

Plan 2010-2011



Chad

Executive summary

Despite extensive natural resources, a strategic location for trans-African trade and increasing oil revenues since the beginning of the millennium, Chad remains one of the lowest performing nations. The Human Development Index (HDI)¹ ranks Chad 170th out of 179 countries, while the Human Poverty Index (HPI)² gives Chad the third last place out of 135 developing countries with data. Almost two thirds of the population, which reaches slightly over 11 millions³, is estimated to live on less than one U.S. Dollar per day. Other nonmonetary poverty indicators for Chad, measuring human development, health and living standards, also score below the average for sub-Saharan African, mirroring the Chadian populations' dire position among the worlds' most deprived.

Ranking as one of the most disaster stricken countries in Central Africa also places Chad at the vent of rising global climate disturbances and natural disasters. Both rural and urban communities are experiencing increased vulnerabilities to droughts, floods, locust invasions and interlinked food insecurities. Red Cross of Chad will to this end increase its efforts towards developing and implementing preparedness measures, aiming to build greater resilience at community levels. Particular focus will also, in view of the volatile socio-political country context, be directed towards developing Red Cross of Chad and civil society's capacity to effectively respond to emergency situations caused by military unrest. Approximately 186,000⁴ Chadians have up to date been internally displaced since 2003, while over 700,000 vulnerable civilians face daily security threats⁵ as a result of continuous inter-ethnic tensions and violent clashes between Chadian government forces and armed opposition groups.

The ongoing humanitarian crises in Sudan and persistent tensions in Central African Republic (CAR) also continue to stir influxes of refugees into Chad⁶. Red Cross of Chad and the International Federation, which have been operational in the eastern affected region since 2004, will remain committed to the Sudanese refugee operation: providing both immediate relief and longer-term humanitarian assistance to over 50,000 Sudanese refugees sheltered in Tréguine and Bredjing camps in the eastern part of the country. Focus will be geared towards stimulating income bringing activities and reinforcing community development, based on the priority objective to empower targeted beneficiaries, increase self-reliance and achieve a higher degree of sustainability at all levels. Actions will also be formed to ensure a better balance of aid between the refugees and host populations. Approximately 25,000 residents in thirteen vulnerable communities surrounding the camps in the sub-Prefecture Hadjer Hadid will be targeted in 2010-2011.

¹ The Human Development Index (HDI) is presented annually in the Human Development Report, issued by United Nations Development Program. HDI ranges from 0 to 1 and measures achievements in terms of life expectancy, educational attainment, and adjusted real income. The HDI for Chad is 0.389 (2008).

² The Human Poverty Index (HPI) is presented in the same report as mentioned above but focuses on the percentage of people living below a certain income threshold. Figures in the text refer to the 2007/2008 report.

³ The population of Chad is 11.2 millions (2009), according to the U.N. Department of Economic and Social Affairs (DESA) Population Division.

⁴ Figure according to the Internal Displacement Monitoring Centre (IDMC) 2008.

⁵ Figure according to Refugee International.

⁶ Nearly 60,000 CAR refugees are currently sheltered in refugee camps in the southern parts of Chad and over 280,000 Darfuris in the eastern regions, according to UN Refugee Agency (UNHCR).

Extended risk reduction programmes will in addition be launched in the upcoming cycle and efforts directed towards enhancing the internal and external knowledge of the Red Cross and Red Crescent Fundamental Principles and Humanitarian Values. Endeavours to prevent incidences and alleviate the consequences of practices such as Female Genital Mutilation and Sexual Gender Based Violence will be achieved through promoting respect for diversity and human dignity, and concrete interventions aimed to reduce intolerance, discrimination and social exclusion.

Red Cross of Chad will in view of the multiple problems facing the country and the vast needs of its population, increase focus on organizational development processes, so as to scale up the reach, quality and impact of overall service delivery. The International Federation will in turn mobilize greater efforts to tackle persistent organizational constraints and internal governance issues that are hampering an effective humanitarian outreach. The concrete means that will allow Red Cross of Chad to better move towards becoming a well-functioning organization, capable of effectively addressing the most urgent situations of vulnerability, will be identified and launched.

Country context

Chad is a semi-desert nation, landlocked in central Africa, covering a vast area twice the size of France. Disadvantages stemming from its geographical position and harsh natural conditions have been compounded by political instability, misrule, corruption, military coups and internal conflicts since independence in 1960. As a result, the accumulation of human and physical capital has been seriously deterred over the last 40 years; preventing the building of institutions vital for economic and social development. Access to basic services within health care, sanitation, electricity, and transportation is severely lacking, particularly in the rural areas of the country where about four-fifths of the population resides, mainly living on substantial farming, fishing and livestock herding.

Indicators of human capital and development

Nearly half of the Chadian population is under 15 years; average life expectancy is 50.4 years, and only one out of four Chadian adults is literate, according to the United Nations Development Programme (UNDP). Chad also has a high under-five mortality rate; ranking the third highest out of 189 countries on the United Nations Children's Fund (UNICEF) index for 2007. Other constraints include the lack of a functioning waste water disposal system, no railways in the country and fewer than 5,000 kilometres of road for every 1 million inhabitants. There is only one landline phone per 1,000 Chadians and four physicians per 100,000 people. Despite strong progress in the agricultural sector, overall gross domestic product (GDP) growth remains weak, rising only 0.2 per cent in 2008⁷. As revealed by the table below, indicators for Chad is generally lower than in peer groups such as sub-Saharan – low-income – and least-developed countries.

⁷ According to the African Economic Outlook report 2009, produced by Organisation for Economic Co-operation and Development (OECD).

