

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

Chad

Executive summary¹

The International Federation of the Red Cross and Red Crescent Societies has been supporting the Red Cross of Chad (RCC) under the Sudanese refugee operation for the past 4 years. In the beginning of the operation in 2003, partners and donors were fully committed and the level of contributions both in cash and in-kind offered opportunities for building a substantial standard level of assistance to the refugees in all sectors. There is a strong recognition of the significant contribution and the role played by the Red Cross Movement in delivering assistance to the Sudanese refugees in Treguine and Bredgine camps during the first two years of the operation. The Federation's Delegation in Chad has supported the RCC in the fields of programme coordination, service provision and multilateral cooperation development with donors for fundraising.

Unfortunately, the scale of the humanitarian situation in eastern Chad continues to increase as a result of the volatile, unpredictable and complex nature of the crisis in the sub region. Internally, Chad has experienced a deterioration of its socio-political environment over the past years and national authorities continue to face challenges in tackling the increasing number of security threats. On the international side, developments in the neighbouring countries of Sudan (Darfur) and the Central African Republic (CAR) have also impacted negatively on Chad.

Because of the ongoing security concerns, refugees' have not been able to voluntarily return to Sudan. Many humanitarian organizations, including the Federation and Red Cross of Chad, were obliged to continually readjust their operation's timeframe as well as plans of action to integrate areas requiring further attention and additional resources. As a consequence, the Federation and the RCC have confronted serious funding constraints over the past three years. Having recently assessed the situation on the ground, the International Federation's Zone Office, has decided to reinforce the team of expatriate delegates in N'djamena and Abeche. The objective is to enhance the Federation's support to the RCC and its presence in the field with new human resources, including one programme coordinator in Abeche, one camp manager for the Treguine and Bredgine camps, and one expatriate health coordinator for Treguine's refugee health centre in Hadjer Hadid. The recruitment of these new staff did not take place until mid-2008.

Considering that security in the country remains an issue and given the need for increased cooperation with the RCC, the Federation's support under this plan will be mainly concentrated on improving coordination in the refugee operation. To this end the Federation will carry out intensified capacity building and organizational development for the National Society at headquarters and branch levels in order to improve decision making, commitment and accountability at all levels.

¹ For references see UNDP annual reports on all six countries.

More specifically, the Federation’s support for improving assistance to the Sudanese refugees will be carried out through the sectors of basic health care, water and sanitation, relief items distribution, construction of semi-permanent shelters, provision of social welfare services, etc.). In addition to this, the Federation’s continued support in community-based disaster management, livelihoods, organizational development and humanitarian values outside the refugee zones will be ensured by marketing all the National Society development initiatives which have been delayed in the previous years in order to better satisfy the Chadian vulnerable communities’ vital needs. Further efforts will be concentrated on the identification of communities’ needs, by conducting additional vulnerability capacity assessments (VCA) and training on project implementation, programme planning, and local fundraising. Training of governance and management bodies will be consistently supported by the Federation’s Zonal Organizational Development department and constitutional meetings will be conducted to raise the National Society’s profile as a prominent organization within Chadian civil society.

The total 2009-2010 budget is CHF 8,411,686 (USD 7,688,926 or EUR 5,357,761) (Click here to go directly to the attached summary budget of the plan)²

Country context

Chad is one of the largest countries in Africa, with a population of 9.1 million people; the country had endured three decades of conflict before peace was restored in 1990, but sporadic unrest and challenges continue to occur, presenting challenges on the humanitarian programmes.

Economic policy in 2009-2010 is expected to continue to be shaped by the erratic price of oil and in oil revenues. Ad hoc, retrospective adjustments to government budgets will continue to be the norm, mirroring the acutely unstable political and security situation in the country. Chad's high energy and transport costs, limited telecommunications networks and difficult business climate will remain obstacles to long-term growth. Chinese investment in infrastructure may help to improve the transport, energy and telecoms sectors, but implementing the legal, administrative and judicial reforms necessary to attract investment outside the oil sector is likely to prove more difficult.

Chad has been consistently rated among the poorest countries in the world, 167th in the human development index of the United Nations Development Programme. An estimated 80 percent of its population lives on less than USD 1 a day. More than half of the population over the age of 15 is illiterate. There are only three physicians for every 100,000 inhabitants while the majority of the population has very limited income and cannot afford to pay the average USD 20 consultation fee charged by private health clinics. Access to improved sources of potable water is limited to three out of every ten people while electricity is accessible to only 1 percent of the population. There are only 650 km of paved roads in a country more than twice the size of France.

Table 1: Chad’s human development index 2005

HDI value	Life expectancy at birth (years)	Adult literacy rate (% ages 15 and older)	Combined primary, secondary and tertiary gross enrolment ratio (%)	GDP per capita (PPP US\$)
170. Chad (0.388)	158. Chad (50.4)	137. Chad (25.7)	162. Chad (37.5)	151. Chad (1,427)

² Given the nature of the programme described in this plan, this budget figure is provisional and may be adjusted in early 2009. Changes will be communicated via the Programme Update.

Human Poverty Index (HPI-1) 2004	Probability of not surviving past age 40 (%) 2004	Adult illiteracy rate (% ages 15 and older) 2004	People without access to an improved water source (%) 2004	Children underweight for age (% ages 0-5) 2004
1. Chad (56.9)	24. Chad (32.9)	3. Chad (74.3)	4. Chad (58)	16. Chad (37)

GDI as % of HDI	Life expectancy at birth (years) 2004	Adult literacy rate (% ages 15 and older) 2004	Combined primary, secondary and tertiary gross enrolment ratio 2004
	Female as % male	Female as % male	Female as % male
149. Chad (95.6%)	129. Chad (105.7%)	151. Chad (31.3%)	193. Chad (59.8%)

National Society priorities and current work with partners

Priorities

The RCC's priority areas of intervention for the coming two years are aligned with the Federation's four Global Agenda goals and other Federation strategies, including the Algiers Plan of Action, Strategy 2010 and ARCHI 2010. These are:

1. Disaster preparedness, response and recovery through assistance to the Sudanese refugees in Treguine and Bredgine camps, as well as emergency humanitarian support to Chadian vulnerable communities in natural disasters (floods, internal displacements, locusts and pestilence invasions).
2. Emergency preventive and curative health, community-based health care and fighting against epidemic diseases by providing refugees and vulnerable Chadian populations with Sphere standard health centres and community health services; as well as safe drinking water, quality sanitation facilities, an extended sensitization against HIV and AIDS, sexual and gender-based violence (SGBV) and an improved vaccination coverage for children against recurrent diseases like measles, polio, meningitis, tuberculosis, etc. It is envisaged among these priorities that a reliable solar energy system will be provided in Treguine's health centre to ensure a consistent electric power supply to all the vital services in the centre.
3. Post-disaster potential recovery, environmental protection and the promotion of livelihood, in order to further decrease food dependency and mitigate tensions between the refugees and the host communities.
4. Improving the National Society's leadership and management for better performance, financial sustainability and Red Cross quality services at community levels. This is one among the major areas hindering the Red Cross of Chad's performance in delivery quality assistance to the beneficiaries.
5. Promotion and operationalisation of the Red Cross Movement Principles, and Humanitarian Values and conducting anti-discrimination campaigns through media networking, publication of newsletters and leaflets and the organization of public advocacy campaigns. These activities will be carried out with key partners such as ICRC, Government agencies and operational UN Agencies (Human Rights Commission, UNAIDS, UNICEF, etc.)

The RCC is responsible for supporting the implementation and management of all programmes. At headquarters, a Secretariat is in place to support the Secretary General in implementing all activities of the National Society. Programmes are organized within ten departments, each headed by a director. The most important ones are aligned on the core areas of the Federation's Strategy 2010. These include a Director for health and care, a director for disaster management,

a director for humanitarian values, a director for organisational development and capacity building and a director for finance and administration.

While it is recognized that more focus must be put on decentralization, it is important to maintain sufficient professionals at the headquarters level to ensure good coordination, monitoring and reporting to donors. During the coming years, it is anticipated that there will be a need for an increase of staff in the field, while some positions at the headquarters may be made redundant or moved into the field. The issue of adequate staff positions will be viewed in the light of the need for the National Society to become more self-sustainable and less dependant on donor support.

In addition to staff, the RCC has a database of volunteers who are actively involved in one or more activities at the headquarters and in the field. The database will be reviewed and adjusted in 2008 to ensure an adequate number of volunteers are available. There will also be a focus on attracting skilled professionals to become volunteers for the National Society.

Partnership

The partner's movement of the Red Cross of Chad include: the French Swedish, Finish, Norwegian, Spanish, Danish Red Cross (through the Federation), the International Committee of the Red Cross (ICRC) and the International Federation. The National Society also receives support from non-Movement partners, including government institutions, UN Agencies (UNHCR, WFP, WHO, UNDP, UNAIDS, etc. and also from the European Union ECHO, the American BPRM, NGOs, and other local organisations.

The table below outlines the profile of prominent partners in cooperation with RCC:

Partners' profile in assistance to refugees and local communities

Community beneficiaries	Partner agency	Intervention field	Cooperation strategy
<p>Moundou</p> <p>Hadjer Hadid (in the villages of Mamouguine, Faranga, Bréjine, Lira, Feric Arbounic, Feric Sira)</p>	<p>French Red Cross</p>	<p>Community based water and sanitation project to improve the living conditions of Chadian population in Moundou (South). The project includes hygiene promotion, construction of latrines and water wells in schools and the rehabilitation with logistics support to 3 community health centres to cover the needs identified in 8 rural areas;</p> <p>Financial contribution for water and sanitation activities in cooperation with the Federation and RCC, in Treguine and Bredjine camps (Eastern Chad)</p> <p>Financial support to the Federation and RCC for the recruitment of 3 expatriate delegates (water and sanitation, camp manager, and a health coordinator for Treguine's refugee health center)</p>	<p>Project is based on a tripartite Memorandum of Understanding (IFRC-CRC-FRC) to cover the needs for three years (2006-2008).</p> <p>A new MoU has been proposed, amended and to be signed very soon to cover the projects (DAH and MAIONG) under the refugee operation for 2008.</p> <p>Decisions on this cooperation are made during bilateral meetings ICRC and Chad Red Cross or ICRC and IFRC. Weekly coordination meetings are also held under the lead of IFRC to share matters of common interests and make decisions in a participatory approach.</p>
<p>N'djamena</p> <p>Abeche</p> <p>Hadjer Hadid</p>	<p>ICRC</p>	<p>Sanitation project in N'djamena and Abeche;</p> <p>Sanitation project in prisons;</p> <p>Support to the CRT Tracing programme;</p> <p>- Support to the Tracing activities in the Chad refugee operation (Eastern Chad)</p>	<p>In the absence of an MoU, decisions under this cooperation are made during bilateral meetings between ICRC and RCC or ICRC and the Federation. Weekly coordination meetings are also held under the lead of the Federation to share matters of common interests and make decisions in a participatory approach.</p>
<p>Abeche</p> <p>Hadjer Hadid</p>	<p>UNHCR</p>	<p>Transport Support Package (TSP) – including salary payment to Chad Red Cross drivers, fuel supply to the Chad refugee operation fleet in Abeche and Hadjer Hadid.</p>	<p>Project supported by a MoU and covers (2003-2006). Discussions are opened between all interested parties to renew the MoU for 2007 activities.</p>
<p>Abeche</p> <p>Hadjer Hadid (in identified)</p>	<p>Ministry of Health</p>	<p>Social mobilization against malaria, meningitis, polio, etc.</p>	<p>Yearly global programme (supported by a protocol agreement signed between</p>

villages)			RCC and the Chadian government).
Abeche Hadjer Hadid (in identified villages)	UNICEF	Contribution to all vaccination campaigns and development of education activities in refugee camps; with extension to local communities.	Agreement with the federation and RCC for HIV/AIDS programme funding in Treguine and Bredgine Camps.
Hadjer Hadid (in identified villages)	WFP	Food delivery to the Federation for distribution to refugees in Treguine and Bréjine, and also to vulnerable local populations.	WFP has renewed its agreement last March with the Federation and the Red Cross of Chad to ensure further food items delivery to refugees in Treguine and Bredgine, throughout 2008. A copy of this agreement is available on request. Nutrition monitoring in the refugee camps local villages around both camps is also carried out jointly by the World Food programme (WFP) with all interested partners, including the Federation and RCC
Hadjer Hadid (in identified villages)	OXFAM	Water and Sanitation activities, but now handing over to the Federation and the Red Cross of Chad. These activities are also extended to the host community in Hadjer Hadid (women from the village are allowed to tap water from the Red Cross water systems in refugee camps).	Agreement based on a handing over process to give full responsibility to the Federation and RCC in the management of water and sanitation activities in Tréjine and Bréjine camps.

