

Project Number: 201044 | Project Category: **Single Country Special Operation**
Project Approval Date: December 22, 2016 | Planned Start Date: January 01, 2017
Actual Start Date: January 01, 2017 | Project End Date: December 31, 2018
Financial Closure Date: N/A

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Provision of Humanitarian Air Services in Chad

Standard Project Report 2017

World Food Programme in Chad, Republic of (TD)

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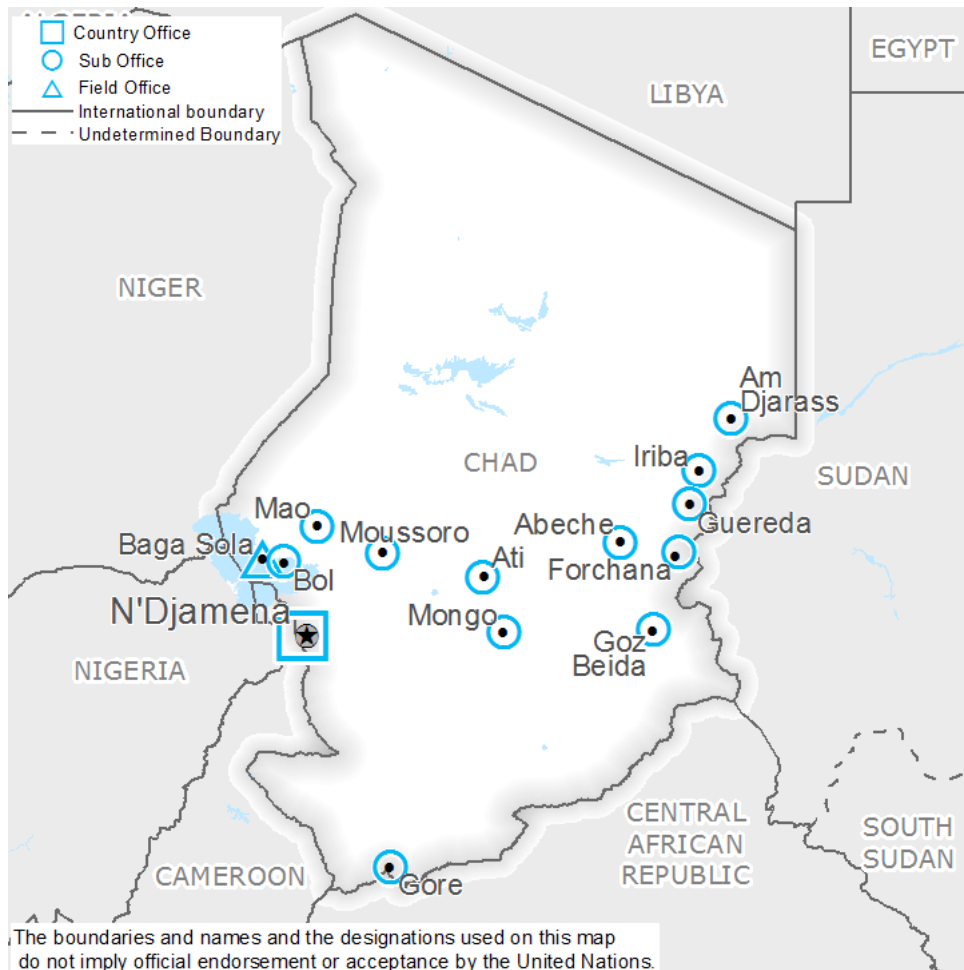
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Country Context and WFP Objectives



Achievements at Country Level

WFP provided critical food and nutrition assistance to 1.5 million persons including vulnerable Chadians, refugees and returnees.

In 2017, WFP significantly scaled up cash-based transfers reaching 700,000 people. This modality, as well as the use of local food purchases, allowed to support the local economy while providing humanitarian assistance. The country office injected USD 43 million into the Chadian economy including USD 22.5 million through CBT. WFP piloted the multi-purpose cash approach with four other United Nations agencies in the South to provide vulnerable population with a specifically designed transfer value to promote self-reliance.

WFP conducted a socio-economic profiling of refugees and returnees living in Chad. The latter were also included in the biometric SCOPE registrations to verify them against beneficiary lists. In the Lake region, WFP Chad piloted SCOPE cards for cash-based assistance to 2,650 internally displaced persons.

Aware of a constrained financial environment for humanitarian assistance, WFP Chad created linkages between emergency and development support. The country office started the implementation of the transition towards early recovery for crisis-affected populations in the Lake region as well as launched resilience-building activities in the East for both refugees and host communities.