Chad's human development index 2006				
HDI value 2006	Life expectancy at birth (years) 2006	Adult literacy rate (% ages 15 and above) 2006	Combined primary, secondary and tertiary gross enrolment ratio (%) 2006	GDP per capita (PPP US\$) 2006
170. Chad (0.389) (Out of 179 countries with data.)	161. Chad (50.4) (Out of 179 countries with data.)	146. Chad (25.7) (Out of 147 countries with data.)	172. Chad (36.5) (Out of 179 countries with data.)	147. Chad (1,470) (Out of 178 countries with data.)
Selected indicators of human poverty for Chad				
Human Poverty Index (HPI-1) 2006	Probability of not surviving past age 40 (%) 2005	Adult illiteracy rate (% ages 15 and older) 2006	People without access to an improved water source (%) 2006	Children underweight for age (% ages 0-5) 2006
133. Chad (56.2) (Out of 135 countries with data.)	110. Chad (32.9) (Out of 135 countries with data.)	126. Chad (74.3) (Out of 127 with data.)	113. Chad (52) (Out of 123 countries with data.)	120. Chad (37) (Out of 135 countries with data.)
The GDI compared to the HDI – a measure of gender disparity				
GDI as % of HDI	Life expectancy at birth (years) 2006 Female as % male	Adult literacy rate (% ages 15 and older) 2006 Female as % male	Combined primary, secondary and tertiary gross enrolment ratio 2006 Female as % male	
148. Chad (95.6%)	107. Chad (105.6%)	135. Chad (31.3%)	157. Chad (60.4%)	

Source: Human Development Report 2007/2008, United Nation Development Programme (UNDP)

The total budget for 2010-2011 is CHF 9,994,232 (USD 9,686,409 or EUR 6,576,204).

[Click here to go directly to the attached summary budget of the plan](#)

Public Works Programme

The Chadian government has committed to devote a larger share of public expenditure towards strengthening the country's social sectors. An increased part of resources and oil revenues is to be allocated to health and education, as set out in the National Poverty Reduction Strategy Paper 2008-2011. In practice, the actual amounts dedicated to such aims remain far below the levels required to come to terms with the extensive needs of Chad's population.

Several infrastructure projects, including new roads and a new oil refinery, did begin in late 2008. Foreign investment is contributing towards improving the transport, energy and telecoms sectors of the country, but the national capacity to finalise these projects has shown to be weak and given timelines are often postponed. Actions oriented towards implementing the legal, administrative and judicial reforms vital to attract investment outside the oil sector also remain modest. Such interventions are however necessary if the millennium development goals for growth and poverty eradication are to be seriously addressed, as repeatedly emphasized by the international community and various institutions and organizations such as the World Bank and the International Monetary Fund.

Oil industry

The Chad petroleum era, unfolding with the completion of the Chad-Cameroon pipeline in 2003, did bring hopes for rapid economic development. It also let envisage that an efficient redistribution and utilization of oil revenues would reduce national poverty in half by 2015. Numerous obstacles have however shown to persist as to ensure a development of the oil industry in a way that could benefit the entire economy and Chadian population. The performance of the main national oilfields is expected to drop in 2009-2011, with oil production decreasing on average four per cent per year. The oil and public-sector investment are on top of that forecasted to grow slowly, at an annual average rate of 0.8 per cent, according to African Economic Outlook and the Economic Intelligence Unit. And as demonstrated in the first half of 2009, the Chadian government continues to redirect a considerable amount of oil revenues to the defense budget, in response to the continuous threat of volatile incursions.

Security in Eastern Chad

Three patterns of insecurity are predominant in eastern Chad: internal armed conflict between Chadian government forces and the country's main insurgent groups, united since November 2008 as the rebel

alliance “Union des forces de la résistance” (UFR); cross-border attacks by Darfur-based militia against civilians in the shared border area; and inter-ethnic violence. These often overlapping and ongoing security concerns have hampered the flow of international assistance, while the need for humanitarian aid has increased as a result of continued arrivals of refugees. Whereas a new massive influx of refugees is not anticipated, the persistent insecurity in the refugees’ countries of origin lets predict that a safe and voluntary refugee return is still far-off. Hence, that need of aid organizations and longer-term humanitarian assistance in Chad will remain vital even in the next few years.

Effects of Migration

While migration has positively impacted on some Chadian host communities – creating opportunities of livelihood and improving access to basic health care services in the area, it has also disrupted certain local income-generating activities and caused environmental degradation because of the limited grazing lands. The national assistance to the refugee populations sheltered in the southern and eastern regions of Chad is in addition exacerbating the country’s scarce resources. This raises the importance of taking the humanitarian needs of the host population into account when tailoring future aid assistance, as to avoid frictions between the refugees and host communities. It also stresses the critical need to fuel self-reliance activities that will allow the refugee population to obtain a higher degree of independency.

Outlook 2010-2011

A volatile domestic and regional context will continue to mark the years leading up to presidential elections in 2011, according to various forecasts such as by the Economic Intelligence Unit. Chad’s potential of human development and economic growth will further remain limited by low levels of human and physical capitals, an unfavourable business climate, weak institutions and governance. Poverty reduction priorities are consequently at great risk to remain sidetracked, why the international community’s efforts and contributions will play an important role for the future of vulnerable Chadians.

National Society priorities and current work with partners

Red Cross of Chad’s current priorities, based on the main orientations developed in its Strategic Development Plan, are guided by the Federations Global Agenda goals and rooted in Strategy 2010, ARCHI 2010, and the Algiers Plan of Action. Results of Vulnerability Capacity Assessments carried out in 2007 also steers the National Society’s approach to achieve its humanitarian mission as formulated: “to identify the most vulnerable populations and building their capacities to better respond to and withstand natural disaster, conflicts and other recurrent threats to health, well-being and development”. Core programmes and key objectives targets local vulnerability in areas where interventions can have the greatest impact, namely health care assistance to people at community level and promotion of humanitarian principles and values, primarily among the youth and vulnerable women whom make up the large part of Chadian population.

Red Cross of Chad has gained a prominent relief role in Chadian society, not only by having been involved in disaster response activities for nearly forty years but seeing its mere foundation in the aftermaths of severe flooding. While Red Cross of Chad continues to prove its capacity in promptly mobilizing its network of trained volunteers and effectively intervening at the event of humanitarian disaster, it has also recognized the need of scaling up efforts to develop and implement disaster preparedness measures.

