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Final Report: EPoA

Chad: Population Movement from Sudan

 International Federation
of Red Cross and Red Crescent Societies

DREF operation	Operation n° MDRTD019
Date of Issue: 18 November 2021	Glide number: CE-2021-000013-TC
Operation start date: 09 February 2021	Operation end date: 30 June 2021
Host National Society: Red Cross of Chad (RCC)	Operation budget: CHF 246,675
Number of people affected: 4,029 people	Number of people assisted: 10,938 people (2,660 HH) <ul style="list-style-type: none"> • 2,490 new refugees (approx. 648 HH) • 8,448 former refugees (approx. 2,012 HH)
Red Cross Red Crescent Movement partners currently actively involved in the operation: The International Federation of Red Cross and Red Crescent Societies (IFRC), The International Committee of the Red Cross (ICRC), the Luxembourg Red Cross (CRL) and the French Red Cross (CRF).	
Other partner organizations actively involved in the operation: Ministry of Public Health and National Solidarity, Ministry of Economy and Development Planning, Ministry of Women and Child Protection, United Nations Agencies (OCHA, FAO, WFP, UNDP, UNHCR, UNICEF, and IOM) and Non-Governmental Organizations (MSF Holland, Oxfam, ACF)	

The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, Germany, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, Fortive Corporation and other corporate and private donors. DG ECHO contributed to replenishing the DREF for this operation. On behalf of the Red Cross of Chad Society (RCC), the IFRC would like to extend gratitude to all for their generous contributions.

A. SITUATION ANALYSIS

Description of the disaster

From 15 January 2021, massive Sudanese population influx into Eastern Chad were increasingly reported. This was due to intercommunal violence which broke out, leading to the displacement of approximately 4,029 Sudanese fleeing into Eastern Chad to seek refuge.

The displaced persons crossed the border between the two countries in small groups, settling in the cross-border villages of Tougoul-Tougli, Ferrik Tchoyo, Ardebe, Tarchana, Adre, Hile Moursal, Agang, Hileta, Bahou, Yakata and Goungour. The larger part (about half) requested asylum and humanitarian assistance from the Chadian authorities and aid-workers (including UNHCR, WFP, Red Cross of Chad, etc.).



RCC volunteers preparing distribution of Essential Household Kits to 85 families in Kouchaguine -Moura Camp ©RCC

Given the COVID-19 epidemic and the increasingly difficult conditions in the host regions, the Chadian Government authorities decided to regroup the new arrivals in Adré, located 50 km from the border with Sudan, in a transit camp to respect a 7-day quarantine period before being transferred to Kouchaguine-Moura camp (in the department of Wara), 102 km from Adré. Before then, Kouchaguine camp was already hosting 8,484 Sudanese refugees, representing 1,987

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families who arrived earlier in 2020. Most of the new caseloads (women and children) arrived in the neighbouring Eastern Chad villages in very bad conditions: completely exhausted, traumatized, with significant signs of malnutrition.

Summary of response

Overview of Operating National Society actions

In response to this situation, Chadian Red Cross (RCC) requested support from IFRC which was granted through this DREF operation. Indeed, thanks to its previous experience in the Central African's Sahel region and on migration issues, the NS was successful in implementing and monitoring of actions in the field. From the operation launching on 9 February to 30 June 2021, the RCC implemented the following actions:

At Adré transit camp:

- Mobilized 40 volunteers to carry out first-aid activities;
- Mobilized 40 volunteers for support to WFP and HIAS in the preparation and distribution of hot meals;
- Mobilized 25 volunteers to support the most vulnerable people in the transfer from Adré transit camp to Kouchaguine-Moura camp.

At Kouchaguine-Moura refugee camp:

- A rapid assessment mission was carried out from 27 to 29 January 2021 at the beginning of the crisis.
- A detailed assessment followed the initial assessment and was conducted by IFRC, RCC, ICRC and Luxemburg Red Cross (from 1 to 12 February 2021). The results of this assessment recommended urgent actions for better management of assistance in each operational sector, based on the influx of new Sudanese refugees
- Mobilized 30 volunteers for the reception and settlement of refugees in the Kouchaguine Camp.
- Several training sessions for RCC volunteers and supervisors were held. The most important ones are the following :
 - Training on latrine construction techniques with 30 beneficiaries (25 volunteers and supervisors)
 - Training on shelter construction techniques with 30 beneficiaries (25 volunteers and supervisors)
 - Training on Community Engagement and Accountability (CEA) with 30 beneficiaries (25 volunteers and supervisors);
 - Training on referral, psychosocial support and Community Based Surveillance (CBS) with 73 volunteers selected in Abéché, Adré and Kouchaguine Moura.
 - Training on awareness raising techniques for refugee and indigenous communities on water collection, transport and conservation;
- An awareness-raising campaign was carried out on several themes related to health (prevention of epidemics and the COVID'19 pandemic), nutrition, water, hygiene and sanitation; spread over 12 weeks and reaching 2,232 beneficiaries (refugees and indigenous people).
- Several coordination meetings were held with UNHCR and other partner agencies, including Government authorities and the Government Refugee Agency (CNARR) at Kouchaguine-Moura, Farchana and Abéché.

Internal administrative and logistic challenges within the National Society, added to the security and pandemic heightened context, did not allow the identification of a financial service provider for cash transfer distribution. Nevertheless, several essential items kits were purchased and distributed to the targeted beneficiaries including:

- Dignity kits to 420 women,
- 20 hygiene and sanitation kits, 1 kit per block, given to each of the 20 hygiene committees created in the 20 blocks of the Kouchaguine Moura camp. Each kit is composed as follows: wheelbarrows, shovels, brooms, boots, rakes, gloves, etc,
- Trash cans for the 20 blocks of the camp
- Hand washing kits with soap for the 20 blocks
- 25 cartons of soap in the women's dignity kits and for the hand washing devices;
- 85 essential household items (EHI) kits to the 85 households in the 85 constructed shelters and to 15 other indigenous households selected in collaboration with the local authorities, CNARR and UNHCR. The shelter kits consisted of kitchen utensils, 2 mosquito nets, 2 blankets, 2 mats, 2 jerry cans, 1 20l bucket with cover, 1 plastic bowl with sarkane for individual use for hand washing in households.



