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**Contact Info**

**Sandra Legg, Chief Air Transport Officer**  
snadra.legg@wfp.org

**Country Director**

**Mary-Ellen McGroarty**

**Further Information**

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**SO-TDCO-Prov. for Humanitarian Air Service in Chad**

**Standard Project Report 2016**

World Food Programme in Chad, Republic of (TD)



**World Food Programme**

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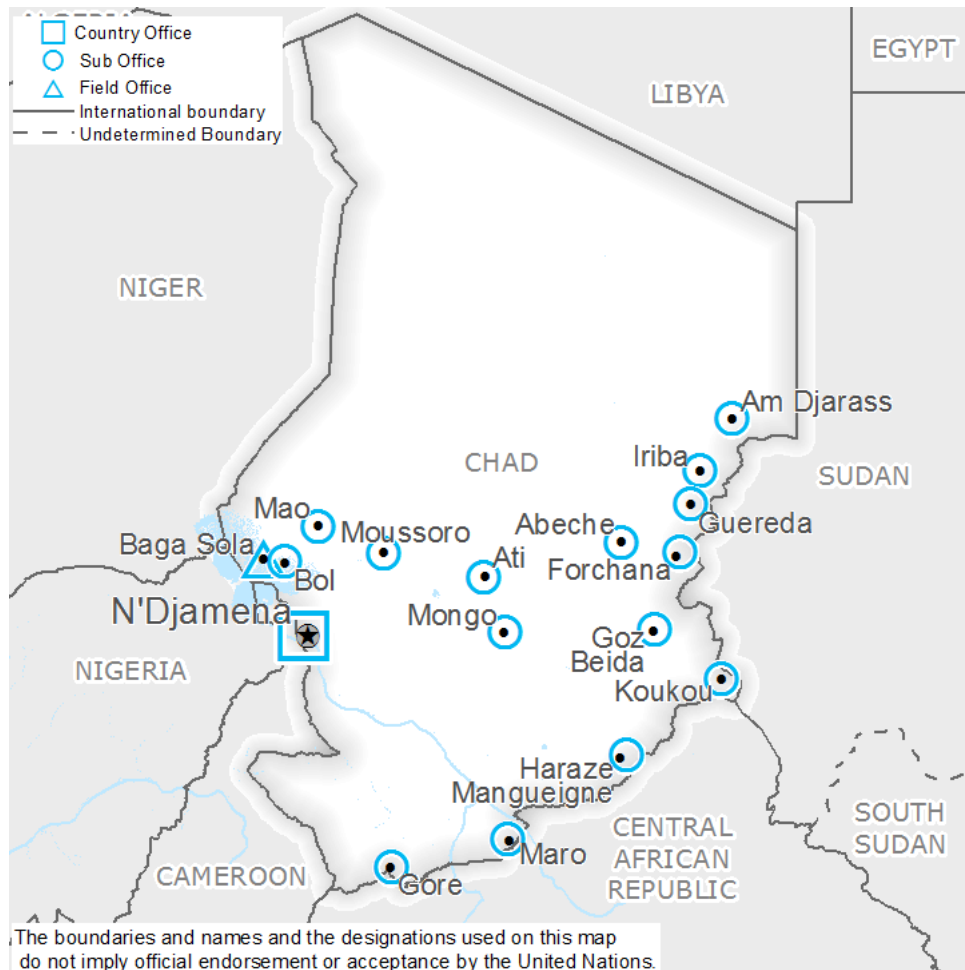
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# Country Context and WFP Objectives



## Country Context

Chad is an extremely diverse country with over 200 ethnic groups, two official languages and more than 100 local languages. It counts four climate zones but the Sahara and the Sahel cover a large part of the country, making it particularly arid. Chad is also a land-locked, low-income and food-deficit country, ranking 185 out of 188 in the 2015 United Nations Development Programme (UNDP) Human Development Report (HDR) and second to last on the Global Hunger Index out of 118 countries (International Food Policy Research Institute - IFPRI, 2016). Chad is among the last three countries recording the highest Gender Inequality Index and ranks 153 out of 155 countries (UNDP, HDR, 2015). Chad has a population of 14.5 million, of which 46.7 percent live below the poverty line [1].

Chad is situated in a politically fragile region and exposed to spillover effects of violence in neighbouring countries. Climate change, chronic poverty, insufficient availability of basic services and economic challenges affect people's food security, nutrition and livelihoods. The Cost of Hunger in Africa (COHA) report stated that Chad is losing USD 1.2 billion or 9.5 percent of the gross domestic product (GDP) a year to the effects of child undernutrition, which has far-reaching impacts on health and education and results in lower productivity during adult life [2].

In 2016, Chad continues to suffer from the global decline in oil revenues, the primary source of economic growth estimated at 4.2 percent of GDP [2]. Although the agriculture sector employs over 80 percent of the workforce in Chad, it accounts for 52.4 percent of GDP and 10.1 percent of annual economic growth [1]. Livestock raising, another of Chad's main economic activities is strongly impeded by instability in neighbouring Nigeria and Central African Republic (C.A.R.) that led to border closures and drastic fall in animal export.