Red Cross of Chad works closely with the Chadian Government and the Ministry of Public Health in health and disaster activities. In view of filling an important auxiliary role to both, the National Society continues its efforts to be incorporated in both the National strategic framework for growth and poverty reduction, and the National Disaster Plan.

The International Federation is currently supporting Red Cross of Chad in the field of programme management and coordination, human resources, service delivery and donor cooperation development, with a particular mission in ensuring the continuance of quality humanitarian assistance provided under the Sudanese Refugee Operation. The International Federation retains the operational and financial lead of Tréguine and Bredjing camps, whilst services and activities are carried out jointly with the National Society. The overarching aim of the Federations’ in-country representation is to increase the

capacity of Red Cross of Chad to come to master its own programmes, through having achieved the characteristics of a well-functioning national society by end of the upcoming cycle.

Partner National Societies (French, Finnish, Swedish, and Irish Red Cross) further contributes towards the respective programme aims under the refugee operation by providing contributions, in-kind goods, technical and operational support. Supplies from non-Movement Partners such as the International Olympic Committee (IOC) and funding from the US State Department's Bureau of Population, Refugees and Migration (PRM) also contributes to the aim of reaching targeted beneficiaries with timely and adequate humanitarian assistance in accordance with international agreed quality standards.

Also essential for the continuation of humanitarian services to vulnerable refugees and host populations includes the support from UNHCR, targeting camp management, water and sanitation activities, and community services and funding of local staff. Distribution of food and relief items in both camps is enabled by the World Food Programme (WFP), contributing towards the objective of improving beneficiary's health status. Distribution activities are monitored by WFP in collaboration with UNHCR, Integrated Security Detachment (DIS) and Chad National Refugee Authority (CNAR), which ensures transparency and accountability.

In terms of security and communication, ICRC upholds the operational lead and hence, plays a vital role in ensuring safety matters, in addition to providing Red Cross of Chad staff and volunteers with occasional training opportunities.

The National Society will, in view of achievements and challenges experienced in the past year of programming, place greater focus on strengthening relations with partners. In addition, ensure that the Cooperation Agreement Strategy (CAS) is launched with a consolidated approach and new partnerships preferably developed within the CAS framework.

Positive programme results achieved in the past and current year of programming will further be built upon in 2010-2011 and successful programme elements extended to new projects. This will involve the continued cooperation with UNHCR and French Red Cross, based on a strategy of boosting the motivation of beneficiaries to take a greater responsibility of their own situation, combined with increased capacity building support. The longer term objective is to enable the refugee population to gradually take over the management and daily operation of core services provided in the camps.

Further partnership details and the profile of prominent partners in cooperation with Red Cross of Chad are outlined in the table below:

Community beneficiaries	Partner agency	Field of intervention	Cooperation Strategy
Tréguine and Bredjing refugee camps, Hadjer Hadid.	UNHCR	1) Water and sanitation 2) Health and care. 3) Camp management Activities/services include: <ul style="list-style-type: none"> - Installation of water pumps in both refugee camps. - Building public community latrines (in schools, health centres and market areas) for the host populations located within a radius of five kilometers from the camps. - Distribution of food and non-food items to the refugee population. - Supervision of both refugee camps and Tréguine health centre. - Support to the community services sector. 	Cooperation Agreement (2009) between the UNHCR and the International Federation signed in July. The copy of the agreement is available on request.

		- Funding of RCC personnel (operational in the Sudanese refugee context).	
All 18 Chadian regions	ICRC	Sanitation project in N'Djamena and Abéché. Training and equipping RCC volunteers to be better prepared for and protected at the event of armed/violent conflict. Funding support to RCC quarterly publication. Restoring family links for Sudanese refugees. Training in dissemination of the Principles and Values. Protecting and assisting internally displaced people, war-wounded, detainees and the most vulnerable.	Cooperation Agreement will be signed in 2010 after discussion with Red Cross of Chad
Tréguine and Bredjing refugee camps, Hadjer Hadid. Surrounding host villages.	WFP	Food items and non-food items for distribution to refugees in Tréguine and Bredjing camp, and to vulnerable host populations.	Cooperation Agreement signed in 2009 with the International Federation. The agreement is available on request.
Tréguine and Bredjing refugee camp, Hadjer Hadid. Surrounding host villages.	French Red Cross	Community based water and sanitation project to improve the living conditions of the refugees and the local population. Sensitization project on hygiene.	Funding agreement between French Red Cross and the International Federation (Renewed in December 2008.)
Tréguine and Bredjing refugee camp, Hadjer Hadid Abéché N'Djamena South of Chad.	UNICEF	Contribution to all vaccination campaigns and development of education activities in both refugee camps and targeted host villages. Support to HIV/AIDS project in the Sudanese refugee camps. Sensitization on Female Genital Mutilation.	Agreement with the International Federation and Red Cross of Chad on funding of HIV/AIDS project.
N'Djamena	Spanish Red Cross	Training RCC programme managers to reinforce their capacities. Building of a youth library. Providing RCC with materials.	The Cooperation Agreement will be signed 2010 after bilateral meetings with Red Cross of Chad.
Abéché Hadjer Hadid and targeted host villages	Chad Ministry of Health	Social mobilization against malaria, meningitis, polio, etc. Vaccination campaigns.	Yearly global programme supported by an agreement between Red Cross of Chad and the Chadian government.

Secretariat supported programmes in 2010-2011

Disaster Management

The International Federation will, as reflected in the first two programme components, support the National Society in disaster planning and organisational preparedness, with a particular emphasis on developing capacity to effectively respond to potential socio-political unrest and internal violence associated with ethnic clashes and electoral context. This will be achieved through providing volunteers with training tailored in view of the field realities of each regional and local branch. Support will also be oriented towards better enabling the National Society to update their disaster management directory, create disaster response teams at national, regional and local levels, and equip relevant personnel with needed logistics and tools.