Secretariat supported programmes in 2009-2010

Federation support to the Red Cross of Chad in 2009-2010 will be primarily based on the RCC demonstrating good will in complying with the recommendations from several assessment missions previously conducted by the Federation's senior management to clarify and improve the framework of the cooperation with the National Society. These include field visits and meetings between the National Society's governance and the Federation's Head of Zone, field visits by the Federation's Head of Central African Regional Office, cooperation assessment missions conducted by Federation staff from Geneva, the operation assessment mission involving the zonal DM coordinator and a Federation's appointed manager from Geneva. Special attention will be required on recommendations from Participating National Societies (PNS), including the French, Swedish, and Norwegian Red Cross, and from non Movement partners such as UNHCR, ECHO and BPRM.

Disaster Management

In 2009-2010, the RCC’s disaster management programme will follow the same pattern as last year. It will focus on disaster planning, preparedness, risk reduction and response in coordination with the Federation, the government of Chad and other partner agencies working in the field of disaster preparedness.

The principal objective behind the disaster management programme is to strengthen the RCC to be well prepared and, through proper planning, demonstrate its ability to respond to disasters, reduce vulnerabilities among hazard-prone populations and effectively coordinate with other stakeholders. The strategic disaster management priorities identified by the Federation and RCC include the following:

- 1) Improve the stakeholders’ understanding of risk in order to be in a better position to mitigate and manage potential hazards through community-based approaches in affected and non-affected branches.
- 2) Improve the capacity of the Red Cross of Chad in building effective mechanisms to prepare for and respond to disasters.
- 3) Maintain in-country coordination structures for ensuring standard and coherent action and effective collaboration between Red Cross Red Crescent components and their partner agencies.

The Federation’s in-country representation will continue to target direct assistance towards coordination, strategic leadership, disaster management skills training, and capacity building with the RCC. Immediate needs are to support the National Society capacity-building in disaster response, as well as to improve community resilience and livelihoods. Extensive discussions with the eight district branches on the implementation of the community-based disaster management programme have taken place. Moreover, discussions with the government are under way to further define the role of the RCC in the National Disaster Plan.

The National Society aims at identifying areas at great risk in the community and developing means for reducing the consequences of future disasters on the people. To achieve this, the National Society will need to build human, material and financial capacity for its branches and also advocate at national level for the development of a National Disaster Management Plan (NDMP) in cooperation with the government, partner agencies and all stakeholders. While advocating for the NDMP, the National Society will provide good training for the volunteers in respect with the field realities of each regional and local branch; to update the disaster management team’s directory and equip every team with relevant logistics and communication tools for emergency response needs. Efforts will also be directed towards developing capacity for responding to potential socio-political internal violence situations, associated with ethnic clashes or electoral context.

a) The purpose and components of the programme

Programme purpose³
Reduce the number of deaths and injuries, and the impact of disasters.
The disaster management programme budget is CHF 3,364,600 (USD 3,075,502 or EUR 2,143,057).

³ In this plan, ‘purpose’ is defined as ‘the publicly stated objectives of the development programme or project’. Source: OECD-DAC glossary.

Programme component 1: Disaster Planning.

Component outcome 1: Initiatives are taken at National Society level and ideas are proposed, objectives are planned and strategies are developed and fully disseminated; as well as a reliable alert system put in place, all reflecting the available resources, on-going activities and the real capacity of the National Society in strategic alliance with partners.

Component outcome 2: The Red Cross of Chad's disaster preparedness existing plans, frameworks and directives are further updated and perfectly covering weaknesses which were previously identified; with new components integrated to improve the National Society's capacities in the field of population movement management.

Component outcome 3: Based on the Federation's food security policies, a RCC's approach to food security is developed, strengthened, sustained in order to boost agricultural harvest with the use of modern tools and fertilisers in vulnerable areas during the 2009-2010 farming season.

Programme component 2: Organisational preparedness.

Component outcome 1: Office facilities, logistics support and equipment are made available and contributed to improving the Disaster Management (DM) department of the National Society at headquarters and branch levels (qualified human resources and access to modern equipments is improved for the current and the future DM operational needs).

Component outcome 2: The Red Cross of Chad's National Disaster Response Team (NDRT) members are further trained, timely reassessed on simulation programmes and maintained on alert in the communities; specifically in disaster-prone areas to provide prompt and effective emergency response in the event of disasters.

Component outcome 3: Staff at national, regional and local levels have acquired better understanding and improved competences in the use of tools, policies, strategies, DM stocks, equipment for ensuring an adequate delivery of the national society's DM package in all 22 regions. Contingency planning and other strategic longer term development documents produced on VCA reports have contributed in 2009-2010 to reduce the consequences of natural disasters on vulnerable communities.

Programme component 3: Community Preparedness/Disaster risk reduction.

Component outcome 1: RCC's volunteers and community voluntary workers are actively engaged in environmental sanitation (digging and clearing of drainages) every year before and after the rainy season. The National Society is providing safety information to communities.

Component outcome 2: As required by the needs identified under RCCs' current Strategic Development Plan (2008-2011), and based on the project recently proposed by a Federation's mandated consultant, the National Society has contributed to reducing threats of food insecurity in all communities affected by the 2008 poor harvest and high commodity prices.