IFRC/RCC Emergency Shelters housing 85 Sudanese refugees in Kouchaguine Moura Camp ©RCC/IFRC

Overview of Red Cross Red Crescent Movement in country

Throughout the operation, Movement partners continued to support the National Society as detailed in the [EPoA](#). This was based on findings of the mission conducted in the affected areas from 1st to 12th February to assess the immediate needs of the Sudanese refugees. The multi-sectoral team led by the IFRC Sahel Cluster Delegation was composed of Red Cross / Red Crescent Movement partners selected on the basis of their expertise and knowledge of context. This included one delegate for the Food Security and Livelihood analysis from the Livelihood Centre / Spanish Red Cross, one delegate for the Shelter analysis from the Luxembourg Red Cross/ Chad delegation, one delegate for the Water and Sanitation analysis from the ICRC Chad delegation and one Security delegate from IFRC Africa Regional Office. Counterparts from the National Society took part in the mission, supporting in conducting assessments, focus group discussions and meetings with stakeholders and authorities. The mission confirmed rapid assessment findings, and actions identified by the National Society to respond to the disaster and defined in the EPoA. The mission allowed as well to conduct an analysis of operational strengths and weaknesses of the National Society and to consequently deploy a Rapid Response expert on WASH and Shelter for a period of 3 months to support in the implementation of the operation in the field while transferring competences to peers.

Overview of other actors actions in country

According to UNHCR's Chad Emergency Updates, published on 26 January and 14 April 2021; adding to the report from the rapid assessment conducted by IFRC, Red Cross of Chad and other Movement Partners, in the Kouchaguine-Moura camp, the following actors were engaged in the response to the Sudanese refugees:

Actor	Governmental and humanitarian actors	Activities undertaken as part of the disaster response/response sector
CNARR	National Commission for the Reception and Reintegration of Refugees and Returnees	Represent the government; Responsible for the management of refugee camps nationwide.
UNHCR	United Nations High Commissioner for Refugees	<ul style="list-style-type: none"> • Operation to bring refugees to the camp in Adré from the villages around the border area; • Registration of refugees in Adré; • Protection services for new arrivals; • Protection monitoring; • Border monitoring; • Rehabilitation of 6 emergency transit shelters, with a capacity of 40 families / shelters at Kouchaguine-Moura camp to accommodate the new arrivals; • Distribution of soap and plastic kettles to 50 households made up of 204 people in Adré; • Fuel forecast for pumping water from two wells of 3,000 litres each at the Adré transit camp.
WFP	World Food Programme	Provision of food for 15 days for 50 households composed of 204 people in Adré

Actor	Governmental and humanitarian actors	Activities undertaken as part of the disaster response/response sector
IRC	International Rescue Committee	Deployment of mobile clinics under UNHCR funds for medical screening in reception sites
HIAS	Hebrew Immigrant Aid Society	Food distribution on behalf of WFP for 15 days for 50 households made up of 204 people in Adré
AIRD	African Initiatives for Relief and Development	Construction (in progress) of 500 emergency shelters of 17.5 m ² / in the Kouchaguine-Moura camp.
ADES	Economic and Social Development Agency	Construction of 500 emergency shelters (17.5m ²) in Kouchaguine-Moura camp

Situation monitoring and coordination

In terms of coordination, UNHCR developed and presented a Consolidated Response Strategy on 26 January at the Inter-Agency Coordination Meeting with all its partners involved in the operation. The strategy was aimed at planning a contingency to host up to 30,000 new Sudanese refugees. In addition, a multidisciplinary team made up of UNHCR, CNARR, HIAS, AIRD and DPHR led several missions throughout the operation to Adré and along the border with Sudan to ensure respect of Humanitarian Principles, protection, as well as to meet the most urgent needs of the refugees in terms of protection and access to basic vital humanitarian services.

The coordination mechanisms implemented for the management of the response were supposed to focus on three levels:

- **Cross-border coordination:** communication mechanism between the Chadian RC and the Sudanese RC which already existed informally, but needed to be formalized for improved information sharing;
- **At field level:** Organization of weekly meetings by UNHCR at which the RCC was represented by the Abéché and the Farchana committees.
- **At central level:** Organization of monthly coordination meetings by OCHA.

Finally, only the last two mechanisms were effectively made operational. The first one concerning cross-border communication between the Chadian RC and the Sudanese RC was not implemented for security reasons, after the death of former President of Chad on 19 April 2021, leading to limited humanitarian access in many areas of the country.

Needs analysis and scenario planning

Needs analysis

Following an alert of the authorities in eastern Chad, a joint mission comprising of UNHCR and CNARR (*Commission Nationale pour l'Accueil et la Réinsertion des Réfugiés et des Rapatriés*) was conducted on 18 January 2021. A rapid assessment followed immediately and was jointly conducted by UNHCR and CNARR. On 26 January 2021, UNHCR Chad published an Emergency Update confirming the needs of the people concerned.

Similar findings were later on confirmed by the detailed assessment conducted by IFRC and Red Cross of Chad between 1 and 12 February 2021 in the affected area. All these assessment missions converged to the same conclusion, that the new refugees were in dire need of aid, including food, health services, water and sanitation, shelter, and core relief items.