The third programme component involves Vulnerability Capacity Assessments (VCAs) to identify the particular risks to which Chadian communities are exposed, hence, the most urgent needs that ought to be addressed in the coming cycle. The National Society will target the two Chadian regions Salamat and Mayo-Kebi East in 2009, with support from Spanish Red Cross. The International Federation will ensure that assessments in the six remaining regions (targeted in the appeal 2008-2009) are finally implemented and encourage that the last eight regions of Chad are covered in 2010-2011.

Following strategic directions will be applied to support the realisation of above stated programme components:

1. Improving the stakeholders' understanding of risk in order to be in a better position to mitigate and manage potential disaster through community-based approaches in affected and non-affected branches.
2. Strengthening the capacity of Red Cross of Chad in building effective and efficient mechanisms to prepare for and respond to disasters.
3. Maintaining in-country coordination structures for ensuring standard and coherent action and effective collaboration between Red Cross Red Crescent components and their partner agencies.
4. Facilitating the discussions with the Chadian government to further define the role of Red Cross of Chad in the National Disaster Plan.

Referring to the fourth and fifth programme component; focus will remain centred on promoting an efficient management of the obligations under the Sudanese refugee operation, as well as strengthening the coordination of field activities. A stronger consolidated disaster response and recovery approach will be embraced to reduce the vulnerabilities of Sudanese refugees in Tréguine and Bredjing camps. Contingency measures will also be improved to increase preparedness for the event of a sudden influx of refugees. A permanent capacity of hosting at least 2,000 additional refugees in Tréguine camp will be guaranteed, given that the country context does not radically change – letting predict a massive population movement. Adequate actions will in that case be launched accordingly to the new demands and the appeal updated to cover the new scenario. The beneficiaries needs will, as previous years, be addressed within the core fields of intervention, namely: food and relief distribution; shelter and infrastructure; transport and logistics, and community services. The later will be scaled up and reinforced by introducing a set of new activities. Actions will also – based on the aim to reinforce a participatory approach and better achieve the objective of longer-term impact of humanitarian assistance – be oriented towards building closer working relationships with the refugees and host populations in the operational zone of Hadjer Hadid.

a) The purpose and components of the programme

Programme purpose⁸
Reduce the number of deaths and injuries, and the impact of disasters.

⁸ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

The disaster management programme budget is CHF 2,630,375 (USD 2,539,952 or EUR 1,742,662).

Programme component 1: Disaster Management Planning
Component outcome 1: RCC's ability to predict and plan for disasters to mitigate their impact on vulnerable communities and populations is improved.
Component outcome 2: Disaster preparedness existing plans, frameworks, strategies and directives are further updated, disseminated and implemented.

Programme component 2: Organisational preparedness
Component outcome 1: An increased percentage of trained RCC staff and volunteers are involved in disaster management.
Component outcome 2: An effective disaster response mechanism is developed and well coordinated.
Component outcome 3: RCC financial and material capacity for effective disaster management is improved and reinforced.

Programme component 3: Community Preparedness
Component outcome 1: The vulnerabilities to public health emergencies and the threats of food insecurity are reduced in targeted disaster-prone areas.
Component outcome 2: The resilience of targeted communities is improved to better withstand natural disasters and situations of violence.

Programme component 4: Disaster Response
Component outcome 1: RCC disaster response assistance to meet the needs under the Sudanese refugee operation and those of other people affected by disaster is improved.
Component outcome 2: The preparedness for responding to a further influx of refugees is strengthened and the capacity of hosting at least 2,000 additional refugees ensured.
Component outcome 3: An efficient transport capacity is in place to support distributions of food and relief items to refugees in Tréguine and Bredjing camps and local host populations.

Programme component 5: Recovery
Component outcome 1: Assistance to restore the Sudanese refugees living conditions and meeting their needs of a longer term recovery is improved.
Component outcome 2: Bredjing camp is decongested by having installed an extension area with the capacity of accommodating 10,000 refugees from the central camp, thereby enabling the refugees to live with greater dignity.
Component outcome 3: The extremely vulnerable refugees in Tréguine and Bredjing camps are reached by special and timely services to resume more normal lives in the local context.

b) Profile of target beneficiaries

Improving Red Cross of Chad's disaster management planning and strengthening organisational preparedness will involve training of the National Society's programme managers in the field; 46 disaster management and food-security focal points at national and regional levels; members of the Disaster Response Teams; six Red Cross of Chad National Society disaster committees established in N'Djamena; and 150 permanent staff and volunteers.

Community preparedness, disaster response and recovery targets over 50,000 Sudanese refugees in Tréguine and Bredjing camps, including nearly 5,000 persons identified as extremely vulnerable (persons living with physical, mental and medical disabilities; chronic diseases and post-traumatic disorders; solitary women and mothers of single household; the elderly and abandoned children) and approximately 25,000 vulnerable host populations in 13 villages surrounding the refugee camps. The two major constraints facing the communities in the agro pastoral region Ouaddaï is, according to Red Cross of Chad VCAs carried out in 2007, structural deficit in cereal production and low health coverage rates. The main ethnic groups are the Arabs and the Maba, among which 30 per cent live far below the national poverty line, mainly on subsistence agriculture and breeding. The potable water supply is severely limited both for inhabitants and livestock.

The vulnerable communities considered under the National Society's 2008-2011 Strategic Development Plan and to be targeted in 2010-2011 are: Guéra, Lac, Moyen Chari, Tandjilé, Batha and Barh El-Gazal (identified by the VCAs carried out in 2007). The majority of the direct beneficiaries comprise the elderly, vulnerable women and children, predominately childbearing women and children under five years, and people living with stigmas and disabilities.

Health and Care

As an auxiliary of the Ministry of Public Health, Red Cross of Chad plays an essential role in the provision and mobilization of health care services and assistance to vulnerable people and communities. Improving the access to quality and timely health care; upgrading infrastructures and equipping health centres with medical supplies will continue to be the priority of the National Society health and care programme for 2010-2011, thereby filling an important gap in the heavily overwhelmed and insufficient national health care system. The International Federation will advocate for the National Society's health and care projects and support the building of new partnerships. It also intends to extend its support to ongoing Red Cross of Chad health care efforts and initiate new activities. The ability to develop new projects in collaboration with the National Society will however be dependent on partners' interest and the success of mobilizing resources for such aims.