Country Context and Response of the Government

The Republic of Chad is a land-locked and low-income country located in the Sahelian belt. In 2017, the Chadian population was estimated at 14.45 million – of which 46.7 percent live below the poverty line [1] – positioning the country 186 out of 188 in the 2016 United Nations Development Programme (UNDP) Human Development Report. Chad records one of the highest gender inequality [2] and scores 43.5 in the Global Hunger Index [3], marking a critical humanitarian situation for the vulnerable populations residing in the country.

In 2017, Chad remained in the grasp of a severe economic and fiscal crises driven by declining oil production and global oil prices, and the ongoing insecurity and violence in the Central African Republic (C.A.R.), Libya, Nigeria and Sudan. Closed borders with three out of five neighbouring countries translated into cutting off of trade routes especially for livestock export. Insufficient rainfall and its uneven distribution across the Sahel accentuate the scarcity of natural resources including water. This also limits the availability of sown pasture land leading to agropastoralists conflicts. In 2016, the country registered a negative 7 percent growth of gross domestic product (GDP) [4], forcing the Government to adopt austerity measures, such as salary cuts and limited provision of some basic services.

Surrounded by conflicts and despite its own fragility, Chad manages to maintain a feeble peace equilibrium and continues to welcome people affected by humanitarian crises. Today, 500,000 Sudanese, C.A.R. and Nigerian refugees and Chadian returnees are living in the country. Furthermore, Chad hosts 160,000 internally displaced persons (IDPs) in the Lake Chad region [5].

According to the Humanitarian Response Plan validated in December 2016, some 4.3 million of people are in need of food assistance of which only 1.7 million are targeted with adequate support. The November 2017 Integrated Food Security Phase Classification (IPC) highlighted that if such assistance is not provided in a timely manner, 833,000 persons will risk falling in Phase 3 (crisis) and above during the upcoming lean season. This is mainly because of the depletion 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 situation remains critical in the Lake Chad region as well as other parts of the Sahelian belt due to the poor rainy season, resulting in a significant decrease in the cereals production, particularly in the regions of Kanem, Wadi Fira, Bahr El Gazel and Batha. Coordination meetings between WFP and other food security partners will define a joint response plan to assist the most vulnerable households.

Nutrition situation remains critical. According to the Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey, conducted in July–August 2017, global acute malnutrition (GAM) rates among children aged 6-59 months are at 13.9 percent which represents a serious situation. In all regions across the Sahelian belt, prevalence rates exceed the World Health Organization (WHO) emergency threshold of 15 percent. The disaggregation by sex showed that acute malnutrition affects more boys (15.4 percent) than girls (12.4 percent). The national prevalence of stunting is recorded at 32.4 percent, with considerably higher rates across the Sahel, exceeding 40 percent in most regions. The 2017 nutritional vulnerability survey of people living with HIV conducted in the Lake region revealed that 67.3 percent of adults, and 23.5 percent of seropositive children aged 6-59 months are affected by GAM. All surveyed children aged 5-14 years were affected by severe acute malnutrition. The drivers of undernutrition in Chad are multiple and include high levels of poverty and vulnerability to climate shocks, low coverage and poor quality of basic services such as water and sanitation, insufficient access to food, inadequate diets, and poor child and infant feeding practices.

With the adoption of Agenda 2030 for Sustainable Development, the Government developed a national plan and vision named 'Vision 2030, the Chad We Want' highlighting the key national priorities, with pillars on human capital development, economic growth and poverty reduction with a focus on most vulnerable people. Likewise, the new five-year National Development Plan adopted in 2017 includes, among its priorities, human capital development which covers improvement of the health and educational systems, and reduction of malnutrition. In September, the Government organized a round-table meeting in Paris to mobilize resources for the implementation of this policy document. Financial and technical partners reiterated their commitment to Chad by announcing contributions of USD 12.9 billion. In support of national efforts, the United Nations Development Assistance Framework (UNDAF) 2017–2021 focuses on: (i) the development of human capital; (ii) social protection, crisis management and sustainability; and (iii) governance, peace and security.

Government-led initiatives such as Scaling Up Nutrition (SUN) and the Renewed Efforts Against Child Hunger and Undernutrition (REACH) ensure timely information sharing for effective decision-making and enhanced coordination of the nutrition response. Beyond the establishment of several specialised agencies such as the National Centre for Nutrition and Food Technology (CNNTA), the Government developed the 2015 National Nutrition and Food Policy (PNNA) and its integrated implementation plan (PAINA). Adopted in September 2017, the plan promotes coordinated and structured nutrition-specific and nutrition-sensitive interventions to achieve the 2021 development objectives.