Violence in neighbouring countries has led to massive displacements of populations: Sudanese, C.A.R. and Nigerian refugees, Chadian returnees from C.A.R. and internally displaced persons (IDPs). Chad currently hosts over 450,000 refugees and returnees and more than 130,000 IDPs [3].

According to the October 2016 National Food Security Assessment (ENSA), 2.1 million people are food insecure among the rural population, of which 1.5 million live in the Sahelian belt. The situation remains critical in the Lake Chad region, where the food insecurity rate among IDPs rose from 15 percent in March 2016 (EFSA) to 35 percent in October 2016 (ENSA). This is because of the erosion of their livelihoods, resulting from unavailability of land for agriculture, limited access to the lake for fishing and fall in the price of livestock.

The Emergency Food Security Assessment (EFSA) carried out in March 2016 showed a statistically significant correlation between food insecurity and malnutrition. Children in severely food insecure households are 14 times more likely to be malnourished than those in food-secure households. The October 2016 Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey recorded global acute malnutrition among children 6-59 months exceeding the 15 percent emergency threshold in the Sahel regions. The desegregation by sex showed that acute malnutrition affects more boys (13.6 percent) than girls (10 percent). The prevalence of chronic malnutrition is 26 percent among children aged 6-59 months. Nevertheless, the national prevalence rate hides disparities between regions where prevalence rates range from 13.8 percent in Tibesti to 36 percent in the Lake region.

The education sector has persistently low performance indicators. The 2014–2015 Demographic and Health Survey and Multiple Indicator Cluster Survey (DHS-MICS) stated that the national net enrolment is 51 percent in primary education while the 2014 Comprehensive National Education System Analysis (RESEN) revealed 41 percent completion rate and 36 percent retention rate. The regions in the Sahelian belt recording the highest rates of food insecurity have net enrolment rates far below the national average (for example the Lac region has 14 percent). The gender disparity is significant, with adult literacy rate of women (32 percent) being 16 percent lower than that of men (48 percent) [4]. Moreover, female illiteracy is very pronounced, the DHS-MICS report also indicated that among people aged 6 years and above, 60 percent of women and 40 percent of men have no education.

[1] World Bank, 2016.

[2] IMF-World Economic Outlook Database, 2016.

[3] UNHCR Chad statistics as of 30 November 2016; IOM, Within and beyond borders: Tracking Displacement in the Lake Chad Basin, December 2016.

[4] CIA, 2015.

## Response of the Government and Strategic Coordination

In 2016, the Government of Chad finalised the five-year development plan, Plan Quinquennial 2016–2020, a governing tool towards the achievement of its Vision 2030. The plan is the result of both the main conclusions of retrospective analyses and the implementation of the National Development Plan 2013–2015 as well as the Vision 2030's policy and strategic directions.

WFP interventions in Chad are aligned with government policy and strategic orientations such as the Vision 2030, the National Development Plan 2013–2015, and the United Nations (UN) humanitarian and development priorities. WFP continues to work in tandem with other UN agencies, the Government and partners to address food and nutrition issues in Chad.

The Government played a leadership role conducting the 2016 food and nutrition security assessments and the analysis and response planning. With the Food and Agriculture Organization of the United Nations (FAO), WFP and Famine Early Warning Systems Network (FEWS NET) technical and financial support, the government's National Information System for Food Security and Early Warning (SISAAP) led the food security assessments including countrywide market assessment, emergency food security assessment in the Sahel regions and annual post-harvest food security assessment. The results of these assessments informed the *Cadre Harmonisé* analysis, essential basis for the development of response plans for the Government and the humanitarian community. Despite economic difficulties related to the drastic fall in oil revenues, the Government, through its National Office for Food Security (ONASA) contributed to the 2016 Humanitarian Response Plan (HRP) by putting on the market 44,000 mt of cereals at subsidised price in regions and departments facing crisis and/or emergency phases of the *Cadre Harmonisé* classification.

As an active member of UN Country Team (UNCT)/Humanitarian Country Team (HCT) and inter-cluster committee, and co-leader of the food security cluster, WFP has contributed to the development of the Humanitarian Needs Overview (HNO) and HRP. WFP leads the development of the annual work plan of the outcome 5 on durable

production systems of the United Nations Development Assistance Framework (UNDAF) Pillar 2. WFP also collaborates with the United Nations Children's Fund (UNICEF), FAO and World Health Organization (WHO) in developing food security and nutrition policy in the framework of the Renewed Efforts Against Child Hunger and Undernutrition (REACH) partnership. The Chad country office played a key role in launching the Cost of Hunger in Africa (COHA) study in Chad, an initiative led by the African Union Commission, the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, and the Government of Chad, with support from the United Nations Economic Commission for Africa (UNECA) and WFP.

In 2016, WFP successfully partnered with UNICEF and FAO to secure financial support from the European Union for an innovative joint programme for the local production of a fortified complementary food for children aged 6-23 months. The project represents a strategic step towards preventing malnutrition through nationally-owned and market-based solutions, and supporting smallholder farmers and the local economy. Working in synergy, each UN agency is implementing a different component under the overall leadership and coordination of WFP.

