

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Chad

Appeal No. MAATD001

28/04/2009

This report covers the period 01/01/2008 to 31/12/2008.



Results from nutritional screening days in Tréguine refugee camp, 15-17 December, disclosed that the rate of low birth weight and malnutrition among children 6-59 months had been reduced through the special Nutritional Programme "Mother and Child Care".  
**International Federation.**

## In brief

**Programme purpose:** To ensure the continuity of quality humanitarian assistance to Sudanese refugees in the Tréguine and Bredjine camps and other vulnerable local populations in eastern Chad, thereby maintaining or improving the health status, wellbeing, and living conditions of targeted beneficiaries in consistency with internationally accepted standards.

**Programme summary:** The initial plan for 2008 was set out to support Red Cross of Chad in building the organizational capabilities needed to scale-up service delivery and better achieve the transition from an emergency refugee operation to core programming in line with the International Federation Global Agenda Goals. Programme implementation was however disrupted by constraining challenges including institutional turmoil within the Red Cross of Chad governance and management structures; the impact of natural disaster; the upsurge of violent clashes between Chadian governmental forces and armed militia, coupled by an overall deteriorating security situation. In the course of events, a readjustment of programme focus emerged as a necessity to better adhere to the humanitarian imperative. The refugee operation therefore became the main preoccupation of the Federation's Delegation in Chad during the reporting period.

Nevertheless, the objective to provide Red Cross of Chad with the means to more efficiently move towards becoming a well-functioning national society was actively targeted during the last part of the year. Key technical competencies in the fields of programme coordination, administration and finance were deployed to support the Red Cross of Chad in enhancing

operational skills. Further steps will need to be taken, but as the past year of surmounted challenges clearly indicate – the vision and motivation to move forward is shared by the Federation and the Red Cross of Chad. And as a result of their joint actions and efforts in 2008, the most urgent needs and situations of vulnerability were satisfactorily addressed. Quality humanitarian assistance was delivered throughout the year to targeted Sudanese refugees and vulnerable populations in the eastern region of Ouaddaï. Overall, activities within the operational sectors, including health and care, water and sanitation, distribution of food and relief items, shelter, camp management and social services proceeded in accordance with internationally agreed standards.

**Financial situation:** The total budget for 2008 was **CHF 7,953,774 (USD 7,647,860 or EUR 4,924,937)** of which 56 per cent covered. Expenditure overall was 51 percent. The budget was revised in June to **CHF 4,156,531 (USD 3,958,601 or EUR 2,789,618)**, of which 107 per cent covered. Expenditure overall was 98 per cent. There is a variance of 2 per cent (CHF 53,122) on the expenditure of the Annual Appeal budget and an under spend of 7 per cent (CHF 339,000) on the total incomes of 2008. These variances mainly result from the modification of planned programme activities within the sectors of water and sanitation, humanitarian values and organizational development.

[Click here to go directly to the attached financial report](#)

**No. of people we help:** Nearly 48,400 Sudanese refugees in the Tréguine and Bredjine camps and an additional 15,170 targeted vulnerable host populations in six neighbouring villages, located within a distance of 15 kilometres from the refugee camps, were reached by humanitarian assistance from 1 January to 31 December 2008. In addition, an estimated 1,660 families (flood-victims) in six Chadian regions were reached by emergency relief care; 270,000 vulnerable Chadians were sensitized against water borne diseases and/or reached by campaigns on hygiene promotion; 300 youths were reached by campaigns on humanitarian principles and values; and approximately 150 Red Cross of Chad volunteers received training.

CAMPS	Femal e	Men	Female	Men	Female	Men	Female	Men	Female	Men	Total
	0-4		5 – 17		18-59		60+		Total		
Bredjine	2,879	2,999	6,098	6,567	6,994	4,989	708	564	16,679	15,119	31,798
Tréguine	1,677	1,935	3,102	3,350	3,644	2,163	405	302	8,828	7,750	16,578

**Source:** The Red Cross of Chad.

The targeted beneficiaries under the refugee operation will continue to receive timely and quality humanitarian assistance throughout 2009.

**Our partners:** During the reporting period, Red Cross of Chad and the International Federation in-country representation enjoyed partnership or received support from

**Partner National Societies:** British Red Cross\*, Danish Red Cross, Finnish Red Cross, French Red Cross, Irish Red Cross, Japanese Red Cross, Netherland Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross; Turkish Red Crescent Society.

**Movement partners:** International Committee of the Red Cross.

**Non-Movement partners:** Entente of Evangelical Churches and Missions (EEMET), Chad Ministry of Health, CORD, ECHO, Hebrew Immigrant Aid Society (HIAS), International Olympic Committee (IOC), International Rescue Committee (IRC), National Committee for Assistance (CNAR), OCHA, Première Urgence (PU), Regional Health Delegation of Chad, Right to Play, UNAIDS, UNDP, UNHCR, UNICEF, UNFPA, U.S State Department's Bureau of Population,

Refugees and Migration (PRM), WHO. The National Society further received support from government authorities including the Ministry of Health, the Regional Health Delegation of Chad, and local and international non-governmental organizations (NGOs).

## Context

The internal crises of Chad, rooted in a decades-long power struggle and fuelled by the developments in neighbouring Sudan, escalated to alarming levels as the year of 2008 unfolded. On 2 February, armed opposition groups to the Chadian Government attacked the capital of N'Djamena, making way for the third coup attempt since 2005. According to official data, the upsurge of violence caused the death of more than 400 civilians and left over 1,000 wounded. A nationwide state of emergency was declared, thousands of Chadians were forced to internal displacement and a growing number of refugees from Sudan and the Central African Republic (CAR) fled to Chad. Whereas continued unrest, further population movements and growing tensions among internally displaced persons (IDPs), refugees and Chadian host communities increased the need for humanitarian assistance, the deteriorating security situation restricted the work of aid organisations in the country. The volatile operating environment, coupled with increasing institutional turmoil within Red Cross of Chad governance and management structures, eventually led up to the suspension of the International Federation's activities in Chad. As of early March, the in-country team exited its presence in Tréguine and Bredjine refugee camps and the remaining Federation team gradually withdrew from N'Djamena. Last personnel left the country in June and were replaced by a new team in August.

Red Cross of Chad staff and volunteers continued to serve the targeted populations under the refugee operation with humanitarian assistance. Chadian homologues maintained in charge of the daily activities and a number of refugees trained by former Federation delegates were temporarily employed to cover up for the decreased field staff. The lack of camp management and programme coordination at delegation level did however see an effect within the sector of water and sanitation, social services, and in terms of medical supplies. A number of programme objectives under the National Society's Plan of Action could neither effectively be targeted in the International Federation's absence and due to financial constraints.

