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LIVES

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**SPR Reading Guidance**



## Provision of Humanitarian Air Services in Chad

### Standard Project Report 2018

World Food Programme in Chad, Republic of (TD)



World Food  
Programme

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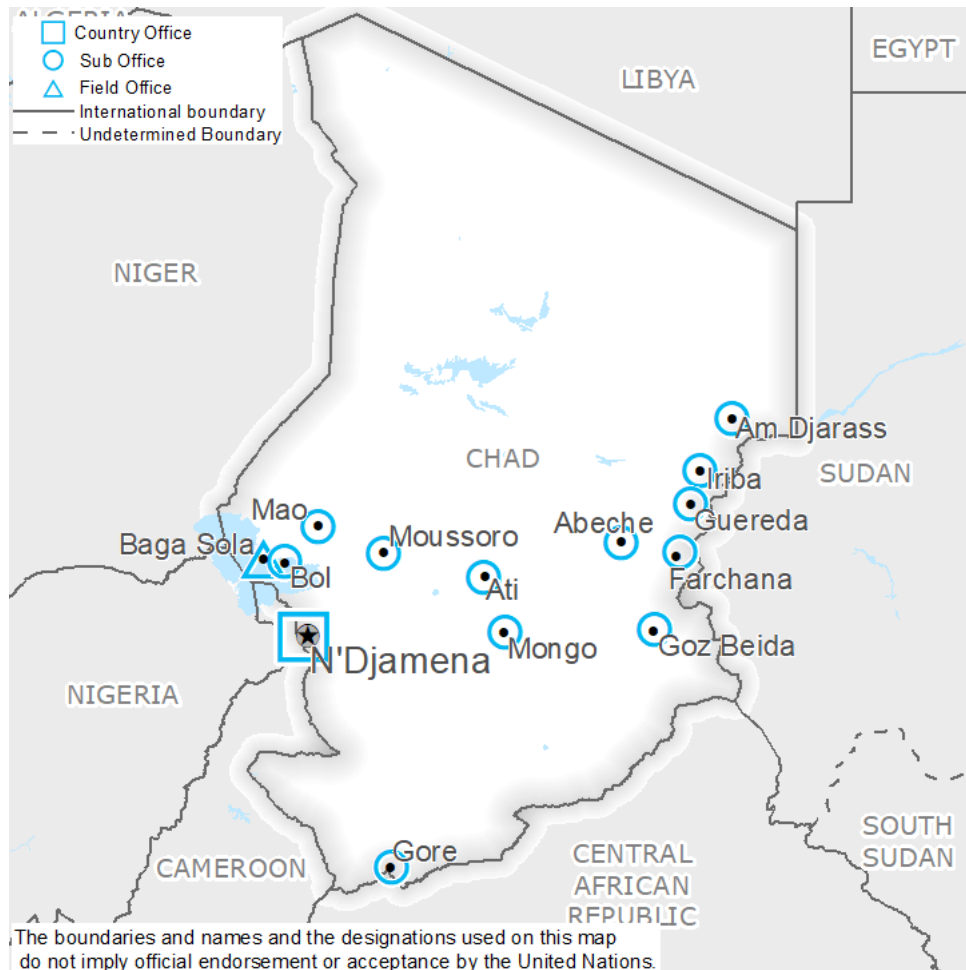
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# Country Context and WFP Objectives



## Achievements at Country Level

In 2018, WFP provided critical food and nutrition assistance to 1.25 million vulnerable people in Chad including internally displaced persons, refugees, returnees and vulnerable local populations. WFP's primary focus was on the emergency response to support Sudanese refugees in the east, Central African refugees and Chadian returnees in the south, Nigerian refugees and displaced persons around Lake Chad and vulnerable Chadians in the Sahel. With a view to provide long-term solutions to the recurrent crisis in the Sahel, WFP increased its resilience-building efforts towards the end of the year.

In the first quarter of the year a new influx of 30,000 refugees from the Central African Republic (CAR) arrived to the south of Chad spontaneously settling with the host communities in villages across the border. In view of the critical food security situation, WFP started the provision of immediate food assistance targeting both refugees and host communities through a comprehensive emergency operation. In parallel, WFP carried out a multi-purpose cash project, targeting previously arrived refugees and Chadian returnees from CAR. This innovative approach brought together WFP, FAO, UNFPA, UNHCR and UNICEF, enabling beneficiaries to access food and shelter and improve their health and livelihood opportunities.

Between May and September 2018, Chad faced the worst lean season in six years resulting in large-scale humanitarian needs. Despite logistics challenges resulting from the rainy season, namely the lack of road access to the east, WFP provided food and nutritional assistance to 635,000 vulnerable people throughout the Sahel in a timely manner.

When assisting refugees in 2018, WFP started moving towards the provision of food assistance based on vulnerability instead of status. As such, rations were adjusted according to the socio-economic status of different refugee households as identified during the joint UNHCR-WFP profiling exercise carried out in 2017. In the last quarter of 2018, all refugees from CAR and more than half of the refugees from Sudan started receiving rations tailored to their level of vulnerability. The remaining Sudanese refugees, as well as displaced populations around Lake Chad will start receiving vulnerability-based rations in 2019.