In the framework of the implementation of the National Social Protection Policy and in collaboration with the Government and the World Bank, WFP actively contributes to the elaboration of a vulnerability targeting methodology and the establishment of a Unified Social Registry. This registry will integrate the beneficiaries of all ongoing social protection activities of stakeholders (Government, UN Agencies, NGOs) using the same criteria.

In its strategic and policy documents (the 2014–2018 National Strategy for Social Protection and the Five-year Plan 2016–2020), Chad considers the school meals as a driver among high priority actions to stimulate demand and achievement in basic education and professional qualification. This consideration at this high level of strategic planning gives full scope to the activity, thus indicating the need at national level to implement it. As a member of the 'technical and financial partnership for education', WFP worked together with other UN agencies, development banks (including the World Bank the African Development Bank), the Chadian Government, as well as the Partnership 5 initiative (P5) towards providing an essential package in many of the WFP-supported schools. UNICEF provided school kits to beneficiaries of assisted schools while WHO facilitated the provision of deworming tablets to schoolchildren.

In the wake of scaling up of cash-based interventions, a strategic partnership has been established with a private Mobile Operator Company, enabling cash distributions under sensitive security conditions. In view of strengthening the food security monitoring, and promoting awareness of students on food security and resilience issues, WFP established partnership with University of N'Djamena to implement the mobile Vulnerability Analysis and Mapping (mVAM), a mobile food security monitoring system, and to document good practices in assets creation for the reinforcement of household's resilience.

Around the three-pronged approach (3PA), WFP took the initiative to engage the Government at central, regional and local levels as well as UN agencies and partners, to develop converging projects aimed at strengthening resilience of communities in the Lake Chad and Sahelian belt. The 3PA places people and partners at the centre of planning, using converging analyses, consultations, and consensus building on actions required at local, sub-national and national levels with innovative programming instruments and frameworks – community-based participatory planning (CBPP), seasonal livelihood programming (SLP) and integrated context analysis (ICA) – to strengthen the identification and delivery of programmes.

To sustainably address malnutrition, WFP and UNICEF are adopting joint strategies and approaches including common targeting, delivery for improved cost-efficiency and aligned coverage. This action plan will be piloted in the Lake Chad Basin and later scaled up at country level.

## Summary of WFP Operational Objectives

In 2016, WFP pursued its approach of shifting from relief to increased resilience building to address the root causes of hunger and malnutrition among the most vulnerable host populations, internally displaced Chadians, refugees and returnees from neighbouring countries. Strategic partnerships with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Government were reinforced to foster durable solutions for protracted refugees including the provision of food assistance based on vulnerability and needs rather than status as refugees, and the promotion of resilience-strengthening and self-reliance of refugees. A nutrition-sensitive approach integrating prevention of acute malnutrition among children aged 6-23 months and pregnant and lactating women with targeted food assistance was consolidated. The community-based approach for curative treatment of moderately malnourished children aged 6-59 months and pregnant and lactating women was strengthened while addressing capacity constraints in existing health centres. Market-based mechanisms including local purchase in surplus areas and cash-based transfers (CBT) were gradually scaled up while closely monitoring functioning and risks of distortion of local markets. Furthermore, emphasis was set on strengthening government capacity for improved food security analysis, early warning, and policies and programmes development to reduce child

undernutrition.

WFP provides in-kind and cash-based assistance through a protracted relief and recovery operation (PRRO), a development programme for the provision of school meals, two regional emergency operations (EMOPs), one for the Lake Chad Basin and the other for the people affected by violence in Central African Republic (C.A.R.). A special operation catering for air services facilitated the transport of humanitarian actors and relief cargo to remote areas in Chad.

PRRO 200713 (2015–2017) with an approved budget of USD 407 million seeks to build the resilience, protect the livelihoods and reduce malnutrition of refugees, returnees and other vulnerable people in Chad. It aims to: i) ensure adequate food consumption for targeted Sudanese and Central African refugees and returnees from C.A.R.; ii) support livelihoods of vulnerable communities and households through the three-pronged approach (3PA) for asset creation and resilience building, including through post-harvest asset creation activities, to minimise overlap with agricultural activities and migration patterns; and iii) provide cash or food transfers during the lean season in areas affected by production shortfalls with a view to enabling Chadian households vulnerable to food insecurity to maintain their assets and build resilience.

Through the Regional EMOP 200777 (Lake Chad Basin crisis) with an approved budget of USD 838 million for four countries, WFP Chad addresses the urgent food and nutrition needs of Nigerian refugees, and Chadian internally displaced households and affected host populations in the Lake Chad region through general food distribution, provision of specialised nutritious foods to children to prevent the deterioration of their nutritional status and emergency school meals programme.

The Regional EMOP 200799 (C.A.R. crisis) with an approved budget of USD 379 million for five countries, WFP Chad assists Chadian returnees and host communities affected by conflict in C.A.R. in the Salamat region.

The Development Project 200288 (extended in time for 2016) with an approved budget of USD 49.5 million targets schoolchildren in food-insecure areas, of the Sahel region and seeks to: (i) improve educational levels of children living in vulnerable households; (ii) stimulate student attendance; and (iii) improve primary school completion rates, especially for girls. WFP provides midday meals to boys and girls in schools, and take-home rations for girls in grade 5 and grade 6 with good attendance rates.