Considering the Sudanese refugees' wellbeing and the vague outlook of inter-ethnic tensions coming to an ease, in addition to the dragging implementation of programme activities – Red Cross of Chad, as well as the International Federation, stepped up its efforts to rebuild good working relationships. Renewed commitments were taken at governance levels and set to charter the future direction: to work in more transparent manners, respecting the mandates, roles and responsibilities of each party. The International Federation's initial focus – to better enable Red Cross of Chad in extending core programming – was however readjusted to current needs. As recommended by the Federation's Zone office, the International Federation should resume its activities in Chad and reinforce the management and operational teams both in N'Djamena and in the field, however, concentrate on the financial and operational lead of the refugee camps. This in order to ensure that the quality of humanitarian assistance be brought back to satisfactory levels. A new Federation team was mobilized and arrived to the refugee camps in September.

## Progress towards outcomes

### Disaster Management

The disaster management programme is aiming to improve and strengthen Red Cross of Chad in disaster preparedness and response capacity. It was marked by the February coup

attempt and seasonal torrential rains. Whereas the Red Cross of Chad reaffirmed its aptitude of being at the forefront during disasters, the planned disaster preparedness training activities at community level were diverted by the need to mobilize resources and respond to aroused emergency needs. A reinforced and consolidated disaster management team, taking up positions in August at the national society headquarters in N'Djamena, did however allow programme activities to more forcefully be set in motion from August 2008.

<b>Programme Components</b>	<b>Outcomes</b>
<b>Community-based preparedness and mitigation</b>	<ul style="list-style-type: none"> <li>• Disaster preparedness plans and strategies are in place and coordinated.</li> <li>• Disaster-prone communities and schools are well prepared for and have reduced their risks to disasters.</li> </ul>
<b>Capacity building for response</b>	<ul style="list-style-type: none"> <li>• Capacity of Red Cross of Chad for timely, appropriate, coordinated and efficient response to disasters is further enhanced.</li> <li>• An effective disaster response mechanism is developed and well coordinated.</li> <li>• Community disaster response capacity is strengthened.</li> </ul>
<b>Emergency response</b>	<ul style="list-style-type: none"> <li>• Red Cross of Chad's disaster capacity at headquarter and targeted branch levels, has increased in preparedness and response to public health emergencies including seasonal epidemics.</li> <li>• Consequences of natural disasters, including food insecurity and floods, on vulnerable communities in targeted regions are reduced.</li> </ul>

**Achievements**

Red Cross of Chad disaster contingency plan was revised and updated in late 2008, taking into account the weaknesses revealed in the past year of programming and improvements needed to better serve the vulnerable. A Chad flooding contingency plan was finalized and validated by the West and Central Africa zone office; a contingency plan in the case of armed conflict was drafted along with a geographical risk map, outlining future threats posed by natural disasters or conflict.

In January, a total of 50 Red Cross first aid volunteers were trained in security matters to better cope in situations of emergency and the expected violent clashes to take place in February. The four-day session was the second set in a series of training sessions launched by the International Committee of the Red Cross (ICRC) in 2006. Following the attack of N'Djamena, the special security team and volunteers of Red Cross of Chad immediately geared up and visualized the emblems of the Red Cross of Chad. Wounded were thereby protected and could more easily be reached by medical and humanitarian services. The volunteers also evacuated injured and dead from the centre of violence, and protected the Red Cross Red Crescent Movement offices and buildings from being ransacked.

In March, ten Red Cross of Chad volunteers and staff were trained on hygiene promotion set up in situations of emergencies. The training session was launched by the International Federation and took place during five days in the Cameroon city of Kousséri, located on the border with Chad. Seven of the participants, working in Tréguine and Bredjine camps, returned with increased emergency response capacity to be diffused among local staff.

Approximately 500 volunteers travelled to six affected Chadian regions in the onset of torrential rains and mitigated the risks of cholera and other waterborne diseases, to reduce the consequences of natural disaster and risk of epidemics. An estimated 250,000 vulnerable villagers were thereby sensitized on water and sanitation issues and better prepared for eventual flooding.

Six primary schools in N'Djamena and three schools in the south-western city Moundou were also sensitized on hygiene matters. An estimated 20,000 children and teenagers' behaviour were changed through these activities and their vulnerability in relation to recurrent health problems thereby reduced.

In July, the torrential rains caused flooding reaching the scale of a small emergency. The Red Cross of Chad Regional Disaster Response Team and the International Federation effectively responded to the emergency needs in six affected regions in the eastern and southern parts of the country, including N'Djamena. During the first phase of relief response, Red Cross of Chad was assisted by government authorities and directly targeted government partners and media to promote the ongoing activities and launch support for the flood victims. A total of 75 volunteers were trained and distributed non food-items to 1,660 families. In the recovery phase, the national society also collaborated with local authorities, beneficiaries and other Red Cross of Chad branches. In all, identification assessments, adequate training of Red Cross of Chad volunteers, distribution of relief items and sensitization activities were timely and adequately carried out, thereby alleviating suffering, reducing the impact of flooding and preventing outbreaks of epidemics. The event also brought added value in community disaster response and national capacity building.

### **Constraints**

While the major events of the year made evident the national society's extensive experience in responding to disasters in the country, they also revealed the need to start concentrating more on what can be done before disaster occurs, and hence, devote efforts to develop and implement preparedness measures, taking into account the constraints prompted by operating in a country with only 650 kilometres paved roads, limited means of communication, restricted modes of transport and insufficient access to vehicles in general and ambulances in particular. The immediate relief operations did however bring important on-the-spot training and "lessons-learned". Following on the coup attempt on N'Djamena, the radio network and communication systems used by the International Federation and Red Cross of Chad were adequately upgraded – to exclude the risk of future operational interruptions in the eventual absence of a reliable telephone network.

### **Health and care**

The main priority for the Red Cross of Chad health and care programme in 2008 remained the refugee operation: to provide 48,376 Sudanese refugees in Tréguine and Bredjine camps and an additional 15,170 vulnerable local populations in the host sub-prefecture Hadjar Hadid, located in the eastern region Ouddaï, with quality and timely humanitarian assistance in accordance with internationally agreed standards. The operation has been ongoing and consistently supported by the Federation since 2004. The objective is to maintain or improve the beneficiaries' health condition, wellbeing, and living standards. Core services provided are within the sectors of health and care; food and non-food items distribution; water and sanitation; shelter, social services and camp management. Beyond the refugee operation,

Red Cross of Chad health and care programme also aims to address public health, first aid, community-based health and HIV/AIDS, as set out in the 2008-2009 annual appeal and outlined below. The social-economic and political context of last year did however stir the direction of programme implementation. Achievements of service delivery under the refugee operation and within the above mentioned core sectors of intervention will therefore be the main focus of the following text.

