

FINAL REPORT



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

CHAD: SUDANESE REFUGEES

Revised Appeal 23/2003

27 June 2007

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries.

In Brief

Final Report; Period covered: 2 December 2003 to 31 December 2005; Final appeal coverage: 100 per cent.

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Appeal history:

- [Operations Update no. 3](#), dated 25 June 2004, revised the Appeal budget to CHF 3,968,000 and confirmed the extension of the appeal timeframe until 31 December 2004.
- [Revised Appeal 23/2003](#), dated 27 July 2004, revised the Appeal budget to CHF 14,215,000 (USD 11,241,600 or EUR 9,297,000), increased the number of beneficiaries to 80,000.
- [Operations Update no. 9](#) amended the number of beneficiaries to 60,000 and extended the timeframe until the end of February 2005.
- [Operations Update no. 10](#) extended the timeframe until the end of December 2005.
- [Operations Update no. 11](#) and [Operations Update no. 12](#) confirmed the extension of timeframe until 31 December 2005.
- Disaster Relief Emergency Funds (DREF) allocated: CHF 160,000).

This operation was aligned with the International Federation's 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.

Background and Summary

The conflict in western Sudan, which started in early 2003, displaced nearly 1.8 million people, including 200,000 who fled into neighbouring Chad. The vast majority of the displaced were housed by the United Nations High Commission for Refugees (UNHCR) and the Chadian government in 12 refugee camps. Since the beginning of the conflict, cross-border raids into many villages hosting the Sudanese refugees in Eastern Chad as well as several attacks on Chadian host communities happened regularly along the border with Sudan.

The refugee influx into Chad slowed down in 2005, and humanitarian agencies were able to address the needs of camp residents. UNHCR and its partners also devoted increased resources to extend assistance to vulnerable local communities in the area. Such support to the Chadian host communities contributed to mitigating the impact of the

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presence of the refugees on the immediate environment of the area. However, continued violence in Sudan's Darfur and recent deterioration of security conditions in Eastern Chad could not allow anyone to envisage the return of the refugees in a near future.

The International Federation of Red Cross and Red Crescent Societies (the Federation) and the Red Cross of Chad (RCC) provided emergency assistance to the refugees in the affected areas from December 2003 to December 2005. The two International Red Cross and Red Crescent Movement partners were, in the beginning, in charge of managing only one camp – Treguine – with an estimated 14,000 residents. Later on, the Federation/RCC managed another camp in Bredgine, with an estimated 27,000 residents. The quality of services delivered to the refugee population in Treguine prompted UNHCR and other partner agencies to consider the Federation/RCC as a model in camp management and suggested the extension of Red Cross responsibilities on the management of this second camp.

Bredgine was the most congested of all 12 camps in Eastern Chad and resources available at that moment were used to satisfy the needs identified in both camps. This had the immediate consequence of increasing assistance to beneficiaries from the initial 14,000 (in Treguine) to 41,000 (in both camps). While – according to the contributions list – the appeal was fully covered, by December 2005 needs surpassed available resources. However, this situation did not affect the quality of assistance delivered to refugees since the Federation's management team concentrated available resources on core areas of assistance, albeit to the detriment of other Red Cross of Chad activities.

The refugee operation was effectively planned and managed, and achieved clear impact. Unfortunately, by the end of 2005, most expenses allocated to Bredgine camp – which were not included in the initial funding plan – had created a financial exposure of CHF 590,937; further audits later placed the figure at CHF 1.2 million. While this may raise valid questions over financial management and discipline, the Federation is resolving the situation transparently, working with the concerned National Societies and partners. [\[For further questions related to this issue, please refer to the list of contact details provided at the end of this report\].](#)

While struggling to maintain SPHERE standards in all sectors, with limited resources, the management of the Federation's Chad delegation resorted to resolve the deficit gradually in 2006 on one hand, and agreed with Red Cross of Chad authorities to revise the operation's staffing model on the other hand. This would be done by scaling down the number of Red Cross volunteers in the refugee programmes. Additionally, a decision was taken to reduce the number of international personnel involved in the operation. Only delegates and local staff involved in essential activities – such as coordination of the refugee programmes, water production/distribution, fleet management at refugee camp level, and those responsible for conducting aspects of National Society development programmes – would continue to operate.

Coordination

During the implementation of this Appeal (December 2003 to December 2005), weekly coordination meetings with UNHCR and other partner agencies as well as internal consultations at Movement platforms were held regularly. The Federation and RCC used by them to discuss key matters regarding protection issues, information sharing and institutional responsibilities to avoid overlapping of field activities. In addition, Federation delegates as well as RCC staff and volunteers attended various coordination meetings with partners to develop common approaches, which enabled them to provide better services to beneficiaries.

