

## Emergency Operation

Chad 200672

Emergency assistance to people fleeing conflict in Central African Republic	
Number of beneficiaries	150 000
Duration of project	1 May to 31 October 2014
Gender marker code *	1
WFP food tonnage (mt)	5 300

\* For the coding criteria, refer to <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Cost (United States dollars)	
Food and related costs	5 642 783
Cash and vouchers and related costs	6 225 321
Capacity development & augmentation	-
Direct support cost	1 973 383
Indirect support cost	968 904
<b>Total cost to WFP</b>	<b>14 810 391</b>

## EXECUTIVE SUMMARY

Since December 2013, there has been a rapid deterioration of the security situation in the Central African Republic. As violence increased, many civilians fled to safer areas and neighboring countries, including Chad, Cameroon, the Republic of Congo and Uganda. Chad has witnessed a steady influx of persons of Chadian origin, refugees from the Central African Republic and third-country nationals into both the capital and southern border regions. As of early March, 80,354 people had left Central African Republic for Chad.<sup>1</sup>

Chad's geopolitical location makes it vulnerable to the impact of crises in neighboring countries: conflicts in Darfur which began in 2003 and the 2002 military coup in the Central African Republic already led to the presence of 390,000 refugees in eastern and southern Chad, putting pressure on the limited resources of the already highly vulnerable local population.

The Government of Chad has a strong interest in maintaining peace along its borders, as exemplified by its active involvement in regional peacekeeping. As the current situation became more volatile and complex, the Government of Chad decided to repatriate people of Chadian origin on a voluntary basis, some of whom had been living in the Central African Republic for decades. Evacuation by air started in late December 2013. In early January 2014, the Government launched an appeal for assistance to the humanitarian community.

<sup>1</sup> OCHA. *Plan de synthèse de la réponse des Nations-Unies à l'afflux de retournés et de réfugiés en provenance de la RCA*. 5 March 2014.

Many evacuees no longer have a reliable support network in Chad and may be returning to food-insecure regions in eastern and southern Chad, including Ouaddai, Salamat and Moyen-Chari.<sup>2</sup> The Government of Chad estimated the number of people of Chadian origin living in the Central African Republic before the crisis at more than 300,000.<sup>3</sup> Many Central African, Sudanese and South Sudanese people are also arriving in Chad.

Considering the 80,354 people that had already arrived as of early March,<sup>4</sup> steady arrivals of additional people and continuing instability and violence in the Central African Republic, the humanitarian community estimates that 150,000 people will require assistance over a six-month period.<sup>5</sup> WFP and humanitarian partners are continuously monitoring the situation and will maintain flexibility to adjust beneficiary figures, targeting and duration of assistance. Support for the recovery of assets in stabilized areas through seasonal livelihood activities will be considered as the situation evolves.

WFP will provide unconditional assistance to newly-arrived people from Central African Republic through food and voucher-based assistance. Voucher transfers are a feasible and cost-effective modality for Chad, especially in the south, where production of staple foods generally exceeds local consumption requirements and markets are functional and accessible.<sup>6</sup> High-energy biscuits will be provided to people upon arrival at transit centres. They will also be provided during transit travel to people voluntarily moving into Government-designated areas. Given that those coming from northern Central African Republic suffer from serious acute malnutrition,<sup>7</sup> WFP will provide Plumpy'Doz to children aged 6–23 months to prevent a further deterioration in nutritional status. Based on recent nutritional screening, activities for treatment of moderate acute malnutrition will be implemented for children aged 6–59 months.

WFP will conduct the emergency operation in partnership with United Nations agencies and non-governmental organizations. WFP will implement conflict-sensitive programming that does not exacerbate ethnic or religious tensions. Assistance will consider protection of beneficiaries and address specific needs of different gender, age, faith and ethnic groups, and people with disabilities. Close consultation with local community leaders will be critical for the success of the operation and to ensure staff safety in the complex operating environment.

The operation is aligned with the WFP Strategic Plan 2014–2017 and directly supports Strategic Objective 1, “Save lives and protect livelihoods in emergencies.”

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## SITUATION ANALYSIS

### Context

1. Since March 2013, Central African Republic (C.A.R.) has been in a state of emergency due to conflicts between the predominantly Muslim ex-Seleka forces and Christian anti-Balaka militias. Insecurity has brought large-scale internal and external displacement, and loss of lives and livelihoods. In December 2013, a new wave of violence began and the Emergency Relief Coordinator declared the crisis a system-wide Level 3 emergency.
2. Populations fleeing the C.A.R. crisis have been seeking refuge in Chad since March 2013. In the initial phase most were refugees who could be integrated into existing camps set up by the Office of the United Nations High Commissioner for Refugees

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<sup>2</sup> IOM data on returns to villages of origin.

<sup>3</sup> OCHA. Chad Situation Report #2 on Returnees from Central African Republic. 21 February 2014.

<sup>4</sup> OCHA. *Plan de synthèse*. Op. cit.