<b>Programme Component</b>	<b>Outcomes/Expected results</b>
<b>First Aid</b>	<ul style="list-style-type: none"> <li>Increased awareness at the community level on the importance of Community Based First Aid programme in saving lives. Communities in targeted areas also have adequate access to efficient first aid services.</li> </ul>
<b>Community-based health</b>	<ul style="list-style-type: none"> <li>Access to safe drinking water and to quality sanitation facilities has improved. As a result, vulnerable community beneficiaries' behaviour has changed, reducing their vulnerability in relation to recurrent health problems.</li> <li>An effective disaster response mechanism is developed and well coordinated.</li> <li>Community disaster response capacity is strengthened.</li> </ul>
<b>HIV/AIDS</b>	<ul style="list-style-type: none"> <li>Increased anti-stigma sensitization activities have improved the awareness of vulnerable targeted groups, thereby reducing the impacts of HIV in the communities.</li> </ul>

**Basic preventive and curative health care services**

The health activities in Tréguine camp, of which Red Cross of Chad and the Federation are jointly responsible, proceeded in a fairly stable context. Sudanese refugees in Tréguine camp and vulnerable villagers from the host community of Hadjar Hadid received regular preventive and curative basic health care including medical diagnoses services, treatment, maternity, in patient ward, laboratory testing, pharmacy, epidemiological control, ambulance and referral service to the local hospital in Apache. Overall performance indicators of curative, preventive and maternal and child health were maintained within the limits required during the period January to December, and quality of services were improved by the end of the year. The following data is based on health reports issued by the Red Cross of Chad and the Federation field camp staff.

**Consultations**

- 100 per cent of targeted beneficiaries in Tréguine camp and 100 percent of targeted beneficiaries in host community received adequate treatment throughout 2008;
- A total of 36,068 curative consultations were carried out in Tréguine Red Cross health centre, of which 30,707 came to the benefit of Sudanese refugees (representing 85 per cent of the total number of conducted consultations), and 5,361 to the benefit of villagers from the host community (representing 15 per cent of the total number of consultations.)
- An average of 29 consultations per day and qualified health worker was registered.
- The most common reason for consultations was acute respiratory infections, which saw an increase in 2008 (accounting for 30 per cent of the total number of consultations), malaria (accounting for 15 percent of the total number of consultations)

of which 2 per cent were presumed malaria and 7 per cent confirmed), acute icteric syndrome and diarrhoea.

### Vaccination

Routine vaccination activities in the Tréguine health centre and targeted local populations proceeded without any major constraints. Community health workers in the camp and Red Cross of Chad volunteers participated in the November national immunization days against polio. The campaign was carried out in collaboration with WHO in the camp Tréguine and 17 surrounding villages. A catch-up vaccination campaign for pentavalent 1 and measles took place in December and routine vaccination actively targeted cases of "left-over immunizations" throughout the year.

- Routine vaccination coverage of children fully immunized reached 93.7 per cent by end of 2008; the total vaccination coverage was raised to 100 per cent during catch-up campaigns against polio in January 2009.
- A contingency plan against epidemics of cholera, meningitis and Hepatitis E and other pathologies in faecal-oral transmission was developed in combination with the founding of a cholera treatment centre and the launch of a new cholera kit.

### Nutrition

Activities in the Tréguine Supplementary Nutrition Centre (CNS) proceeded without any major difficulties. The malnutrition screening targeted children between six and 59 months old. All severe cases were transferred to the district hospital Adré. Two campaigns of systematic mebendazole deworming and supplementation with vitamin A linked to nutritional screening and vaccination catch-up was carried out in June and December.

- 2,896 children in the age 6-59 months received a dose of Vitamin A;
- 2,290 children in the age 6-59 months were dewormed with mebendazole.
- A total of 581 newly malnourished children 6-59 months were recorded during 2008; 460 were cured and provided with a mosquito net.

Indicators (< 5 years)	Refugees	Standards
Recovery rate	86%	> 75%
Mortality rate	1%	< 3%
Dropout rate	6%	< 15%
Referral rate	6%	
Moderate acute malnutrition rate (%) in 2008	3,7	
CNS Target population (<5 years)	123	
CNS coverage (< 5 years)	92%	> 90%
Coverage of the CNS (pregnant and lactating women)	126%	
Total registered days of admission	18,215	
b. Average length of stay in the CNS (< 5 years)	39,6	< 60 days

Source: Red Cross Health Centre, Tréguine, Annual Report 2008. IFRC/Red Cross of Chad

### Maternal and child health care

Services were carried out normally from January to December but the participation in the family planning programme remained low.

- 66 refugee women or 2 per cent of targeted 3,328 childbearing women enrolled in the family planning.
- Approximately 90 per cent of registered childbearing women in Tréguine camp underwent at least four neonatal consultations in the maternity centre upon delivery.
- 100 percent of births took place at the health centre under qualified assistance.

- 100 per cent of women received postnatal care at least three times during maternity.
- Coverage postnatal vitamin A reached 100 per cent of the children.
- Routine screening for syphilis was performed for all pregnant women at their first antenatal visit.
- The maternal and child health nutrition programme enabled 917 women and 971 nursing mothers to benefit from additional food intake, in order to reduce the rate of low birth weight and malnutrition among children in the age 6-59 months.
- The proportion of low birth weight in newborns was less than 15 per cent.
- The nutritional screening conducted in the camp Tréguine in late December identified a global malnutrition rate of 2.02 per cent; a moderate malnutrition rate of 1.85 per cent and an acute malnutrition rate of 0.17 per cent.

### Mortality and Morbidity

Mortality indicators were maintained within the required WHO standards. A total of 97 deaths were registered in the camp Tréguine. Morbidity was characterized by the high occurrence of acute respiratory infections and malaria. No cases of maternal death were registered during the reporting period.

Mortality indicators	Male	Female	Total	Standards
Crude death rate	0,5	0,45	<b>0,48 deaths/month/1,000</b>	<b>&lt; 1,5 deaths/month/1,000</b>
Crude death rate < 5 years	1,25	0,97	<b>1,1 death/month/1,000</b>	<b>&lt; 3 deaths/month/1,000</b>
Infant mortality rate < 1 years	28,2	13,0	<b>18,5 deaths/1,000 live births</b>	<b>&lt; 60 deaths/1,000 live births</b>
Neonatal mortality rate			<b>21,6 deaths/1,000 live births</b>	<b>&lt; 40 deaths/1,000 live births</b>

Source: Red Cross Health Centre, Tréguine, Annual Report 2008. IFRC/Red Cross of Chad

### Food and non-food items

The Red Cross of Chad team, with technical support from the Federation, continued the general distribution of food and non-food items made available by WFP and other partners in Tréguine and Bredjine refugee camps. Volunteers from the local Red Cross committee in Hadjar Hadid and refugees in the camps underwent extensive and precise training in food distribution, as recommended by UNHCR and WFP, to ensure proper and timely delivery. Distribution activities progressed in full transparency and increased capacity among both beneficiaries and national society staff.

- 100 per cent of beneficiaries received food according to standards and in accordance with the ration of 2,100 kcal/ day/person (2,070 kcal).
- The rate of malnutrition was reduced in the camps and children were born with normal weight (3.0 kilos).

### Water and sanitation

Water supply and quality was guaranteed throughout the year 2008, meeting Sphere and WHO standards. No rupture of water was reported in any of the two camps. Emergency kits including generators and motor pumps were provided in both camps, to reduce the impact of an eventual water shortage.

- The daily average consumption was 15.78 litres per person and day in Tréguine and 15.8 per person and day in Bredjine.

- Water supply for the two camps was provided from six water points with an average daily capacity for storage of 280 cubic meters of water for Tréguine and 722 cubic meters for Bredjine.
- The quality of water was assured and physicochemical tests fulfilled standards.