Though UNHCR later reduced its logistics funding that it provided through the Red Cross of Chad/Norwegian Red Cross Transport Support Package (TSP), it continued supporting the intervention with fuel and maintenance needs for ten M6 trucks as well as salaries for the truck drivers. RCC staff and volunteers, including counterparts to Federation delegates, received support in the form of training on reporting techniques, finance and stock management as well as logistics rules and regulations relating to cooperation with partners such as UNHCR and the World Food Programme (WFP).

Other partners, including the American Bureau of Population, Refugees and Migration (BPRM) and the European Commission Humanitarian Aid Office (ECHO), provided support to the Red Cross refugee programmes; ECHO and BPRM provided funds to support almost every aspects of assistance to refugees in Treguine and Brédgine. The Swiss Red Cross contributed particularly towards provision of social welfare for vulnerable refugees in both camps. The Swedish Red Cross supported the response in protecting refugee women and those from host communities against female genital mutilation (FGM), sexually transmitted infections (STIs) as well as HIV and AIDS.

Analysis of the operation - objectives, achievements and impact

Goal: The essential needs of about 65,000 Sudanese refugees in three refugee camps and 9,000 local habitants in eastern Chad are met up to December 2005.

Camp management

Objective 1: 45,000 Sudanese refugees in two refugee camps receive appropriate humanitarian assistance in the form of shelter, protection, food and non-food items; with a contingency established for an additional 20,000 refugees in a new camp.

Achievements

During the implementation of activities under the Emergency Appeal, camp administration in Treguine and Bredgine was carried out in accordance with SPHERE standards. Weekly coordination meetings with UNHCR and other partner agencies as well as internal consultations under Movement platforms were used by the Federation/RCC to discuss key matters regarding protection issues, information sharing and institutional responsibilities. This offered opportunities for upgrading the security, durability and comfort of the tented facilities and helped to avoid overlapping of field activities. Since the opening of Treguine camp in September 2004, all the refugees residing in this camp were properly sheltered in family tents/individual tents and received assistance in the form of food and non-food items (NFI).

Refugee committees – which included men, women and youth members in Treguine and Bredgine – played important roles and assumed responsibilities in decision-making to improve services in camp management, construction, community services, water and sanitation, and cooperation with partners and Chadian community leaders. The committee members also received training to work with RCC volunteers as soon as the National Society takes over from the Federation.

Impact

Federation and RCC activities in comprehensive camp management contributed to the settlement of refugees, within the refugee camps and host communities, in terms of family affinities and cultural sensitivity.

Relief/logistics and buffer stock

Objective 2: Constant flow of food distributions to targeted vulnerable groups is ensured through propositioning of a three-month food supply.

Achievements

Targeted refugees and vulnerable Chadian families identified in Treguine and Bredgine camps were reached, assessed and provided with assistance in form of food and NFI. Items distributed included flour, salt, tinned tomatoes, kitchen sets, beans, sugar, red tea and oil. Specific vulnerable people also received plastic mats, water containers, cereals, blankets and baby kits, among other items. The Federation/RCC distribution teams constantly worked to continue identifying other vulnerable communities in need of urgent assistance.

In total, 13,831 refugees in Treguine (3,341 families), 27,393 refugees in Brédgine (6,622 families) and 9,000 members of host communities were provided with NFI. In addition, refugees in both camps received monthly food items, averaging 2,070 kcal/person/day. The food baskets distributed were composed of cereals (corn, sorghum or millet), dry legumes (peanuts or beans), oil (groundnut oil or corn oil), sugar, salt and enriched flour (CSB). An average 9,000 vulnerable host communities in 13 villages around the camps were also supplied with occasional vital food items.

The distribution of food items and NFI was carried out according to the annual plan of the Federation/RCC. Food rations were not only distributed in a general form, but also in a specific complementary form known as blanket supplementary feeding which was combined with another programme specially destined for mother and child health support. The approach used by Federation/RCC for the nutrition programmes was participatory and open to all categories of beneficiaries including pregnant women, nursing women and children aged under five years. Throughout the emergency assistance period, beneficiaries in both camps were served with monthly food baskets composed of 3.75kg of CSB, 375g of oil and 300g of sugar. Security food stocks were maintained as required to cover all aspects contingencies in both camps.

Health care

Objective 3: Preventive and curative health services are provided to the refugees in the camps.