<sup>5</sup> The estimate of 150,000 people was agreed between the humanitarian community and Government ministries involved in providing assistance to new arrivals.

<sup>6</sup> WFP/DPSA. *Analyse du fonctionnement des marchés agricoles en relation avec la sécurité alimentaire, les opportunités d'achat locaux et de transferts monétaires, Note de synthèse des résultats du Moyen Chari et du Logone Orientale*. January 2014.

<sup>7</sup> Preliminary screenings by WFP and CNNTA in N'Djamena and southern Chad.

(UNHCR) in southern Chad. As they were limited in size, these population movements did not initially attract widespread attention from the humanitarian community. Since December 2013, however, there have been large-scale influxes of refugees and Chadian nationals to both N'Djamena and southern Chad. The humanitarian community now anticipates that 150,000 people will flee into Chad before the start of the rainy season.

3. Most of the Chadian nationals have been evacuated by the Chadian Government. However, the legal status of people arriving in Chad is challenging because many hold dual citizenship. The Government has not allowed new camps to be established, deciding instead to organize transit centres in Baibokoum, Bitoye, Doba, Doyaba (Sarh), Gore, Sido, and N'Djamena (Moyen-Chari, Logone Oriental and Chari-Baguirmi regions).
4. These populations have few or no food resources, as they were forced to flee their homes with little advance warning. Most are unable to leave the transit centres in the short term to pursue income-generating activities or food, as they do not benefit from reliable support networks in Chad.<sup>8</sup> Rations providing the full daily food and nutrition requirements are therefore required.
5. The Government has not set a specific strategy for the reintegration of these people into host communities apart from its goal to empty the transit centres in the near-term. The International Organization for Migration (IOM) is providing Chadian nationals who wish to return to Chad on a voluntary basis with transportation assistance back to their villages of origin. The number of individuals currently opting for resettlement is small, but they are returning to fragile and food-insecure regions, creating additional burdens for communities. WFP is already implementing a protracted relief and recovery operation (PRRO) in areas of resettlement and, subject to an ongoing joint needs assessment, will provide an appropriate response for host communities as needed.
6. Discussions are underway between UNHCR and the Chadian Government regarding the status of non-Chadian nationals. Few refugees have settled in close proximity to existing refugee camps in Southern Chad. Given that most C.A.R. refugees in existing camps arrived in Chad ten years ago, programmatic advantages of integrating new arrivals within existing camps are limited.

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<sup>8</sup> ACF Chad. *Evaluation rapide du site de retournés/réfugiés de RCA - Camp de Zafai (Gaoui)*. 7 February 2014; OCHA, UNICEF, FAO, UNHCR and WFP. *Rapport d'évaluation initiale rapide*. 30 December 2013–2 January 2014.

## The Food Security and Nutrition Situation

7. The C.A.R emergency food security assessment (EFSA) released in December 2013 showed a significant decrease in agricultural production and heavy losses of livestock. The highest levels of food insecurity, reaching 50 percent with 15 percent severely food insecure, were found among the internally displaced populations (IDPs).<sup>9</sup> Most of those fleeing the country—particularly those coming by land from rural areas—were probably already food insecure before their departure.
8. People started arriving in Chad in large numbers in December 2013, mostly by road transport. Focus groups with newly-arrived people showed that 76 percent had depleted their productive assets including money, animals and other livelihood assets were looted, lost or left behind.<sup>10</sup>
9. In November 2013, a joint national food security assessment (ENSA) conducted by WFP and the Government of Chad indicated that two million people were food insecure. Women-headed households were found more food insecure than male-headed households: 39 percent of female households were reported as food insecure, while for male-headed households the rate was 19 percent.<sup>11</sup>
10. In southern Chad, the ENSA found 13 percent of rural households to be food-insecure, due to poor and irregular rainfalls affecting crops production. Food insecurity prevalence is particularly high in regions located along the border with C.A.R, reaching 23 percent in Logone Orientale and 28 percent in Salamat. In the Sahelian belt, 30 percent of the population is food insecure; newly-arrived people from C.A.R. that resettle in these regions will face high levels of food insecurity.
11. The influx of people from C.A.R. will increase pressure on food resources and could lead to a deterioration of the food security situation in the settlement area, particularly in the short-term. Fleeing populations consisting mostly of women and children have higher risks of falling into food insecurity.
12. Preliminary findings of the January 2014 market assessment indicate food production surpluses 30 percent above the five-year average in some departments of southern Chad.<sup>12</sup> Prices are competitive and generally stable, with normal seasonal variations. As the harvest is nearing completion, farmers and traders will start releasing their stocks, improving food availability on local markets. The market assessment also showed that traders have at least six months of food stocks, representing an increase compared to last year.
13. Over 80 percent of traders polled indicated willingness to participate in market-based food delivery mechanisms. The market study showed that there are no impediments to internal trade or other restrictions that could cause markets not functioning properly.
14. The ENSA showed that surveyed households rely on markets to meet 87 percent of their food consumption needs. The market assessment found similar market dependency among newly-arrived people from C.A.R. This highlights that purchasing power is the main constraint to adequate and diversified food intake.
15. Nutritional screenings led by UNICEF in January 2014 among 916 children aged from 6–59 months among the newly-arrived population in N'Djamena reported global acute

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<sup>9</sup> WFP. Emergency Food Security Assessment in CAR. December 2013.