The education sector reports low completion rates, estimated at 38 percent in 2017. Moreover, literacy rates remain alarming: only 13.9 percent of adult women and 31.3 percent of adult men are literate [6]. In August 2017, WFP Chad along with other United Nations agencies and partners supported the Government of Chad in the elaboration of the new National Policy on School Meals, Nutrition and Health which aims to ensure that by 2030, Chadian schoolchildren – in particular those in food-insecure areas – have access to healthy and balanced diets, which reduces their vulnerability to hunger and increases their access, retention and performance at school.

[1] Poverty headcount ratio in Chad. World Bank, Country Profile, 2017.

[2] Chad ranks 157 out of 159 countries. Gender Inequality Index, UNDP Human Development Report, 2016.

[3] Chad ranks 118 out of 119 countries. Global Hunger Index, 2017.

[4] Poverty headcount ratio in Chad. World Bank, Country Profile, 2017.

[5] Persons of concern in Chad. Numbers of persons of concern, Office of the United Nations High Commissioner for Refugees (UNHCR), November 2017.

[6] Literacy rate among the population aged 15 years and older in Chad. United Nations Educational, Scientific and Cultural Organization (UNESCO), Institute for Statistics, 2016.

WFP Objectives and Strategic Coordination

In 2017, WFP Chad implemented a wide range of programmes targeting the most vulnerable, food-insecure displaced populations, refugees, returnees, host communities, and Chadian families and households across the Sahel. In-kind and cash-based interventions contributed to addressing root causes of hunger and malnutrition, building resilience as well as saving lives in protracted and sudden-onset emergencies.

The PRRO 200713 (2015–2018) aims to: (i) protect the livelihoods of food-insecure refugees from the Central African Republic (C.A.R.) and Sudan, returnees from C.A.R. and other vulnerable groups; (ii) prevent malnutrition among children aged 6-24 months and ensure treatment of acute malnutrition for children aged 6-59 months and malnourished pregnant and lactating women; (iii) build resilience and promote asset creation activities among vulnerable communities and households through the three-pronged approach (3PA); (iv) provide cash or food transfers during the lean season in areas affected by production shortfalls especially in the Sahel regions; and (v) provide technical assistance to strengthen government capacity in early warning, food security and nutrition monitoring, and reduction of child undernutrition.

Through Regional EMOP 200777 (Lake Chad Basin crisis), WFP Chad responds to food and nutrition needs of Nigerian refugees, Chadian internally displaced persons (IDPs) and affected host populations in the Lake Chad region through general distributions, provision of specialised nutritious foods for children aged 6-24 months to prevent malnutrition, and emergency school meals.

Through Regional EMOP 200799 (C.A.R. crisis) until July 2017, WFP Chad supported Chadian returnees and host communities affected by conflict in C.A.R. in the Salamat region through the provision of cash-based assistance.

By supporting displaced and local populations, these operations contribute to achieving all three strategic objectives mentioned in the 2017 Humanitarian Response Plan. General distributions and nutrition programmes save lives of the most vulnerable people. Less vulnerable households are involved in food assistance for assets to strengthen their resilience to shocks. All operations comply with principles on protection and accountability to affected population.

The Development Project 200288 supports national objectives listed within the new National Policy on School Meals, Nutrition and Health. It targets schoolchildren in food-insecure areas of the Sahel and contributes to: (i) increasing enrolment of children from vulnerable rural households; (ii) stimulating higher school attendance rates; (iii) improving primary school completing rates, particularly among girls in grade 5 and 6 through the provision of take-home rations; and (iv) enhancing capacity of the Government to administer school meals programmes.

Under Special Operation 201044, WFP ensures safe, effective and efficient air transport services to the humanitarian community in Chad.

WFP operations in Chad support Sustainable Development Goal (SDG) 2 (end hunger) and 17 (sustainable partnerships), while contributing to outcomes of SDG 1 (end poverty), 4 (inclusive and qualitative education), 5 (gender equality), 6 (clean water) and 15 (life on land).

As co-lead of the food security cluster and an active member of the nutrition cluster, WFP works with the Food and Agriculture Organization of the United Nations (FAO) and United Nations Children's Fund (UNICEF) to define joint

action plans that will bring together a set of integrated nutrition interventions. As a result, UNICEF, FAO, World Health Organization (WHO) and WFP work together to promote local production of fortified nutritious foods to improve nutritional health of children. WFP Chad also hosts the Renewed Efforts Against Child Hunger and Undernutrition (REACH) secretariat which supports awareness raising around malnutrition, strengthens national nutrition policies and programmes, develops capacities of health workers, and improves overall effectiveness and accountability of the response.

WFP and food security cluster partners closely liaise with the National Information System for Food Security and Early Warning (SISAAP). In 2017, this governmental body conducted a series of food security assessments including in the Sahel regions which informed the Integrated Food Security Phase Classification (IPC) analysis and timely raised the alarm regarding the needs of vulnerable people during the lean season. Based on the findings, WFP and partners jointly designed seasonal response plan and were able to mobilize adequate funding resources.