- **Shelter:** Prior to the influx of the new Sudanese refugees, the Kouchaguine-Moura camp was hosted 1,987 shelters, spread over 18 blocks, in turn divided into 4 zones, 4 of which serve as health infrastructure. With the arrival of an additional 4,029 people in January and February 2021, it became urgent to build new additional shelters and latrines to increase the capacity of the camp, as well as to plan for the distribution of essential household items.
- **Livelihoods and Basic Needs:** As a result of the fires used as a method of combat in Sudan and the fleeing of populations that followed, refugees lost most of their food reserves (between 7 and 10 bags of cereals, depending on household capacity) and many of them did not have food stocks when they arrived in Chad. According to information obtained by the different assessment teams, food needs at the time were covered by other humanitarian actors, including WFP. This information was ascertained during the joint CRC / IFRC detailed assessment mission.
- **Health:** Health needs were present both in the transit centre in Adré and in Kouchaguine-Moura camp, especially in terms of first aid and psychosocial support. First aid support was provided by 40 CRC volunteers who worked on transfer activities, under the coordination and support of UNHCR. In Kouchaguine-Moura camp, there is a health centre, which assists around 12,865 people (8,431 refugees who already live in the camp and the populations of the surrounding villages). This centre, which is under the responsibility of the Abéché health district, is supported by the IRC, but lacked health workers at the beginning of the new refugee crisis. Before

the DREF Operation, the Kouchaguine health centre only had three professionals (an IDE, a midwife and a technical health worker). In addition, the COVID19 context required awareness and appropriate prevention measures to prevent the spread of the disease. The Chadian government authorities identified a site in Adre, which was used as a transit centre; mainly for the quarantine period for refugees before being transported to Kouchaguine-Moura camp.

- **Water, hygiene, and sanitation:** In the Kouchaguine-Moura refugee camp, the needs identified were mainly linked with insufficient latrines and showers for the 4,029 new people, in addition to need for hygiene kits. At the onset of the crisis, the camp had only 406 latrines (76 communal and 330 family) and 227 showers, spread over 14 blocks. With the arrival of 4,029 additional people, it became urgently compulsory to build new health infrastructures (to meet the standard of 1 latrine for every 20 people according to the guidelines shared by the UNHCR). The needs was estimated at 200 latrines, to prevent the spread of any water-borne disease. Beyond the needs of the new refugees, the rapid assessment mission of the RCC revealed the need to rehabilitate and strengthen hygiene and sanitation actions throughout the camp. At that time, some latrines were completely full and need desludging; the complete lack of latrines in 4 health infrastructure blocks and a widespread tendency to open defecation in addition to a general state of unsanitary conditions which could have been a great risk of diarrheal disease.
- **Protection:** In the beginning of the new Sudanese refugee crisis, there were real risks in terms of protection due to overcrowding in the Adré transit site and lack of gender-separated sanitary facilities both at the transit site and at Kouchaguine-Moura camp. In addition, according to information shared by UNHCR, the unstable security situation in Darfur meant that refugees did not consider returning to their country in the short and medium term. According to information shared by the ICRC, in the past, cases requiring RFL services were not numerous due to the proximity between the point of departure and the point of arrival of Sudanese refugees.

Targeting

This DREF operation targeted 4,029 Sudanese refugees (approx. 806 households) registered as of 26 January as newly arrived in Chad and accommodated in the Adré transit camp and gradually relocated into the Kouchaguine-Moura camp. Targeting was made more specific for each sector as detailed in the operational strategy.

Risk analysis

No major threat was reported during the implementation of the operation and none of the risks initially identified occurred. In the intervention areas, volunteers were available and quickly mobilised, the intervention area remained accessible throughout the operation, markets remained functional, prices did not increase or vary, and risks related to waterborne diseases did not occur.

At the onset of this population movement, RCC quickly mobilized its volunteers to organise the reception, first aid and psychosocial support activities for the refugees in the Adré border area. RCC volunteers also supported the transport and relocation of refugees from the border area to the Kouchaguine Moura camp.

In addition to the measures to mitigate the risks initially identified, the DREF operation considered the risks associated with the COVID-19 pandemic and supported Red Cross of Chad with protective equipment for the volunteers as well as sensitisation of the refugee communities on the respect of control measures.

Occurrence of the operational risks assessed at the beginning of the operation

Risks	Mitigation actions	Level of implementation
Increase in the number of refugees	Establishment of a communication and information sharing mechanism between the Red Cross of Chad and the Sudanese Red Crescent.	Not implemented, due to heightened security following the death of the former President in April 2021.
	Conduct a multisector detailed needs assessment, the results of which could be used in scenarios 2 and 3.	Implemented from 1 to 12 February 2021, by a joint team led by IFRC, comprising of Red Cross of Chad, ICRC and Luxemburg RC
Increased security risks	Carrying out a security assessment as part of the multisector assessment for the review of IFRC rules and procedures in the country, including in the event of a deterioration of the security context.	Implemented, but all security documents were not fully updated.

Risks	Mitigation actions	Level of implementation
Conflict between new arrivals and refugees that are already in Kouchaguine-Moura camp and / or the host population over the resources and services available	Establishment of a Community Engagement and Accountability mechanism to guarantee transparency during implementation and continuous communication with the communities	Implemented, but relevant files and statistics were not provided by the IFRC' Surge and no specific complaint was reported as evidence of the mechanism operation.
Delay in the provision of emergency services by the NS	Deployment of: <ul style="list-style-type: none"> - 1 rapid response from the NS for 3 months - 1 rapid response WASH from IFRC for 3 months 	The WaSH Surge was deployed with 2 weeks delay. Also, low administrative and logistics documentation processing delayed the procurement of the project materials and beneficiaries' items.
Delay in submitting financial supporting documents	Deployment of: <ul style="list-style-type: none"> - 1 rapid response Finance from the IFRC for 6 weeks - Organization of field missions for the NS finance team 	Low internal admin and logistics processes were further constrained by the national security challenges during the project implementation.
Instability of the telephone network linked to the electoral campaign for the presidential elections of April 2021.	Provision of adequate equipment to field teams such as satellite phones	Satellite phones were not provided, and communication challenges were constantly reported throughout the project implementation.
Case of declaration of a health epidemic (COVID-19 and water-borne diseases)	Carry out: <ul style="list-style-type: none"> - Sensitization activities on hygiene and health practices - Sensitization activities on COVID-19 prevention practices - Distribution of protective equipment for volunteers and refugees. 	Implemented with delay, because of the internal admin and logistics constraints at Chad RC headquarters.