Resilience-building activities were significantly scaled up after the lean months to enhance vulnerable communities' capacity to face recurrent shocks. With a view to maximizing synergies between its activities and thus achieving greater impact, WFP aimed at bringing together school feeding, nutrition, food distributions and food assistance-for-assets activities in a geographically focused manner. Implemented in the drought-affected Sahelian belt, this initiative aimed to build resilience for individuals, households and entire communities with special attention paid to the needs of women and youth. To ensure beneficiaries' participation in the design and implementation of food assistance-for-assets activities, WFP relied on the community-based planning and management approach.

Throughout the year, WFP revised its strategic positioning in Chad. Under the resulting Country Strategic Plan for the period 2019-2023, WFP will strengthen national capacities to develop lasting solutions, integrate its emergency, early recovery and development projects for greater impact and improve coherence with other humanitarian partners. WFP's aim is to reduce humanitarian needs over the long-term as well as dependence on assistance, in support of line ministries and decentralized government entities.

## Country Context and Response of the Government

Chad is an arid, low-income and land-locked country, exposed to recurrent weather shocks and surrounded by countries in conflict. In 2018, the Chadian population was estimated at 14.9 million [1] – of which 66.2 percent were severely poor [2] and 38.4 percent lived below the poverty line [3], positioning the country 186 out of 189 in the 2018 Human Development Index [4]. Chad also ranks in the bottom ten of the Global Hunger Index (118 of 119), the Fragile State Index (171 of 178) and the Gender Inequality Index (186 of 189).

The country is among the world's most vulnerable to climate change [5] and suffers from rapid desertification and environmental degradation. In 2018, the country faced its worst lean season in six years: pluvial agricultural yields were scarce and the drying of pasturelands and water sites caused a premature transhumance. The March 2018 Cadre Harmonisé, a regional framework aimed at preventing food crisis, anticipated an increase of 10 percent in the number of food insecure people compared to 2017, with 990,708 people in need of emergency food assistance throughout the Sahelian belt during the lean season between May and September.

Chad is affected by internal and external population displacements driven largely by insecurity in the region. With a total 452,966 refugees, the country hosts the largest refugee population in the Sahel, of whom 55 percent are women and 24 percent are of school age. This includes 337,812 Sudanese in the east, 78,481 Central Africans in the south and 10,930 Nigerians in the Lake region. [6] There are 108,428 internally displaced persons and 20,582 returnees across the Lake region and 51,000 returnees from the Central African Republic (CAR) living in camp-like conditions in the south [5]. In the first quarter of the year, around 30,000 people arrived in Chad as a result of clashes between rebel groups in the north of CAR.

The percentage of the female labour force working in agriculture is 92.4 versus 82.9 percent for working men [7]. Women have restricted access to productive assets and credit, including limited opportunity to own or rent land. Land inheritance customs often discriminate against women, and men decide on the use of harvested crops and income. Only 22.3 percent of women take part in decision-making regarding income-generating activities, 22.6 percent have access to credit and 26 percent have a bank account. Only 12.8 percent of national parliamentarians are women [8]. On average, girls are less educated than boys and more likely to leave school before completion, often being forced into early marriage. Chad has the third highest rate of child marriage in the world: 68 percent of girls are married as children. Gender-based violence and sexual violence are pervasive and are aggravated by conflict and displacement.

The combined effect of the 2014 drop in oil price and the weak security environment left the country in deep recession. This is reflected in cuts in public expenditure, low foreign direct investment, and a loss of income caused by the disruption of cross-border trade with Nigeria in livestock. However, in 2018, real GDP grew by an estimated 2.8 percent, after contracting 3.8 percent in 2017 [9]. Budgetary cuts and austerity measures during the first quarter of 2018 resulted in the erosion of social services and basic infrastructure, as well as in prolonged strikes within the public sector. Schools were closed for most of the academic year and the Government requested support from the humanitarian community in urban settings to address an increase in the cases of moderate and severe acute malnutrition among children.

According to the 2018 Humanitarian Response Plan 4.9 million people were in need of humanitarian assistance of which only 1.9 million were targeted with adequate support – this figure increased to 2.1 million in the mid-year revision [10]. Already in January, the United Nations Office for the Coordination of Humanitarian Affairs issued an alert about the rapidly deteriorating food security and nutritional situation and estimated that 4 million people would be affected by food insecurity, mostly in regions in the Sahel during the lean months.

The November 2018 National Food Security Survey indicated that 25.6 percent of households were food insecure, of which are 14.5 percent moderately food insecure and 11.1 percent severely food insecure. The proportion of households suffering from severe food insecurity was significantly higher than the previous year (11.1 percent compared to 1.9 percent in 2017).

The nutritional situation remains critical in Chad. Results of the November 2018 Standardised Monitoring and Assessment of Relief and Transitions (SMART) survey showed that global acute malnutrition (GAM) stood at 13.5 percent. In 12 out of 23 regions, GAM exceeded the critical threshold of 15 percent set by the World Health Organization. About one third of Chadian children aged 6-59 months were stunted, while severe stunting stood at 13.1 percent. In the province of Lac, an estimated 58.2 percent of children were stunted. Malnutrition continued to severely affect pregnant and lactating women and girls (PLW/G): 2.5 percent were estimated to be underweight and 41.6 percent suffered from anemia.

The Government's main development priorities are embedded in “Vision 2030: The Chad we want”, a strategic framework to be implemented through consecutive development plans, beginning with the national development plan for 2017–2021. The overarching goal of this plan is to improve the quality of life of Chadians by developing human and social capital, social protection and economic empowerment. Likewise, the United Nations Development Assistance Framework 2017–2021 focuses on the development of human capital; social protection, crisis management and sustainability; as well as governance, peace and security.