Component outcome 3: All disaster-prone areas at community level in the 22 regions are provided with a detailed mapping showing the types and characteristics of each of the predominant disasters. They have also acquired better knowledge of disaster risks and threats in their environment; and have organized themselves into community vigilant groups for early warning with the support of RCC's volunteers.

Programme component 4: Disaster Response.

Component outcome 1: RCC's national strategy for responding to natural and man-made disasters (planning, deployment of NDRT, and pre-positioning of stocks) are aligned on the recommendations from the flood preparedness meeting (held in Dakar) and appropriately used by the National Society's DM teams through the implementation of the Federation's DREF mechanism in all disasters affecting Chadian communities outside the refugee operation area.

Component outcome 2: Living conditions of the Sudanese refugees in Treguine and

Bredgine, and those of 12,000 host population surrounding both camps are further improved as required by Sphere standards, through emergency preventive and curative health services, community-based health care and fighting against epidemic diseases by providing refugees and vulnerable Chadian population with Sphere standard health centres and community health services as well as providing safe drinking water, quality sanitation facilities, intensive sensitization against HIV and AIDS, SGBV and an improved vaccination coverage for children against recurrent diseases like measles, polio, meningitis, tuberculosis.

Component outcome 3: A strategic approach to sustainability and mitigating tensions between refugees and host communities in the refugee operation environment (Treguine and Bredgine camps, as well as in the Chadian villages of Hadjer Hadid) is well achieved through the water-sanitation programme, by fertilizing domestic waste for agricultural use, by planting trees on former latrine pits in order to make them easily identifiable, by collecting waste waters from washrooms and drainages to support the growing of season farms and fruit trees (i.e. bananas, mangos, oranges, etc.)

Component outcome 4: Adequate grants from the Federation DREF have enabled the Red Cross of Chad to provide prompt response during disasters like floods, drought, sickness epidemics, food insecurity and population movements.

Programme component 5: Recovery.

Component outcome 1: Sustainable recovery dimensions (in the form of training vulnerable groups on community projects, small business, farming, etc.) are properly planned, followed up and resources are mobilized for ensuring adequate implementation of activities related to the refugee operation in eastern Chad and other relief operations.

Component outcome 2: As part of the humanitarian community's cluster group on shelter and recovery, RCC has taken advantage of available initiatives, UN funding and contributions from NGOs and all other opportunities from interested partners to support the vulnerable communities' needs for a longer term recovery (reconstruction of shelters, providing socio-community amenities, training specific groups like women and girls on income generating activities, etc.) in all affected areas.

Component outcome 3: The Red Cross of Chad's DM department has developed a standard framework, policies and strategies on recovery. NDRTs and targeted community members are trained and appropriately equipped with tools for ensuring an appropriate implementation of these policies in time of disasters.

b) Profile of target beneficiaries

The target beneficiaries for disaster planning, preparedness, risk reduction and response for 2009-2010 are the 45,000 Sudanese refugees in Treguine and Bredgine camps and approximate 6,000 Chadian people. The direct beneficiaries comprise the elderly, women, children, and people with disabilities. Due to the country's geographical complexity and constant population displacement, the numbers of indirect beneficiaries are difficult to estimate at this moment. The beneficiaries are targeted in all 22 administrative regions of the country and are mostly living in rural areas. The majority of them are dependent on farming for survival and 90 per cent of their incomes are derived from agriculture, cattle rearing and business. The beneficiaries will receive support in the form of sanitation tools, health and hygiene kits as well as agricultural tools, supplies and fertilizers; a basic first aid services and referral to community health centres will also be ensured when required.

Health and Care

Improving health facilities: the overall Chadian health system, with its few qualified medical staff concentrated in the capital-city, is one the poorest in Africa. The system offers almost no access to quality services in rural areas and could not effectively cover the needs of over 9 million people living in the country. Because of this situation, the government has taken advantage of the humanitarian community's assistance to the Sudanese refugees (in the East) and the CAR refugees (in the south) to approach the international community for

assistance in rehabilitating some of the existing health facilities, and to build and equip new health centres where none are available. The Chadian authorities also require assistance to upgrade some community clinics and health centres whose facilities were overwhelmed by the influx of Sudanese refugees in the East and CAR refugees in the South. Construction and equipment of medical facilities and the rehabilitation of community health centres to improve local populations' access to quality and timely health services will continue to be the priority of The Red Cross of Chad health and care programme for 2009-2010. The French Red Cross Society through the Federation's delegation in Chad have proposed actions in the past, to provide logistics support, drugs and medical supplies to the community health centre in Hadjer Hadid where Treguine and Bredgine camps are located. Similar actions may be further provided and strengthened by the French Red Cross in coming years. In addition, the RCC health and care department will assume greater responsibility in improving infrastructure, equipment and services in the Treguine camp refugee health centre where standards have decreased. The recruitment of an experienced expatriate medical coordinator is envisaged to address the weaknesses identified.

Basic Health Care (BHC) assistance: the Federation and the RCC are focusing on the following areas to improve the health of vulnerable populations through recovery and maintenance of health status in the refugee operation zone of Hadjer Hadid and also in targeted Chadian communities where vulnerable populations are in need of vital BHC assistance. This will be achieved through the following strategic actions:

- community-based health projects for reducing vulnerability to disease and injury.
- logistic support to Treguine's health centre and also to Hadjer Hadid community centre by providing among other needs, a reliable solar energy systems to ensure a consistent electric power supply to all vital services where the refugees and the locals are receiving treatment.
- HIV and AIDS awareness activities to decrease stigma and reduce risk behaviours
- psycho-social support.
- first-aid activities for empowering people to help themselves in emergencies and improve their basic health and hygiene conditions.
- Public Health in Emergencies projects where trained Red Cross staff and volunteers have the competencies to respond to health emergencies and reconstruction and rehabilitation of health facilities.

The RCC health programme is targeting the National Society's branches to strengthen individual, household, community and local health care capacity, to adopt and deliver prevention, promotion, and primary health care 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 3,546,719 (USD 3,241,973 or EUR 2,259,056).