<sup>10</sup> WFP Chad. *Note de synthèse des discussions de groupes dans les sites de réfugiés*. January 2014.

<sup>11</sup> 42% of widow households are food-insecure, while only 18% of polygamous households are food insecure.

<sup>12</sup> WFP/DPSA, *Analyse du fonctionnement des marchés agricoles en relation avec la sécurité alimentaire, les opportunités d'achat locaux et de transferts monétaires, Note de synthèse des résultats du Moyen Chari et du Logone Orientale*. January 2014.

malnutrition (GAM) levels of 7.6 percent, including 16 cases of severe acute malnutrition (SAM).<sup>13</sup> The recent nutrition screening conducted by the Government's *Centre national de nutrition et de technologies alimentaires* (CNNTA) in selected sites in N'Djamena highlighted higher GAM rates than the rest of the country.

16. In Southern Chad, screening undertaken by WFP and other partners using mid-upper arm circumference (MUAC) data indicated higher rates of GAM among children aged from 6–59 months. Among 858 children screened in three sites (426 girls and 432 boys), 103 cases of GAM were reported (49 girls and 54 boys), including 35 cases of SAM (13 girls and 22 boys).<sup>14</sup>
17. In transit sites, demand for medical services has increased while numbers of health workers and supplies of essential drugs are insufficient. IOM has reported an elevated risk of disease outbreaks due to concentrations of people stranded in transit sites. In response, IOM is advocating and advocates for appropriate vaccination campaigns, especially for protection against measles.

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## **POLICIES, CAPACITIES AND ACTIONS OF THE GOVERNMENT AND OTHERS**

### **Policies, Capacities and Actions of the Government**

18. The Government of Chad has been closely involved in the C.A.R. crisis and has provided armed forces to the *Mission internationale de soutien à la Centrafrique* (MISCA) peacekeeping efforts.
19. The Government has deployed significant logistics resources to repatriate thousands of persons of Chadian origin in response to the current crisis. From December 2013 through January 2014, the Government organized flights between Bangui and N'Djamena, transporting 16,742 people.<sup>15</sup> In Southern Chad, local authorities provided military trucks to evacuate people stranded in northern C.A.R.—although targeted towards Chadians, significant numbers of non-Chadians also took advantage of this opportunity to leave the conflict area.
20. The Government has organized some distributions of food and non-food items (NFIs), including daily hot meals in the N'Djamena transit centres. Chadian authorities also launched a national solidarity operation called "*Don du Coeur*" in support of newly arrived populations. Private donations of food and some NFIs were also reported in several areas; these are noteworthy given the economic state of the country. These interventions have been more sporadic than sustained; however, where they have occurred, WFP plans have been adjusted to take them into consideration. In some instances WFP only provides support for warehousing and technical assistance in distribution, avoiding duplication of activities.

### **Policies, Capacities and Actions of Other Major Actors**

21. WFP has organized inter-agency and donor missions in southern Chad to understand assess the situation and raise awareness of urgent humanitarian needs. The Humanitarian/Resident Coordinator, together with WFP, the United Nations Children's Fund (UNICEF), IOM, UNHCR, the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO) and other United Nations agencies, established a 180-day action plan that has been shared with non-governmental organizations (NGOs) through the clusters. This response plan focuses

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<sup>13</sup> CNNTA. *Résultats de l'Evaluation rapide de la malnutrition aigüe chez les enfants de 6-59 mois dans les 7 sites de retournés de la RCA à N'Djamena*. January 2014.

<sup>14</sup> WFP. *Evaluation de la situation nutritionnelle des personnes ayant fui la RCA au Sud du Tchad*. 27 January to 3 February 2014.

<sup>15</sup> OCHA. Chad Situation Report #2. Op. cit.

on food security, health, nutrition, water, hygiene and sanitation, and protection.

22. IOM, UNICEF, WHO, and the United Nations Populations Fund (UNFPA) have distributed NFIs including medicines and tents in N'Djamena. IOM also chartered an aircraft to repatriate Chadian nationals from Bangui to N'Djamena and provided transport facilitating the return of persons to their villages of origin in Chad.
23. Through the PRRO, WFP is already assisting vulnerable populations in the same geographical locations, including 70,000 C.A.R. refugees who arrived in southern Chad over the past ten years.