The Special Operation 200785 (2015–2016) with an approved budget of USD 38.7 million provides safe, effective and efficient access to communities in need and project implementation sites for the humanitarian community and transport of light cargo.

# Country Resources and Results

## Resources for Results

WFP Chad faced serious resourcing constraints in 2016 due to high needs of large groups of protractedly displaced person, combined with the worsening of the security and humanitarian crisis situation in the Lake Chad Basin, with a particularly challenging lean season in the Sahel and with the narrow donor base for Chad. Given the serious resource constraints, WFP used un-earmarked resources to address urgent shortfalls and resorted to the internal lending mechanism and loans of commodities. Nevertheless, given the overall funding situation, life-saving activities were prioritised.

WFP was able to raise some resources for critical long-term investments and capacity development activities, such as the work of the Renewed Efforts Against Child Hunger and Undernutrition (REACH) and the partnership with the Government's early warning system on food security, as well as for an innovative pilot programme on local fortification of complementary foods for young children.

To maximise the use of resources and in order to implement more durable solutions, WFP is enhancing its use of cost-effective market-based mechanisms. Where relevant, cash-based assistance is used with support from donors who recognised the relevance of this modality, for its possible ripple effects on the local economy and its cost-efficiency (up to 20 percent less expensive than in-kind assistance in Chad). In addition, WFP prioritised local purchase (13,000 mt of cereals – a tenfold increase compared with 2014) or commodities pre-positioned by the Global Commodity Management Facility, which improved delivery lead time by 60 days and reduced costs by USD 5 million for this land-locked country.

The increased use of communication technology is also contributing to cost-efficiency efforts. WFP Chad initiated the roll-out of SCOPE, WFP's digital beneficiary and transfer management platform, in the Lake region, starting biometric registration of displaced persons in collaboration with the International Organization for Migration (IOM). In an operational context where populations are highly mobile and assistance sites greatly spread out, this system will help avoid duplication and allocation errors. WFP also generalised the use of hand-held devices for monitoring exercises of WFP activities and for food security assessments, training Government counterparts in their use. Moreover, the introduction of mobile Vulnerability Analysis and Mapping (mVAM), through mobile phone interviews to remotely monitor food security and markets, has allowed monthly monitoring of the food security at low cost.

In addition, recognising the resource challenges and their likely persistence in the future, WFP Chad is reviewing its operational footprint, which includes analysing the location and number of sub-offices, staffing profiles and contract types, to ensure WFP Chad's staffing and infrastructures allow to better deliver its mandate while taking into consideration limited funding.

In several instances, United Nations Humanitarian Air Service (UNHAS) came close to interrupting the service. WFP's ability to use internal advance financing mechanisms as well as significant efforts to reduce operational costs permitted to smooth out the funding levels and ensure continuation of this service which was critical for the effective implementation of assistance by over 100 United Nations, non-governmental organization (NGO) and donor organizations throughout the country.

Despite all efforts, major cuts to programmes had to be made: support to school meals for children of the most food-insecure Sahelian belt was operational for only 70 days out of 180 school days throughout the year; several pipeline breaks affected the treatment of moderate acute malnutrition (MAM) programme as well as critical food assistance to refugees and Chadian returnees from the Central African Republic (C.A.R.).

For refugees, rations have been reduced and remained at low levels except during the lean season. Most of the returnees from C.A.R. received assistance only twice instead of each month during the first half of the year, until successful advocacy by the UN country team allowed to secure funding from the Central Emergency Response Fund (CERF) underfunded crisis window. Nevertheless, funding received did not match the needs and during the last quarter of 2016, all Sudanese and C.A.R. refugees and returnees received half rations.

## Achievements at Country Level

In support of government and partners' efforts to address food and nutrition insecurity amongst the most vulnerable, WFP's portfolio covers refugees, internally displaced persons (IDPs), returnees, local populations and food-insecure communities in the Sahelian belt.

Overall, WFP assisted 1,093,500 beneficiaries out of which 370,000 were refugees, 78,500 returnees, 131,000 IDPs and 514,000 residents. Approximately 58,000 mt of assorted commodities and USD 8 million were transferred to beneficiaries over the course of 2016.

The refugee and returnee populations solely dependent on assistance were reached even though the financial constraints led to reduced rations for long-term refugees and returnees. Existing resources were prioritised for relief operations in the Lake Chad region.

Proactive planning and coordination with other stakeholders including non-governmental organizations (NGOs), the government and donors for the lean-season intervention in the Sahel from June to September resulted in timely implementation, and increased geographical coverage and number of beneficiaries by five times compared to the previous year.

High levels of acute malnutrition remain prevalent particularly in the Sahelian regions. Consequently, WFP implemented the prevention of acute malnutrition programme for children aged 6-23 month and pregnant and lactating women, and the treatment of moderate acute malnutrition (MAM) programme for children aged 6-59 months and pregnant and lactating women. More than 250,000 children and pregnant and lactating women received specialised nutritious foods under either prevention or treatment programmes.