Country Resources and Results

Resources for Results

Funding for WFP Chad decreased in 2017 in line with the overall trend of recent years. It equalled roughly 60 percent of the overall operational portfolio's requirements. The United Nations Humanitarian Air Service (UNHAS) special operation was the best-resourced operation with over 90 percent of the requirements met, while less than 50 percent of the requirements were received for the Development Project 200288. In 2016, WFP had initiated a comprehensive review of its operational footprint to invest the resources into the locations and job profiles that are most adequate. In 2017, this exercise led to the closure of 3 of the 15 sub-offices and the restructuration of the operation to ensure the coverage of food and nutrition assistance is maintained. In addition, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) share office and living space in difficult destinations such as the Lake region. To further reduce office costs and preserve the natural environment, WFP installed a solar system for air-conditioning in the Bol sub-office.

WFP managed to ensure continuous humanitarian air services. UNHAS Chad and UNHAS Cameroon jointly introduced a regional aircraft, saving costs for both operations while maintaining the scheduled flights. Moreover, the UNHAS Steering Committee revised the flight schedule: some destinations are now served on an ad hoc basis only and the frequency of some routes has been decreased.

The emergency response to the Lake Chad crisis recorded a decrease in funding: only 54 percent of the needs were covered in 2017. Drawing lessons from other protracted humanitarian crises in Chad, WFP is introducing transition measures in synergies with PRRO, and by differentiating assistance to crisis-affected populations depending on the specific conditions of the area they live in.

During the last quarter of 2017, WFP, in partnership with the Ministry of Education, decided to restrict the provision of school meals to three regions only (Lake, Kanem and Barh el Gazal). This decision was based on limited funding for the project and focused on areas where the highest rates of food insecurity and lowest school enrolment converge.

Under the PRRO, more than half of the funding received for the provision of food security and nutrition assistance was earmarked to specific population groups or activities, limiting flexibility in resource allocation. Other interventions were supported by flexible funds or contributions that arrived in a timely manner allowing the country office to sustain assistance to most vulnerable populations. WFP activated its internal advance financing mechanism to prevent pipeline breaks and ensure pre-positioning in areas that become unattainable during the rainy season. In addition, WFP temporarily interrupted assistance to returnees during the harvest season (January–March) ensuring that the limited funding available would be used to cover their needs during the lean season (June–September), the most critical time of the year. Despite major cuts to the programme for treatment of moderate acute malnutrition, WFP was able to use the limited funds available to invest in longer-term solutions, including through the project on local production of complementary foods for children and the Renewed Efforts Against Child Hunger and Undernutrition (REACH) initiative.

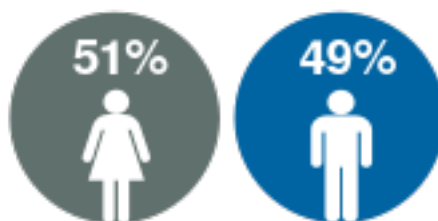
To maximise the use of resources and to implement more durable solutions, where relevant, cash-based assistance was used. From 2015 to 2017, the proportion of people receiving assistance through this modality has increased from 17 to 25 percent of targeted beneficiaries, providing 700,000 people with the opportunity to purchase food on local markets in 2017. In addition, whenever possible, WFP prioritised local purchase or purchased commodities pre-positioned by the Global Commodity Management Facility (GCMF), which improved delivery time by 60 days and reduced costs by USD 5 million.



Annual Country Beneficiaries

| Beneficiaries | Male | Female | Total |
|--------------------------|---------|---------|---------|
| Children (under 5 years) | 144,841 | 145,109 | 289,950 |
| Children (5-18 years) | 290,774 | 318,112 | 608,886 |

| Beneficiaries | Male | Female | Total |
|--|----------------|----------------|------------------|
| Adults (18 years plus) | 318,528 | 333,648 | 652,176 |
| Total number of beneficiaries in 2017 | 754,143 | 796,869 | 1,551,012 |



Annual Food Distribution in Country (mt)

| Project Type | Cereals | Oil | Pulses | Mix | Other | Total |
|---------------------------------------|---------------|--------------|--------------|--------------|------------|---------------|
| Development Project | 1,053 | 69 | 113 | - | 91 | 1,326 |
| Regional EMOP | 12,818 | 1,174 | 3,145 | 1,715 | 92 | 18,944 |
| Single Country PRRO | 20,238 | 1,298 | 3,739 | 5,484 | 14 | 30,773 |
| Total Food Distributed in 2017 | 34,110 | 2,541 | 6,997 | 7,199 | 196 | 51,044 |