## **Coordination**

24. In December, the Government created an inter-ministerial committee to address urgent needs of newly arrived people with which the Humanitarian Country Team (UNCT) actively collaborates. The humanitarian community has developed an emergency response plan that will be updated in consideration of changing circumstances and needs. Sectorial coordination through the clusters defines emergency activities. WFP provides briefings and updates through regular meetings of the Level 3 (corporate) emergency response C.A.R. operational task force.

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## **OBJECTIVES OF WFP ASSISTANCE**

25. The EMOP is aligned with WFP Strategic Objective 1 “Save lives and protect livelihoods in emergencies.” Specifically, the proposed activities aim to:
  - Ensure adequate food access and consumption for people fleeing C.A.R. in Chad; and
  - Prevent and treat acute malnutrition in children fleeing C.A.R. aged from 6–59 months.
26. Expected outcomes focus on ensuring adequate food consumption among households over the assistance period, with special attention to families with children under five.

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## **BENEFICIARIES AND TARGETING**

27. WFP plans to assist 150,000 people. This number has been jointly agreed by the humanitarian community in Chad based on: (i) the 80,354 people who arrived in Chad between December and March 2014;<sup>16</sup> (ii) continuing reports of daily and steady influxes; (iii) the estimated 300,000 Chadians living in C.A.R. before the crisis;<sup>17</sup> and (iv) Cameroonian, Sudanese and other nationals also fleeing into Chad.
28. Targeted beneficiaries are currently in transit sites in Moyen-Chari, Logone Oriental and Chari-Baguirmi. The number of people in each location may change quickly as the Government moves people out of the transit centres and integrates them into host communities. WFP expects that many people will prefer to remain close to the border and return to C.A.R and reunite with their families in the event of an improved security situation. As a result, overlap between this EMOP and the existing PRRO will be minimal.
29. Beneficiary identification is currently carried out by IOM with UNHCR providing assistance to refugees. The Government has also begun registering people other than refugees in the transit centres with assistance from IOM and other partners. WFP is coordinating with the various entities and conducting on-site verification exercises to increase the reliability of lists used for food distributions.

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<sup>16</sup> Ibid.

<sup>17</sup> OCHA. Chad Situation Report #2. Op. cit.

30. WFP will implement assistance through five activities, falling into three broad categories. New arrivals will receive an initial distribution of high-energy biscuits (HEB). Unconditional food assistance will be provided through a combination of food and voucher transfers. Fifty thousand people will be targeted through in-kind general food distribution (GFD) during their stay in the transit centres, as the temporary nature of transit camps makes conventional vouchers redeemed through retailers impractical. Another 100,000 people relocated with host communities will receive vouchers, assuming that market conditions remain favorable
31. Prevention of acute malnutrition aims to stop further increases in acute malnutrition among young children during the crisis period. Plumpy'Doz will be provided alongside GFD with a view to supporting children aged from 6–23 months. WFP will coordinate with the Centre National de Nutrition et de Technologies Alimentaires (CNNTA) and other actors intervening in the health and nutrition sector to support regular screenings using MUAC and complementary sensitization activities on infant and young child feeding and WASH (water, sanitation and hygiene), targeting both men and women.
32. Treatment of moderate acute malnutrition will target children with moderate acute malnutrition (MAM) aged from 6–59 months. Support will be provided in Government-recognized transit sites and in coordination with United Nations agencies. Caretakers accompanying children with SAM will receive a 15-day individual ration to encourage adherence to the treatment protocol. The planned caseload is 4,000 children with MAM aged from 6–59 months and 150 caregivers of children with SAM.<sup>18</sup>
33. WFP will partner with NGOs intervening in targeted prefectures and collaborate with the Nutrition Cluster to strengthen the capacities of local health staff. MUAC measuring tapes, measuring boards, weighing scales and other NFIs will be provided to reinforce local health centres.

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<sup>18</sup> Of 150,000 expected arrivals, it is estimated that 20% are children under five. Based on results of preliminary screenings in the sites, a 15% prevalence of GAM is applied for 90% coverage equaling 4,000 beneficiaries. For numbers of caregivers of hospitalized children with SAM, 5% prevalence of SAM is applied on the total population under five, which equals 1,500 children. Of these, 150 are estimated to develop medical complications requiring hospitalization.

TABLE 1: BENEFICIARIES BY ACTIVITY				
Activity		Boys/Men	Girls/Women	Total
Food assistance	GFD	17 750	32 250	50 000
	Voucher transfers	35 500	64 500	100 000
Provision of HEB		53 250	96 750	150 000
Prevention of malnutrition Children age 6–23 months		6 615	6 885	13 500
Treatment of MAM Children aged 6–59 months		1 960	2 040	4 000
Caregivers of children with SAM		--	150	150
<b>TOTAL*</b>		<b>53 250</b>	<b>96 750</b>	<b>150 000</b>

\*The total beneficiary figure has been adjusted downward to avoid double-counting.