Red Cross of Chad will further remain committed to the particular needs of over 50,000 Sudanese refugees in Tréguine and Bredjing camps, and approximately 25,000 vulnerable host populations in the sub-prefecture Hadjer Hadid. As previous years, the International Federation will continue to support Red Cross of Chad in this important mission, with the objective of ensuring continuance and improving service delivery to maintain or improve target beneficiaries health status and wellbeing. This will be achieved by adopting an integrated approach when addressing the health aspects within the refugee operational context: all dimensions of disaster response and long term recovery will more clearly be integrated in programme planning and implementation. Efforts will also be geared towards scaling up first aid activities.

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 5,497,970 (USD 5,308,970 or EUR 3,642,487).

Programme component 1: Primary health care
Component outcome 1: Targeted beneficiaries access to basic curative and preventative health care services in Tréguine health care centre is improved.
Component outcome 2: Targeted beneficiaries health status and wellbeing is maintained or improved and quality of care and services is consistent with international agreed standards.

Programme component 2: Community based health and first aid
Component outcome 1: Targeted populations under the refugee operation and RCC staff and volunteers are better prepared for and able to respond to recurrent public health challenges.
Component outcome 2: The needs of targeted vulnerable populations and communities are adequately addressed.
Component outcome 3: The routine vaccination coverage is maintained or improved in accordance to international agreed standards.
Component outcome 4: RCC participation in national mass vaccination campaigns is effective, thereby improving the vaccination coverage of beneficiaries.

Programme component 3: Maternal, newborn and child health (MNCH)
Component outcome 1: An increasing number of mothers and their children are benefitting from MNCH services.

Component outcome 2: Maternal health is improved and mother, child and newborn mortality rates are maintained within required standards.

Component outcome 3: The nutritional needs of malnourished children, child bearing and breast-feeding women's are ensured by the special nutrition programme in Tréguine camp.

Programme component 4: HIV, AIDS and Sexually Transmitted Diseases (STDs)

Component outcome 1: Targeted beneficiaries vulnerability to HIV/AIDS/SDTs and its impact is reduced through awareness rising activities leading to behavioural change.

Component outcome 2: The transmission of HIV/AIDS between mother and child is reduced through the implementation of a mother-to-child-transmission programme.

Component outcome 3: The medical needs of people living with HIV/AIDS, tuberculosis are addressed.

Programme component 5: Emergency Health

Component outcome 1: Access to preventative and curative health care services in the event of a health emergency is improved in the target area.

Component outcome 2: RCC capacity to respond to a further influx of refugees, epidemic outbreak or other health emergencies is reinforced.

Programme component 6: Water and Sanitation

Component outcome 1: Members of RCC National Disaster Response Team in water and sanitation are further trained and equipped to effectively intervene in disaster and emergency situations.

Component outcome 2: The installation of water sources and the water distribution system is maintained and improved, thereby enabling targeted beneficiaries sufficient, sustainable and safe access to drinking water in consistency with Sphere standards.

Component 3: The sanitation system in the camps and host communities is improved.

Component 4: The awareness of beneficiaries on basic hygiene rules is improved.

b) Profile of target beneficiaries

Over 50,000 Sudanese refugees in Tréguine and Bredjing camps and host populations in the refugee operational zone of Hadjer Hadid will benefit from basic curative and preventative health care services in Tréguine health care centre, likewise water and sanitation services. The community health unit in Tréguine camp will ensure that above mentioned beneficiaries' access to health care is improved and that community needs are adequately addressed. This will be achieved by training refugee- and host community leaders on how to increase awareness on health and sanitary risks in targeted areas. Refugees in both camps and local villagers will in addition be trained or retrained on the Phast methodology and how to conduct promotion hygiene activities.

The trained leaders will be expected to carry out preparedness and health outreach activities in both refugee camps and in 13 host communities. Approximately 25,000 host populations and 100 per cent of the refugees are intended to be reached by these efforts.

Red Cross of Chad will maintain in-country coordination structures for ensuring a coherent response at the event of a health emergency.

Organizational Development and Capacity Building

The Organizational Development and Capacity Building programme will be highly prioritized by the International Federation. As captured in the first two programme components; support will be directed towards on one hand setting up new regional and local committees and building stronger national, intermediate and local branch structures, on the other hand; stirring the reorganizational changes and restructures that will enable Red Cross of Chad to acquire the characteristics of a well functioning National Society. This will be achieved through reinforced efforts on knowledge transfer and supporting increased technical competence in organizational development. Human resources are currently being recruited for these aims. Efforts to ensure that the distinct roles and mandates of governance and executive are clearly separated and respected will also remain important. It will further be encouraged

that the ongoing restructure of the technical programme direction is appropriately followed up with new manuals and appropriate training opportunities; to allow for greater efficiency in management of services and more directly align programming with Federation standards and the Global Agenda goals.

Significant actions and efforts must be dedicated towards making Red Cross of Chad more self-reliant and better achieve the main programme orientations outlined in their Strategic Development Plan. Capacity building support will therefore be provided to relevant staff and tailored to enable the society to lever the process of mobilizing resources, building and maintaining relations with partners, and developing funding plans. It will also be critical to effectively revitalize the CAS process and foster income-generating activities in those vulnerable Chadian communities identified by the VCAs carried out in 2007. The International Federation will to that end ensure that the revised Programme Initiative Chad (PIT), which has been integrated in the National Society's strategic development plan but yet not implemented, is launched in 2010-2011. The National Society will also be encouraged to carry out new VCAs, to gain an updated understanding of the risks to which local communities are exposed and thereby be able to identify the most urgent needs that ought to be addressed in the coming years.