In terms of sanitation, the poor access to and condition of latrines was the major problem in both camps. The situation was thoroughly improved from September, following on the construction of family latrines and hygiene kits delivered to 1,543 families. A total of 86 volunteers were trained in November and December on PHAST for community and personal hygiene matters and the environmental Sphere method; 26 refugee leaders of Bredjine camp were further trained by International Federation delegates on hygiene promotion. Sensitizing sessions could to that end be carried out jointly by volunteers and refugees. As a result, the level of hygienic awareness in targeted host villages increased from 45 per cent to 65 per cent by end of 2008.

### **Shelter**

The refugees in both camps, without distinction of sex and age, benefitted from adequate housing conditions according to international minimum standards of assistance. The families still lodged in tents (50 per cent of the refugees), have been taking advantage of more durable and more adequate living conditions according to their cultural practices. A few construction projects were completed in 2008. In Bredjine camp a listening centre aiming to provide counselling services related to HIV/AIDS, and a library financed by UNHCR were set up. In Tréguine a childbirth room in the health centre and a laboratory room were created. A new compound with 32 rooms and four latrines was also put to the volunteers' disposal, thereby improving their living and working conditions.

### **Social Services**

The social service in Tréguine and Bredjine camp did experience shortcomings in human and material resources. However, the significant contributions by UNHCR made it possible to provide the Sudanese refugees with adequate assistance including psychosocial support, education and training that increased capacities and self-reliance amongst beneficiaries. The social services sector also targeted the urgent needs of some 5,780 refugees identified as extremely vulnerable, including physical, psychological and medical disabled; single woman; the elderly; abandoned children; orphans; single parent families and people living with chronic diseases and post-traumatic disorders. Medical, legal, sedentary and socio-economic assistance reached this target group on a regular and timely basis, thereby reducing their vulnerabilities and increasing awareness within each area of intervention.

### **HIV and AIDS**

Activities in the area HIV and AIDS were carried out in Tréguine and Bredjine camps under an agreement with UNICEF, but could not continue throughout the year due to lack of funding. However 57 peer educators were trained on HIV and AIDS, related committees were set up in both camps and run by peer educators, refugees and religious leaders. Several awareness campaigns led up to the flagship activity of the year: the World Day against HIV and AIDS in December 2008. Advocacy, informal debates, theatre sessions, sport events, song contests and marching parades were organized in relation to the theme: "Stop Aids. Hold the Promise". About 64 per cent of target beneficiaries in Tréguine and Bredjine camps are successfully sensitized on the modes of transmission and how to prevent HIV/AIDS.

### **Sexual gender-based violence and female genital mutilation**

Teams of refugees acting as focal points within the framework of preventing gender-based violence were set up in both Tréguine and Bredjine camps. Each team was made of twelve persons (six men and six women) representing different committees and associations (e.g.:

the Central Committee, the Youth Committee, the Women's committee, and the Association of Merchants). The teams were tasked to identify eventual cases of sexual and gender based violence, screen the level of awareness on the issue and report on the findings to the community services. Appropriate sensitizing and dissemination campaigns could thereby be carried out accordingly to the needs and within the main identified areas: sexual violence, forced marriage, early marriage, infanticide, violence in the forest, domestic violence, family planning, education of girls, socio-economic violence.

- Some 38 cases of SGBV were recorded in Tréguine camp and 53 cases in Bredjine by the end of 2008;
- Five cases of sexual violence were registered in Tréguine, no cases in Bredjine.
- 1,379 refugees (729 men and 650 women) were reached by awareness rising activities on SGBV in Tréguine camp.
- A total of 1,358 refugees (829 men and 529 women) were reached by awareness rising activities on SGBV in Bredjine camp.
- In Tréguine, the majority of cases was registered at the beginning of the year and decreased progressively from March – as a result of the sensitization activities.
- In Bredjine, a low frequency was observed at the beginning of the year, seeing a peak in December 2008.
- In both camps, violence based on marital conflicts was most frequently observed, followed by domestic violence.

A survey on female genital mutilation (FGM) was conducted in December 2008, including 440 households (120 in the Tréguine camp, 200 in Bredjine camp, and 120 in the six villages of Hadjar Hadid). The results, which were analyzed and made available in January 2009, revealed that the awareness of FGM, and the practice of the phenomena, was low within the refugee populations. Given the delicate area of concern and the number of survey participants, the disclosures are not representative of the situation in the region, but will serve as a point of reference and the base for continued activities aiming to reduce the negative consequences of FGM.

- In Tréguine, 28 per cent of those interviewed were familiar with FGM; 4 per cent knew circumcisers carrying out the practice, 5 per cent knew of girls having undergone FGM.
- In Bredjine camp, 10 per cent of those interviewed were familiar with FGM, 2 per cent knew circumcisers carrying out the practice, 5 per cent knew of girls having undergone FGM.
- In the six villages surrounding the refugee camps, 96 per cent of the interviewed were familiar with FGM, 80 per cent knew circumcisers carrying out the practice, 84 per cent knew of girls having undergone FGM.
- According to the survey, FGM is practiced on girls and women between the age 5 to 17 years, the average age of circumcision is 8,5 years;
- The factors motivating the practice amongst the interviewed are essentially religious (60 per cent) and cultural (27 per cent). 10 per cent of the circumcisers motivated the practice as a mean to reduce girl's sexuality, 2 per cent claimed financial reasons.

### **Constraints**

The security situation in eastern Chad, yielding road blocks and car thefts, negatively affected field activities in Tréguine and Bredjine refugee camps and nearby villages. Abundant rain falls and the damages on the health centre in Tréguine, caused by the September tornado, further impeded planned activities and challenged the daily work in the camps. Shortcomings in human and material resources, such as the reduced number of health workers following on the International Federation's withdrawal of field staff, had a negative impact on immunization coverage, malnutrition rates and the screening of patients in Tréguine health centre. The health sector was strengthened by the recruiting of a water and sanitation delegate and safety measures improved following on the International

Federation's return in August. The overall performance indicators were however maintained within required limits throughout the year and the falls registered were reinstated by the end of 2008. Efforts are still required to strengthen community health in Tréguine camp and host villages and to scale up community services.