Achievements

The overall health situation remained stable in Treguine and in the host community of Hadjer Hadid. The Federation/RCC medical teams and community services followed up vaccination activities and hygiene promotion to ensure better coverage against isolated cases of measles and waterborne diseases, particularly malaria and cholera. Acute respiratory infections (ARI), acute watery diarrhoea (AWD) and fever remained the major illnesses affecting the refugees and host communities.

To improve health services, the Federation/RCC medical staff worked jointly with the Chadian Ministry of Health (MoH), the World Health Organization (WHO) and non-governmental organizations (NGOs) to increase monitoring and to develop their medical approach. The Federation and the RCC also provided training to ensure that health services to the refugees and the vulnerable host communities were consistent with SPHERE standards. The training sessions were specifically designed for National Society staff and volunteers to enable them take over health activities in the future.

The involvement of refugee volunteers in community health activities contributed to the transition from emergency to mitigation, consistently with the agreement signed between the Federation, RCC and Partner National Societies. The coordination of health activities with WHO and other NGOs provided a better mapping of roles, responsibilities and fields of intervention, thus avoiding overlapping of activities.

As instructed by the Chadian MoH and WHO, Tréjine Health Centre also took an active role during annual national vaccination campaigns against polio which were conducted in 2004 and also between August and September 2005. The centre recorded over a 100% vaccination coverage (108%) in 2005, particularly with regard to DTC 3.

In addition, the Federation/RCC successfully organized community mobilization activities in Tréjine and Bréjine camps during the World AIDS Day Celebrations in December 2004 and 2005. Approximately 600 people, including Chadian authorities and NGO representatives, attended the gathering. Following these celebrations, the nutrition department reached out to investigate suspected cases of malnutrition among refugee children in the two camps as well as in the host community. Two thousand four hundred and two children were consulted in 2005, of whom 344 were reported malnourished. All identified cases were directed to the Federation /RCC nutrition centre for further treatment.

Staff in the Federation/RCC fleet department received training on first aid techniques in December 2004 and also in June and December 2005. Moreover, sensitization activities were intensified by Red Cross community nurses to encourage pre-natal attendance by pregnant women. This contributed to the reduction of infant mortality rate among the refugee population and the host communities. Although security issues remain critical in eastern Chad, the Federation continued transferring patients to the Adré Referral Hospital. However, it is hoped that donor response to Appeal 2006-2007 will enable referral of patients to Abeche.

Impact

No disease outbreaks were reported in both camps, and Hepatitis E tendencies observed in August and September 2005 were eradicated. The maternity attendance rates increased remarkably in Treguine (42 per cent in December 2005 to 100 per cent in January 2006).

Increased interest and participation by Federation/RCC medical personnel improved the quality and scope of activities in the Treguine Health Centre. Refugee committee leaders understood the objectives of the health service and cooperated with Red Cross medical teams. Refugees in Treguine and the host community in Hadjer Hadid committed to take an active role in decision-making and coordinating activities with partners.

Constraints

The budget crisis, which affected the Chad delegation in December 2005, also affected medical logistics. Medicines and vital medical materials were lacking. However, alternative opportunities were explored through the Spanish Red Cross.

Water and sanitation

Objective 4: Adequate, gender sensitive and culturally acceptable sanitation facilities are provided to the refugees in the camps and the local population.

Achievements

In January 2005, French Red Cross water and sanitation delegates provided a two-year assessment report on the progress achieved in Treguine, with relevant orientations for the future. The report revealed that most facilities built during the emergency phase in 2004 were not adapted to the needs of the refugees at the time. Most latrines were poorly built, adding to poor drainage in the camps (mostly in Bredgine) and inconsistencies in disposal facilities. This situation was reversed, thanks to efforts made by the Federation and the RCC in 2005.

In addition, the gaps identified in sanitation facilities in Treguine and Bredgine camps – after the rainy season in 2005 – prompted the Federation/RCC water and sanitation teams to assist in ensuring better living conditions for the refugees. The water and sanitation teams, supported by two French Red Cross delegates, concentrated on building new infrastructure (culturally and gender sensitive pit latrines and water taps with more solid materials). The team also protected water stands and taps against pollution by domestic animals such as goats, donkeys and horses, among other pollution agents.

Potable water, consistent with SPHERE standards (15 litres/person/day), was provided on a daily basis to over 40,000 refugees. Hygiene promotion activities were also conducted to educate and encourage refugees on their roles and responsibilities in maintaining a clean environment at household level and within the camps. In addition, the Federation supported waste management activities in the refugee camps and surrounding areas. Training sessions were conducted to enable RCC staff to step in and assume the role of providing these services in the future.