The design and planning of implementation of resilience strengthening projects at community and households levels were substantially increased through the use of the three-pronged approach (3PA) including the seasonal livelihood programming (SLP) and community-based participatory planning (CBPP). Consequently, more than 10 projects in land reclamation, water harvesting, agricultural production and crop storage infrastructures were prioritised, designed in close consultation with communities, local authorities and partners. The implementation started late at the end of 2016; the performances will be reported on in 2017. The SLP and CBPP sessions contributed to enhanced project design and planning. The 3PA findings helped local governments and communities being more informed about programmatic alignment to local needs. In addition, trainings for project implementation, management and monitoring were provided for government technical services and cooperating partners. Approximately 3,200 persons participated in livelihood projects design and implementation, training in prevention and treatment of acute malnutrition management, and resources distribution and transfers.

Implementation of the school meals programme was limited by critical funding shortfalls. Despite a strategic prioritisation of the most food-insecure areas, the programme reached less pupils than planned. Of the 79,000 schoolchildren initially planned, 63 percent received hot meals (45 percent were girls) for only 38 percent of planned feeding days in average throughout the year. Schools remained closed from September to December due to country-wide strikes of civil servants.

In 2016, market-based activities were scaled up in an effort to reduce operational costs and stimulate the local economy. Cash-based transfers (CBT) through different models ranging from cash, paper value vouchers to electronic vouchers, were used to provide assistance to refugees, returnees as well as targeted local populations. Local purchase of cereals in areas with marketable production surplus were substantially increased by more than five times the average of last three years (11,000 mt of cereals, worth USD 4 million injected into local economies) and WFP is progressively strengthening relationships with associations of smallholder farmers.

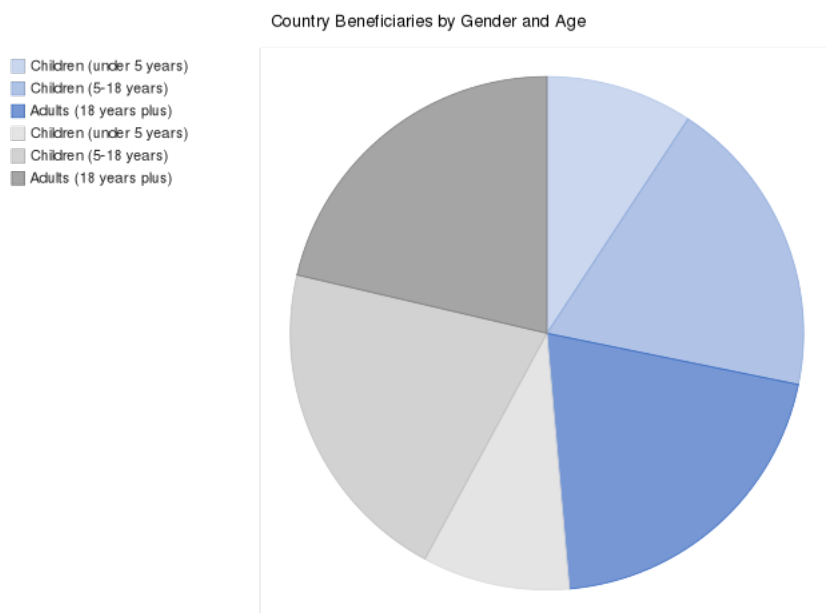
In 2016, United Nations Humanitarian Air Service (UNHAS) Chad remained the transport backbone of the humanitarian community, enabling access and delivery of life-saving humanitarian assistance to the most affected populations in remote and isolated locations. Number of bookings was less than initially projected but still 20,400 passengers used UNHAS flights including medical evacuations in 2016.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	101,337	101,555	202,892
Children (5-18 years)	207,022	227,088	434,110
Adults (18 years plus)	223,073	233,436	456,509
<b>Total number of beneficiaries in 2016</b>	<b>531,432</b>	<b>562,079</b>	<b>1,093,511</b>





## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Development Project	151	38	362	-	27	578
Regional EMOP	8,449	828	1,531	370	2	11,180
Single Country PRRO	29,086	2,289	5,441	5,856	140	42,812
<b>Total Food Distributed in 2016</b>	<b>37,686</b>	<b>3,154</b>	<b>7,334</b>	<b>6,226</b>	<b>170</b>	<b>54,570</b>

## Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	789,768	1,117,750	-
Single Country PRRO	2,203,120	3,843,403	-
<b>Total Distributed in 2016</b>	<b>2,992,888</b>	<b>4,961,153</b>	-

## Supply Chain

Chad is a land-locked country with a complex logistics set-up resulting from geographic and climatic conditions. Douala is the only entry port currently being used for international purchase including in-kind donations. This corridor is subject to long transport lead time, resulting from high congestion and delays in customs clearance at the port particularly with ongoing emergency situations in the region (Nigeria and Central African Republic crisis). During the rainy season from June/July to October, heavy trucks (over 10 mt load) are banned on non-tarmac roads and most locations in the eastern regions are inaccessible due to the rise in the water level of *wadis* (temporary rivers). To cater for external and internal transport challenges, WFP resorted time to time to the use of direct road transport from the Douala port to Chad as opposed to the less expensive but slower option combining the rail and road transport through Ngaoundere in Cameroon and to a five-month food pre-positioning for areas isolated during the rainy season. Although more costly, the direct trucking from Douala to N'Djamena enables to reduce the delivery time by half. The use of WFP's own off-road trucks was also key to ensure timely deliveries to remote areas not covered by private transporters. N'Djamena warehouse continues to be used as the central transshipment before moving food to the external delivery points (EDPs) to minimise expensive direct transfers from Douala to EDPs.