B. OPERATIONAL STRATEGY

Overall operational objective

The overall objective of this DREF operation was to meet the most urgent needs of 4,029 Sudanese refugees (806 households) who arrived in Chad following the resumption of violence in Darfur, through the provision of Shelter, Health and WASH services for 4 months.

Although the overall objective of the operation did not change throughout the implementation phase, the number of beneficiaries decreased from the initial 4,029 refugees planned to align with official UNHCR disclosed figures of 2,490 people, representing 648 households.

Strategy

Based on the results of the detailed field assessment conducted jointly by the RCC/IFRC in collaboration with other Movement partners from 9 to 12 February 2021 in the intervention zone, taking into account the level of influx of Sudanese refugees, particularly in the Adré area, few changes were introduced in the operational strategy to enable a better focus on the refugees' needs in Kouchaguine Moura camp. More emphasis was put on capacity-building for the Red Cross Branch volunteers mobilized from Adre, Abéché and Kouchaguine, who worked in partnership with UNHCR, and provided first aid for the new refugees, and community-based border surveillance for early warning.

1. Shelter: (Initial target: 500 people or 100 households; effectively covered: 425 people or 85 households)

Of the 1,000 shelters needed to accommodate all the new refugees in the Kouchaguine camp, IFRC and Red Cross of Chad initially planned under this DREF, 100 shelters for 500 people (representing 10% of the total needs). However, IFRC/RCC held several consultations, including with UNHCR in Farchana on 20 March 2021, with other humanitarian partners on 22 March, and with the Chadian local authorities (CNARR) on 23 March. Following these consultations, it was jointly decided to reduce the number of shelters planned by IFRC & RCC from 100 to 85 to reallocate part of the shelter construction funds to meet the growing need in latrines construction. In addition to the construction of these 85

shelters, essential household items (EHIs), including mats, cooking kits, jerry cans, improved stoves, WaSH items were procured and distributed to the 85 families, who benefitted from IFRC/RCC shelters. In the design of the shelters, as well as in the selection of household items, RCC followed UNHCR guidelines.

2. Health (Initial target: 4,029 people or 806 households; effectively covered: 2,490 new refugees (648 households) and other 8,448 people (representing 2,012 HH of former refugees). Total people reached: 10,938 (2,660 HH)

- For the Adré transit centre, RCC trained 43 volunteers in first aid and psychosocial support and provided them with first aid equipment (4 kits).
- For Kouchaguine-Moura camp, RCC trained 30 volunteers, hired two nurses, raised awareness on water-borne diseases, epidemic and pandemic risks, supplied household and wash kits, etc.). Based on findings from the in-depth needs assessment, RCC strengthened its response in the health sector with the following activities:
 - organized training of 30 community health workers (RECO): 1 training session on monitoring-evaluation covering 3 days, 1 full day session on referral, 3 days session on Wash and 3 days session on health awareness;
 - Provided support for community health workers (15 CHWs) for a period of 3 months
 - Provided support for the provision of 5 volunteer-matrons for 3 months service in the Kouchaguine health centre. After consultation with UNHCR, humanitarian partners, CNARR and the Health District, it was agreed to recruit 3 volunteer-midwives instead of 5 and to reallocate the rest of the funds for the recruitment of 2 volunteer-health assistants, to better cover the needs of the Health Centre in terms of qualified staff.
 - RCC also provided 100 delivery kits, for the needs of the Kouchaguine Moura Health Centre.

To contribute to the harmonisation of the health system in the camp, a joint training course was organized in Water, Hygiene, Sanitation, Health, Psychosocial Support and Referral for the health care staff, health auxiliaries, RCC volunteers and other categories of agents supporting them.

3. Water, Sanitation and Hygiene: (Initial target: 4,029 people or 806 households; effectively covered: 2,490 new refugees (648 households) and other 8,448 people (representing 2,012 HH of former refugees). Total people reached: 10,938 (2,660 HH)

To increase the quantity of water available to the refugees (both old and new) in Kouchaguine camp, the operation planned to rehabilitate 20 water points and provide 200 jerry cans and 100 buckets to targeted beneficiaries. However, during the implementation of the operation, the plan was amended to avoid duplication with other partners. IFRC/RCC finally readjusted its assistance at this level by concentrating only on the distribution of 170 jerrycans and 85 buckets to the selected 85 families who benefitted the 85 new shelters built by IFRC/RCC. In addition, IFRC/RCC trained the refugees, and raised awareness on water collection, water transportation and storage at refugees' households.

In the area of hygiene promotion, activities were carried out as planned. This included the below:

- Thirty (30) Chad RC volunteers (25 volunteers and 5 volunteer supervisors) trained in the construction of community and family latrines and bathrooms at the Kouchaguine-Moura camp;
- Thirty (30) Chad RC were mobilized for 20 days, to support the construction of sanitation facilities;
- Hundred (100) community latrines and showers and 20 family toilets were built / rehabilitated for households with people with reduced mobility in the Kouchaguine-Moura camp;
- 120 households (600 people) received family hygiene kits;
- 420 women and girls of childbearing age received dignity kits for 3 months
- 25 handwashing kits were distributed in the Kouchaguine camps;
- 25 cartons of soap (representing 2,000 pieces) were distributed at refugee households and also in front of the handwashing kits and latrines.