As reflected in the third and fourth programme component, the International Federation will also support volunteering and youth activity in 2010-2011. The noted decline of active youth and volunteers have drawn attention to the critical need of increasing efforts to encourage such activity and to find the motivational means that will assure the volunteers and youth leaders' loyalty. A national and a regional coordinator of the volunteering network will be recruited to better mobilize, coordinate, encourage and monitor volunteer actions.

a) The purpose and components of the programme

Programme purpose
Increase local community, civil society and Red Cross and Red Crescent Capacity to address the most urgent situations of vulnerability.

The organisational development/capacity building programme budget is CHF 912,064 (USD 889,818 or EUR 601,030).

Programme component 1: Organizational Development process
Component outcome 1: Programme planning and implementation is facilitated and made effective through increased technical and material support in RCC's organizational development processes.
Component outcome 2: Reorganizational and decentralization needs are adequately addressed, including programme restructures, thereby scaling up service delivery.
Component outcome 3: Capacity building and organizational development support has enhanced the capacity of RCC existing branches and contributed towards building the capacity of new regional committees.

Programme component 2: Leadership and management development
Component outcome 1: The distinct roles and mandates of governance and management are clearly defined, entrenched and respected at all levels.
Component outcome 2: Training and technical support has improved the National Society's leadership and management capacities to develop and implement strategies, thereby strengthening accountability, transparency, reliability and overall programme performance.
Component outcome 3: Increased leadership ability to mobilise the means and launch the measures to more efficiently move the National Society towards becoming a well-functioning organization with sustainable systems and procedures, including increased financial sustainability.

Programme component 3: Volunteering development
Component outcome 1: Support to RCC volunteering development and management efforts has contributed to an improved volunteering policy and a reinforced network of motivated volunteers.
Component outcome 2: RCC volunteers in all branches are further trained, equipped and better geared for intervening in situations of conflicts, emergencies and other disasters.

Programme component 4: Youth development
Component outcome 1: Youth policy and manuals are revised and directed towards better integrating youth involvement in RCC programmes and services.
Component outcome 2: Training opportunities and support to youth development efforts have contributed to youth leaders having acquired improved knowledge and skills required for efficient coaching and better future leadership.
Component outcome 3: Youth clubs are implemented through youth leaders themselves in a minimum of 10 per cent of Chadian schools at national and regional level.

b) Profile of target beneficiaries

Organizational development and capacity building support will have an immediate impact on all Red Cross of Chad national, regional and local staff and systems. The key target is developing a minimum of 50 per cent of existing branches in 18 Chadian regions and building two new branches in the four administrative regions that were created in 2008.

Leadership and management development targets all 36 governance members, 13 executive members at national level, 18 general secretaries of the regional committees and four responsible in the two committees to be set up in 2010-2011.

Support to volunteering development targets the network of approximately 49,000 trained volunteers, made up of sub-divisional grassroots committees and neighbourhood sections per local branch. Particular efforts will be directed towards strengthening 150 volunteers operational in the Sudanese refugee context and the local committee of Hadjer Hadid, and some 7,000 volunteers active at national and regional levels in times of disasters, conflicts and other situations of emergency. A key objective is to motivate at least 500 volunteers per year to become more active. Additionally, train 1,800 new volunteers per year in the capital N'Djamena and a total of 5,200 in the rest of the country. The volunteering unit sets out to reach a total of 200,000 nationwide beneficiaries per year and 50,000 Sudanese refugees in Tréguine and Bredjing camps.

Support to the youth programme unit targets 30 trained youth leaders and approximately 17 active members located in N'Djamena. A minimum of 300 youth leaders of the network will be trained in 2010-2011. These will in turn be encouraged to engage students and set up youth clubs in their respective district. A minimum of 500 youth clubs is envisaged to be installed in schools throughout Chad. Activities launched by these clubs are expected to reach an estimated 15, 000 youths in the age six to 30 years.

Above described programme support intends to have a longer term impact on the overall humanitarian service delivery, which will indirectly come to the benefit of all beneficiaries targeted and defined under the other main Federation supported programmes (disaster management, health and care, principles and values).

Principles and Values

The aim of the principles and values programme is threefold. Primarily, to enhance the internal and external knowledge and understanding of Principles and Values through a range of envisaged activities. There among; installing a Red Cross of Chad working group with the responsibility to better integrate the Principles and Values in all operational programmes. The second priority sets out to influence behavioural change within Chadian society, mainly by mobilizing volunteers and youths as agents of behavioural change. And as captured in the third programme component; efforts and actions will be geared towards supporting the National Society's special reduction programmes on discrimination and violence. Relevant staff, including the information and communication department, the youth department and the community service unit of the Sudanese refugee operation will be provided with adequate capacity building support, in addition to the financial and technical means to better achieve the programme objectives developed for 2010-2011.

a) The purpose and components of the programme

Programme purpose
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The principles and values programme budget is CHF 595,807 (USD 575,325 or EUR 394,731).

Programme component 1: Promotion of Fundamental Principles and Humanitarian Values
Component outcome 1: Governance, permanent staff and active volunteers have acquired enhanced knowledge and understanding of the fundamental principles.
Component outcome 2: Awareness of humanitarian values in vulnerable communities in all regions is increased through RCC active involvement in public campaigns, radio broadcasts, training, dissemination activities and other interventions.
Component outcome 3: A national law for protecting the Red Cross emblems and the Movement's identity in Chad is voted by the Chadian National Assembly, promoted nationwide by the President of the Republic and disseminated together with the Movement's principles, values and activities.

Programme component 2: Integration of Fundamental Principles and Humanitarian Values
Component outcome 1: A RCC working group of six members is set up at national level to ensure that efforts are directed towards integrating Principles and Values into all RCC operational programmes.
Component outcome 2: Youth and volunteers are mobilized as agents of behavioural change; active in encouraging tolerance, intercultural dialogue, respect for diversity and a culture of peace and non-violence within Chadian civil society.