WFP's local purchases in areas with marketable cereal surplus are on steady increase over previous levels. In 2016, over 11,000 mt of cereals were procured from traders and smallholder farmers associations. While contributing to stimulate the increase of agricultural production and trade, local food procurement has helped cover part of pipeline breaks in cereals following delays in international purchases. The use of commodities from the Global Management Commodity Facility (GMCF) also contributed to reduce lead time and mitigate the incidence of the pipeline breaks in certain circumstances.

Extreme temperatures, fragile packing materials and poor handling account for most of the post-delivery commodity losses. In order to reduce this risk, WFP has already implemented measures including the improvement of storage conditions for specialised nutritious foods in N'Djamena and Abeche by installing air ventilation system; the use of trucks with adequate coachwork to transport high value commodities; monitoring of commodities' quality and expiry dates; oversight missions; and close monitoring of losses on a monthly basis.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Iodised Salt	-	82	82
Micronutrition Powder	-	1	1
Rice	1	-	1
Sorghum/Millet	11,108	1,060	12,168
<b>Total</b>	<b>11,109</b>	<b>1,143</b>	<b>12,252</b>

Commodity	Local	Regional/International	Total
Percentage	90.7%	9.3%	

## Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Corn Soya Blend	2,213
Ready To Use Supplementary Food	815
Rice	810
Sorghum/Millet	4,225
Split Peas	1,202
Vegetable Oil	389
<b>Total</b>	<b>9,655</b>

## Implementation of Evaluation Recommendations and Lessons Learned

During 2016, WFP undertook operation evaluation of two projects implemented in Chad – the PRRO 200713 and the Regional EMOP 200777.

The mid-term operation evaluation of the PRRO revealed that its strategy and design are relevant, with appropriate geographical targeting, socio-economic activities and intervention modalities to assist people who are vulnerable to food and nutrition insecurity, in line with the sectoral policies of the Government and well aligned with WFP policies and strategies, including strengthening of resilience and attention to gender equality.

In the second half of 2016, the country office addressed a number of the short-term recommendations: those specifically relating to the annual lean season response and levels of assistance to refugee populations.

The country office took actions to address the recommendations to be implemented over the short-, medium- and long-term period.

### 1. Redesigning the approach to treatment of acute malnutrition with emphasis on the prevention of malnutrition

With support of the regional bureau, WFP Chad initiated a review of the current nutrition portfolio and developed an implementation plan striking the balance between treatment and prevention where appropriate, given the burden of malnutrition in Chad. The integration of prevention and nutrition-sensitive models are being reinforced within ongoing programmes such as synchronising prevention of acute malnutrition for children aged 6-23 months and pregnant and lactating women with targeted food assistance to food insecure households.

### 2. Tailoring assistance to affected populations to their specific situations

A joint WFP-Office of the United Nations High Commissioner for Refugees (UNHCR) work plan to address the implementation shortfalls in refugee assistance includes: the redesign of vulnerability-based targeting to incorporate gender and geographical dimensions; improved nutrition interventions in refugee camps; and an integrated food security and nutrition approach to achieve self-reliance of refugees and returnees.

### 3. Implementing the new resilience-based asset creation approach, the three-pronged approach (3PA)

In consultation with the Government and partners, the country office started implementing resilience-based activities through the 3PA, namely seasonal livelihood programming (SLP) and community-based participatory planning (CBPP) to identify opportunities available to the host populations, refugees, returnees and internally displaced persons (IDPs) and design long-term interventions accordingly.

### 4. Strengthening the capacities of WFP and its partners to better integrate gender and protection issues

In light of mainstreaming gender and protection issues, Gender and Protection focal points were appointed in the country office and sub-offices and their capacities are being reinforced. As part of staff capacity development in the area of gender, a conference-debate on gender and women empowerment and self-reliance was organized, on-line training courses "I know Gender" and "I know Gender in emergencies" were assigned to all staffs and the 25th of each month has been devoted to Zero tolerance towards violence against women and to various awareness activities.

#### 5. Strengthening government counterparts, cooperating partners and communities

In an effort to strengthen and improve the quality of implementation, trainings covering themes ranging from project design and planning, implementation, monitoring and reporting were provided to government technical services, cooperating partners staff and communities. Approximately 3,200 persons participated in livelihood projects design and implementation, prevention and treatment of acute malnutrition management, and resources distribution and transfers.