The International Committee of the Red Cross (ICRC), the United Nations Children's Fund (UNICEF), UNHCR and other NGOs – in cooperation with the Chadian government – worked to support Chad Red Cross efforts in improving access to quality water and sanitation facilities by the host community. This support helped to correct structural challenges in the community and augmented efforts of aid agencies to fulfil medium and longer-term community programming initiatives in the provision of constant quality water and sanitation services.

Community services

Objective 5: Specific vulnerable groups in the refugee camps receive appropriate assistance and protection.

Achievements

Activities under this objective were consistently funded by the Swiss Red Cross in 2004 and 2005. The activities included social welfare support to specific vulnerable refugees and locals, gender-specific initiatives by refugee women, organization of group activities for wood collection, and reconstructing community infrastructure (building or upgrading) by collecting thatch or providing workers with water and food, among other necessities. Sanitary kits were distributed to the vulnerable refugees and maternity kits were provided in both camps as well as in the host community of Hadjer Hadid.

Many attacks on women – while conducting their daily movements in search of firewood outside the camps – were reported. According to the Federation social welfare department, domestic violence, forced marriages, forced recruitment of refugee youth into armed groups, female genital mutilation (FGM) and child abuse were the some of the issues of concern registered at random in the camps. In response, the inter-agency group (including UNHCR, Federation, RCC and NGOs) drafted a plan to strengthen prevention and to respond to the issues identified. The strategy included a mechanism for ensuring closer collaboration with medical partners and mobilization of men and youth associations against all types of violence against women and against child abuse.

At camp level, weekly coordination meetings were held with block leaders in Treguine and Bredgine camps. The meetings aimed at fostering healthier working relationships between the Federation/RCC volunteers and refugee leaders. Refugee advisory committees ensured that decisions taken at institutional levels were thoroughly implemented and fully respected by camp residents on a daily basis.

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The advisory committee members included women, people with disabilities, teachers, youth and the elderly. They met regularly to solve problems by discussing matters of common interest and by working in line with agreed plans of action. The refugee committees organized inter-camp visits to learn from each other and to share experiences on issues of common interest.

Following workshops organized in Hadjer Hadid for Red Cross community workers, the Federation's social welfare delegate identified various capacities of participating members and decided to use them for coordinating activities with UNHCR, UNICEF and other partner agencies.

Constraints

Cases of domestic violence in the refugee camps remained high despite prevention campaigns, while perpetrators got away with it because legal authorities did not sanction them. Funding limitations also hindered implementation of activities aimed at discouraging and eliminating sexual-based gender violence (SBGV).

Construction

Objective 6: A minimum of half the tented facilities are replaced with semi-permanent structures before the rainy season and to support the programmes through the construction of facilities and improvements in the Hadjer Hadid quarters of the Federation and the Red Cross of Chad.

Achievements

In the emergency phase (June 2003 to December 2005), tented facilities were put in place as temporary shelters. However, it was a great challenge for the Federation/RCC construction teams to maintain those facilities. Many families were repeatedly left without shelter because of harsh winds and heavy rains registered in eastern Chad. In response, RCC teams were able to minimize some of the effects of the devastating weather by upgrading facilities with more resistant infrastructure. The tents (650 in Bredgine and 37 in Treguine) and tarpaulin shelters (1,123 in Bredgine and 756 in Treguine) which were destroyed by rains, winds and fires in 2005, were replaced. Respective tents/shelters in Treguine were registered to facilitate future research/identification of individual and family refugees. In December 2005, camp statistics disclosed that 14,000 refugees were living in 2,513 tents and 905 tarpaulin shelters in Treguine camp, each occupying more than 45 square metres, as required by SPHERE standards.

Socio-community infrastructure was also built and upgraded to improve living conditions in both camps. The new infrastructures included:

- 30 tents and 58 sheds– to support education activities, in cooperation with the Christian Outreach Relief and Development (CORD). With the new infrastructure, the Red Cross assisted CORD to protect about 20,000 refugee children attending schools against harsh weather (sun, strong winds and heavy rains) prevailing in eastern Chad;
- 11 sheds, together with an incinerator and a solid block fence– constructed and paved to serve the medical and nutritional needs identified in the Treguine Health Centre;
- 4 additional community sheds– built for vaccination campaigns;
- 3 community centres– built for meetings and public sensitization activities;
- 5 large tents– provided to serve as mosques for refugees;
- 2 workshops– built in Treguine camp and integrated with a meeting hall for women (also for sewing and training activities);
- 2 community restaurants– constructed in each camp;
- 2 distribution centres– built in accordance with SPHERE standards;
- 1 reception centre, with 7 paved and isolated spaces reserved for cholera treatment– built in Treguine camp;

In addition, the logistic centres in Treguine and Bredgine camps were fenced and in-built with two administrative offices and six additional Rubb halls (four in Bredgine and two in Treguine), entirely paved to increase the relief storage capacity in both camps.