[1] World Bank.

<https://data.worldbank.org/country/chad>

[2] Global MPI Country Briefing 2018: Chad (Sub-Saharan Africa). Global MPI in Chad

[https://ophi.org.uk/wp-content/uploads/CB\\_TCD-2.pdf](https://ophi.org.uk/wp-content/uploads/CB_TCD-2.pdf)

[3] Global MPI Country Briefing 2018: Chad (Sub-Saharan Africa). Poverty headcount ratio in Chad

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[4] Human Development Index Ranking, Statistical Update.

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[5] Climate Change Vulnerability Index, Verisk Maplecroft, 2017.

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[6] UNHCR monthly statistics, 31 October 2018. Available at [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/statistiques\\_periodiques\\_31102018.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/statistiques_periodiques_31102018.pdf)

[7] World Bank Data Website. 2018.

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[9] Revised Humanitarian Response Plan, July 2018.

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[10] World Bank Data Website. 2018

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[5] Climate Change Vulnerability Index, Verisk Maplecroft, 2017.

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[6] UNHCR monthly statistics, 31 October 2018. Available at [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/statistiques\\_periodiques\\_31102018.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/statistiques_periodiques_31102018.pdf)

[7] World Bank Data Website. 2018.

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[8] Institut National de la Statistique, des Études Économiques et Démographiques. 2011. Rapport Final – Troisième Enquête sur la Consommation des Ménages et le Secteur Informel au Tchad.

<http://catalog.ihnsn.org/index.php/catalog/4923/download/61027>.

[9] Revised Humanitarian Response Plan, July 2018.

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[10] World Bank Data Website. 2018

<https://data.worldbank.org/country/chad>

## WFP Objectives and Strategic Coordination

WFP's interventions have been implemented under a regional emergency operation (EMOP 200777), a protracted relief and recovery operation (PRRO 200713), a development project (DEV 200288) and a special operation (SO 201044). WFP's operations were implemented across the east, the south, around Lake Chad and the Sahelian belt. They were complemented by an immediate response emergency operation (IR-EMOP 200128) and two immediate response preparedness activities (IR-PREP 201118 and IR-PREP 201130).

At the policy level, WFP's work is aligned with Chad's National Development Plan for 2017–2021 and with the United Nations Development Assistance Framework (UNDAF) for 2017-2021. In 2018, WFP, in collaboration with institutional stakeholders and partners, implemented a wide range of programmes targeting the most vulnerable and food-insecure displaced populations, refugees, returnees, host communities and Chadian families and households across the Sahel. In-kind and cash-based transfers contributed to addressing the root causes of hunger and malnutrition and to saving lives in protracted and sudden-onset emergencies. During the second half of 2018, with the aim of responding to the long-term needs of affected populations, WFP scaled up its efforts to build the resilience of communities, households and individuals in the Sahel. This approach leverages the potential of bringing together a range of activities namely school meals, nutrition, food distributions and food assistance-for-assets activities in order to maximize their overall impact.

The protracted relief and recovery operation (PRRO) 200713 for 2015–2018 aimed to protect the livelihoods of food-insecure refugees from the Central African Republic (CAR) and Sudan, returnees from CAR and other vulnerable groups; prevent malnutrition among children aged 6-23 months and ensure treatment of moderate acute malnutrition for children aged 6-59 months and malnourished pregnant and lactating women and girls (PLW/G); build resilience and promote asset-creation activities among vulnerable communities and households; provide cash or food transfers during the lean season in areas affected by production shortfalls especially in the Sahel regions; and provide technical assistance to strengthen government capacity in early warning, food security and nutrition monitoring, and reduction of child undernutrition.

Through regional emergency operation (EMOP) 200777, WFP Chad responded to the food and nutrition needs of populations affected by the Lake Chad Basin crisis. As part of this operation, WFP supported Nigerian refugees, Chadian internally displaced persons and affected host populations in the Lake Chad region through general distributions, the provision of specialised nutritious foods for children aged 6-23 months to prevent malnutrition, as well as emergency school meals.

In preparation for the 2018 lean season, the regional IR-PREP 201118 was launched to ensure that WFP and partners were ready to respond to large-scale crisis. Main initiatives included, an analysis of current response capacity and an evaluation of readiness levels.

Through immediate response emergency operation (IR-EMOP) 200128 for August-November 2018, WFP Chad provided food assistance and specialised nutritious foods to children 6 to 59 months, PLW/G and their families for the treatment of MAM in N'Djamena. IR-PREP 201130 aimed at carrying out a nutrition and food security rapid assessment in N'Djamena; deploying a rapid response team and acquiring equipment for the optimal management of the IR-EMOP 200128.

By supporting displaced and local populations, these projects contribute to achieving all three strategic objectives outlined in the 2018 Humanitarian Response Plan. General distributions and nutrition programmes saved lives of the most vulnerable persons while food assistance-for-assets activities helped households and communities to strengthen their resilience to shocks. Additionally, WFP Chad continued to shift from status-based to vulnerability-based assistance. All projects complied with principles of protection and accountability to affected population.

WFP's development project 200288 supported national objectives outlined in the new National Policy on School Meals, Nutrition and Health. It targeted schoolchildren in food-insecure areas of the Sahel and contributed to increasing enrolment of children from vulnerable rural households, stimulating higher school attendance rates, improving primary school completion rates, particularly among girls in grade 5 and 6 through the provision of take-home rations, as well as enhancing the capacity of the Government to manage school feeding programmes.