## NUTRITIONAL CONSIDERATIONS AND RATIONS / VALUE OF VOUCHER TRANSFERS

34. Particular attention has been given to children's nutritional requirements, especially during the critical 1,000 days from a child's conception to age two. Plumpy'Doz will be used for prevention, while Plumpy'Sup will be used for treatment of MAM. SuperCereal is included in the GFD ration to help meet nutritional needs of pregnant and lactating women (PLWs) in transit sites. WFP and partners will closely monitor the nutritional status of PLWs in transit sites and within host communities and adjust the response if needed. Leaflets and broadcast radio messages will be circulated to help beneficiaries understand the benefits and appropriate use of specialized nutritional products.
35. Following recommendations of recent market studies, WFP will adopt a dual approach, replacing in-kind food distribution with voucher transfers in those areas where this is feasible. Given the need to put the necessary arrangements in place, the move to voucher transfers has been done in stages. Local conditions – e.g., physical distance from markets or difficulties in identifying traders through which the programme can be implemented – have delayed this transition in some areas.
36. The voucher's US\$ 0.30 per person per day transfer value considers the cost of a typical food basket and average market value of the WFP in-kind ration over the past two years. Average cost per person of a monthly market-based food basket redeemed with a voucher is US\$ 8.2, while the cost of an in-kind monthly food basket averages US\$ 16.5. Based on security concerns and on the concentrated nature of the settlements, vouchers are preferred over cash transfers. Following the monitoring of redeemed food basket vouchers and PLWs health and nutritional status with cooperating partners, WFP will explore possibilities of including fortified food using vouchers through national or NGO health centers implementing ante-natal and post-natal care.
37. Voucher transfers are designed to assist small-scale farmers in areas with good productivity, while improving the supply chain of local traders and suppliers. Instability in C.A.R. may have a negative impact, however, as markets in southern Chad benefit from food imported cross-border from Cameroon and C.A.R. This justifies maintaining a dual approach where one-third of food assistance continues through in-kind food transfers.



TABLE 2: FOOD RATION/ TRANSFER BY ACTIVITY(g/person/day)						
	GFD	Voucher transfers	Provision of HEB	Prevention of malnutrition Children aged 6–23 months	Treatment of MAM Children aged 6–59 months	Caregivers of children with SAM
Cereals	333					333
Pulses	100					100
Oil	34					34
SuperCereal	100					100
Salt	5					5
HEB			50			
Plumpy'Doz				46		
Plumpy'Sup					92	
Cash/voucher (USD/person/day)		0.3				
<b>Total</b>	<b>571</b>	<b>USD 0.3</b>	<b>50</b>	<b>46</b>	<b>92</b>	<b>571</b>
<b>Total kcal/day</b>	<b>2 127</b>		<b>225</b>	<b>247</b>	<b>500</b>	<b>2 127</b>
% kcal from protein	13.5		10.7	9.3	10.2	13.5
% kcal from fat	22.5		30	56.3	54.9	22.5
Number of feeding days	<b>180</b>	<b>180</b>	<b>2</b>	<b>180</b>	<b>90</b>	<b>15</b>

TABLE 3: TOTAL FOOD/CASH AND VOUCHER REQUIREMENTS BY ACTIVITY (mt)							
Commodity type/ cash & voucher	GFD	Voucher transfers	Provision of HEB	Prevention of malnutrition Children age 6–23 months	Treatment of MAM Children age 6–59 months	Caregivers of children with SAM	Total (mt or USD)
Cereals	2 997					0.7	2 997.7
Pulses	900					0.2	900.2
Oil	297					0.07	297.07
SuperCereal	900					0.2	900.2
Salt	45					0.01	45.01
HEB			15				15
Plumpy'Doz				112			112
Plumpy'Sup					33		33
Cash/voucher (USD)		5 400 000					5 400 000
<b>Total (mt)</b>	<b>5 139</b>		<b>15</b>	<b>112</b>	<b>33</b>	<b>1</b>	<b>5 300</b>
<b>Total (USD)</b>		<b>5 400 000</b>					<b>5 400 000</b>

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## IMPLEMENTATION ARRANGEMENTS