Impact

The refugees in Treguine and Bredgine were provided with shelter that protected them from winds, rains and dust. More so, RCC's achievements in this area contributed to the decrease in diseases throughout this period. The crude mortality rate relating to waterborne diseases and cold weather conditions remained at its lowest level of 1/10,000/day for adults and less than 2/10,000/day for children aged under five years.

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Constraints

Since the Federation's construction delegate left in mid-2005, the position was left open. Construction responsibilities, especially replacement of tented facilities with semi-permanent structures, were contracted to private local companies.

Support to the local population

Objective 7: The local population along the border areas and around the Red Cross refugee camps receive support to mitigate the impact of the population influx and adequate support in health, sanitation and community services.

Achievements

Food security and natural resources available to the host populations in eastern Chad were affected by the prolonged presence of Sudanese refugees and the increasing number of internally displaced persons (IDPs) since 2004. The Federation and RCC, working under the Emergency Appeal, extended parts of the refugee assistance to the local community, particularly in developing programmes in community health, sanitation and food security. However, constrained by limited donor response to the Appeal in 2005, only few of the planned activities were achieved. These include preventive and curative medical support, including community mass routine vaccination, mosquito net distribution, supplementary blanket feeding, food-for-work programmes, community sanitation and hygiene promotion by RCC volunteers, epidemic disease monitoring and NFI distribution to 9,000 vulnerable locals identified in the villages surrounding Treguine and Bredgine refugee camps. The local communities also accessed the RCC water systems in both camps.

On a bilateral basis, the French Red Cross supported the needs of the local population in the area of Moundou (south of the country). The Spanish Red Cross launched a three-year programme to support host communities in Ouarra, Assongha and Djourfal-Ahmar departments in eastern Chad, where RCC volunteers were trained on community-based health programme (CBHP) to ensure adequate knowledge of community members on hygiene promotion, sanitation, nutrition, vaccination and other preventive and curative health aspects. This helped to ensure the protection of children aged under five years and women of child bearing age against waterborne diseases. The Spanish Red Cross also worked to rehabilitate and equip 19 community health centres in targeted areas.

The Appeal 2006-2007 for Chad will provide further opportunities for developing small-scale community projects. The projects include income generating activities (IGAs), drilling of boreholes (for potable water), construction of water wells and sanitation facilities (latrines and waste disposal pits). The scaling will improve the sustainability of local communities as well as health and nutrition problems associated with the arrival of refugees.

Impact

It is very difficult to assess the impact on host communities with relevant statistics. However, there was a consistent improvement in local populations' health and nutrition conditions. The improvement was notable around Treguine and Bredgine refugee camps, where the Federation and RCC operated the Emergency refugee programmes from December 2003 to December 2005. In the form of a testimony, the local Governor of Ouaddaï noted in early 2006 that the Red Cross intervention had contributed to the improvement of health and nutrition conditions.

Constraints

Shortfalls in funding and other challenges did not allow the Federation and RCC to implement all planned activities in support of host communities. Almost all cash and in-kind contributions from September 2004 until December 2005 were used on the refugee programmes at the camp level. Because of this situation, many activities that would have supported the host communities were not implemented and needs were unfulfilled. Furthermore, the situation did not allow the Federation and RCC to build a more reliable development trend for the targeted vulnerable Chadian communities.

Capacity building

Objective 8: The capacity of the Red Cross of Chad in relief operations is strengthened at local, regional and headquarters level.

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Achievements

Through the Emergency refugee operation (December 2003 to December 2005), the RCC was given the opportunity to improve its capacity in mobilizing resources for disaster preparedness, response, risk reduction and recovery. The strategy developed by the National Society – in cooperation with the Federation and the French and Spanish Red Cross societies on bilateral basis – consisted of training Red Cross volunteers. The training was to enable them to respond to the needs of refugees in Treguine and Bredgine as well as those of vulnerable communities in 18 regional branches nationwide.