Programme component 1: HIV and AIDS.
Component outcome 1: Awareness of Sexually Transmitted Infections (STIs), HIV and AIDS and FGM among vulnerable Chadian groups in targeted communities has increased owing to further training for the Red Cross of Chad staff and volunteers on the mode of transmission and prevention of HIV, and also on techniques to fight against FGM in close cooperation with UNHCR, UNFPA and the Ministries of Public Health and Social Affairs.
Component outcome 2: Training materials and dissemination kits are produced and made

available to the National Society's trained volunteers and staff, and also to some strategic community members where the needs have been identified for active struggle against the HIV disease and its consequences on vulnerable groups.

Component outcome 3: An increased number of people in targeted communities have improved knowledge and behaviours to be protected and ensure protection of their environment against the HIV disease and FGM practices.

Programme component 2: Tuberculosis.

Component outcome 1: Chad Red Cross staff and volunteers as well as targeted community members are further trained on the tuberculosis (TB) and HIV co-infection relationship and the mode of transmission and prevention of tuberculosis.

Component outcome 2: Information, education and communication (IEC) materials are made available, and properly used by the National Society's volunteers and community members during sensitization sessions against tuberculosis.

Component outcome 3: People showing tuberculosis symptoms in areas covered by the Red Cross of Chad volunteers are identified and referred to the appropriate health centres for diagnosis and treatment; and their immediate environment assessed to avoid large scale contamination.

Component outcome 4: An increased number of TB patients receive appropriate support for treatment compliance.

Programme component 3: Community-based health and first aid.

Component outcome 1: Community members have increased their knowledge on hygiene promotion, good health practices and prevention of infectious diseases as a result of a two-year active training of volunteers and their systematic involvement in the practical implementation of ARCHI 2010 and the community-based health programme (CBHP).

Component outcome 2: Morbidity and mortality rates in targeted Chadian communities have decreased; as well as communities' vulnerability to water born diseases, through improved access of children and pregnant women to insecticide-treated nets (ITNs) and their enhanced capacity to struggle against those diseases.

Component outcome 3: An appropriate mapping of areas at risk, monitoring epidemics threats and strategies for timely referral to the nearest health centres are further improved.

Programme component 4: Maternal, newborn and child health (MNCH).

Component outcome 1: Red Cross staff and volunteers are further trained on issues and threats related to Maternal and child health (MCH)/community-based health programme (CBHP). Social mobilization campaigns for routine and supplementary immunizations by Red Cross volunteers are carried out. Children in targeted areas are properly covered with the main vaccines as recommended by the Sphere and World Health Organization (WHO) Standard Systems.

Component outcome 2: Red Cross staff and volunteers' knowledge and skills in teaching and practicing first aid have improved, and each of the 22 regional branches has a qualified first aid officer.

Component outcome 3: An increased number of Pregnant women and children under five have timely and effective access to Primary Health Care (PHC) services available in their communities.

Programme component 5: Measles and Polio

Component outcome 1: Social mobilization techniques are further improved through training of RCC volunteers with evident and measurable impacts on vaccination coverage for targeted children against measles and polio.

Component outcome 2: The Red Cross of Chad's auxiliary role with the Ministry of Public Health is further demonstrated through active sensitization of parents and community leaders

in areas at risk and contributed to improving the number of children attending mass immunization campaigns against measles and polio.

Component outcome 3: Sensitization tools and visibility materials (megaphones, tee-shirts, dissemination kits, drama outwears, documentary films, and audio visual equipments) are provided to Red Cross volunteers and appropriately used to conduct an intensive campaign in areas at risk of measles and polio, where community members have refused in past to vaccinate their children.

Programme component 6: Malaria.

Component outcome 1: RCC's NDRTs are further trained and have acquired better knowledge on the malaria sickness, its mode of transmission and available means for prevention.

Component outcome 2: Red Cross volunteers are largely deployed with the support of prominent UN Agencies and NGOs to promote the use of ITN, assess their proper use and raise awareness on the disease before and during 2009-2010 rainy seasons.

Component outcome 3: NGOs, UN agencies and the Ministry of Public Health are working together with the Red Cross of Chad in strategic partnership for promoting ITN at community level.

Component outcome 4: Chadian communities are better educated and sensitized on hygiene promotion and environmental sanitation for reducing malaria risk in their environment.

Programme component 7: Emergency Health.

Component outcome 1: The mortality and morbidity rates associated with water-borne diseases (mainly malaria and cholera) are maintained at their lowest levels in the refugee camps, and also in targeted Chadian areas where the RCC is cooperating with the federation and French Red Cross on water and sanitation projects.

Component outcome 2: Community members are trained on-the-job (learning by doing); and used by the National Society at branch levels to develop household peer-education and to achieve a sustainable water and sanitation system in the targeted communities.

Component outcome 3: Quality logistics support to Treguine's health centre and also to Hadjer Hadid community health centre are provided in the form of: adequate housing facilities, medical supplies, cold chains, laboratory materials, generators, office supplies, office furniture, appropriate medical machines, essential drugs, and a reliable solar energy systems to ensure a consistent electric power supply to all vital services where the refugees and the vulnerable local Chadians are receiving treatment.

Programme component 8: Water and Sanitation.

Component outcome 1: RCC watsan NDRT profiles are raised to meet the required standard at zonal level. They are further trained and properly equipped with modern tools to respond in emergency situations.

Component outcome 2: Water production plants, distribution networks and water testing supplies are timely maintained, upgraded and renewed; and the Sudanese refugees' access to sustainable safe drinking water in Treguine, Bredgine camps is further made consistent with Sphere standards, or improved as required by the needs identified in the field.

Component outcome 3: Sanitation facilities in the Sudanese refugee camps as well as in host communities are upgraded according to Sphere standards and new infrastructures (latrines, waste disposal and drainage pits) are built with reliable materials to improve the refugees' access to a better sanitation system.

Programme component 9: Avian and Human Influenza Pandemic.

Component outcome 1: Community hygiene awareness is maintained in strategic Chadian areas, such as the Lake regions and rivers areas and borders with neighbouring countries,

and has contributed to preventing risks of sudden outbreak of avian and human influenza.