38. Responding in a dynamic and complex environment with limited capacity and few partners in place requires that this EMOP give special consideration to implementation arrangements. Food distribution committees with direct oversight by the Government, WFP and NGO partners will be established at distribution points to ensure the delivery of food rations and vouchers using agreed distribution lists. Local authorities and trade unions will be consulted for a smooth implementation of vouchers transfers.
39. Special attention will be given to women's participation in food distribution and work planning committees. As the population is currently composed mostly of women, WFP will provide family rations through women household members. Gender and protection concerns will be addressed in the implementation of assistance<sup>19</sup> and will require adequate monitoring, especially where adult male household members join the households in Chad. When the population settles in more permanent locations, WFP will conduct gender sensitization on women's participation, leadership and decision making, to reduce risks of sexual and gender based violence. A joint United Nations programme on protection and prevention of conflict will be implemented in Southern Chad.
40. The EMOP will be implemented in collaboration with the ministries of Planning and Social Affairs—including their decentralized services where functional capacity exists—and with United Nations agencies and NGOs. Activities will be managed under bilateral and tripartite agreements between WFP and national and international NGOs present in southern Chad with good knowledge of intervention areas. Potential partners include World Lutheran Federation, OXFAM, Catholic Relief Services (CRS), Chadian Red Cross and *Centre de support en santé internationale*. WFP will promote collaboration between local and international NGOs to enhance complementarities with a view to strengthening national capacities.
41. Nutrition interventions will be implemented jointly with the Ministry of Health, UNICEF and NGOs, and coordinated with UNICEF through a joint nutrition strategy. NGOs specialized in nutrition will organize screenings upon arrival in the transit sites for children aged from 6–59 months and ensure referral to appropriate treatment facilities.
42. WFP will cooperate with Government counterparts and establish agreements with the national bank, financial institutions, and traders for the advancement of voucher activities. Voucher distribution to selected beneficiaries will be implemented by cooperating NGOs partners with the required technical expertise. Value-based paper vouchers will allow beneficiaries to purchase food commodities in participating shops. Only food products will be authorized for voucher transactions. Food will be distributed to beneficiaries through local retailers and cash payments to retailers redeeming vouchers will be made through microfinance institutions and banks.
43. WFP area offices previously established in Gore, Maro and Haraze provide an extended field presence, bringing the organization closer to beneficiaries in the south as well as supporting operations. WFP staff presence in areas of intervention will be reinforced under the new EMOP.

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<sup>19</sup> A gender assessment mission was carried out in March 2014, but analysis of the results was not completed in time to incorporate these issues into the EMOP.

## **Non-food inputs**

44. A limited amount of NFIs will be required for implementation of this EMOP, mainly communication tools for prevention of malnutrition activities and the printing of vouchers.

## **Logistics**

45. Doula in Cameroon is the closest receiving port for overseas products. Commodities are transported overland to N'Djamena and then to extended delivery points (EDPs) across Chad. Existing contracts with private transporters will be extended and WFP trucks used for the transportation of food commodities and NFIs to final delivery points (FDPs).

## **Procurement**

46. Food purchases will be made regionally and internationally, and WFP will use the Forward Purchase Facility (FPF) to ensure commodities reach Chad in a timely manner. Maintaining flexibility of commodities contained in the food basket (rice or maize meal as alternate cereal options) will help ensure a more timely response.

## **Planning period**

47. The EMOP planning period is six months, from 1 May through 31 October. The food security situation of beneficiaries will be continuously monitored and the duration of the operation may be increased through a subsequent budget revision.

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## **PERFORMANCE MONITORING**

48. Regular monitoring visits to project areas will be undertaken to ensure application of WFP standards and procedures in line with the Strategic Results Framework 2014–2017. WFP has a robust and proven monitoring and evaluation (M&E) system and toolkit in place that will be extended to this EMOP. Third-party monitoring of outcome indicators will be collected through food basket monitoring, on-site and post-distribution monitoring performed by local and international NGOs partners.
49. WFP maintains overall responsibility for programme monitoring activities. Data on process, outputs and cross-cutting indicators will be collected by cooperating partners and reported to WFP through monthly distribution reports. The monitoring and evaluation (M&E) database will be upgraded to integrate all EMOP components. A rapid need assessment will be organized with sister agencies and partners in southern Chad to determine baseline values.
50. M&E teams in N'Djamena and field offices in southern Chad have been adequately trained. Refresher trainings will be conducted to reinforce monitoring capacity, while new food aid monitors experienced in voucher transfer activities will be recruited.
51. Food and nutrition security information will be updated through food security assessments, market price analysis and nutritional surveys performed by WFP in collaboration with FAO, UNICEF, UNHCR, the Ministry of Agriculture, the Ministry of Health, and other partners, including NGOs.

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## **HAND-OVER STRATEGY**

52. For returning Chadian nationals resettling permanently in Chad, there may be opportunities to support recovery and longer term resilience under the current PRRO, which continues through the end of 2014. For non-Chadians, a Government decision on their status and resettlement options will determine the level of support to be provided. If they remain in Chad for the longer term, they could eventually be incorporated into a future PRRO, beginning in 2015 under similar conditions as the

existing refugee population. WFP will coordinate a medium- to long-term response with the Government and other United Nations agencies.