With regards to sanitation, below activities were implemented:

- Weekly community sensitization and sanitation campaigns were organised by IFRC/RCC to raise awareness of the refugees (both old and new arrival) on hygiene and sanitation, coupled with epidemic/pandemic prevention in the Kouchaguine camp.
- Forty-five (45) garbage bins were made available (with priority at latrines entries), alongside the provision of sanitation kits during the sensitization sessions held at households in the Kouchaguine camp;
- Five (5) packages of sanitation kits were provided to refugee household-blocks in Kouchaguine camp.

Community Engagement and Accountability (CEA): The operation was supported by IFRC' principles of community engagement and accountability. Through this, 30 RCC volunteers were trained on CEA, deployed into Kouchaguine Moura camp and supported the refugees on conflict resolution and peacebuilding. Committees with mixed membership from beneficiary refugees' community leaders and host communities were set up and appropriately used to raise-awareness, monitor rumours and share information relating to the operation. The CEA mechanism also provided timely

feedbacks to IFRC/Chad RC, which ensured transparency in the implementation of activities and guaranteed the participation of communities in decision-making.

Protection, Gender and Inclusion (PGI): The principles of protection, gender and inclusion were taken into account throughout the implementation. Particular attention was given to the choice of the composition of the field teams, with a proportion between men and women. In addition, specific activities for the most vulnerable groups, identified by women and children were carried out, respecting the targeting criteria established with other humanitarian actors and the principles of protection and Do No Harm.

Operational support services:

Human resources

The success of this operation was ensured by Red Cross of Chad's extensive and long-standing experience in disaster and complex crisis management. The operation also benefited from the lessons learned and good practices recorded during the 2020 disaster assistance operation in N'djamena.

It was supported by a 3-months deployment of 73 trained RCC volunteers under appropriate insurance coverage; alongside a WaSH Surge, selected from IFRC's Rapid Response roster. The Surge personnel was complemented by an NDRT counterpart from RCC, with joint responsibility for operational supervision and technical support, for compliance with programmes, logistics and finance procedures. The operation also received support from IFRC's PMER Officer in Ndjamen, and RCC's National Finance and Logistics Officers who were occasionally deployed on technical missions in the field to collect information, statistics, accounting documents and supervise the field staff.

IFRC Dakar Country Cluster Delegation supported the NS in the implementation of the action. These included:

- A detailed assessment mission from 9 to 12 February 2021- led by a multidisciplinary team to Kouchaguine camp and in the Adré transit site - which provided clear recommendations on the immediate and the long-term needs of the refugees and host communities;
- A security mission carried out alongside the detailed assessment with a focus on the Eastern region;
- Two (2) joint technical support missions by the disaster management department of RCC, the Training Department of RCC, the Finance Officer of RCC, the Logistic Officer of RCC and IFRC's PMER Officer in Ndjamen.

C. DETAILED OPERATIONAL PLAN

	Shelter People reached: 425 Men: 145 Women: 280	
Shelter Outcome 1: Affected communities and crisis-affected areas are restoring and strengthening their security, well-being, and long-term recovery by solving shelter and housing problems.		
Indicators:	Target	Actual
Percentage of affected households receiving shelter support	12% or 100 HH	10.5 % or 85HH
Shelter Output 1.1: Affected households receive short, medium, and long-term shelter and housing assistance		
Indicators:	Target	Actual
# of shelters built by RCC volunteers	100	85
# of PDM undertaken at the end of shelter distributions	1	1
Shelter Output 1.2: Affected households benefit from technical support, guidance and awareness for safe shelter design and facility planning, and improved construction techniques		
Indicators:	Target	Actual
# of volunteers trained in emergency shelter construction techniques	25	25
# of supervisors trained in emergency shelter construction techniques	5	5
Narrative description of achievements		

The following activities were carried out throughout the 3-month operation timeframe:

- Detailed assessment of all needs in terms of shelter construction,
- Identification of the area (Blocks in Kouchaguine-Moura camp) where to build the new shelters
- Deployment of 25 volunteers and 5 supervisors into Kouchaguine camp with base in Moura village. Identification of the RCC base in Moura
- Identification of the storage warehouse for construction materials and NFI in Moura village
- Preparation of tenders and initiation of procurement for the construction materials.

Given the number of tenders foreseen in the operation as well as the limited timeframe for the implementation of the activities, a grouped procurement procedure was launched, including 4 lots:

- Lot 1: Tender for the purchase of materials/hardware supplies,
- Lot 2: Tender for the purchase of essential household items (EHI),
- Lot 3: Tender for the purchase of hygiene materials,
- Lot 4: Tender for the purchase of sanitation materials

The procurement and delivery of the afore-mentioned materials enabled Red Cross of Chad to successfully implement the following activities:

- Construction of 85 shelters, starting from 22 April 2021 until completion of all shelters by ending June 2021
- Distribution of Emergency Household Kits achieved by ending June 2021, after completion of the shelters
- Implementation of the PDM in ending June 2021, immediately after distribution of the 85 kits of households' items.

On request by UNHCR and the Chadian authorities, the cost of 15 shelters was reallocated to build more latrines (90 instead of 45 as initially planned).

Challenges

Delays in the supply of construction materials and the heightened security context during the implementation of this operation were main challenges faced by IFRC & Red Cross of Chad construction teams. Moreover, they were limited qualified construction staff, which required a training in shelter construction techniques before the beginning of the works.

Lessons learned

This operation offered an opportunity to increase the capacity of Red Cross of Chad volunteers in the Eastern region, mainly on a comprehensive approach where volunteers are trained to work on multi-task emergency operations. In addition to the traditional Red Cross fields of competence in Community-based Health and First Aid (CBHFA), Psychosocial support (PSS), capacity has been increased in the fields of shelter and latrine constructions.