Under special operation 201044, WFP ensured the provision of safe, effective and efficient air transport services to the humanitarian community in Chad.

WFP's operations in Chad support Sustainable Development Goals 1 (end poverty), 2 (end hunger), 4 (inclusive and qualitative education), 5 (gender equality) and 17 (sustainable partnerships).

For a more coherent and effective approach, WFP developed a large network of partners that included 52 international and local organisations and worked closely with UNHCR and national authorities for the delivery of emergency food and cash-based assistance to refugees, as well as with the Food and Agriculture Organization (FAO) to scale up resilience building activities. Around Lake Chad, humanitarian partners worked to improve IDP registration: efforts are underway to expand the use of biometrics whenever required programmatically, in line with corporate guidance on data privacy and protection. WFP co-leads the Food Security Cluster with FAO and coordinates with other relevant clusters. The Food Security Cluster coordinates food security-related interventions in the country and strengthens national systems for food security information, analysis and early warning, while coordination. WFP is also the Chair of the UN Scaling Up Nutrition (SUN) Network and the Renewed Efforts Against Child Hunger (REACH) initiative and participates in the Technical and Financial Partners Working Group. These initiatives assist the Government of Chad in scaling up food and nutrition actions.

In partnership with UNICEF and the National Direction of Food Technology and Nutrition (Direction de la Nutrition et de Technologie Alimentaire - DNTA) and with the regional health authorities, WFP supports the Government in implementing a Community Management of Acute Malnutrition programme. In the second half of 2018, WFP rolled out the unified social questionnaire. Donors and UN agencies agreed on a unique approach that will feed into the Government's Social Registry, ultimately contributing to the establishment of a social protection system in Chad. Under this project, every household in Chad will be surveyed and collected data will be transferred into a platform that will inform about the level of food insecurity, education, malnutrition or employment.

In November 2018, WFP'S Executive Board approved the Country Strategic Plan (2019-2023) for Chad. The CSP is based on the Zero Hunger Strategic Review, finalized in December 2017. It is aligned to Government priorities and is based on extensive consultations with various stakeholders. The CSP is an opportunity for WFP to strengthen its strategic positioning in Chad: addressing short-term food and nutrition needs remains a priority. However, WFP adopts a new way of working that supports the transition from purely humanitarian responses to resilience-building for development. By increasing the self-reliance of women and men, WFP will contribute to the peaceful cohabitation of different communities (IDPs, refugees, returnees and local populations). The five-year plan also foresees support for national priorities and the development of structural capacities, such as the emergent national social protection system.

# Country Resources and Results

## Resources for Results

WFP increased its project and operational requirements to respond to the influx of refugees from the Central African Republic, Chadian returnees from Sudan and the worst lean season affecting Chad in six years. At the same time, resource mobilization efforts led to an increase in the overall funding, although some operations were better funded than others. The special operation dedicated to the United Nations Humanitarian Air Service (UNHAS) was the best resourced project with over 80 percent of the requirements met while the emergency operation in the Lake Chad received less than 50 percent of the requirements.

Insufficient funding affected food distributions and cash-based transfers in the three main humanitarian hotspots: the Lake Chad Basin, the east with Sudanese refugees and the south with Central African refugees and Chadian returnees. WFP was not able to provide full rations to crisis-affected populations. Financial constraints also forced WFP to scale down its school feeding programme.

Timely support from traditional donors enabled UNHAS to continue its activities. These were sustained throughout 2018 and the humanitarian community could access several remote locations even during the rainy season in a secure and rapid manner. UNHAS carried out runway rehabilitation works to facilitate access and bridge the critical humanitarian-development gap. With the new crisis in southern Chad in early 2018, UNHAS revised its weekly flight schedule by increasing the flight frequency to this area. Moreover, based on partners' request, UNHAS opened an ad hoc route to northern Chad (Bardai and Faya) and continues to connect passengers to Cameroon.

WFP Chad recorded a decrease in funding for the emergency response to the Lake Chad crisis. Limited resources led to a prioritization exercise: emergency school meals and the prevention of malnutrition components were affected the most. A read-out of displacement sites was conducted to improve beneficiary targeting and thus value for money. Based on this exercise, WFP will tailor emergency assistance to different population groups depending on the specific conditions of the area they live in. For instance, where markets are more integrated, WFP will aim to use cash-based transfers. Moreover, the Country Strategic Plan 2019 includes a resource mobilization strategy to secure more funding for the crisis response.

Due to limited resources, the development project aimed at supporting primary education and girls' enrolment had limited impact. WFP was forced to reduce the number of schools covered, children reached and actual feeding days. In addition, a teacher strike affected government-run schools, which were closed for large parts of the school year. Only the regions of Kanem, Batha, Ouaddaï, Lake, Guera and Bahr El Gazal benefited from school meals to a limited extent.