Cash Based Transfer and Commodity Voucher Distribution (USD)

| Project Type | Cash | Value Voucher | Commodity Voucher |
|----------------------------------|-------------------|-------------------|-------------------|
| Development Project | - | - | 41,746 |
| Regional EMOP | 3,564,065 | 2,462,429 | - |
| Single Country PRRO | 6,502,200 | 9,372,133 | - |
| Total Distributed in 2017 | 10,066,266 | 11,834,562 | 41,746 |

Supply Chain

As a Sahelian and land-locked country, Chad is facing several logistical challenges. The rainy season from June to October affects the planning of food transportation. During this period, 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 water levels of *wadis* (temporary rivers). In response to this, WFP needs to pre-position food commodities by the end of June for

the upcoming five months before major roads are cut off. Pre-positioning five months of the rations planned represent 55 percent out of the total tonnage handled in Chad during a year.

Douala remains the only entry port for international purchases and in-kind donations. This corridor reports long transport lead times, resulting from high port congestion and delays in customs clearance at the port, a situation further aggravated by the ongoing humanitarian crises in Nigeria and the Central African Republic (C.A.R.). Thus, Chad needs to receive contributions at the latest in April to meet the pre-positioning deadline for the most remote external delivery points (EDPs). 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 central transshipment point before moving food to the EDPs to minimise expensive direct transfers from Douala.

In this regard, WFP considers the following options when facing with corridor challenge: (i) using Ngaoundere in Cameroon as primary hub before dispatching to Chad from Douala port for better delivery planning and close monitoring of trucks movement; (ii) in case of late arrival of international purchases planned for food pre-positioning when remote EDPs are still reachable in Chad, although WFP used to opt for direct trucking from the Douala port (70 percent of the time) and the remaining done using the rail way, in 2017, 46 percent of the total transport into Chad was done using direct trucking from Douala port; and (iii) when the international consignment is delayed and can no longer reach remote EDPs, WFP explored the possibility of loans/borrowings between activities or from another WFP country office, and/or proceed with local purchases. In 2017, a total of 5,799.46 mt was borrowed between projects and 4,390 mt of cereals were procured from smallholder farmers associations. This approach has reduced transportation time and costs, stimulated agricultural production and trade through the generated investments in the Chadian economy, and ultimately helped to cover part of pipeline breaks in cereals following delays in international purchases. The use of commodities from the Global Commodity Management Facility (GCMF) also contributed to reducing lead time and mitigating the incidence of the pipeline breaks in certain circumstances.

WFP Chad is in the process of destroying 422 mt of spoiled commodities, damaged because of poor transportation, weather, overlong storage or short shelf-life. Dated mainly from 2013 up to 2017, these commodities represent 0.136 percent of the total handled tonnage. Some 56 percent out of this tonnage arrived in Chad with expired best before dates. WFP mitigated the risk of food losses by maintaining strict internal quality control mechanisms. In addition, WFP ensured close monitoring of food stock expiry dates both in N'Djamena and at final distribution points, effectively mitigating potential losses from expiration.



Annual Food Purchases for the Country (mt)

| Commodity | Local | Regional/International | Total |
|----------------------|--------------|------------------------|--------------|
| Iodised Salt | - | 7 | 7 |
| Micronutrient Powder | - | 4 | 4 |
| Sorghum/Millet | 4,390 | - | 4,390 |
| Total | 4,390 | 10 | 4,400 |
| Percentage | 99.8% | 0.2% | |

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

| Commodity | Total |
|-----------------|-------|
| Corn Soya Blend | 3,148 |
| Rice | 1,899 |
| Sorghum/Millet | 6,254 |

| Commodity | Total |
|---------------|---------------|
| Split Peas | 2,302 |
| Vegetable Oil | 1,535 |
| Total | 15,139 |

Implementation of Evaluation Recommendations and Lessons Learned

In 2017, no new evaluations were initiated and WFP continued addressing and implementing recommendations still pending from the operational evaluations carried out in 2016 for the PRRO 200713. WFP Chad addressed recommendations covering the following three areas.