Health

People reached: 10,938 people

Men: 4,375

Women: 6,563

Health Outcome 1: Transmission of diseases of potential epidemic is reduced

Indicators:	Target	Actual
% of refugees who experienced a reduction in immediate health risks (Target: at least 70% of 4,029; or 2,820 individuals or 564 households)	At least 70% or 2,820 new refugees	70% (including 2,490 new refugees and 330 old refugees)

Health Output 1.1: The target population receives prompt medical attention for injuries and illnesses

Indicators:	Target	Actual
# of RCC volunteers trained/retrained in first aid	43	43

# of volunteer nurses deployed in the Kouchaguine-Moura health centre for 3 months	2	2
# Community Health Workers (CHWs) hired and trained for monitoring and awareness raising	15	15
# of people reached with health messages	4,029	10,938
Health Output 1.2: The target population benefits from community-based disease prevention and health promotion		
Indicators:	Target	Actual
% of the targeted population sensitized on health promotion	80% or 3,223 people	271% or 10,938 people
Health Output 1.3: Psychosocial support provided to target populations		
Indicators:	Target	Actual
# of volunteers retrained in psychosocial support	73	73
# of PDM undertaken at the end of the Health distribution	1	1
Narrative description of achievements		
<p>In line with the recommendations of the detailed assessment team, the project team proceeded to:</p> <ul style="list-style-type: none"> Recruitment of 3 matrons, 2 health assistants and 15 community relays (RECOs), all with RCC volunteer status, who worked during the 3 months of active project implementation to support primary health care monitoring and awareness raising activities in the areas of health and Wash. Various trainings on PSS and referral were programmed and organised in Kouchaguine Moura for all the volunteers selected in Abéché, Adré and Kouchaguine-Moura. Two nurse-volunteers were mobilised. They provided quality services throughout the operation; 73 RCC volunteers were trained in Psychosocial Support (PSS), 43 RCC volunteers were trained in Community Based First Aid (CBFA), Impregnated mosquito nets were distributed, and awareness campaigns were organised to help the targeted populations The total number of new refugees relocated into Kouchaguine was less than the expected number of people planned. As such, the operation reached 2,490 new refugees (648 households) and 8,448 former refugees (representing 2,012 HH). In total, 10,938 people (2,660 HH) were sensitised, representing the new and old refugees present in the camp. 		
Challenges		
<p>The demand for health services increased tremendously in Kouchaguine-Moura camp during implementation of this operation. Unfortunately, the available medical staff, including the Red Cross of Chad volunteers were limited and also constrained by security challenges. As such, they could not cover all the medical needs of the refugees (new and old) who sought for health and care assistance in Kouchaguine health centre.</p>		
Lessons learned		
<p>The contribution of this operation to the health sector was strategic and focused. IFRC and Red Cross Chad acted on the key recommendations from the multisector assessment conducted in February 2021 and mobilized RC volunteers and community health workers (matrons and health assistants) to cover part of the gaps in qualified staff at the refugee health centre. This contribution was wisely planned and fully welcomed by the beneficiaries and the partners agencies.</p>		



Water, sanitation and hygiene

People reached: 10,938 people

Men: 4,375

Women: 6,563

WASH Outcome 1: Immediate reduction of waterborne disease risk in targeted communities

Indicators:	Target	Actual
% of refugees experience a reduction in immediate risk of waterborne disease	At least 70% or 2,820 people	62% or 2,490 people

WASH Output 1.1: Detailed assessment of the water, sanitation and hygiene situation is conducted in target communities

Indicators:	Target	Actual
# of detailed needs assessment report produced	1	1

WASH Output 1.2: Daily access to safe water in quantity and quality that meets Sphere and WHO standards is provided to the target population

Indicators:	Target	Actual
# of water points rehabilitated	20	0
# of households that received water conservation materials	100	85
# demonstration sessions on water purification	At least 3 sessions	3

WASH Output 1.3: Adequate sanitation that meets Sphere standards in terms of quantity and quality is provided to the target population

Indicators:	Target	Actual
# of households with access to community latrines and showers	100	90
# of most vulnerable households with access to family latrines and showers	20	90
# of volunteers and supervisors mobilised in the construction of emergency health facilities	25 volunteers and 5 supervisors	25 volunteers and 5 supervisors

WASH Output 1.4: Hygiene promotion activities that meet Sphere standards for the identification and use of hygiene products provided to the target population.

Indicators:	Target	Actual
% of refugees having adopted good hygiene and sanitation practices as a result of participation in awareness-raising sessions	At least 70% or 2,820 people	62% or 2,490 people

WASH Output 1.5: Hygiene-related items (HRIs) that meet Sphere standards and training on the use of these goods are provided to the target population.

Indicators:	Target	Actual
# of households that received family hygiene kits	120	120
# of women and girls who received dignity kits	420	420

WASH Output 1.6 Hygiene promotion activities are provided to the entire affected population.

Indicators:	Target	Actual
# of handwashing kits at community latrines	25	25
# of waste bins placed in both camps	45	45
# of blocks in camps that received sanitation kits	5	5
# of community relays hired and trained to support community awareness	15	15

# of people targeted by sanitation activities	4,029	10,938
# of volunteers mobilised for sanitation activities	25 volunteers and 5 supervisors	25 volunteers and 5 supervisors

Narrative description of achievements

The following results were obtained:

- Detailed complementary assessment of all construction/rehabilitation needs during the assessment mission of 9-12 March 2021.
- Identification of the area in the Kouchaguine-Moura camp where latrines and showers could be built
- Receipt of all construction materials.
- Mobilisation and preliminary briefing of the volunteers who make up the WaSH team.
- Receipt of orders for latrine construction materials and hygiene and sanitation kits on Thursday 3 April 2021;
- Effective start of training on latrine/shower construction techniques in the Kouchaguine Moura camp from the week of 22 March 2021 (22 and 23 March 2021);
- Installation of rubbish pits in the 5 targeted blocks;
- Distribution of hygiene kits, sanitation kits, dignity kits for women of childbearing age, installation of hand washing facilities in targeted areas in the camp, especially in front of latrines
- Purchase and use of sensitisation toolkits;
- Distribution of hygiene kits, sanitation kits, dignity kits for women of childbearing age, in the same week of 22 March 2021.
- Organisation in the week of 22 March 2021, of capacity building training for RCC volunteers on waste management techniques; as well as awareness raising in the field of Hygiene, Sanitation and Spraying of shelters and immediate refugee hosting environments.
- Mobilisation and preliminary briefing of the volunteers who make up the WASH team.
- Construction of 90 family latrines/showers for 90 families. This replaced the 25 blocks of latrines which were to meet needs of 100 households and 20 family latrines which were planned in EPoA. As such, only 90 families now have each a latrine/shower, instead of communal latrine blocks.
- Organisation of awareness sessions reaching a total of 10,938 refugees (2,490 new refugees and 8,448 old refugees)
- Establishment and training of WaSH management committees
- Maintenance of the various water points in the camp by the revitalised WaSH committees;
- Training of the WaSH committees and sensitisation of refugees on the collection, transport and storage of water in refugee households.
- Monitoring of all activities and structures created.
- Organisation of several recreational activities through the CEA (skits, folk dances) to ease tensions, raise awareness, sensitise on the risks of waterborne diseases and COVID-19, promote peaceful cohabitation within the refugee community.

Few local populations beneficiaries were covered on UNHCR's recommendation for « do no harm ».

Challenges

Water, sanitation and hygiene services were not easy to provide in the COVID'19 context when this DREF operation was implemented. A lot of efforts and resources were required to enforce and maintain the COVID measures constantly with standard regulations in the Kouchaguine refugee camp and the host communities surrounding the camp. Before the implementation of this DREF, Wash facilities were lacking both in the quarantine zone in Adré and in K-Moura refugee camp. The gaps between the standard camp indicators for potable water supply and functional latrines were huge and worrisome.

Lessons learned

Coordination of actions with other humanitarian partners, both at planning and implementation stage turned out to be a crucial lesson learnt from this DREF operation. There were areas of overlapping in the planning of water points between IFRC/Chad RC and other partners. As a result, the rehabilitation of water points, which was initially planned under the project, was finally converted to provide additional latrines to improve the standards for sanitation and hygiene promotion.

Strengthen National Society		
Outcome S1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical, and financial foundations, systems and structures, competences, and capacities to plan and perform		
Indicators:	Target	Actual
# of insured volunteers	73	73
Output S1.1.1 : National Societies have effective and motivated volunteers who are protected		
Indicators:	Target	Actual
# of volunteers who received personal protective equipment	73	73
Output S1.1.2 : National Societies have the necessary infrastructure and institutional systems		
Indicators:	Target	Actual
% of follow-up and support activities carried out	100%	100%
# Rapid Response (NDRT) of the NS mobilised	1	1
Outcome S2.1: Effective and coordinated international disaster response is ensured		
Output S2.1.1: Effective and respected surge capacity mechanism is maintained		
Indicators:	Target	Actual
# of Rapid Response (WASH) are mobilised through the Surge mechanism	1	1
Output S2.1.2: NS compliance with Principles and Rules for Humanitarian Assistance is improved		
Indicators:	Target	Actual
# of CEA feedback mechanisms in place	1	1
Outcome S2.2: The complementarity and strengths of the Movement are enhanced		
Output S2.2.1: In the context of large-scale emergencies, the International Federation of Red Cross and Red Crescent Societies, the ICRC and National Societies are increasing their operational reach and effectiveness through new means of coordination		
Indicators:	Target	Actual
# communication and early warning protocols in place between Chad RC and Sudanese RC branches	1	0
# Lessons Learned Workshop	1	0
Output S2.2.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming		
Indicators:	Target	Actual
# of evaluation mission conducted at the beginning of the operation	1	1
Outcome S4.1: The IFRC enhances its effectiveness, credibility, and accountability		
Output S4.1.1: Financial resources are safeguarded; quality financial and administrative support is provided, which contributes to the efficiency of operations and the effective use of assets; quality financial reporting is provided in a timely manner to stakeholders		
Indicators:	Target	Actual
# of Rapid Response (Finance/Log) are deployed through the IFRC's surge mechanism	1	1
% of financial resources safeguarded and accounted for	100%	100%
Output S4.1.2 : Staff safety is a priority in all IFRC activities		
Indicators:	Target	Actual
# of security assessments conducted	1	1
Narrative description of achievements		
The following activities have been carried out:		
<ul style="list-style-type: none"> Deployment of a RCC Rapid Response NDRT to Farchana/Adr� by the end of February 2021. Mobilization of the 25 volunteers and 5 volunteer supervisors needed for the implementation of the operation in the field (Moura camp) 		

- Identification of the house (RCC volunteer base in Moura) and briefing of each volunteer on the RCC Principles and Values, the Code of Conduct, the volunteer charter, etc.
- Reception, installation, operational and security briefing of the Rapid Response Wash and its quarantine (in accordance with COVID'19 requirements).
- The RDRT Wash deployed from the Surge/IFRC effectively started its mission in the east, mainly in Kouchaguine-Moura, on 17 March 2021.

NB: The only drawback to the results obtained under this project is the non-organisation of the lessons learned workshop. As the Sahel Cluster Office did not transfer the necessary funds for the organisation of this workshop in time, the RCC was asked to pre-finance the activity to be reimbursed later, which the NS was not able to do due to its own financial constraints.