Component outcome 2: Upgraded skills of Red Cross volunteers on the avian and human influenza contamination modes has been used to improve information sharing and education of targeted communities in regions at risk.

Component outcome 3: The Red Cross of Chad has developed strategies and partnership with prominent institutions (WFP, UN Agencies, NGOs and Government institutions) and have been given timely access to all required medical stocks and hygiene supplies pre-positioned at the Federation's regional level (Yaoundé and Dakar) for an efficient humanitarian intervention in the event of avian and human influenza.

b) Profile of target beneficiaries

The target beneficiaries for health and care in 2009-2010 are the 45,000 Sudanese refugees in Treguine and Bredgine camps and approximate 6,000 Chadian people identified by VCA and considered under the National Society's 2008-2011 Strategic Development Plan. The direct beneficiaries comprise the elderly, vulnerable women and children (mostly pregnant women and children under five years), and people living with stigmas and disabilities. Due to the country's extensive surface area and the complexity of its population distribution, the indirect beneficiaries are difficult to estimate at this moment. The beneficiaries are located in the 22 administrative regions of the country and are mainly concentrated in rural areas. Their survival largely depends on traditional farming and 90 per cent of their incomes are generated from agricultural activities. The beneficiaries will receive the necessary support in the form of health care and services: preventive and curative health assistance, laboratory services and hygiene kits for household and environmental sanitation. Further assistance is envisaged in the form of basic first aid services, rehabilitation of community health centres in areas mostly at risk, as well as equipments and medical supplies to ensure timely services to the vulnerable groups like pregnant and breastfeeding women and children under five years.

Organisational Development/Capacity Building

The OD programme in Chad will be essentially based on the main orientations developed in the National Society's current Strategic Development Plan covering 2008-2011. The delivery model adopted by the RCC for its organizational development aims at stimulating growth and development at headquarters, regional and local levels by concentrating support on its sustainable core area activities. Two objectives for this programme are local, branch and national headquarters development (e.g. strategy and policy, volunteering and youth and financial management) and branch/headquarters construction.

For the past ten years, the Red Cross of Chad was almost permanently involved in several emergency operations. From 2002 to 2004, the National Society was engaged in the CAR refugee operation to assist some 20,000 refugees in partnership with UNHCR. Obviously, the National Society has acquired extensive and successful experience in responding to disasters like floods, epidemics and population movements in the country. However, it has poor infrastructure with only a few paid professional staff and a limited qualified volunteer base. In addition, the refugee situation continues to stretch the society's resources, and substantial external assistance will be required again in 2009-2010 to enhance its capacities. The RCC volunteering network will be developed and further expanded to cover the humanitarian needs in all 22 Chadian regions. Some key positions at headquarters and branch levels will have to be strengthened, as well as financial and narrative reporting. The Federation's OD delegate who joined the Federation's team in 2007 will identify new areas of interest where further capacity will be strengthened for the RCC's governance and management board members who have been elected in the 2008 elections. The OD delegate will ensure that recommendations resulting from the General Assembly are implemented on a timely basis. Efforts will also be focused on facilitating the ongoing Cooperation Agreement Strategy (CAS) process and coordinate development of projects and

construction works to provide the National Society's headquarters and branches with adequate facilities. If the required security and cooperation conditions are reached, the Federation will negotiate and strengthen alliances with prominent partners such as the European Commission's Humanitarian Aid Office (ECHO), the Bureau for Population, Refugees and Migration (BPRM) and Movement partners.

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 796,894 (USD 728,422 or EUR 507,575).

Programme component 1: Improving National Society leadership capacities to develop and implement strategies, to ensure good performance and accountability.
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Component outcome 1: The capacity of RCC governance members at all levels is strengthened through training, constitutional framework development, consistent provision of rules and regulations to ensure that decisions are timely taken, actions efficiently implemented, resources rationalized and reporting-evaluation appropriately conducted as required by the organization's mission and mandate.

Component outcome 2: Further capacity is developed for the RCC existing branches and new branches are developed and fully provided with a minimum operational means in the 4 new administrative regions. Newly elected governance and management bodies are fully committed in compliance with the National Society's fundamentals.
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Component outcome 3: The National Society's current Strategic Development Plan (2008-2011) is properly implemented, revised, renewed as required, for achieving the vision and the organisational development priorities defined for the 4 years.
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Programme component 2: Ensuring a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies.
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Component outcome 1: The Red Cross of Chad has revised its structural organization (organization chart, technical departments, and job descriptions for each position) with the current level of development and the needs, reality of context and the strategic orientations of the 2009-2011 Strategic Development Plan (SDP) of the National Society.

Component outcome 2: The National Society's human resources system is made consistent with all existing Federation's standard procedures. Technical officers and programme managers are identified, recruited and working with rules, regulations and recommendations issued by the National Society's constitutional meetings (global alliance (GA), governance and management bodies' conventions, and other important gathering...).
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Component outcome 3: Equipment (computers, HF and VHR radios, Satellite phones, office furniture, stationeries, logistics items and other materials) are made available as required to facilitate the National Society's activities on daily basis and made consistent with the Federation's standard systems.

Programme component 3: Ensuring financial sustainability.
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Component outcome 1: The baseline provided by the VCA conducted in six Chadian regions in 2007 and the substance of the current National Society's strategic development plan have contributed to developing a reliable resource mobilization strategy for the National Society and to further explore opportunities for fund raising at national headquarters, regional and

branch levels.

Component outcome 2: All income generating projects available in the National Society's current Strategic Development Plan are promoted and the resulting resources are used to implement activities with options for duplicating similar developmental initiatives in all branches. Targeted regional branches are provided with a realistic investment loan scheme and have achieved sustainable activities and better living conditions for vulnerable families.

Component outcome 3: The Red Cross of Chad national headquarters' capacity to meet a substantial percentage of its core costs is enhanced, and not less than half of the regional branches are covering at least 25 percent of their core costs by the end of 2010, mainly through the development of concept notes and business plans on the construction of commercial rental facilities, nursery gardens, as well as an income generating fleet base in cooperation with the Norwegian Red Cross Society.