1) Implement a resilience-focused asset creation approach in a limited number of areas

WFP started implementing the three-pronged approach (3PA) to shape the resilience portfolio. The 3PA served as a social cohesion tool to increase sensitisation and acceptance of beneficiaries vis-à-vis asset creation activities. During 2017, nine sites/villages in the Lake, Sahel and East regions benefited from the 3PA initiative. Relevant trainings such as training of trainers were provided in the mentioned regions. The Integrated Context Analysis (ICA) was finalised, with a validation workshop held in April 2017 and the final report shared in November. The findings are being incorporated in ongoing programmes. Moreover, eight community-based participatory planning (CBPP) exercises with corresponding reports were undertaken in the regions of Guera (Sahel) and Lake. A recurrent challenge during the CBPP was partners lack of capacity to manage these exercises without extensive supervision from WFP. Meanwhile, asset creation projects were continuously implemented. To set the ground for implementing its self-reliance strategy for protracted refugees and returnees, WFP implemented a socio-economic and professional profiling of all refugees and returnees, along with biometric registration of returnees. WFP also started implementing livelihood support activities for refugees and returnees to allow a transition from humanitarian assistance to recovery and self-reliance. In 2018, the country office will continue the roll-out with seasonal livelihood programming (SLP) exercises planned in the regions of Logone Oriental (one) and Barh El Ghazel (one), and CBPP planned for Batha (three), Logone Oriental (three), Lake (three) and Barh El Ghazel (two).

2) Strengthen the capacities of WFP Chad and its partners to better integrate gender and protection issues

WFP reinforced its staffing capacities by appointing a protection specialist. The monitoring tools (distribution monitoring and post-distribution monitoring) were revised and included a specific module concerning protection and accountability to affected populations. Furthermore, WFP started negotiations with mobile network providers for hotlines through which beneficiaries and community members can voice their complaints and suggestions over WFP operations and receive feedback on operational concerns raised.

3) Redesign the moderate acute malnutrition treatment giving more emphasis to the prevention of malnutrition

Tracking mechanisms of screenings and admissions, and performances in nutritional centres in refugee camps were enhanced and reported on each month. WFP ensured programme continuity with regular deliveries of specialised nutritious foods. A quarterly data trend review was undertaken and results shared with the field for considerations and adjustments. Jointly with the United Nations Children's Fund (UNICEF), WFP developed an integrated nutrition response to enhance synergies between moderate acute malnutrition and severe acute malnutrition programmes. In 2017, WFP expanded its prevention programmes by piloting the prevention of chronic malnutrition in the Lake region and advancing on the fortification projects.

Project Results

Activities and Operational Partnerships

The special operation in Chad carries out three activities: addresses the transportation needs of the humanitarian community with a fleet of four aircraft of medium and small size (37- and 12-seater); life-saving medical and security evacuations; and the transport of light cargo to 19 destinations across the country. United Nations Humanitarian Air Service (UNHAS) Chad ensures the implementation of these activities with a regular weekly flight, with flexible schedule as per the needs of the humanitarian community.

The areas served and the priorities for access are established by the Steering Committee (SC) and the User Group. The SC meets every quarter and is chaired by the Humanitarian Coordinator assisted by WFP Country Director. The SC sought to provide administrative advice and guidance on: i) funding modality and mobilization; ii) review of air transport resources versus its utilization; and iii) host government policies vis-à-vis air transport in support of humanitarian activities. The User Group complements by ensuring that UNHAS functions are conducted in the correct manner, including, among other activities, by: establishing requirements for air transportation, and eligibility and priority of the passengers and cargo on the UNHAS aircraft; deciding on the destinations to be served; and ensuring compliance with established procedures for the safe and efficient handling of passengers and cargo. Its meetings are organized in N'Djamena, Abeche and Goz Beida, the main bases of the aircraft and where humanitarian actors have a strong presence.

Due to operational costs and funding shortages, the SC replaced the two aircraft – the Beechcraft based in Cameroon and the Dash 8 based in N'Djamena – with a single 37-seater Jet aircraft. This aircraft serves the two countries five times a week at a lower cost, responding fully to booking demand for humanitarian users. The Jet is ideal to cover long distances due to its fast and long range capability, which reduces flight time by 50 percent and improves passenger comfort.

The rationalization of UNHAS is ongoing, and significant cost-saving efforts in 2017 have led to the reduction of the operational budget by USD 1.7 million for 2018. Due to persistent lack of funds, cost reduction measures included: revised weekly flight schedule and reduction of frequency of flights to 12 destinations; introduction of ad hoc flight request activated based on needs whereby the use of the service is determined on the actual joint requirement by the humanitarian actors in the field and consequently optimise the use of assets; and negotiation of financial terms and conditions of the Dash 8 aircraft (37-seater) to the same cost level of a 19-seater aircraft. These efforts also included the review of the schedule to maximise the use of the guaranteed hours as per contract with the operator and a fuel contract negotiated by WFP globally.

Airfield rehabilitation is an area requiring critical attention as the Civil Aviation Authorities – *Autorité de l'Aviation civile* (ADAC) and *Agence pour la sécurité de la navigation aérienne en Afrique et à Madagascar* (ASECNA) – only control three airfields out of the 19 accessed by UNHAS aircraft. These airfields require costly maintenance including the rehabilitation of Baga Sola runway in the Lake region where 26 humanitarian actors are requesting direct access by UNHAS aircraft for their staff travel as well as for the provision of medical and security evacuations. This year, an airstrip in Iriba was rehabilitated to allow landing and take-off of a larger capacity Dash-8 aircraft (37-seater) in addition to the Caravan aircraft (12-seater).