Challenges

The greatest challenge throughout the implementation of this operation was linked to the heightened security context adding to the complex political situation in country at the time of implementation. Among these were the civil riots against the presidential elections and the fighting between armed groups and the National Chadian Army which led to the death of the President. The DREF procedures were also challenging for the NS, as the number of new refugees reported by UNHCR was changing, fluctuating almost every week. Communication were lengthy and delayed the beginning of the operation. In addition to this, the remoteness of the operational site was another challenge, which constrained the only IFRC Surge delegate in the field. The security conditions describe so far, did not allow for communication and early warning protocols to be set up, as well as the lessons learned workshop.

Lessons learned

- NS capacity strengthening should be a progressive and permanent activity to ensure that the required management systems are in place and fully operation at HQ and branch levels before the advent of disasters.
- Red Cross of Chad local branches in the Eastern Chad are playing key roles and sometimes leading the frontline actions in emergencies. They are the community grassroots last hope resources on which several government and non-government institutions based their humanitarian actions in the advent.
- It has noted that most of the staff and volunteers who were trained in eastern Chad during previous humanitarian operations have left the region. Therefore, a strong motivation mechanism is required at all Red Cross of Chad local branches, in order to maintain most of the technical staff and volunteers in their communities to avoid scarcity of qualified Red Cross staff at every emergency operation.

D. Financial Report

The overall amount allocated for this operation was CHF 246,675 of which CHF 216,323 (87.7%) were spent. A balance of CHF 30,352 will be returned to the DREF pot.

Variances in the operating budget vs expenditure are explained as follows:

Description	Budget (CHF)	Expenditure (CHF)	Variance (CHF)	Variance Explanation
Transport & Vehicle Costs	6,138	6,809	-671	Distribution and monitoring costs were not initially planned as required by the project activities. To cover the gap, the NS finally resolved to charge all activities relating to distribution and monitoring under Logistics, Transport & Storage.
Personnel	54,703	36,631	18,071	International staff and NS staff budget lines were underspent because of the COVID-19 context and the heightened socio-political and security conditions during the project implementation period. From March to the end of May 2021, humanitarian workers' movements were very limited with several weeks of relocation of IFRC surge from the field to the capital city in Ndjamena.
Workshops & Training	9,389	6,391	2,998	The end project lessons learned workshop was not conducted by the NS. IFRC Cluster Sahel was expecting the NS to pre-finance this activity because IFRC did not transfer the required budget for this activity.
General Expenditure	25,560	14,516	11,044	Travel cost was highly underspent, again because of COVID-19, which limited staff movement during the implementation of this project. Moreover, the

Description	Budget (CHF)	Expenditure (CHF)	Variance (CHF)	Variance Explanation
				National Society contributed its office facilities to support the project and did not charge much on the budget line allocated to office costs.

Contact information

Reference documents



Click here for:

[Emergency Plan of Action \(EPoA\)](#)

For further information, specifically related to this operation please contact:

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For Performance and Accountability support (planning, monitoring, evaluation and reporting enquiries)

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How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

www.ifrc.org

Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace

DREF Operation

Selected Parameters			
Reporting Timeframe	2021/02-2021/08	Operation	MDRTD019
Budget Timeframe	2021/02-2021/06	Budget	APPROVED

FINAL FINANCIAL REPORT

Prepared on 22/Sep/2021

All figures are in Swiss Francs (CHF)

MDRTD019 - Chad - Population Movement from Sudan

Operating Timeframe: 09 Feb 2021 to 30 Jun 2021

I. Summary

Opening Balance	0
Funds & Other Income	246,675
DREF Allocations	246,675
Expenditure	-216,323
Closing Balance	30,352

II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction		739	-739
AOF2 - Shelter	74,068	76,273	-2,205
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	10,977	11,763	-786
AOF5 - Water, sanitation and hygiene	80,192	81,220	-1,028
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
Area of focus Total	165,237	169,995	-4,758
SFI1 - Strengthen National Societies	15,765	12,568	3,197
SFI2 - Effective international disaster management	65,673	33,760	31,913
SFI3 - Influence others as leading strategic partners			0
SFI4 - Ensure a strong IFRC			0
Strategy for implementation Total	81,438	46,328	35,110
Grand Total	246,675	216,323	30,352

DREF Operation

Selected Parameters			
Reporting Timeframe	2021/02-2021/08	Operation	MDRTD019
Budget Timeframe	2021/02-2021/06	Budget	APPROVED

FINAL FINANCIAL REPORT

Prepared on 22/Sep/2021

All figures are in Swiss Francs (CHF)

MDRTD019 - Chad - Population Movement from Sudan

Operating Timeframe: 09 Feb 2021 to 30 Jun 2021

III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
Relief items, Construction, Supplies	135,831	138,773	-2,943
Construction - Housing	49,789	50,372	-583
Clothing & Textiles	8,085	8,235	-150
Water, Sanitation & Hygiene	57,965	59,415	-1,451
Medical & First Aid	3,228	3,843	-615
Teaching Materials	718	731	-14
Utensils & Tools	9,034	9,032	1
Other Supplies & Services	7,013	7,145	-132
Logistics, Transport & Storage	6,138	6,809	-671
Transport & Vehicles Costs	6,138	6,809	-671
Personnel	54,703	36,631	18,071
International Staff	32,882	16,621	16,261
National Society Staff	6,485	4,480	2,005
Volunteers	15,336	15,530	-194
Workshops & Training	9,389	6,391	2,998
Workshops & Training	9,389	6,391	2,998
General Expenditure	25,560	14,516	11,044
Travel	18,300	8,807	9,493
Information & Public Relations	2,409	1,197	1,212
Office Costs	2,723	1,655	1,068
Communications	1,832	1,737	95
Financial Charges	297	1,120	-823
Other General Expenses		0	0
Indirect Costs	15,055	13,203	1,852
Programme & Services Support Recover	15,055	13,203	1,852
Grand Total	246,675	216,323	30,352