## Organizational Development and Capacity Building

The overall programme aim is directed towards the decentralization needs and reorganizational changes that will enable Red Cross of Chad to move towards becoming a well-functioning society with sustainable systems. Although the course of events did not speak to the benefit of programme achievements in 2008, the national society did take considerable steps towards expected outcomes as set out in the Chad Annual Appeal 2008-2009:

<b>Programme components</b>	<b>Outcomes</b>
<b>Governance and management development</b>	<ul style="list-style-type: none"> <li>• Elections at the governance level and new staff recruitment for the management are consistently carried out as required by national society's constitution and manuals of procedures.</li> <li>• Senior management and governance members have acquired better understanding of their roles within the National Society.</li> </ul>
<b>Systems and policy development, dissemination and implementation.</b>	<ul style="list-style-type: none"> <li>• Appropriate policies, operational procedures and guidelines for service delivery are in place and decision making, information sharing and resource management transparently ensured.</li> <li>• An accurate baseline is in place to support fundraising, planning, monitoring, evaluation and reporting.</li> </ul>
<b>Volunteer development</b>	<ul style="list-style-type: none"> <li>• Red Cross of Chad has recruited additional volunteers and updated existing manual/policies to develop well-motivated and trained teams of volunteers that are effectively involved and efficiently managed.</li> </ul>
<b>Youth development</b>	<ul style="list-style-type: none"> <li>• Youth members/volunteers have acquired the necessary knowledge and skills leading to a positive change in attitude towards better leadership for RCC in the future.</li> </ul>
<b>Human resource development</b>	<ul style="list-style-type: none"> <li>• Develop a pool of motivated human resources (governance/management/staff and volunteers with the necessary skills, knowledge and competencies in their service delivery.</li> </ul>
<b>National Headquarters and branch building improvements</b>	<ul style="list-style-type: none"> <li>• Better office environment and developed physical infrastructure at the national society headquarters, branch and local level.</li> </ul>

<b>Finance development</b>	<ul style="list-style-type: none"> <li>RCC has developed its financial resources to cover parts of its core costs. Financial and logistics management practices are also improved.</li> </ul>
<b>Resource mobilization and fundraising</b>	<ul style="list-style-type: none"> <li>Self-financing capacity of Red Cross of Chad for support services is developed.</li> </ul>
<b>Partnership development</b>	<ul style="list-style-type: none"> <li>Partnership with external stakeholders and between internal departments is improved</li> </ul>
<b>Internal and external communication</b>	<ul style="list-style-type: none"> <li>Governance and management have acquired the capacity to ensure full respect of the National Society's communication manuals/policies at all levels (internally between branches and headquarters), as well as externally between the National Society and its partners.</li> </ul>

**Achievements**

Red Cross of Chad national society's strategic development plan 2008-2011 was revised and readjusted in accordance with the recommendations from external consultancy and several internal assessment missions. The plan, taking clear notice of the need to renew governing bodies, reorganize the national society to better deliver results and further align programming to the Federation's Strategy 2010 that was finalized and adopted at the General Assembly in April 2008. New governance and board members were elected at the very same occasion that directed focus on easing existing strains between the Federation and the national society. The 2009-2010 appeal process was completed in June 2008 with the participation of all technical staff of the national society.

The national society Secretary General, programme managers, and technical officers at national and regional levels participated in several training courses, initiated and financially supported by the International Federation. The courses provided adequate training in each specific area of intervention, thereby strengthening capacity at headquarters and branch levels, and within governance and execution bodies. To further foster a more efficient management and clear direction of programme planning, job descriptions were clearly defined for nine managing officers. Furthermore, three positions were professionalized within disaster preparedness and response sectors, community-based health and care, information and communication. New community-based first aid training manuals were developed with the support of ICRC.

Red Cross of Chad volunteers, estimated to a total of 45,000, and youth members remained active and have benefitted from several training occasions throughout the year. About 100 members of the Chad Youth Red Cross were trained to become peer educators on HIV/AIDS, and other sexually transmitted infections, and how to inform on abortion, female genital mutilation and reproductive health. The trainers participated in various activities and organized awareness rising and educative sessions throughout the year, specially designed for the world AIDS day, world Red Cross and Red Crescent day, and female genital mutilations day.

The national society continued the construction work of a new headquarters that started already in 2004. The February events and security context did however interrupt plans and alarmed the urgent need to relocate to a more secure area. The new delegation and Red Cross of Chad therefore relocated to a new building located in N'Djamena. Critical security measures were taken and all necessary equipment installed to allow for a more secure and comfortable office environment. It will however be necessarily to finalize the ongoing

construction work of the National Society Headquarters in order to decrease office costs and further enhance the working atmosphere.

The results of the vulnerability and capacity assessment (VCA), which was conducted in six Chadian regions in 2007, were up to validation at a national workshop organized in April. Managers and representatives from the concerned regional and local branches, together with the VCA-consultants, participated in the workshop. A revised Programme Initiative Chad (PIC), aiming to develop partnerships under the Cooperation Agreement Strategy (CAS) and foster income-generating activities in targeted vulnerable communities, was integrated in the national society's strategic development plan but could not be implemented in 2008 due to a lack of effective management.

The construction of four buildings was finalized in 2008; one in the flood prone village Gore, and the other in Moundou, both to be used as primary schools. The third building in Dob and the fourth in Faya will serve as Red Cross of Chad local branch Headquarters.

A draft bill to protect the Red Cross and Red Crescent emblem was submitted to the Prime Minister's Office with the support of the Ministry of Health. The national society also advocated for a health programme to be implemented at the remotely located Guité and Tayé health centres – almost cut off from the rest of the country and in great need to receive humanitarian assistance. Red Cross of Chad technical staff further presented several projects for the Global fund; a HIV/AIDS, Malaria and Tuberculosis project; a youth project in Mongo; and a project aiming to support the capacity building of targeted national society regional committees, to better address humanitarian needs of vulnerable communities in the country.

### **Constraints**

Linked to the readjustment of priorities for the benefit of Sudanese refugees, organizational development and governance support to the national society was left unaddressed during the Federation's temporarily withdrawal from Chad. Furthermore, the planned assistance aimed at enabling the Red Cross of Chad to become a well-functioning society was redirected in August 2008; from having been under the chair of the Federation in-country team, to be treated separately and handled by the Federation's Zone office in Dakar with support from Federation Secretariat in Geneva. An efficient and active assistance to meet the programme objectives was however caught in the deadlock between defining and realizing a new operational structure, at the same time addressing the needs under the refugee operation. The scope and line of support on this area must be revised, clarified and further strengthened to: improve structure and management; better meet the needed changes; extend core programming and ensure that the whole system acts and responds in a coherent and integrated way to national and local level humanitarian needs.

### **Humanitarian Values**

The Humanitarian Values programme aims to help volunteers and staff gain a clearer understanding and knowledge of the Red Cross and Red Crescent Fundamental Principles and Values to more efficiently promote the respect for diversity and human dignity and thereby reduce intolerance, discrimination and social exclusion amongst targeted vulnerable communities and people.

<b>Programme Components</b>	<b>Outcomes</b>
<b>Principles and values</b>	<ul style="list-style-type: none"> <li>Increased awareness of the Fundamental Principles and Values of the International Red Cross and Red Crescent Movement amongst Red Cross of Chad's volunteers and staff, to better promote these principles and values within partnership alliances and in communities at all levels.</li> </ul>
<b>Fighting intolerance and promoting respect for diversity</b>	<ul style="list-style-type: none"> <li>Community harmony is further improved based on a dynamic promotion of Red Cross principles and values, and a sustainable intercultural breeding in the community.</li> </ul>
<b>Combating sexual and gender based violence (SGBV)</b>	<ul style="list-style-type: none"> <li>Greater awareness and involvement of community members in the struggle to reduce consequences of SGBV in targeted communities.</li> </ul>
<b>Youth development</b>	<ul style="list-style-type: none"> <li>Youth members/volunteers have acquired the necessary knowledge and skills leading to a positive change in attitude towards better leadership for Red Cross of Chad in the future.</li> </ul>

### **Achievements**

Many activities sorted under the humanitarian values programme were carried out within the refugee operational context, as pointed out in the Health and Care section. Programming did also, as exemplified below, reach targeted vulnerable groups in several Chadian regions, and awareness raising actions come to the benefit of Red Cross of Chad volunteers and staff, and other Chadians.