Programme component 4: Developing a nation-wide coverage of grassroots units and services.

Component outcome 1: Volunteering network is further developed and fully decentralized to the most enclosed districts, local government areas, farthest villages; and the Red Cross volunteers are actively involved in the implementation of humanitarian activities, providing services in close coordination with partners at community level.

Component outcome 2: A national coordinator of volunteering network is recruited, motivated, better equipped and used to develop an appropriate volunteering policy and to further promote the implementation of the National Society's existing guidelines and manuals; mainly to encourage youth actions in all Chadian regions, mostly in areas affected by conflicts and the risk of children recruitment into military forces.

Component outcome 3: The Red Cross of Chad's volunteering focus groups at branch levels are equipped with dissemination kits, recreational materials and community mobilization means in order to encourage local initiatives for better integration and mutual understanding between the community members and the Red Cross volunteers, in order to achieve a better performance of community based voluntary actions.

Programme component 5: Increasing capacity for programme development and management.

Component outcome 1: RCC has improved its overall organizational structure and image and made available updated revised staff functions with adequate capacity for planning, monitoring, evaluation and reporting. A proven strategy is built and the National Society's technical staff at headquarters and branch levels are trained and encouraged to develop positive professional habits towards planning, monitoring, evaluation and reporting in their specific areas of intervention.

Component outcome 2: Manuals of Administrative and Financial management are revised, computerized and enclosed with further detailed options, and are effectively introduced into the routines of the National Society's daily activities at all levels. Technical and impact generating modern tools such as office facilities and supplies, computers, communication tools are made available and properly used as required.

Component outcome 3: Progress and failures, strengths and weaknesses in the National Society's governance and management systems are assessed and readjusted through timely implementation of recommendations from internal and external audits.

b) Profile of target beneficiaries

The beneficiaries of this programme comprise of 150 RCC volunteers under the Sudanese refugees operation and approximate 2,200 community volunteers in all 22 regional branches, 250 governance members, 50 permanent staff at headquarters and branch levels.

Other beneficiaries are youth aged between 7 and 30 years. Some of them may be already involved in Red Cross activities in school clubs, while others have no relation with the Red Cross before being targeted for this programme. A total of 220,000 youths are targeted to be reached and assisted for their development, education and recreational activities. Women affected or threatened by sexual and gender-based violence (SGBV), aged between 15 and 45 years. This includes women seriously affected by conflicts, traumas, traditional mutilations and categories of women with poor living conditions. The programme intends to cover not less than 18,000 of women in the refugee camps and 22,000 in all 22 administrative regions of Chad.

Principles and Values

The humanitarian values programme in 2009-2010 will continue to support the development of the RCC’s communication department. The Federation’s involvement will target the development of frameworks for sustainable humanitarian values programmes. The National Society’s governance and management bodies will be encouraged to set-up, a humanitarian committee at national level, with representation from all stakeholders. This committee will chart the future direction of the RCC’s humanitarian values programme aimed at addressing vulnerabilities of communities affected by conflicts and natural disasters. Some clear and realistic long term objectives for the promotion of humanitarian values across the Red Cross Red Crescent’s recovery programmes will be established, and also implemented as specific activities.

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 703,472 (USD 643,027 or EUR 448,071).

Programme component 1: Promotion of Humanitarian Principles and Values
Component outcome 1: A national law for protecting the Red Cross emblems and the Movement’s identity in Chad is voted by the Chadian National Assembly and promoted nationwide together with the Movement’s principles, values and activities.
Component outcome 2: The National Society’s volunteers are actively involved in public campaigns, radio broadcasts, community routine sensitization initiatives for a longer term peace building in close coordination with UN agencies (UNICEF, Human Rights Commission, NGO), with the Chadian Government and with other stakeholders, mostly in conflict affected areas.
Component outcome 3: The National Army, all military groups, rebels, freedom fighters, rioters and the general public in Chad are fully respecting the Red Cross emblem as a sign protecting vulnerable communities, civilians and Red Cross workers in the event of conflicts.

Programme component 2: Anti-discrimination and violence prevention and/or reduction programmes.
Component outcome 1: Ethnic violence, SGBV and discrimination against vulnerable groups like minorities, refugees, internally displaced people (IDP) and people living with specific physical disabilities or clinical stigmas are further reduced and maintained at their low rate in all targeted communities.
Component outcome 2: Vulnerable female groups (girls and women) in conflict and disaster-stricken areas and also in communities affected by cultural traumas are identified, protected and trained on specific job with the support of government institutions (Ministry of

Social Affairs), UN Agencies (UNFPA, UNICEF), etc.

Component outcome 3: All forms of violence: SGBV, female genital mutilations (FGM) and domestic violence targeting vulnerable females are further combated with Federation's standard approach of social mobilization and advocacy; mostly in areas where cultural and traditional practices have enslaved women and relegated them into the role of servants and housewives.

Programme component 3: Operationalisation of fundamental principles and humanitarian values.

Component outcome 1: The Red Cross of Chad media relations are further developed, offering new information and training opportunities to targeted journalists, reporters and newscasters who are now perfectly networking on the protection of vulnerable groups, the promotion of Red Cross activities, and the laws protecting communities against violence and discriminations.

Component outcome 2: The National Society's' strategic orientations in the field of humanitarian values promotion (2008-2011) are aligned on the strategies developed at national level by the Government to protect specific groups and build a sustainable national reconciliation and tolerance within communities.

Component outcome 3: Water and sanitation facilities and community-based health services which were formerly considered in some areas as the rights of some privileged ethnics and community groups are now extended to vulnerable communities and ethnic minorities in the view of protecting their dignity and reducing the consequences of cultural and traditional stigmas in the targeted areas.

b) Profile of target beneficiaries

The target beneficiaries of this programme are: 6,000 Chadian living in areas affected by violence, 150 RCC volunteers under the Sudanese refugees operation and approximate 1,100 Red Cross volunteers in all 22 regional branches, 3 permanent staff in the department of information and dissemination at headquarters, and the general public targeted for important celebrations such as the 8 May Day, the World Health Day, the Refugee International Day, etc.