#### 6. Transforming monitoring and evaluation (M&E) into a genuine tool to support WFP interventions in Chad

With regards to strengthening M&E, WFP made important steps in Chad during 2016. The implementation of Country Office Tool for Managing Effectively (COMET) enabled the management of programme data from planned beneficiaries and rations to actual data. The frequency of post-distribution monitoring was increased and the use of smartphones/tablets employed to improve timeliness and quality of data collection. All these steps have substantially supported programmatic and operational decision-making.

# Project Objectives and Results

## Project Objectives

The main objective of the United Nations Humanitarian Air Service (UNHAS) is to provide a safe, reliable, cost efficient and cost effective air transport to 120 humanitarian organizations carrying out projects in Chad. Chad is located in an unstable geopolitical neighbourhood and is vulnerable to impacts from crises in neighbouring countries. In the East and South, Chad hosts 375,000 refugees from Sudan and Central African Republic (C.A.R.) living in 19 camps and some host villages. The continued presence of refugees and internally displaced persons (IDPs) presents serious challenges to humanitarian actors. The ability of the humanitarian community to continue responding effectively to these needs will depend on uninterrupted access to beneficiaries, hence the need for a reliable air service.

Distances between the main areas of humanitarian activity and organizations' bases of operation are vast with poor road conditions. Road travel is also perennially affected by seasonal weather as several roads are impassable during the rainy season (June to mid-October). Moreover, insecurity renders road travel very hazardous. There are no commercial air service providers in the country that conform to international standards. This makes UNHAS the only safe and reliable means to access people in need across the country, and also to perform crucial medical and security evacuations all over the country.

The objectives of this Special Operation are:

- To provide safe, effective and efficient passenger air transport service to access to beneficiaries and project implementation sites for non-governmental organizations (NGOs), United Nations agencies, donor organizations and diplomatic missions;
- To transport light cargo such as medical supplies, high energy foods, and information and communications technology equipment; and
- To provide timely medical and security evacuations for the humanitarian community in Chad.

In line with WFP Strategic Results Framework, this operation contributes to Strategic Objective 1: Save Lives and Protect Livelihoods in Emergencies.



## Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	34,031,986
Direct Support Costs	2,175,023
Indirect Support Costs	2,534,491
<b>Total</b>	<b>38,741,500</b>

## Project Activities

The United Nations Humanitarian Air Service (UNHAS) operational base is strategically located in N'Djamena, to provide easy access to locations where humanitarian assistance is mostly needed. This Special Operation is based on an operational fleet consisting of four aircraft: two 37-seat Dash 8 and two 12-seat Cessna Caravan aircraft. One Dash 8 and one Caravan are based in N'Djamena, while the second Dash 8 is based in Abeche and the Caravan in Goz-Beida. Through the use of WFP Aviation's Performance Management Tool (PMT), the fleet was reviewed in 2015 leading to the change of aircraft from one Dash 8 aircraft with 50-seat capacity to two Dash 8 aircraft with 37-seat capacity to serve longest and busiest routes, and the Caravan aircraft to serve small airfields connecting passengers and cargo from the main hubs to the deep field and vice versa. This change of fleet increased capacity on busiest routes and optimised the effectiveness, coverage, efficiency and flexibility of the service.

UNHAS Chad supports UNHAS Cameroon providing aircraft as required.

UNHAS has an aviation safety focal point to monitor and mitigate risks associated with the operation. Three visits by the Regional Aviation Safety Officers were conducted during the year. A Customer Care Centre was established to respond to the needs of service users following the Passenger Satisfaction survey launched in June 2016.

## Operational Partnerships

The United Nations Humanitarian Air Service (UNHAS) Chad has a strong partnership with the Civil Aviation Authorities, which facilitates granting of flight permits for the operation of the UNHAS aircraft in the country and in the region (Niger, Cameroon and Central African Republic). Civil Aviation Authorities conduct aviation security trainings for UNHAS personnel and crew members accessing the airport area.

Important achievements throughout the year include the maintenance of runways in the country. On the request of UNHAS, the Swedish Civil Contingencies Agency (MSB) in collaboration with local authorities and other UNHAS users, rehabilitated runways in Gozbeida allowing access for medium size aircraft of 37 seats (Dash 8) instead of the Caravan of 12-seat capacity. The runways of Iriba, Koukou, Farchana and Hadjer Hadid have been maintained regularly in cooperation with numerous UNHAS partners. A draft proposal is underway for the possible construction of a runway in Baga Sola in the Lake Chad Basin region.

## Performance Monitoring

The United Nations Humanitarian Air Service (UNHAS) Chad used internal management tools such as the Electronic Flight Management Application (E-FMA) and the Performance Management Tool (PMT) to constantly monitor operational performance. Important reports were generated for monitoring the level of aircraft utilisation, customer invoicing system, passenger and cargo bookings, on-line bookings for better accountability, better controls on the use of the service and improvement in the Customer Care Service. The project made use of the PMT application, an automated system measuring effectiveness and efficiency of the operation in visualised graphs, which helped the management of UNHAS make an informed decision on its fleet composition to best suit the operation. Through the software, the key performance indicators were monitored including aircraft occupancy rate, number of passengers served, number of requests not served requiring recovery flight, and monitoring of contracted hours against hours flown.