In light of increasing food and nutrition needs of the local population, WFP revised the operational scope of the emergency operation (EMOP) 200777 and protracted relief and recovery operation (PRRO) 200713, which was funded at 55 percent of the needs-based requirements for 2018. Moreover, immediate response emergency operation (IR-EMOP) 201128 was launched to provide emergency nutrition assistance in N'Djamena. The regional and local advocacy for the provision of a needs-based seasonal response led to an increased number of beneficiaries, longer duration and higher rations received by food insecure households. WFP Chad benefited from donor flexibility and its internal mechanisms to advance funds for timely procurement and prepositioning of food before the rainy season. Furthermore, Multilateral Strategic Resource Allocation Committee (SRAC) funding helped cater for the most urgent needs, notably those of CAR and Sudanese refugees who arrived in Chad over a decade ago. Moreover, multilateral funding was used to repay the corporate loans to ensure timely assistance to the most vulnerable groups as part of the lean season response.

Nonetheless, more than half of the funding received was earmarked for specific population groups or activities and received during the second half of the year. While earmarked funding helped meet specific needs, it also made the coordination and planning more difficult.

Along with the Nutrition Cluster, WFP identified priority regions for the treatment of moderate acute malnutrition (MAM). Fundraising efforts throughout the year allowed to ensure a better coverage for the targeted supplementary feeding programme and thus maximize its impact. Moreover, WFP introduced a Community-based Management of Acute Malnutrition (CMAM) programme to complement the efforts carried out in health centers.

Greater vulnerabilities in the Sahel called for several high-level missions with the aim to operationalize the humanitarian-development nexus. WFP developed an integrated resilience programme combining school meals, nutrition and food assistance-for-assets activities, and advocates for multi-year funding for these targeted communities. WFP is increasing its advocacy for multi-year funding to strengthen this approach, which aims to reduce long-term needs and dependence on assistance.



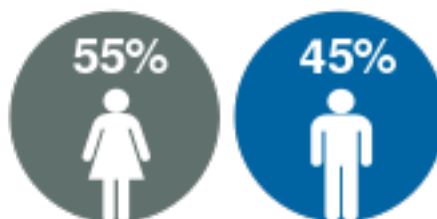
In 2018, WFP and UNHCR aimed to finalize the update of the socio-economic profiling of refugee households. A food consumption gap analysis was conducted to help determine the new rations for different beneficiary categories. This will render food and nutritional assistance in refugee camps more cost-efficient.

Where possible, WFP continued to provide cash-based assistance. Beside offering a wider choice to beneficiaries, this modality also supports local traders and the Chadian economy. In 2018, it represented 40 percent of the portfolio. In addition, whenever donor conditionality allowed, WFP favored local purchases or the use of the Global Commodity Management Facility, which improved delivery time by 60 days. By purchasing the prepositioned stock, WFP Chad reduced its costs by USD 5 million.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	249,209	278,099	527,308
Children (5-18 years)	220,236	238,689	458,925
Adults (18 years plus)	264,607	395,586	660,193
<b>Total number of beneficiaries in 2018</b>	<b>734,052</b>	<b>912,374</b>	<b>1,646,426</b>




## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Development Project	159	20	40	-	1	221
Regional EMOP	15,175	1,445	3,561	1,386	9	21,576
Single Country IR-EMOP	5	5	1	182	-	193
Single Country PRRO	22,749	2,541	4,685	7,574	2	37,551
<b>Total Food Distributed in 2018</b>	<b>38,089</b>	<b>4,011</b>	<b>8,287</b>	<b>9,143</b>	<b>12</b>	<b>59,542</b>



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

Project Type	Cash	Value Voucher	Commodity Voucher
Development Project	50,044	-	-
Regional EMOP	3,709,153	2,250,489	-
Single Country IR-EMOP	29,185	-	-
Single Country PRRO	11,270,143	12,162,351	-
<b>Total Distributed in 2018</b>	<b>15,058,525</b>	<b>14,412,840</b>	-

## Supply Chain

Supply chain challenges in Chad remain high despite investments to address them. There are few tarmac roads and to reach extended delivery points or final delivery points trucks need to take roads which are in a very bad condition. This increases the transit time and the frequency of breakdowns of vehicles.

The rainy season, from June to October, also impacts the planning of food transportation. Heavy trucks (over 10 mt load) are officially banned on non-tarmac roads and most locations in the eastern regions are inaccessible due to the rise in the water level of temporary rivers (wadis). In 2018 built the capacity of porters so that trucks would not be overloaded. WFP Chad is forced to preposition commodities by the end of June before major roads are cut off, to be able to deliver food and nutritional assistance. The agency advocates for the timely confirmation of contributions, to be able to meet cut-off dates.

In recent years, due to the unrest in Libya and the complexity of using the Sudan corridor, Douala became the only entry port for international purchases including in-kind donations. This corridor reports long transport lead times, resulting from high congestion, seasonality and delays in custom clearance at the port, particularly because of the ongoing humanitarian crises in Nigeria and Central African Republic.

To meet prepositioning deadlines, food needs to be received in Douala by April at the latest. To avoid costly direct trucking and keep costs at a reasonable level, the rail / road option through Ngaoundere is privileged. In 2018, this city was used as the primary hub before dispatching to Chad from Douala. When international purchases planned for food prepositioning arrived late, the country office opted for direct trucking from the Douala port and the remaining was done using railways. In 2018, 40 percent of the total transport into Chad was carried out using direct trucking from Douala Port.

In Chad, the use of WFP's own off-road trucks is key to ensuring timely deliveries to remote areas which are not covered by private transporters.