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## RISK MANAGEMENT

53. Programmatic risk: Newly arrived people may share the same geographic areas as previous refugee caseloads, creating risks in identifying and targeting beneficiaries. WFP will work with the HCT to ensure old and new refugee sites are located in different areas. Through enlisting the services of the same cooperating partners, WFP and other United Nations agencies will ensure the appropriate beneficiary identification measures. WFP will mitigate risks associated with voucher transfers by working with financial partners registered with the Bank of Central African States with the support from auditors to ensure the adequate monitoring of financial transfers.
54. Contextual risk: Continued fighting in northern C.A.R. may spill over into southern Chad due to arrival of ex-Seleka families or rebels. If this occurs, the security situation could deteriorate quickly, limiting movement in the area and restricting access to beneficiaries. United Nations agencies and international NGOs will mitigate risks through continuing advocacy for protection of human rights, stability and security in southern Chad. WFP will reinforce communications and security equipment to enhance staff safety, including through humanitarian air services support for safe and efficient movement of WFP and partner staff across the country. The special operation managed through the United Nations Humanitarian Air Service (UNHAS) will be adjusted according to increased needs of humanitarian partners.
55. Institutional risk: Low media attention on Chad contrasting with concentrated attention on C.A.R. raises reputational risk if the WFP response is slow or communication insufficient. Adequate funding must be secured early in the operation to maintain WFP's ability to respond quickly to emerging needs.

### Security Risk Management

56. The Chad Security Management Team actively involves all heads of agencies, holding regular meetings with the United Nations Department of Safety and Security (UNDSS). A UNDSS national field security advisor based on Gore monitors the situation along the Chad border. If the situation deteriorates in coming months due to increased insecurity in northern C.A.R. along with new influxes of refugees, an additional security officer may be required in one of the WFP sub offices, supplementing the N'djamena-based security staff.

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## RECOMMENDATION

57. The Executive Director and Director-General of FAO are requested to approve the proposed Emergency Operation Chad 200672.

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## APPROVAL

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Ertharin Cousin  
Executive Director  
Date: .....

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José Graziano da Silva  
Director-General of FAO  
Date: .....

Cleared by: Lauren Landis, Chad Country Office (N'Djamena) on 27 March 2014  
 Reviewed by: Bob Barad, OMD Regional Bureau (Dakar)  
 Cleared by: Denise Borwn, OMD Regional Bureau (Dakar) on 28 March 2014  
 Reviewed by: [name] Programme Review and Support (ODXPS)

## ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity ( <i>mt</i> )	Value ( <i>USD</i> )	Value ( <i>USD</i> )
<i>Food Transfers</i>			
Cereals	2 998	1 371 620	
Pulses	900	431 198	
Oil and fats	297	267 367	
Mixed and blended food	1 060	1 036 207	
Others	45	3 601	
<b>Total Food Transfers</b>	<b>5 300</b>	<b>3 109 993</b>	
External Transport		440 246	
LTSH		1 793 150	
ODOC Food		299 394	
<b>Food and Related Costs<sup>20</sup></b>			<b>5 642 783</b>
C&V Transfers		5 400 000	
C&V Related costs		825 321	
<b>Cash and Vouchers and Related Costs</b>			<b>6 225 321</b>
<b>Capacity Development &amp; Augmentation</b>			<b>-</b>
<i>Direct Operational Costs</i>			<i>11 868 104</i>
Direct support costs (see Annex I-B)			1 973 383
<b>Total Direct Project Costs</b>			<b>13 841 487</b>
Indirect support costs (7.0 percent) <sup>21</sup>			968 904
<b>TOTAL WFP COSTS</b>			<b>14 810 391</b>

<sup>20</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>21</sup> The indirect support cost rate may be amended by the Board during the project.

## ANNEX I-B

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>WFP Staff and Staff-Related</b>	
Professional staff *	593 000
General service staff **	529 356
Danger pay and local allowances	58 425
<b>Subtotal</b>	<b>1 180 781</b>
<b>Recurring and Other</b>	<b>308 274</b>
<b>Capital Equipment</b>	<b>112 177</b>
<b>Security</b>	<b>34 269</b>
<b>Travel and transportation</b>	<b>277 814</b>
<b>Assessments Evaluations and Monitoring<sup>22</sup></b>	<b>60 068</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>1 973 383</b>

\* Costs to be included in this line are under the following cost elements: International Professional Staff (P1 to D2), Local Staff - National Officer, International Consultants, Local Consultants, UNV

\*\* Costs to be included in this line are under the following cost elements: International GS Staff, Local Staff-General Service, Local Staff - Temporary Assist. (SC, SSA, Other), Overtime

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<sup>22</sup> Reflects estimated costs when these activities are performed by third parties. If WFP Country Office staff perform these activities, the costs are included in Staff and Staff Related and Travel and Transportation.