Two Provision of Access surveys (PAS) were conducted in April and December, and two Passenger Satisfaction surveys (PSS) took place in June and December to identify areas for improvement in customer care. Throughout April and then October, four User Group Committee (UGC) meetings took place in Ndjamen, Abeche and Gozbeida, the main operational bases where humanitarian actors have a strong presence. Through the User Group Committee meetings, important decisions were made such as reduction of flights on some routes in order to support increased frequency to other high priority locations. Access to new areas was also discussed and consequently implemented. Two Steering Committee meetings took place in January and March this year to provide strategic guidance to UNHAS. The Steering Committee meetings helped establish administrative policies that detailed eligibility of organizations for transport, priority of passengers and cargo, cost recovery procedures and determined service management based on forecasted needs. During the Steering Committee meetings, important decisions were made on the increase of ticket fare for passenger and cargo to enable sustainability of the service.

A monitoring mission by the European Civil Protection and Humanitarian Aid Operations (ECHO) Technical Assistant Aviation and Logistics Coordinator took place in December 2016. The mission concluded that the UNHAS project serves its purpose in line with the Humanitarian Response Plan (HRP) Chad, and is consistent with the beneficiary (humanitarian community at large) requirements (safe and reliable field access), the country needs (to serve destinations of humanitarian interests) and overall humanitarian global priorities.

## Results/Outcomes

In 2016, the United Nations Humanitarian Air Service (UNHAS) Chad remained the major transport backbone of the humanitarian community, facilitated uninterrupted access and enabled delivery of life-saving humanitarian assistance to the most affected populations in remote and isolated locations across the country. As a measure of operational effectiveness, in the Passenger Satisfaction survey (PSS) 80 percent of partners rated UNHAS as 'Very good' or 'Good', and it was found that the service was able to serve 96.5 percent of passenger requests on the day requested, thereby providing 106 humanitarian organizations timely access to programme implementation and

monitoring sites during the year. Such programmes cover the basic needs of the vulnerable Chadian population including urgent needs of the people affected by Boko Haram insurgency: nutritional emergencies, food security programmes, child protection, health care programmes, projects of assistance in cash transfer, improvement in human rights in affected communities, multi-sectoral support to the refugee population, rebuilding resilience, and Water, Sanitation and Hygiene projects.

In order to be able to meet the needs for air transport of passengers and essential relief materials, UNHAS operated a fleet of two medium size aircraft used for long distance destinations and two small size aircraft that served the deep field locations. A 'hubs and spokes' network structure was established whereby the medium size aircraft perform longer range connections between hubs while the smaller aircraft shuttles passengers and cargo to the deep challenging airstrips.

A weekly flight schedule is in place in the country where 19 destinations are served on regular basis. An average of 1,700 passengers and 8 mt of essential light cargo are transported per month. The service provided essential medical evacuations of 65 humanitarian actors from the deep field to the cities where medical facilities are available. The service supported 106 organizations throughout the year. Use of the service split by organizations stands at 46 percent non-governmental organizations (NGOs), 47 percent United Nations (UN) agencies, and 7 percent government counterparts, Diplomatic Corps and the donor community. In 2016, the actual number of bookings made was less than initially projected, since humanitarian actors in Chad received insufficient funds and had to minimise their staff travel as reported by the Office for the Coordination of Humanitarian Affairs (OCHA). This meant that UNHAS was unable to meet its original target.

## Story Worth Telling

For a patient (aid worker) who needs to be transported to a medical facility as a matter of emergency, the United Nations Humanitarian Air Service (UNHAS) could be the difference between life and death. "When Madi was flown to N'Djamena he couldn't speak anymore. Without UNHAS the worst could have happened", says Alexander Neasngar, Associate Protection Officer for the Office of the United Nations High Commissioner for Refugees (UNHCR) whose colleague was evacuated from Koukou, East of Chad. Koukou is one of the few places that becomes totally inaccessible by road, during the rainy season from June to September. UNHAS is the only link with the outside world. The story of the UNHCR staff is one of the hundreds of such success stories that depict the critical role played by UNHAS not only in Chad but across the world. In Chad, its contribution to the humanitarian community is invaluable. Beyond providing regular access to the affected population, an aircraft in the sky could mean saving a life. For Cristiana who works for *Médecins sans frontières-Holland* in Chad and recently had to arrange a "Medevac" for one of her colleagues from Am Timan, in the Salamat region, to the capital N'Djamena around 800 km away, "UNHAS really is the guardian angel of the Chadian skies".

# Figures and Indicators

## Data Notes

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Thanks to UNHAS flights, humanitarian community can reach remote and isolated locations.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Special Operation (Air Ops)</b>				
Number of assessments/surveys conducted	assessment	4	4	100.0%
Number of delivery points reached	delivery point	19	19	100.0%
Number of humanitarian organizations utilizing the service	agency/organization	120	96	80.0%
Number of passengers transported	individual	24,000	20,400	85.0%
Percentage of passenger bookings served	%	93	97	103.8%
Percentage response to medical and security evacuation	%	100	100	100.0%
Tonnage of light cargo transported monthly	Mt	12	8	66.7%