-4'666
Professional Fees					1'490	1'490		-1'490
Other General Expenses					400	400		-400
Total General Expenditure	17'816				15'858	15'858		1'958
Program Support								
Program Support	10'036	983			4'121	5'104		4'931
Total Program Support	10'036	983			4'121	5'104		4'931
Operational Provisions								
Operational Provisions					-23'700	-23'700		23'700
Total Operational Provisions					-23'700	-23'700		23'700
TOTAL EXPENDITURE (D)	154'394	15'128			63'397	78'526		75'868
VARIANCE (C - D)		27'816			48'052	75'868		