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

A serious deterioration of security conditions in Chad (mostly in the Eastern Regions) can not be excluded in the future, and may constrain and hinder humanitarian activities. In such a situation, donor funding will continue to be limited and available resources will remain unutilized, poorly utilized or inadequately used in the field; which may lead to jeopardizing initial planned activities. The same security deterioration may also lead to a large influx of additional refugees from Sudan, or from Chad to Cameroon, beyond the capacity of the current staffing level of the Federation. The Federation representation in Chad has planned security protocols, relocation plans, visitors briefing plan. A contingency is also prepared for implementing security rules and when required an exit strategy will be considered. Natural resources will continue to be stretching thin. In addition to this, competition for natural resources will increase the level of tensions between the refugees and local population; access and transport in the region will be difficult during the rainy season. There is also the fear that scarcity of trained medical personnel in Chad and among the refugee population will dangerously affect living conditions in the country. Qualified francophone delegates are difficult to find, and this will continue to be a great challenge for humanitarian operations. As a whole, the security situation in the region will remain complex and difficult. Other challenges include socio-political instability, regional conflicts, withdrawal of potential donors like ECHO, late contributions from donors, the population's loss of interest in Red Cross

activities due to unforeseen reasons, and the discouragement of Red Cross volunteers and their exodus to other organisations because of lack of incentives.

The main indicators for ensuring that this plan will be fully implemented are the decrease of violence in the country, mainly in Eastern Chad. Adding to this, relationship between the Red Cross staff, refugees and local population and Chadian authorities will require further improvement to enhance the success of activities. Several platforms for coordination between these stakeholders exist but will have to be improved. Possible security risks due to failure in food supply needs to be considered with close attention, and potential donors needs to be encouraged with transparent and good governance orientations from the Red Cross of Chad. Other possible solutions will consist of preparing against future escalations by maintaining contingency plans for Eastern Chad and other areas at risk in the country.

Role of the secretariat

a) Technical programme support

With the Federation's continued representation in Chad, cooperation and knowledge transfer will continue. Priorities in these areas will include capacity building, disaster planning, preparedness, risk reduction and disaster response, emergency preventive and curative health care, with related activities (vaccination, water and sanitation, fighting against emergent diseases, etc.) and organizational development of the Red Cross of Chad. The Federation's in-country representation is committed to providing longer-term technical and human resource development support to ensure that Red Cross staffs are highly professional and working in good conditions with positive impacts on the services provided to the vulnerable beneficiaries through the National Society. Regular evaluations will be carried out to address the needs for improving human resource and financial management. The delegation will adopt a practice of making the best use of available local human resources and where unavailable, resort to regional and global options.

b) Partnership development and coordination

The Federation will also continue to build upon its image, to promote knowledge of the Red Cross and ensure its visibility within government circles as well as with partners and the general public. It will achieve this through its presence in coordination groups and attendance at important events and humanitarian operations (at national, regional and local levels).

The current Strategic Plan of the National Society will be used to further enhance the ongoing Cooperation Agreement Strategy (CAS) with the support of the Federation Representation. The CAS process will create a framework within which the Federation, ICRC, PNS, UN agencies and the government of Chad can support the capacity building of the National Society to meet humanitarian needs of vulnerable communities in the country.

c) Representation and Advocacy

For 2009-2010, however, the country representative will require the assistance of few key technical competencies in programme coordination, administration and finance, planning, monitoring, evaluation and reporting, and qualified local staff in other fields such as organizational development, logistics, telecommunications, water and sanitation, relief, social welfare, etc. More local staff will also be recruited for the Red Cross of Chad to address specific duties with the Federation and PNS delegates. Adequate training will be given to all programme managers in the National Society to enable them to handle cooperation with partners. The Federation will continue to encourage services and initiatives under the memorandum of understanding (MoU) signed between the Red Cross of Chad and other partners within and outside the Movement, thereby improving activities in support of the refugee operation and also to ensure better service delivery to the most vulnerable populations in Chad. Priorities in these areas will include capacity building, disaster preparedness, disaster response, basic health care and organizational development for the

Red Cross of Chad. The delegation is committed to providing longer-term technical and human resource development support to ensure that the Federation’s staff is highly professional and working in good conditions with positive impacts on the beneficiaries. Regular evaluations will be carried out to address the needs for improvement at human resource and financial management levels. The delegation will adopt a practice of making the best use of available local human resources and where unavailable, resort to regional and global options.

Promoting gender equity and diversity

There is a clear gender weakness at all levels in governance and management bodies of RCC. This is an issue that the National Society has decided to address actively in the coming years. The National Society will propose plans and actions to encourage women candidacy for any elective and staff positions. The representation of women and girls in the National Society’s volunteering network is also an issue to tackle with strategy. The issue of sexual abuse and SGBV is discussed with boys and girls in the youth programmes in general. Also, the National Society intends to introduce a new component to its humanitarian values activities, developing one or more programmes focused on and directly targeting the empowerment of women and girls.

Quality, accountability and learning

The Red Cross of Chad authorities are presently aware of their considerable weaknesses in the field of governance and management. They have also understood that the lack of technical capacities at the headquarters and branch levels has become a subject of great debate within partners’ circles in the past 10 years. The Federation’s representation has suggested some actions to start filling the gap. As an example, a vulnerability and capacity assessment (VCA) study was carried out in 2007, covering 6 strategic regions with funding from the British Department for International Development, (DfID) to start identifying the real weaknesses at the National Society’s grassroots, also at community levels. The VCA was planned to continue in 2008 to cover 6 additional regions, but due to the current cooperation challenges between partners and the National Society, the process could not be carried out this year. The findings from the 2007 VCA are already incorporated in the National Society’s new Strategic Development Plan. The findings will also be integrated into all existing activities and used for proposing new initiatives to improve programmes’ quality and accountability within the different technical departments at headquarters. It will be relevant to follow up on this track to arrive at a better impact of the National Society’s activities on beneficiaries. This can only be possible by conducting other VCA studies in 2009 and 2010, targeting communities where no important National Society’s activity has been implemented so far.

How we work	
<p>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".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • 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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