Since 2001, the national society has been broadcasting a programme in the National Radio, promoting the Fundamental Principles and Values of the International Red Cross and Red Crescent Movement. Regular transmissions were disrupted by the socio-political context but the national society succeeded in broadcasting a few programmes in 2008. In April, a total of 36 information mediators were trained on how to more effectively promote Red Cross Red Crescent Principles and Values and International Humanitarian Law. Two representatives from each regional Red Cross of Chad branch participated in the training sessions conducted in N'Djamena and organized by ICRC.

The production of information folders was accompanied by other activities to scale up programme impact. In March 2008, the national society organized a press conference to launch its activities for 2009. About 15 journalists attended the event, which led up to a team of journalist to continuously work more closely with Red Cross of Chad.

Three Youth Red Cross clubs were set up in three schools in N'Djamena. Approximately 300 youths from the cities Moundou, Mongo and Bitkine were trained on how to organize Red Cross activities and advocate Red Cross Principles and Values. On Red Cross and Red Crescent International Day, theatre shows were performed in the same three schools.

During the first quarter of 2008, the national society conducted a sensitization campaign in the two regions of Mandoul and Logone Oriental, to discourage the practice of female genital mutilations. The national society offered to support the excisions with income-generating

activities, as an alternative to female genital mutilations, but the project was interrupted due to limited financial means.

### Constraints

Inadequate funding of the Humanitarian Principles and Values programme in 2008 restricted the implementation of planned activities, which was further compounded by the refugee operation stretching the national society's resources. Substantial external assistance will be needed for the humanitarian values sector not to be sidelined by other programmes. The national society has also recognized its weak infrastructure with only a few paid professional staff, and a volunteer base that needs further development.

## Working in partnership

The delivery of humanitarian assistance to targeted beneficiaries under the refugee operation would clearly not have been achieved in conformity with common standards and levels if it would not have been for partners' funding, contributions and material resources, and for their excellent programme support, project collaboration and field coordination. Although a year of constraining challenges, the importance of strong and reliable partners and partnerships – ready to mobilize resources and step up support in critical times and situations of emergency – clearly proofed its value.

The French Red Cross, with both a presence and longer term commitment in Chad, effectively accounted for the activities within water and sanitation, and the promotion of hygiene in the camps and targeted local host populations. This ongoing project is based on a bilateral Memorandum of Understanding (MoU). The French Red Cross further funded key personnel of the new Federation delegation, which obviously facilitated the continuation of the refugee operation.

The Spanish Red Cross brought a valuable contribution to longer sustainability through their consistent training of Red Cross of Chad staff and volunteers. Well trained field staff, adequately equipped with relevant tools and techniques, will allow the national society to become more self-sustainable and better serve the existent and future needs in vital programme sectors. The donation of non-food items, such as plastic sheets, mosquito nets and blankets provided by the Finnish Red Cross, and kitchen stoves granted by the International Olympic Committee also brought added value to the beneficiaries' wellbeing. Likewise the financial resources attributed from Danish Red Cross, played a vital role for the maintenance of a well operating health and care system and the continued provision of social services. Red Cross Society of Côte d'Ivoire, Burkinabe Red Cross Society, Red Cross Society of Guinea and Mauritanian Red Crescent should also be noted for sharing their human resources to the Red Cross Regional Disaster Response Team.

Whereas the sum of efforts and services in 2008 enabled the continuance and quality of humanitarian assistance, the particular scope of non-Movement partners should not be left unmentioned. The reinforced coordinating and supporting role taken up by the UNHCR during the Federation's field absence enabled the Red Cross of Chad to maintain service delivery in the two refugee camps. WFP food distributions and medical supplies and storage equipment provided by UNICEF also clearly impacted to the maintained or improved health conditions of targeted vulnerable populations.

In the aftermaths of torrential flooding, the immediate contribution of Japan Red Cross and Sweden Red Cross had an important share in the National Society's timely and strong disaster response. Volunteers and staff could rapidly be mobilized to address the most urgent needs, hence reducing the impact of disaster. However, the national society strongly needs to increase its disaster preparedness capacity at all levels. Partner support on this particular area would therefore be greatly acknowledged.

As an auxiliary to the Government of Chad and a member of the Early Warning System's Coordination Committee, which gathers technicians, ministries, NGOs, UN agencies and donors, Red Cross of Chad works closely with the Government and local authorities – especially during droughts, epidemics or other natural disasters. Hence, the Government immediately called upon the Red Cross of Chad to provide technical, logistical and relief support after the February events and September flooding. The volunteers' courageous efforts to assist the victims and their families – even during the most dreadful and volatile moments – were officially recognized and applauded by governmental authorities. This brought added value to existing and future volunteering, not only considering volunteer's crucial role but the challenge of keeping a network of well-motivated volunteers.

For each partner to the International Federation in 2008, an agreement was established to define the project's financial and operational framework. Whereas donor and programme reporting unfortunately demonstrated strong deficiencies throughout the year, a direct contact with partners was established in each phase of partnership, thereby keeping donors up to date. Nevertheless, the need for timely and adequate reporting remains an issue but has been targeted to better meet future donor and partner requirements.

During the reporting period, direct operational coordination meetings in the field took place on a regular basis with involved partners. Coordination meetings with OCHA, UNHCR and other humanitarian organizations were held in Hadjar Hadid, Abeche and N'Djamena. Weekly coordination meetings were also held under the lead of the Federation to share matters of common interests and make decisions in a participatory approach. In N'Djamena, the Red Cross Movement partners – Red Cross of Chad, International Committee for the Red Cross and International Federation – met every second week and discussed ongoing activities, security concerns and future projects.

## Contributing to longer-term impact

The International Federation's in-country delegation works in support of the Red Cross of Chad and is committed to foster longer-term technical and human resource development. It shares a responsibility with the national society for programme activities and achievements. In 2008, the delivery model, based on the principle of capacity building through a system of "homologues" was reinforced and offered several opportunities for Red Cross of Chad staff members to liaise with their counterparts and receive valuable on-the-spot-training. This system, reflecting the Federation's practice of making the best use of available local human resources, showed strong progress in the operational context of the refugee camps. By end of 2008, Chadian homologues within water and sanitation made evident their enhanced capacity; being almost fully self-operational in their field of interventions.

The counterpart system further allowed the Federation to identify areas of operational weaknesses and adjust support accordingly, with a positive impact on the services provided to the vulnerable beneficiaries through the national society. When relevant, the development of a casual analysis framework further helped clarify the interventions needed to contribute to desired programme outcomes. Moreover, the multi-sector assistance provided to the Sudanese refugees in the camps and to the targeted local villagers is based on a participatory approach serving longer-term operational goals. In 2008, it became clear that the beneficiaries are more and more taking up the responsibilities that will allow them to become more self-reliant and hence, less vulnerable if security conditions or other circumstances would interrupt services or hamper aid.