In 2005, more than 30 regional disaster management trainers and emergency team leaders were trained/re-trained to carry out activities in refugee zones as well as in all branches of the National Society. The regional disaster management trainers duplicated their knowledge by organizing 18 training sessions in 2005 for local branches in Abeche, Biltine, Adré, Hadjer Hadid, Kounari, Moundou, Mongo, Laï, Sahr and Goré, among other areas. Moreover, recruitment and training of new volunteers was carried out every month to strengthen the capacity of local branches to support communities that are dynamically changing and requiring further assistance in disaster management.

Additional training opportunities were offered to RCC staff and volunteers through the refugee operation in the view of improving their disaster management capacities and, in the process, the quality of services delivered to the refugees and vulnerable local populations. These include training in community-based first aid (CBFA), waterborne diseases (malaria, cholera and hepatitis), epidemiological monitoring, systematic screening and detection of sickness symptoms, HIV prevention, project planning, statistics, reporting and hygiene promotion. More than 200 RCC volunteers operating in eastern Chad were part of the training sessions. Because of the engagement of its volunteers in various activities, the visibility of the Red Cross has greatly improved in many areas of Chad.

Impact

Since December 2005, RCC staff and volunteers managed many operational sectors under the refugee operation. The sectors include construction activities, preventive and curative health services (in Treguine Health Centre) as well as food and NFI distribution. The achievements registered by the end of 2005, because of giving responsibility to National Society staff and volunteers, reflect the Federation's success in building the capacity of the National Society. The achievements also signalled the beginning of the Federation's field exit strategy.

Additionally, with increasing security constraints in eastern Chad, the Federation trained and prepared many refugee volunteers in Treguine and Bredgine to assist RCC staff/volunteers. The strategy of training refugees to help themselves is perfectly working as a rear support on which the National Society is now relying in building sustainable operational dynamics with its staff and volunteers.

Constraints

Building the capacity of the Red Cross of Chad within information technology management and maintenance of tools, planning, monitoring, reporting and project management was not achieved. This is because the National Society still lacks staff with the required competences.

Transport support package (TSP)

Objective 9: Effective transport capacity is put in place to support the food and non-food supply line for refugees in cooperation with the UNHCR up to the end of 2005, and, a strategy is developed and agreed with all parties for establishing a regional fleet base, strategically positioned in Abeche and N'djamena.

Achievements

Achievements registered in this area, include the following:

- Training of drivers, fleet maintenance and registration of vehicles (22 vehicles, 27 M6 trucks and 2 motorcycles);
- Acquisition of new vehicles in the Federation/RCC fleet (5 new vehicles were received under the Federation's vehicle rental programme– VRP);
- Contracting vehicles to transport relief items to and from warehouses;
- Disinfection of food items stored in the Federation/RCC warehouses;
- Upgrading of warehouse capacity in the field;
- Supply of medicine and other medical items.

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The Chadian government renewed the National Society's tax-free status on imports. Supply and distribution of relief items to refugees in Treguine and Bredgine continued. This enabled RCC to build stocks for its future disaster preparedness programme in eastern Chad.

Constraints

The logistics department did not have an experienced local human resource capacity to assist in producing accurate statistics on a timely basis. In addition, many suppliers were not committed to Federation rules and regulations in delivering goods as required. Security problems and other difficulties relating to bad roads in eastern Chad also often delayed delivery of relief items to the refugee camps.

Information technology and telecommunications

Objective 10: Adequate telecommunication facilities and computer systems are set up, developed and maintained to support the Federation refugee operation in cooperation with the national society; and effective training is given to the staff at every level to operate safely the overall Telecom system.

Achievements

The Federation/RCC communication network was further developed in 2004/2005 and was extended to the National Society's regional branches in Moundou, Sahr and Goré. New radio antennas/repeaters were purchased and installed to ensure that communication among Red Cross institutions in the refugee operation was self-sustained. RCC staff and volunteers identified as radio operators and information technology (IT) technicians in N'djamena, Abeche and Hadjer Hadid received training to take over activities in this field, when the Federation IT delegate departs.

Progress was also registered in the use of the Internet as the Federation upgraded its system and identified a new Internet Service Provider (ISP) in N'djamena. Comprehensive communication networks were also established in all operational locations. Federation/RCC capacity building was undertaken as part of the overall telecommunications programme.

Constraints

Organization, administrative formalities and training of Red Cross staff and volunteers on installation/maintenance of IT/telecom equipment in the refugee operation as well in the National Society's headquarters and branches were not easy to carry out. Communications from certain areas of Chad, including the operational zone of eastern Chad, were restricted and rendered uncertain because of security concerns.