In 2018, WFP locally purchased 9,336 mt of food, which accounts for 19 percent of the total tonnage handled. Among this, some 2,000 mts were bought directly from smallholder farmers. The level of losses amounted to 254 mt or 0.5 percent of the tonnage handled.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Iodised Salt	-	19	19
Micronutrient Powder	-	7	7

Commodity	Local	Regional/International	Total
Sorghum/Millet	68	-	68
<b>Total</b>	<b>68</b>	<b>26</b>	<b>94</b>
<b>Percentage</b>	<b>72.2%</b>	<b>27.8%</b>	

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

Commodity	Total
Beans	1,500
Corn Soya Blend	6,385
High Energy Biscuits	5
LNS	696
Ready To Use Supplementary Food	390
Rice	7,039
Sorghum/Millet	14,432
Split Peas	2,770
Vegetable Oil	1,841
<b>Total</b>	<b>35,058</b>

## Implementation of Evaluation Recommendations and Lessons Learned

In 2018, the country office focused on ensuring that recommendations from previous evaluations were properly reflected in the elaboration of the Country Strategic Plan 2019-2023.

In February 2018, WFP published an impact evaluation on targeting moderate acute malnutrition in humanitarian situations in Chad. This study focused on the interrelation between prevention and treatment of moderate acute malnutrition (MAM) on children aged 6-23 months in the province of Bahr el Ghazal. It concluded that the blanket supplementary feeding programme (BSFP) has a positive effect on MAM incidence in children aged 6-23 months during the lean season. There was strong evidence that the BSFP protects households whose main livelihood is agriculture. Households with more access to the Treatment Supplementary Feeding Programme (measured by proximity to health centres or mobile clinics) also have lower MAM incidence. However, the WFP seasonal interventions have some limitations mainly due to operational and financial issues, which mean the BSFP is not implemented fully as designed.

The 2018 evaluation of the impact of WFP programmes on nutrition in humanitarian contexts in the Sahel focused on the prevention of Moderate Acute Malnutrition (MAM) activities under the Protracted Relief and Recovery Operation 200713. Results show that prevention activities have a positive effect on MAM incidence during the lean season. When looking at the interaction between the prevention and treatment programmes, prevention had a larger positive impact on MAM incidence among households with poorer access to the targeted based treatment programme and households with seasonal livelihoods – agriculture and livestock.

A multi-country evaluation on WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts was released in May. Chad was included as part of the quantitative analysis. Results show that humanitarian principles and access are more relevant today than ever before and need increased institutional attention and support. It recommends a principled approach, as well as promoting principled access for needs assessment and monitoring.

During the year, several after-action reviews and lessons learned exercises were organized around the lean season response. These involved local authorities, community representatives, beneficiaries and cooperating partners. A

wide range of topics were identified as areas to strengthen in view of upcoming interventions, such as trainings of partners, malnutrition screening and targeting practices.

Good practices were identified, notably the involvement of and accountability to the community and the authorities, the establishment of complaint and feedback management committees and the strong involvement of women in all stages of implementation. For instance, WFP piloted the use of distribution sites as platforms to conduct catch-up vaccination with at-risk groups. Regional Health Delegations in Barh el Gazel, Guéra, Kanem and Wadi Fira used some WFP distribution sites to carry out vaccination activities against measles and tetanus for pregnant and lactating women and children. With regards to nutrition, large-scale awareness and behavioural change activities were carried out to promote adequate nutrition and health practices. Screening was done through the food and nutrition assistance platform to facilitate early detection and referral of moderate acute malnutrition cases to the nearest health facilities.

Areas for improvement were also identified including the separation of targeting and screening processes, to avoid conducting the targeting during the month of Ramadan and also to allocate more time to the targeting process to allow for proper application of methodologies and improve data quality.

In the future, WFP will continue to involve the local authorities in the implementation process; maintain monthly meetings with partners; increase the frequency of WFP staff field visits; increase the number of distribution agents per site; reduce delays in the payment of tranches of partners' budgets and submit a report of targeting and distribution activities to the local authorities at the end of the operation.

Around Lake Chad, humanitarian partners focused their efforts on improving the registration and tracking internally displaced persons. In this regard, WFP undertook a socio-economic profiling exercise among Nigerian refugees, an assessment of distribution sites - which showed that 10 percent of dwellings are abandoned - and established a process to manage absences from monthly distributions. WFP started using its digital beneficiary and transfer-management platform (SCOPE) in nine distribution sites for IDPs in the Lac region. Further efforts are underway to expand the use of SCOPE to more effectively manage IDP registrations, which will include the use of biometrics, whenever relevant and necessary from programmatic perspective.

Throughout the year, WFP made efforts to improve protection and accountability to affected populations. Ground Truth Solutions (GTS), an international NGO, carried out a study in Southern Chad about beneficiary perceptions on the humanitarian and development's community assistance. GTS recommended a gradual shift to self-reliance, participatory approaches to planning and management, direct communication with beneficiaries instead of through leaders, improved access to mobile technology (only one on three surveyed had access to mobile devices), among others. Another GTS study looked at how WFP cash-based transfer beneficiaries perceive this modality of assistance. The study showed that people receiving cash were more satisfied than those receiving value vouchers, as it provides more flexibility. The report recommends improved communications on eligibility, targeting, distribution calendars and complaint mechanisms. It endorses collaboration among partners with the aim of reducing the dependence of vulnerable communities from food and nutritional assistance.