Distances between the main areas of humanitarian activity and organizations' bases of operation are vast, some 950 km from N'Djamena. Road travel is perennially in desert sand affected by seasonal weather rendering it impassable during the rainy season (June to mid-October). Moreover, insecurity renders road travel very hazardous as the East and Southeast regions are at security level 3 and the Lake region at security level 4. To respond to the transportation needs, UNHAS positioned two aircraft in the East of the country bordering Sudan (in Abeche and Goz Beida), while one aircraft is providing connections between the West and the East, the Southern region bordering Central African Republic (C.A.R.) and the Western region, and the forth aircraft stationed in Yaoundé, Cameroon.

From January 2017, an online booking, enabled by the Electronic Flight Management Application, also known as Takeflite, was rolled out, improving customer services to the 91 user organizations and making the booking platform user friendly. The service users are: 46 percent for non-governmental organizations (NGOs), 50 percent for United Nations (UN) agencies, and 4 percent for government counterparts, diplomatic corps and donor community.

UNHAS has in place a strong partnership with the Civil Aviation Authorities, and these contacts facilitate clearances and permits for the operation of aircraft in the country and in the region (Niger, Cameroon and C.A.R.). The Civil Aviation Authorities conducted aviation security trainings for UNHAS personnel and crew members accessing the airport area.

In 2017, 12 civil aviation personnel were trained in European Coordination Centre for Accidents and Incident Reporting Systems (ECCAIRS). As part of the training, a reporting software was installed at the civil aviation office to record all accidents and incidents in the country. Additional training is planned on safety management systems in 2018. The Civil Aviation Authorities, airports authorities and aviation partners are invited to participate in the monthly aviation safety meetings to share information of safety nature that involves all the aviation partners.

To support UNHAS operations, 37 personnel including 6 international staff have been hired and they are strategically based in 7 different locations. A Regional Aviation Security post was established in N'Djamena to cover four countries (Chad, Nigeria, Niger and Cameroon) and to attend to all aviation security matters in the region.

Results

In 2017, United Nations Humanitarian Air Service (UNHAS) Chad recorded 7 percent decrease in the number of organizations served, the number of passengers and the tonnage of cargo transported. This is largely due to funding challenges at global level, which compelled some non-governmental organizations (NGOs) to suspend activities in the country. Other user organizations reduced their travel/mission budget or opted for road travel, though longer travel time and less secure. It is worth noting that all 91 organizations that expressed interest to use UNHAS and that met the eligibility criteria, were able to access the service. UNHAS responded to 100 percent of the needs expressed by users including 80 medical evacuations.

The overachievement in the number of destinations served is attributed to special flights undertaken in the year, including in the North. In June 2017, a needs assessment was carried out to tailor UNHAS operations to the actual needs of user organizations. The survey results indicated a continued need for access to the 19 destinations currently served. Seventy-seven percent of the users also responded that if ticket price increases, bookings will decrease and users will opt for road travel. To reduce the funding gap, the weekly flight schedule was revised, reducing frequencies to two or one flight per week to 12 destinations, while introducing an ad hoc flight system, which can be activated on a need basis. In a passenger satisfaction survey conducted in December 2017, 85 percent of service users affirmed their satisfaction with the common air transport service.

As part of risk mitigation measures, UNHAS organized in-house training for 61 UNHAS staff members and focal points on aviation security, and also trained 42 staff and focal points on aircraft dispatch. WFP Aviation in Headquarters organized an external training for 25 staff and partners on ground handling, human factor, weight and balance, meteorology and flight following.

Performance Monitoring

United Nations Humanitarian Air Service (UNHAS) Chad is constantly monitoring operational performance using corporate management and monitoring tools such as the Electronic Flight Management Application (EFMA) and the Performance Management Tool (PMT). These tools provide critical and real-time information on the operation including the level of aircraft utilization, customer invoicing, passenger and cargo bookings, and the customer care service. In particular, the PMT keeps track of key performance indicators such as aircraft occupancy rate, the number of passengers served, the number of requests not served to require recovery flight, and monitoring of contracted hours against hours flown.

Donors supporting UNHAS are part of the Steering Committee and have active participation in terms of decision-making and the way UNHAS conducts its current operation. Interim reports are shared regularly and separate donor meetings take place organized by WFP Chad. Operational hazard identification and aviation risk management are constantly monitored through the established WFP Aviation structure, and the relevant risk analysis and mitigation actions implemented as required to keep an acceptable level of risk as per the approved Aviation Safety Programme.