Reporting, advocacy and public information

Objective 11: Effective reporting, communication and advocacy capacities are developed for the RCC both at national and regional levels to support and enhance the progress of existing programmes/projects, and to promote the image of the national society in order to attract technical and financial support.

Achievements

The Federation's reporting department reported on progress and achievements by issuing minutes of weekly coordination meetings, electronic newsletters and operation updates. The reporting department was also in charge of planning, monitoring and assessing activities internally with programme managers and externally with donors such as the American Bureau of Population, Refugee and Migration (BPRM), and the European Commission Humanitarian Aid Office (ECHO), among others.

In addition, the reporting department supported information dissemination, promotion of Humanitarian Values and advocacy within RCC and through the media. This was in view of advocating for protecting and relieving vulnerable populations (refugees and host communities) from the many ordeals that they have suffered, including war atrocities, recruitment of children into armed groups, physical and sexual violence as well as ethnic and religious discrimination.

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The information/reporting programme objectives were systematically integrated to all aspects of the refugee operation with the view of equally providing quality services to all beneficiaries. For example, while distributing relief items and providing health care as well as socio-community services to the refugees and host communities, the Federation/RCC promoted the image and principles of Red Cross/Red Crescent Movement to thousands of people – including decision makers and donors – by using key messages or distributing visibility materials. In addition, a network of humanitarian media professionals was created to support Red Cross activities in Chad.

Impact

The information/reporting programme helped in restoring basic human rights to the refugees. As a result of information sessions on peaceful coexistence, tolerance and solidarity between camp residents and surrounding host communities, Treguine and Bredguine camps were spared from riots and violent attacks prevailing in other camps.

Constraints

Information/reporting activities in Chad were constantly challenged by ethnic and cultural barriers. Thus, the National Society did not risk sending volunteers for dissemination in violence-prone areas due to the risk of being attacked because of their ethnic origins. Only expatriate workers or volunteers operating in their own communities conducted activities under this programme. At institutional level, the National Society lacks competent and qualified resources to manage the information dissemination and reporting department. There is only one paid staff who is working with a very limited professional capacity, with no relevant office and no equipment to facilitate information sharing internally or between the National Society and its partners.

Monitoring and evaluation

Throughout the implementation of the refugee operation (December 2003 to December 2005), the Federation's delegation in Chad and the RCC shared weekly camp statistics at country level, under the Movement platform. The statistics were also shared during coordination with UNHCR and other partner agencies to ensure that SPHERE standards were consistently met.

The Federation's Secretariat, partners and donors who supported Red Cross activities conducted several assessment missions. Some of the partners include ECHO, BPRM, the Swedish International Development Cooperation Agency (SIDA) – through the Swedish Red Cross – and the Norwegian Red Cross.

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All International Federation assistance seeks to adhere to the [Code of Conduct](#) for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

For longer-term programmes in this or other countries or regions, please refer to the Federation's Annual Appeal. For support to or for further information concerning Federation programmes or operations in this or other countries, or for national society profiles, please also access the Federation's website at <http://www.ifrc.org>.

[Final or interim financial report below; click here to return to the title page.](#)

Reporting Timeframe	2003/1-2007/3
Budget Timeframe	2003/1-2007/3
Appeal	M03EA023
Budget	APPEAL