WFP Chad became one of the first country offices to standardize beneficiary complaint and feedback mechanisms using information technology solutions. A toll-free hotline was established and made accessible to the beneficiaries, providing them with an additional means of transmitting feedback directly to WFP Chad. The toll-free hotline, which went live in the Lake and the southern regions of Chad, for their internally displaced, returnee and refugee populations, has attracted attention from the humanitarian and development community due to the extent of its coverage and its potential use as an inter-agency mechanism and centralized call center for multiple agencies and organizations.

# Project Results

## Activities and Operational Partnerships

Through Special Operation 201044, the United Nations Humanitarian Air Service (UNHAS) carried out four activities in Chad: it provided a safe, effective and efficient access to beneficiaries and project implementation sites for non-governmental organizations (NGOs), United Nations agencies, donor organizations and diplomatic missions in 19 destinations across the country; it transported life-saving cargo including medical supplies; it performed medical and security evacuations and relocation; and maintained airstrips to ensure safe landing.

UNHAS operated with a fleet of four aircraft of medium and small size (37 and 12 -seaters). Out of the 19 destinations served by UNHAS only three airports were controlled by local aviation authorities while the rest required regular maintenance by UNHAS. UNHAS ensured regular flight services in Chad with a regular weekly flight schedule and flexibility for ad hoc flights in order to respond to the evolving needs of the humanitarian community.

The areas served and the priorities for access were established by the Steering Committee and the User Group. The Steering Committee met every quarter of the year and was chaired by the Humanitarian Coordinator assisted by WFP's Country Director. The committee sought to provide administrative advice and guidance on funding modalities and funding mobilization; review of air transport resources versus their utilization; and host government policies on air transport in support of humanitarian activities. The User Group ensured that UNHAS functions were adequately executed, for instance, by establishing conditions for air transportation, defining the eligibility and prioritization of passengers and cargo on UNHAS flights, deciding on the destinations to be served and ensuring compliance with established procedures for the safe and efficient handling of passengers and cargo. User Group meetings were organized in N'Djamena, Abeche and Goz Beida, as they were the main aircraft hubs with a strong presence of humanitarian actors.

As part of broader efforts made by the aid sector to develop a better aviation architecture in Chad, strengthening the capacity of international and national aviation staff, NGOs and aviation authorities was a priority for UNHAS. In the upcoming period, UNHAS will continue to implement activities aimed at advancing knowledge transfers in aviation and strengthening national aviation capacity.

Airfield rehabilitation is an area that requires critical attention as regional and national aviation authorities (ASECNA and Chad's Civil Aviation Authority - ADAC) only control three airfields out of the 19 accessed by UNHAS. Serving these airfields thus entail high maintenance costs for UNHAS.

Distances between the capital and the areas where humanitarian activities are implemented can be as far as 950 km. Road travel in desert sand can be extremely long and affected by weather, hindering access during the rainy season lasting from June to October. Moreover, insecurity makes road travel hazardous especially in the east and southeast as well as the Lake Chad region. To respond to transportation needs, UNHAS positioned two aircraft in the east of the country, near the border with Sudan, in Abeche and Goz Beida. An aircraft provides connections between the west and the east, the southern region bordering Central African Republic (CAR) and the western region. The fourth aircraft are stationed in Yaoundé, Cameroon.

Online booking system and advance payment are carried out by using the Electronic Flight Management Application. This aims to improve customer service to user organizations, 91 in total, while ensuring available financial resources for the contracted aircraft. In 2018, the users serviced by UNHAS included non-governmental organizations (45 percent), UN agencies (53 percent) and government bodies, diplomatic corps and donors (2 percent).

UNHAS is in strong partnership with Chad's Civil Aviation Authority (ADAC). This facilitates clearances and permits for the operation of aircraft in the country and in the region including Niger, Cameroon and CAR. UNHAS Aviation Security Officer, in partnership with ADAC, conducts trainings for all UNHAS staff and crew members as a condition for acquiring badges to access the airport area.

To support UNHAS operations, 37 personnel including six international staff were hired and strategically based in seven 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 2018, UNHAS Chad recorded a 15-percent decrease in the number of passengers and the tonnage of cargo transported compared to the previous year. This was largely due to the fact that some non-governmental organizations suspended activities in the country as a result of funding challenges. Another reason was the strict eligibility criteria to access UNHAS flights including the use of mission orders for personnel not registered in the UNHAS database. Several user organizations reduced their travel and mission budgets or opted for road travel despite longer time travel and higher security risks. 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 97 medical evacuations.

Throughout the year, 16,040 passengers travelled with UNHAS flights, of whom 53 percent were UN staff, 45 percent NGO staff and 2 percent were donors, diplomats or other. The total cargo transported was 104.5 mt.

In August, UNHAS started flying to Moissala in the south of Chad. This enabled the humanitarian community to respond to the needs of 30,000 refugees from CAR who had arrived during the first quarter of the year and settled in the area.

Following requests by the humanitarian community, UNHAS sought to establish flights from N'Djamena to Baga Sola. Negotiations are still ongoing with relevant authorities. If the security situation allows and funding is available, UNHAS will repair the runway and establish a direct connection in 2019.

With regards to maintenance works, the airstrip in Farchana was rehabilitated to allow safe operation by a Caravan aircraft. A parking space was rehabilitated at Bol airstrip to allow the parking of two aircraft and to respond to the high frequency of flights. This town, in the province of Lac, regularly hosts high level missions. In 2018, UNHAS transported donor missions in Bol, as well as the Deputy Secretary General of the UN and Executive Directors from UN agencies and international NGOs.