As part of the monitoring mechanisms in place, UNHAS has continued monitoring the performance and feedback of users, through two passenger satisfaction surveys, and a needs assessment aimed at identifying the priority areas to be reached by UNHAS flights and their frequency. UNHAS will continue to use to users' feedback to improve its service.

Protection and Accountability to Affected Populations

As part of the global commitment towards accountability to users of the United Nations Humanitarian Air Service (UNHAS), a complaints mechanism was developed with dedicated email address as feedback loop. In 2017, the complaints mechanism was adapted to ensure greater efficiency in the problem solving process. Passengers are able to send emails of confidential nature to restricted number of UNHAS officers namely the Chief Air Transport Officer, the Deputy Chief Air Transport Officer, the Customer Service Officer and Air Transport Officer responsible for the Eastern region. The email address allows for customers to send messages, to be treated with high confidentiality, and accessible exclusively to 4 aviation officers.

Specific procedures were established for referrals and taking actions to respond to the complaints. Once received, the complaint is treated by aviation officers. After verifying information and treating the complaint, the customer receives a detailed feedback to inform him/her on the action taken. Key performance indicators were developed including techniques such as overall customer satisfaction; satisfaction improvement, average resolution time, active and resolved issues and complaint escalation rates.

Story Worth Telling

Jean-Christophe Coppenrath, head of the *Médecins sans frontières* Holland (MSF-Holland, Doctors Without Borders) office in N'Djamena, arrived in Chad in March 2017. A few months later he was confronted with a major public health threat: cholera, an acute diarrhoeal disease that can kill within hours if left untreated.

In this type of situation, the speed of reaction is crucial and the urgency requires a prompt response to avoid a major epidemic with all its consequences. When MSF-Holland sent a first team to the field, it was immediately clear that it was not a simple case of gastroenteritis: cholera was diagnosed in eastern Chad. The first cargo with all the necessary equipment was sent by road but between N'Djamena, the capital city of Chad, and Koukou, near the Sudanese border, the transport takes a week to reach its destination. Furthermore, right after the rainy season, the *ouadis* (riverbeds) are still full of water and represent an impassable obstacle.

For Jean-Christophe, there was only one answer to his major preoccupation to deliver the assistance as quickly as possible: United Nations Humanitarian Air Service (UNHAS) run by WFP Chad. "When I realized that the situation could rapidly deteriorate I contacted the UNHAS team in Chad, and I must underline their availability and flexibility to be on our side in this fight against the disease," he confessed. Cholera kits have been transported twice a week to Koukou, Goz Beida and Am Timan; a team of 30 people was assigned to the emergency response and they were able to move between Sila and Salamat, the two affected regions. "One of my colleagues even described UNHAS as the guardian angel of the sky and I totally agree with her. I am so grateful with their way of helping. Among 700 confirmed cases we deplored only 50 deaths," he admits.

Charles Kabeya is assigned for UNHAS in eastern Chad: in Goz Beida, he was at the epicentre of the crisis. "I worked four years in Haiti and one year in Liberia during the Ebola crisis, so I was confident that with the right measures in place our operations would not be jeopardised." He adds: "In this context, prevention is crucial. We had regular meetings with local authorities, the instructions were strict during the check-in at the airport: no handshake and the use of liquid soap for all passengers and staff." In total, UNHAS transported more than 7,500 kg of medical kits and medicines and over 100 passengers, among them doctors and nurses, the majority flew with regular flights; 6 special flights were organized to carry more than 3,000 kg freight and 27 medics. Charles is convinced: "Without UNHAS, the response to the health crisis would not have been possible at this scale and speed."

Figures and Indicators

Data Notes

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Goz-Beida airport in the Sila region. An UNHAS aircraft carrying medical supplies so the humanitarian community can respond rapidly in one of the areas most affected by the cholera outbreak.

Project Indicators

Output Indicators

| Output | Unit | Planned | Actual | % Actual vs. Planned |
|--|---------------------|---------|--------|----------------------|
| SO1: Special Operation (Air Ops) | | | | |
| Average no. of passengers transported monthly by air | individual | 1,700 | 1,612 | 94.8% |
| Average weight of light cargo transported monthly | Mt | 8 | 6 | 75.0% |
| Number of agencies and organizations using humanitarian air services | agency/organization | 106 | 91 | 85.8% |
| Number of assessments/surveys conducted | assessment | 1 | 1 | 100.0% |
| Number of destinations served | site | 19 | 23 | 121.1% |
| Percentage of passenger bookings served | % | 95 | 95 | 100.0% |
| Percentage response to medical and security evacuation | % | 100 | 100 | 100.0% |