The challenges posed by the International Federation's exit of field staff revealed the need of directing efforts to further empower the beneficiaries under the refugee operation. It also scaled up efforts to find more durable solutions, which may be illustrated by the new family strategy launched in August 2008. After having installed 200 communal latrines in Bredjine

camp, local authorities and the UNHCR opted for the construction of family latrines of permanent structure. This transition – from a community based strategy within water and sanitation to a family strategy – was based on the medium-term analysis of the social-political context, revealing no hope for a refugee return within the near future. The new strategy was adopted after several meetings with refugee leaders from both camps and awareness rising sessions held by trained volunteers of Red Cross of Chad. Over 1,500 families received the necessary materials and equipment to dig wells and install their own latrines, with assistance from water and sanitation committees. The new strategy and increased responsibility to maintain sanitation conditions in the own household significantly contributed to the situation.

Throughout the year, the various central committees of both refugee camps regularly convened and shared reflections on the daily management of activities, taking into account aspects related to gender, age and cultural diversity. The desired direction of services, to better meet the needs of beneficiaries, was briefed during weekly meetings with the humanitarian agencies operating in the camps. The year 2008 was lined by external assessments and support missions related to the Federation's involvement in the refugee operation. The relationship between the Red Cross and Red Crescent Movement partners present in Chad and the management challenges for the Federation Secretariat in to continue its presence and support to the Red Cross of Chad have been reviewed. Starting in January, an ECHO assessment team visited each camp unit and monitored activities carried out by the Federation under the appeal. In July, a high level team was sent to Chad by the Secretary General of the Federation, to address urgent operational and National Society governance issues. Partner national societies, including the Swedish Red Cross and Finnish Red Cross, also visited the refugee camps and monitored the activities in the health centre in Tréguine camp. A series of recommendations were provided throughout the year with particular attention directed towards ensuring the Sudanese refugees' health conditions, improving the quality of health and care services, and how to better direct core programming, capacity building and reorganizational support to Red Cross of Chad. All recommendations were carefully noted and integrated on the way forward.

## Looking ahead

The chronic instability plaguing many regions of Chad shows little sign in resolving or effectively being reversed by peacekeeping forces or international measures. Whereas the direction of prevailing tensions cannot be predicted, the needs under the refugee operation rest abide to forcefully address. Strategic planning will therefore be a necessity to ensure a higher level of sustainability and the continuation of a balanced and effective operation to the benefit of targeted refugees in Tréguine and Bredjine camps and local host populations. Any scenario where the beneficiaries' health and wellbeing may be put to risk like the Federation's sudden withdrawal in 2008 should by all means be avoided. Future field activities must therefore not only be better monitored and reported, but carried out with a reliable contingency planning against unexpected deterioration of the current security constraints and a possible further influx of refugees from Sudan and Central African Republic (CAR). The International Federation's institutional support in handing over the operation to the National society must also be stepped up.

The refugee operation will however not generate effects for sustainability at national society level, the regional committees must for that reason be given increased support to reorganize themselves in such way that allows financial sustainability and greater autonomy. Governance and executive improvements must be further encouraged; financial, logistical, administrative and operational management further improved. Whereas the failures of the past should be learnt from, the challenges of today must still be tackled together to ensure that Red Cross of Chad will come to master its own national strategy and efficiently address the humanitarian needs of tomorrow.

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

For further information specifically related to this report, please contact:

- In **Chad**: Denis Duffaut; phone: +2352678484; or + 235 2522339; Fax +235 2522399; E-mail: [denis.duffaut@ifrc.org](mailto:denis.duffaut@ifrc.org)
- In **Yaoundé**: Javier Medrano, Federation Representative for Central Africa; email: [javier.medrano@ifrc.org](mailto:javier.medrano@ifrc.org); phone +237.22.21.74.37/38; mobile: +237.77.09.87.89; fax: +237.22.21.74.39.
- In **Dakar**, Senegal: Alasan Senghore, Head of Zone; email: [alasan.senghore@ifrc.org](mailto:alasan.senghore@ifrc.org) ; phone +221 33 869 36 41; and fax.: +221 33 820 25 34

*[Click here to return to the title page](#)*

# International Federation of Red Cross and Red Crescent Societies

MAATD001 - Chad

Annual Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/12
Budget Timeframe	2008/1-2008/12
Appeal	MAATD001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	4,454,777	2,944,760	253,357	300,879	0	7,953,774
<b>B. Opening Balance</b>	538,097	159,431	2,440	40,599	2,760	743,327
<b>Income</b>						
<u>Cash contributions</u>						
British Red Cross	0					0
Danish Red Cross (from Danish Government)	523,588	100,000				623,588
DFID Partnership grant	71,230					71,230
Finnish Red Cross	296				63	359
Finnish Red Cross (from Finnish Government)	272,243					272,243
France - Private Donors	219,240	166,618	3,000	20,000		408,858
French Red Cross (from French Government)		129,962				129,962
Irish Red Cross		1,956				1,956
Netherlands Red Cross	314,855					314,855
PRM, US Dept. Population Refugees & Migration	965,000					965,000
Swedish Red Cross	429,692	157,685	118,264	118,264		823,905
Unidentified donor	-369	-1,956			-959	-3,284
<b>C1. Cash contributions</b>	<b>2,795,775</b>	<b>554,265</b>	<b>121,264</b>	<b>138,264</b>	<b>-896</b>	<b>3,608,672</b>
<u>Outstanding pledges (Revalued)</u>						
Danish Red Cross (from Danish Government)	-523,588	-100,000				-623,588
DFID Partnership grant	70,576					70,576
ECHO	-19,973	-13,315				-33,288
Finnish Red Cross (from Finnish Government)	-24,945					-24,945
French Red Cross (from French Government)		594,443				594,443
PRM, US Dept. Population Refugees & Migration	-386,063	451,003				64,940
<b>C2. Outstanding pledges (Revalued)</b>	<b>-883,993</b>	<b>932,131</b>				<b>48,138</b>
<u>Inkind Goods &amp; Transport</u>						
Finnish Red Cross	4,995					4,995
<b>C3. Inkind Goods &amp; Transport</b>	<b>4,995</b>					<b>4,995</b>
<u>Inkind Personnel</u>						
French Red Cross		37,200				37,200
<b>C4. Inkind Personnel</b>		<b>37,200</b>				<b>37,200</b>
<u>Other Income</u>						
Miscellaneous Income					600	600
<b>C5. Other Income</b>					<b>600</b>	<b>600</b>
<b>C. Total Income = SUM(C1..C5)</b>	<b>1,916,777</b>	<b>1,523,596</b>	<b>121,264</b>	<b>138,264</b>	<b>-296</b>	<b>3,699,605</b>
<b>D. Total Funding = B + C</b>	<b>2,454,874</b>	<b>1,683,027</b>	<b>123,704</b>	<b>178,863</b>	<b>2,464</b>	<b>4,442,932</b>
<b>Appeal Coverage</b>	<b>55%</b>	<b>57%</b>	<b>49%</b>	<b>59%</b>		<b>56%</b>