Programme component 3: Anti-discrimination and Sexual Gender Based Violence (SGBV) reduction
Component outcome 1: A focused and coordinated approach, based on increased capacity of RCC to run programmes on anti-discrimination and non-violence, is adopted to prevent incidences of SGBV and Female Genital Mutilation (FGM) and alleviate its consequences.
Component outcome 2: Victims of SGBV have enhanced ability to take action against discrimination and violence.
Component outcome 3: Increased awareness and involvement of targeted community members to reduce incidences of SGBV and other forms of violence.

b) Profile of target beneficiaries

The promotion and integration of Fundamental Principles and Humanitarian Values is both internal and external; targeting 36 members of Red Cross of Chad governance, 150 permanent staff, approximately 7,000 active volunteers and 30 trained youth, as well as the Chadian population in the 18 regions where Red Cross of Chad has branch presence.

The reduction programme on discrimination and violence targets vulnerable Sudanese refugees in Tréguine and Bredjing camps, with a priority of reaching approximately 5,000 persons identified as extremely vulnerable (target group further specified in the disaster management programme section). The programme will imply training and retraining of SGBV committee refugee members and focal points. Villagers in the host communities will also be trained on how to prevent discrimination and SGBV.

Vulnerable populations in six Chadian regions, identified by the VCAs in 2007, will in addition be targeted under the third programme component.

c) Potential risks and challenges for all programmes under this plan

Internal and external factors may negatively impact the programmes planned for the upcoming cycle, both in terms of hampering or haltering the implementation of planned activities and disrupting overall progress towards reaching expected outcomes. The main internal risks include persistent challenges within Red Cross of Chad governance and management structures. Increased institution turmoil may in addition be linked to the election of a new Governing Board, planned to take place in 2012. Focus will, as earlier noted; remain geared towards reinforcing the executive bodies and entrenching the distinct mandates of governance and management to prevent intrusions.

Withdrawal of partners, a lack of adequate resources and donor funding is a serious concern that will be addressed as closer specified in the section “partnership and development”. Red Cross of Chad local branches will play a crucial role for the implementation of the disaster management programmes. Particular attention will therefore be given to avoid that the main local branches face financial constraints with a negative effect on organisational and community preparedness interventions.

Additional risks include a drop out of skilled personnel and declining engagement in Red Cross of Chad occupations. The national society is increasingly facing the concurrence from other organisations offering Red Cross of Chad staff, trained volunteers and active youth leaders more beneficial working terms. This may have a direct negative impact on the volunteer and youth programmes and a more unfavourable long term effect on overall service delivery. Human resources will also continue to be a challenge for the humanitarian operations; attracting qualified francophone delegates for recruitment and the scarcity of local technical competency. Training, knowledge transfer and capacity building to local staff and beneficiaries is therefore set out to be a priority focus in 2010-2011.

The external threats include the impact of natural disasters and in particular, flooding caused by torrential rains. A continuous deterioration of the security situation, linked to socio-political unrest and armed violence both in Chad and neighbouring countries may fuel further population movements and inflows of refugees, challenging the current sheltering capacity of Tréguine and Bredjing refugee camps. The security concern may also cause the withdrawal of humanitarian assistance, putting the beneficiaries’ health and wellbeing at grave risk. The International Federation and Red Cross of Chad is together improving the contingency planning and implementing needed security measures. All programmes will identify risks and assumptions to ensure that appropriate steps are properly taken when issues arise.

Role of the secretariat

The secretariat’s budget for its support role is CHF 376,128 (USD 363,198 or EUR 249,190).

a) Technical programme support

The International Federation’s in-country delegation intends to continue its support to Red Cross of Chad in the fields of governance and management, programme coordination, finance and administration, logistics, water and sanitation, to ensure the continuation of routine service delivery. The accomplishment of planning, monitoring, evaluation and reporting tasks will be handed over to local staff, just as some technical assistance in finance and administration. The continued representation in Chad will bring knowledge transfer through the particular delivery model based on capacity building through a system of “homologues”. The objective is to move towards an integrated model; increasing the ratio of local human resources and the number of local staff that are self-operational in their area of intervention.

Technical and managerial competence in each respective core Federation programme will be deployed in 2010-2011. The National Society and their key technical managers will to this end be provided with improved support in their particular domain and in the whole process from programme tailoring to implementation of activities. External competence in disaster management and principles and values will be considered, whilst it has been envisaged to recruit one or two field delegates with the task of rotating between the main Red Cross of Chad branches. The aim is to ensure that the work at national level is better integrated and operationalised at regional and local branch levels. The Federation delegate in capacity building and organizational development, which is currently being recruited, will

further define the organizational development needs to be addressed. As earlier stated, the objective to better leverage the overall strengthening of the National Society, with positive impact on the services provided to vulnerable beneficiaries, will be a priority concern in 2010-2011.

b) Partnership development and coordination

Having lost traditional Movement partners and also non-Movement partners over the last few years has compelled Red Cross of Chad to postpone some programme projects and activities outlined in the National Society strategic plan. The lack of resources and operational support, in combination with institutional constraints, has evidently played out as a discouraging factor. The International Federation will set out to reverse this situation, to ensure better and sustainable service delivery to targeted humanitarian needs and the most vulnerable communities in the country. Inter-Governmental bodies, Non-Governmental Organisations and the private sector will be targeted in 2010-2011 and the following strategic actions undertaken:

- 1) Identifying the interventions needed to regain partner trust and loyalty, in turn allowing for the restoration of soared relations.
- 2) Acting as a link between Red Cross of Chad and other in-country National Societies (French, Turkish and Spanish Red Cross), partners outside the Movement and "lost" traditional partners, as to establish new or renegotiate frozen agreements.
- 3) Extending assistance to partner mapping and facilitating the forging of new partnerships.
- 4) Encouraging services and initiatives under existing Memorandum of Understandings (MoU) between Red Cross of Chad and other partners within and outside the Movement.
- 5) Revitalizing the CAS, to create a framework within which the International Federation, ICRC, Partner National Societies, UN agencies and the Government of Chad can support the capacity building of Red Cross of Chad.
- 6) Ensuring that PIT is implemented based on an integrated and focused approach, in N'Djamena and four pilot regions.

c) Representation and advocacy

Four main strategic approaches will be adopted by the International Federation to strengthen representation and advocacy activities, in the aim to mobilize actions and resources in favour of targeted beneficiaries and programme objectives:

- 1) Building upon its image to promote Red Cross of Chad and ensure the organisation's visibility within the Movement, government circles and the humanitarian sphere.
- 2) Enhancing internal and external understanding of Red Cross of Chad's auxiliary role to the Government of Chad and the Ministry of Public Health.
- 3) Pleading in support of projects proposed by the National Society within the framework of its auxiliary role.
- 4) Supporting the National Society in strengthening its own advocacy work and maintaining relationships with public authorities.