As part of risk mitigation measures, UNHAS organized trainings on aviation security for 44 UNHAS staff members, UNHAS focal points in the field, air operators, civil aviation personnel and security officers of airport authorities. UNHAS also trained 23 staff and UNHAS focal points from Goz Beida, Moundou, Moussoro and Sarh on aircraft dispatch, check-in procedures, runway surveillance, security awareness, introduction to dangerous goods, emergency response plan and basic radio communication.

In September, an Aviation Emergency Response drill took place in N'Djamena for the first time in Chad's history. A total of 26 participants joined the exercise, from the Chadian Search and Rescue Coordination Centre, ADAC, aviation partners based in N'Djamena, two Air Operators from UNHAS, the General Brigade for Air Transport and UNHAS staff.

## Performance Monitoring

UNHAS 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 systems 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 that require recovery flight and monitoring of contracted hours against hours flown.

Donors supporting UNHAS are part of the Steering Committee and actively participate in terms of decision-making and the way UNHAS conducts its current operations. In 2018, UNHAS donors actively advocated for funds to the project which highlights the importance of this service to the humanitarian community in Chad. Consequently, the project was well funded throughout the year and prospects are positive for 2019.

Interim reports were shared regularly and separate donor meetings were organized by WFP. Operational hazard identification and aviation risk management were 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.

Throughout the year, 28 flights were conducted on full cost recovery on request by user organizations, facilitating important humanitarian missions in the country. In April and December, two needs assessment surveys were carried out to tailor UNHAS operations to the actual requirements of user organizations. Altogether, 146 people participated in the survey representing a three-fold increase compared to 2017. Survey results indicated a continued need for access to the 19 destinations currently served. 94 percent of users were satisfied with the locations accessed by the service. In addition, two passenger satisfaction surveys were conducted to assess satisfaction with the service. 90 percent of service users confirmed their satisfaction with the common air transport service.

## Protection and Accountability to Affected Populations

As part of the global commitment towards accountability to UNHAS users, a complaint and feedback mechanism was established in 2018 with a dedicated email address. The complaint and feedback mechanism were adapted to ensure greater efficiency in the problem solving process. Passengers were able to send emails of confidential nature to a restricted number of UNHAS officers, namely the Chief Air Transport Officer, the Deputy Chief Air Transport Officer, the Customer Service Officer and the Air Transport Officer responsible for the eastern region.

Specific procedures were established for referrals and action was taken to respond to complaints. After verifying information and treating the complaint, the customer received detailed feedback to inform him/her on the action taken.

## Wings for medical evacuations in Chad

Chad is a vast country, with very limited coverage of health facilities and services. Distances are considerable, road infrastructure is scarce and deficient and many regions are completely inaccessible during the rainy season (from June to September).

In the absence of local commercial airlines approved for United Nations staff travel, the United Nations Humanitarian Aviation Service (UNHAS), constitutes an essential part of humanitarian operations, providing access to vulnerable populations in the remotest parts of the country. Beneficiary sites are often located far away from cities and medical facilities.

In this context, only UNHAS can transport people in urgent need of medical treatment or medication from these isolated areas to clinics in N'Djamena or elsewhere. In 2018, UNHAS performed some 94 life-saving medical evacuations of humanitarian workers and beneficiaries in critical health condition.

In September, the High Commissioner for Refugees (UNHCR) requested the evacuation of a 2-year-old child from Goz Beida to Ndjamen, at around 900 kilometres' distance. The child was extremely weak and required the company of a doctor throughout the journey. UNHAS used two different aircrafts to fly to N'Djamena, with a stop-over in Abeche, and the child was accompanied by a doctor who also advised pilots on safety measures during the flights. Thanks to this coordinated action between agencies, this child recovered and was able to return to Goz Beida in good health.

Only one month later, in October, UNHAS performed another life-saving flight for a mother and her newborn babies (twins), from Am Djarass to N'Djamena. The city of Am Djarass is some 1,200km East of Ndjamen in the border with Sudan. The patient - a 25-year old refugee woman - was in a very critical condition of pre-eclampsia during birth, which also affected the newborns. This disorder manifests with high blood pressure and either large amounts of protein in the urine or other organ dysfunction.

The request for a medical evacuation came from UNHCR and International Rescue Committee (IRC) and UNHAS response time was of only 12 hours. To accommodate this emergency evacuation, UNHAS revised its weekly flying schedule and cancelled the regular connection to Haraze, affecting eight passengers. However, passengers were able to fly the next day.

UNHAS enables the humanitarian community in Chad to reach the furthest behind first, whether it is for medical evacuation of humanitarian aid workers or beneficiaries, or to provide life-saving assistance to vulnerable populations throughout the country. In 2018, UNHAS also performed two security evacuations and two body evacuations.

# Figures and Indicators

## Data Notes

Cover page photo © WFP/Nathalie Magnien  
 A UNHAS aircraft takes off in Bol, Lake Chad.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>CRF SO4-SR5: Service Delivery General</b>				
Average no. of passengers transported monthly by air	individual	1,700	1,859	109.4%
Average weight of light cargo transported monthly	Mt	8	52	650.0%
Number of agencies and organizations using humanitarian air services	agency/organization	106	92	86.8%
Number of assessments/surveys conducted	assessment	3	5	166.7%
Number of destinations served	unit	19	22	115.8%
Percentage of passenger bookings served	%	95	92	96.8%
Percentage response to medical and security evacuation	%	100	100	100.0%