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget		0				15,048,390
B. Opening Balance		0				0
Income						
<u>Cash contributions</u>						
American Government		3,519,035				3,519,035
American Red Cross		128,698				128,698
Austrian Red Cross		294,294				294,294
British Red Cross		298,769				298,769
Canadian Red Cross Society		2,969				2,969
Danish Red Cross		62,171				62,171
ECHO		2,480,712				2,480,712
Finnish Red Cross		599,261				599,261
French Red Cross		1,239				1,239
Icelandic Red Cross		52,732				52,732
IFRC		6,057				6,057
Irish Red Cross Society		39,250				39,250
Japanese Red Cross Society		400,243				400,243
Libyan Red Crescent		17,000				17,000
Malaysia - Private Donors		975				975
Monaco Red Cross		19,431				19,431
Netherlands Red Cross		1,656,436				1,656,436
New York Office		618				618
New Zealand Red Cross		400				400
Norwegian Red Cross		625,382				625,382
On Line donations		40,920				40,920
OPEC Fund For International Development		131,200				131,200
Other		-68,582				-68,582
PRM		0				0
Swedish Red Cross		1,052,133				1,052,133
Swiss Red Cross		172,316				172,316
Switzerland - Private Donors		800				800
Turkish Red Crescent Society		6,400				6,400
UNHCR (UN Agency)		189,975				189,975
C1. Cash contributions		11,730,835				11,730,835
<u>Reallocations (within appeal or from/to another appeal)</u>						
American Government		0				0
British Red Cross		-25,529				-25,529
DREF		-60,000				-60,000
United States - Private Donors		0				0
C3. Reallocations (within appeal)		-85,529				-85,529
<u>Inkind Goods & Transport</u>						
Netherlands Red Cross		186,703				186,703
Norwegian Red Cross		894,844				894,844
Other		1,046,226				1,046,226
Swiss Red Cross		178,940				178,940
C4. Inkind Goods & Transport		2,306,713				2,306,713
<u>Inkind Personnel</u>						
American Red Cross		12,907				12,907
Austrian Red Cross		50,427				50,427
Canadian Red Cross Society		45,466				45,466
French Red Cross		18,920				18,920
IFRC		87,227				87,227
Netherlands Red Cross		103,417				103,417
Norwegian Red Cross		61,000				61,000
Other		14,674				14,674
Swedish Red Cross		18,807				18,807
Swiss Red Cross		83,192				83,192
C5. Inkind Personnel		496,037				496,037

Other Income

Miscellaneous Income		540,334			554,998
Transfers of Income		60,000			60,000
C6. Other Income		600,334			600,334

C. Total Income = SUM(C1..C6)		15,048,390			15,048,390
D. Total Funding = B + C		15,048,390			15,048,390

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance		0				0
C. Income		15,048,390				15,048,390
E. Expenditure		-15,048,417				-15,048,417
F. Closing Balance = (B + C + E)		-28				-28

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
BUDGET (C)			0			0		
Supplies								
Shelter - Relief			503,508			503,508	-503,508	
Construction - Housing			43,164			43,164	-43,164	
Construction Materials			658,923			658,923	-658,923	
Clothing & textiles			389,607			389,607	-389,607	
Food			843,107			843,107	-843,107	
Water & Sanitation			223,145			223,145	-223,145	
Medical & First Aid			228,465			228,465	-228,465	
Teaching Materials			36,287			36,287	-36,287	
Utensils & Tools			213,526			213,526	-213,526	
Other Supplies & Services			225,441			225,441	-225,441	
Total Supplies			3,365,174			3,365,174	-3,365,174	
Land, vehicles & equipment								
Vehicles			191,654			191,654	-191,654	
Computers & Telecom			594,552			594,552	-594,552	
Office/Household Furniture & Equip			174,497			174,497	-174,497	
Others Machinery & Equipment			61,992			61,992	-61,992	
Total Land, vehicles & equipment			1,022,695			1,022,695	-1,022,695	
Transport & Storage								
Storage			445,509			445,509	-445,509	
Distribution & Monitoring			1,561,525			1,561,525	-1,561,525	
Transport & Vehicle Costs			1,247,834			1,247,834	-1,247,834	
Total Transport & Storage			3,254,868			3,254,868	-3,254,868	
Personnel Expenditures								
Delegates Payroll			923,266			923,266	-923,266	
Delegate Benefits			2,096,450			2,096,450	-2,096,450	
Regionally Deployed Staff			160,019			160,019	-160,019	
National Staff			229,620			229,620	-229,620	
National Society Staff			1,154,137			1,154,137	-1,154,137	
Consultants			88,273			88,273	-88,273	
Total Personnel Expenditures			4,651,764			4,651,764	-4,651,764	
Workshops & Training								
Workshops & Training			58,095			58,095	-58,095	
Total Workshops & Training			58,095			58,095	-58,095	
General Expenditure								
Travel			350,565			350,565	-350,565	
Information & Public Relation			33,571			33,571	-33,571	
Office Costs			464,064			464,064	-464,064	
Communications			606,720			606,720	-606,720	
Professional Fees			162,596			162,596	-162,596	
Financial Charges			47,765			47,765	-47,765	
Other General Expenses			85,498			85,498	-85,498	

Total General Expenditure		1,750,779		1,750,779	-1,750,779
Depreciation					
Depreciation		55,941		55,941	-55,941
Total Depreciation		55,941		55,941	-55,941
Program Support					
Program Support		889,102		889,102	-889,102
Total Program Support		889,102		889,102	-889,102
TOTAL EXPENDITURE (D)		15,048,417		15,048,417	-15,048,417
VARIANCE (C - D)		-15,048,417		-15,048,417	