Promoting gender equity and diversity

The gender promotion in 2010-2011 will be internal and external, and when possible, crosscutting. Gender weaknesses, persisting at all levels in Red Cross of Chad governance and management bodies, as well as women's subordinate position in Chadian society will be targeted under the various anti-discrimination programmes. These will be rolled out by the National Society gender and development manager, in collaboration with the information and communications department, and within the Sudanese refugee context. All in support of the International Federation. A set of interventions have been planned in view of the sharp differences between women and men in terms of education and literacy, in turn linking to unequal employment opportunities prevailing in the country⁹. Foreseen activities include the creation of a restaurant for which the recruitment of teachers and personnel will encourage the candidature of Red Cross of Chad female members and volunteers. Other activities planned at national level for the upcoming cycle include relaunching female sport teams, theatre groups and creating an orchestra for women.

⁹ Female enrolment in 1) primary school is 70 per cent of that of males and for secondary school: 33 per cent. Female adult literacy rate is 31 per cent of that of men's, according to "The state of the World's Children 2009", UNICEF.

Actions will further be scaled up in targeting SGBV and FGM, both widespread in the country. The later, affecting a total of 45 per cent of Chadian girls and women between the ages 15 to 49 years, according to UNICEF¹⁰. Two counselling centres will be founded in Tréguine and Bredjing refugee camps, as to create a forum for exchange and a platform for actions aimed to reduce the occurrence and alleviate the consequences of SGBV. Other planned interventions for 2010-2011 will address Red Cross of Chad internal challenges linked to gender and ethnics. An inquiry aiming to identify and bring to surface the real reasons why a large number of female staff and volunteers quit their engagements in Red Cross of Chad will be carried out at the National Society headquarters and at the two major branch offices in Abéché and Hadjer Hadid. The results will create a base upon which future programme activities can be tailored to improve gender equity and diversity within Red Cross Chad. Endeavours towards building respect for dignity and diversity at all levels will also, as earlier indicated, involve the integration of the Fundamental Principles and Values into programming. This will be achieved by concrete interventions, such as incorporating a Principles and Values element in the first aid training programmes.

Quality, accountability and learning

Partner relation developments over the last few years have made the National Society increasingly aware of the need to improve quality and accountability in programme activity. Needed measures are currently being taken within finance, administration and logistics, with a clear objective to launch more sustainable solutions and implement stronger monitoring and evaluation mechanisms to ensure greater transparency and efficiency. Planning, monitoring, evaluation and reporting (PMER) have also recently been strengthened by a Federation delegate. Logical frameworks including long-term indicators are being developed for all programmes. Actions are further stirred towards building a functioning reporting system and aligning procedures with Federation standards. The PMER work that is critical for the success in developing more durable partner relations will remain a priority concern in the upcoming cycle. Particular focus will be paid to improve monitoring and evaluation mechanism. A local team, currently undergoing training, will be supported by an editorial commission set up in July 2009. Their joint efforts will be geared towards ensuring monitoring and evaluation of programme progress and achievements, thereby better showing the impact of humanitarian services.

External assessments and evaluation will continue to be employed on a routine basis to expose needed programme improvements. Operational and coordination meetings with Movement and non-Movement partners will also remain an important forum for learning and addressing weaknesses in programming. A new approach will be launched with the concept of field delegates. These will not only ensure greater monitoring of overall programming but closely follow the intended PIT process and ensure the progressive replication of successful activities.

Budget summary

Programmes	2010 budget	2011 budget	Total budget
Disaster Management	1,261,724	1,368,651	2,630,375
Health & Care	2,706,612	2,791,358	5,497,970
Organisational Development	518,836	393,228	912,064
Humanitarian Values	327,442	268,365	595,807
Coordination	188,064	188,064	376,128
TOTAL	5,002,678	5,009,666	10,012,344

¹⁰ Figures presented by UNICEF are provided by Demographic and Health Surveys, conducted during the period 1996-2001, and Multiple Indicator Cluster Survey conducted during the period 1196-2001.

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.

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Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	161,691	821,542	106,150	53,000		1,142,383
Land, vehicles & equipment	23,502		11,250			34,752
Transport & Storage	346,330	170,783	18,112	18,112		553,338
Personnel	401,990	1,084,165	242,484	150,602	153,840	2,033,081
Workshops & Training	104,388	202,311	45,890	36,751	22,000	411,340
General Expenditure	141,811	251,881	61,225	47,693		502,610
Depreciation						
Contributions & Transfers						
Programme Support	82,012	175,930	33,724	21,284	12,224	325,174
Services						
Contingency						
Total Budget 2010	1,261,724	2,706,612	518,836	327,442	188,064	5,002,678

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	275,303	795,617	6,400	4,250		1,081,570
Land, vehicles & equipment						
Transport & Storage	346,330	170,783	18,112	18,112		553,338
Personnel	424,490	1,122,930	242,484	147,114	153,840	2,090,858
Workshops & Training	97,906	268,709	39,447	29,002	22,000	457,064
General Expenditure	136,836	251,881	61,225	52,443		502,385
Depreciation						
Contributions & Transfers						
Programme Support	89,044	181,438	25,560	17,444	12,224	325,710
Services						
Contingency						
Total Budget 2011	1,369,910	2,791,358	393,228	268,365	188,064	5,010,925