## II. Balance of Funds

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	538,097	159,431	2,440	40,599	2,760	743,327
<b>C. Income</b>	1,916,777	1,523,596	121,264	138,264	-296	3,699,605
<b>E. Expenditure</b>	-2,384,599	-1,429,221	-122,009	-167,733	7	-4,103,555
<b>F. Closing Balance = (B + C + E)</b>	<b>70,276</b>	<b>253,806</b>	<b>1,695</b>	<b>11,130</b>	<b>2,471</b>	<b>339,378</b>

**International Federation of Red Cross and Red Crescent Societies**

MAATD001 - Chad

Annual Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/12
Budget Timeframe	2008/1-2008/12
Appeal	MAATD001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

International Federation of Red Cross and Red Crescent Societies

MAATD001 - Chad

Annual Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/12
Budget Timeframe	2008/1-2008/12
Appeal	MAATD001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance A - B
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A		B					A - B	
<b>BUDGET (C)</b>		<b>4,454,777</b>	<b>2,944,760</b>	<b>253,357</b>	<b>300,879</b>	<b>0</b>	<b>7,953,774</b>	
<b>Supplies</b>								
Construction Materials	348,894	50,202	24,371			2,134	76,707	272,187
Clothing & textiles	46,920	7,601					7,601	39,319
Food		2,453	636			199	3,288	-3,288
Seeds,Plants		10,959					10,959	-10,959
Water & Sanitation	154,776	40,135	279,938			-1,339	318,734	-163,957
Medical & First Aid	212,971	896	83,622		1,882	877	87,278	125,693
Teaching Materials	39,257	12,116					12,116	27,141
Utensils & Tools	750	4,756					4,756	-4,006
Other Supplies & Services	165,895	75,121	90			20,355	95,567	70,329
<b>Total Supplies</b>	<b>969,463</b>	<b>204,240</b>	<b>388,657</b>		<b>1,882</b>	<b>22,227</b>	<b>617,006</b>	<b>352,457</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings		3,860					3,860	-3,860
Vehicles		10,021			-10,021		0	0
Computers & Telecom	41,658	39,982	1,740		2,176	7,459	51,357	-9,699
Office/Household Furniture & Equipm.	9,243	-2,475	-20		-8,268	863	-9,900	19,143
Others Machinery & Equipment	567							567
<b>Total Land, vehicles &amp; equipment</b>	<b>51,468</b>	<b>51,389</b>	<b>1,720</b>		<b>-16,112</b>	<b>8,321</b>	<b>45,318</b>	<b>6,150</b>
<b>Transport &amp; Storage</b>								
Storage	76,269	27,378	10,085			2,347	39,810	36,459
Distribution & Monitoring	324	68,428	6,394			16,436	91,258	-90,935
Transport & Vehicle Costs	915,897	261,967	115,159	2,002	17,626	-41,392	355,363	560,535
<b>Total Transport &amp; Storage</b>	<b>992,490</b>	<b>357,773</b>	<b>131,638</b>	<b>2,002</b>	<b>17,626</b>	<b>-22,608</b>	<b>486,431</b>	<b>506,059</b>
<b>Personnel</b>								
International Staff	764,676	205,296	197,940	25,671	33,503	30,411	492,821	271,855
Regionally Deployed Staff		16,853	32,120			2,488	51,461	-51,461
National Staff	333,627	252,424	124,803	5,604	22,906	-23,767	381,969	-48,342
National Society Staff	1,836,094	287,614	131,993	43,940	5,289	4,600	473,437	1,362,658
Consultants		22,174	4,993	3,745		470	31,381	-31,381
<b>Total Personnel</b>	<b>2,934,398</b>	<b>784,360</b>	<b>491,848</b>	<b>78,960</b>	<b>61,698</b>	<b>14,201</b>	<b>1,431,068</b>	<b>1,503,330</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	672,315	16,593	23,953	14,889	210	726	56,369	615,946
<b>Total Workshops &amp; Training</b>	<b>672,315</b>	<b>16,593</b>	<b>23,953</b>	<b>14,889</b>	<b>210</b>	<b>726</b>	<b>56,369</b>	<b>615,946</b>
<b>General Expenditure</b>								
Travel	41,081	126,117	67,856	8,197	17,319	48,559	268,048	-226,967
Information & Public Relation	145,186	12,333	120,009		26,624	1,450	160,416	-15,230
Office Costs	630,046	211,458	23,239	13,406	5,625	174,853	428,582	201,464
Communications	157,884	52,788	10,165	2,712	1,338	88,164	155,167	2,717
Professional Fees	684,790	230,010				59,670	289,680	395,110
Financial Charges	44,287	17,568	15,623	-2,619		-10,729	19,843	24,445
Other General Expenses	115,466	227,764	109,260	4,536	44,200	-393,060	-7,300	122,765
<b>Total General Expenditure</b>	<b>1,818,739</b>	<b>878,038</b>	<b>346,152</b>	<b>26,232</b>	<b>95,106</b>	<b>-31,094</b>	<b>1,314,435</b>	<b>504,305</b>
<b>Depreciation</b>								
Depreciation		16,681	4,927			8,221	29,829	-29,829
<b>Total Depreciation</b>		<b>16,681</b>	<b>4,927</b>			<b>8,221</b>	<b>29,829</b>	<b>-29,829</b>
<b>Programme Support</b>								
Program Support	514,900	157,381	95,292	7,931	10,903	-0	271,506	243,393
<b>Total Programme Support</b>	<b>514,900</b>	<b>157,381</b>	<b>95,292</b>	<b>7,931</b>	<b>10,903</b>	<b>-0</b>	<b>271,506</b>	<b>243,393</b>
<b>Services</b>								
Services & Recoveries			184				184	-184
<b>Total Services</b>			<b>184</b>				<b>184</b>	<b>-184</b>

**International Federation of Red Cross and Red Crescent Societies**

MAATD001 - Chad

Annual Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/12
Budget Timeframe	2008/1-2008/12
Appeal	MAATD001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A							B	A - B
<b>BUDGET (C)</b>		<b>4,454,777</b>	<b>2,944,760</b>	<b>253,357</b>	<b>300,879</b>	<b>0</b>	<b>7,953,774</b>	
<b>Operational Provisions</b>								
Operational Provisions		-81,856	-55,150	-8,005	-3,580		-148,591	148,591
<b>Total Operational Provisions</b>		<b>-81,856</b>	<b>-55,150</b>	<b>-8,005</b>	<b>-3,580</b>		<b>-148,591</b>	<b>148,591</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>7,953,774</b>	<b>2,384,599</b>	<b>1,429,221</b>	<b>122,009</b>	<b>167,733</b>	<b>-7</b>	<b>4,103,555</b>	<b>3,850,219</b>
<b>VARIANCE (C - D)</b>		<b>2,070,178</b>	<b>1,515,539</b>	<b>131,349</b>	<b>133,146</b>	<b>7</b>	<b>3,850,219</b>	