## ANNEX II – LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<b>Cross-cutting indicators</b>		
<b>Cross-cutting result 1</b>  GENDER: Gender equality and empowerment improved	<ul style="list-style-type: none"> <li>◆ Proportion of women beneficiaries in leadership positions of project management committees <ul style="list-style-type: none"> <li>● Target: &gt; 50 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Chad</li> <li>◦ Activity: GD</li> </ul> </li> </ul> </li> <li>◆ Proportion of assisted women and men (together) who make decisions over the use of cash, voucher or food within the household <ul style="list-style-type: none"> <li>● Target: &gt; 80 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Chad</li> <li>◦ Activity: GD</li> </ul> </li> </ul> </li> </ul>	
<b>Cross-cutting result 2</b>  PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<ul style="list-style-type: none"> <li>◆ Proportion of assisted people (men) who do not experience safety problems to/from and at WFP programme sites <ul style="list-style-type: none"> <li>● Target: &gt; 80 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Chad</li> <li>◦ Activity: GD</li> </ul> </li> </ul> </li> <li>◆ Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain) <ul style="list-style-type: none"> <li>● Target: &gt; 70 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Chad</li> <li>◦ Activity: GD</li> </ul> </li> </ul> </li> </ul>	
<b>Cross-cutting result 3</b>  PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	<ul style="list-style-type: none"> <li>◆ Proportion of project activities implemented with the engagement of complementary partners <ul style="list-style-type: none"> <li>● Target: &gt; 80 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Chad</li> <li>◦ Activity: CDEV_NAT</li> </ul> </li> </ul> </li> </ul>	

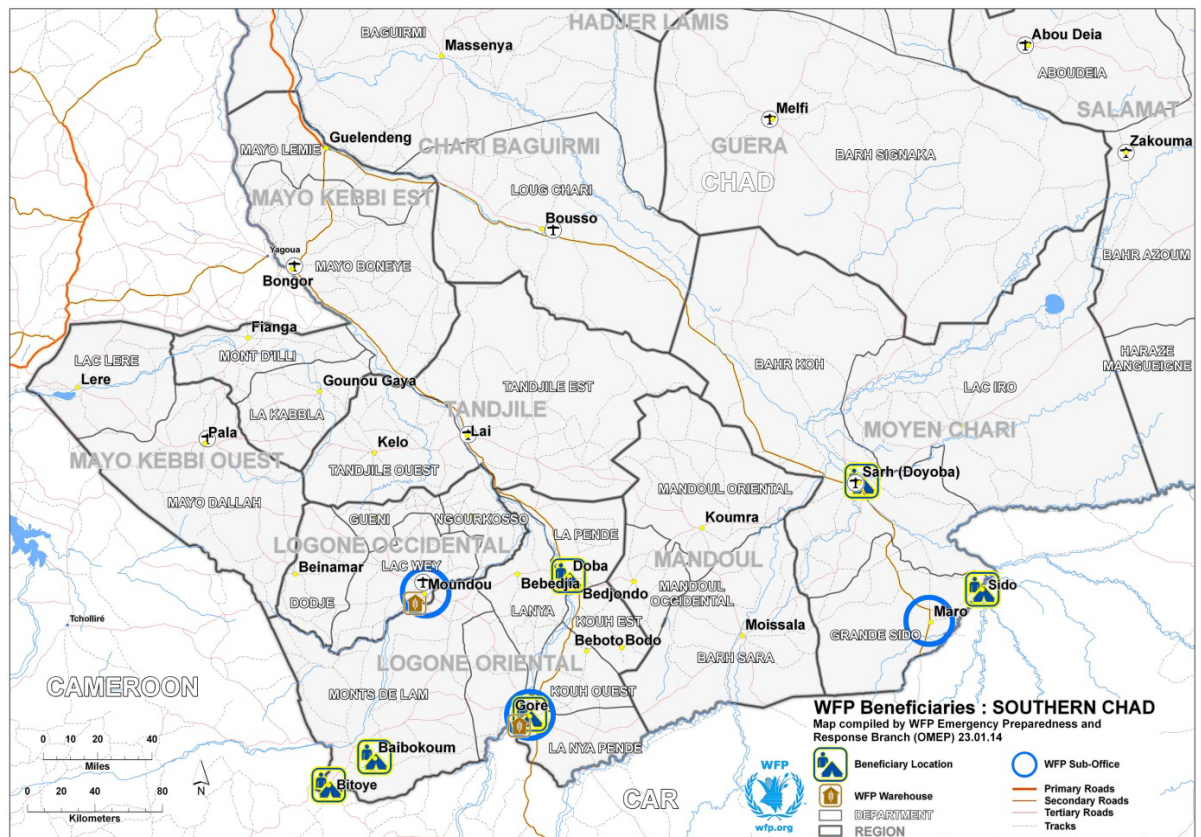
Strategic Objective 1: Save lives and protect livelihoods in emergencies		
<b>Outcome 1.1</b>  Stabilized or improved food consumption over assistance period for targeted households and/or individuals	<ul style="list-style-type: none"> <li>◆ FCS: percentage of households with acceptable Food Consumption Score</li> <li>◆ CSI: Coping Strategy Index (average)</li> <li>◆ Diet Diversity Score (male-headed households)</li> </ul>	<ul style="list-style-type: none"> <li>- Political and security conditions in-country and along borders remain stable and peaceful.</li> <li>- Administrative and economic frameworks are stable.</li> <li>- No natural disasters occur during implementation.</li> </ul>
<b>Outcome 1.2</b>  Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women	<ul style="list-style-type: none"> <li>◆ MAM treatment default rate (%) <ul style="list-style-type: none"> <li>• Target: &lt; 15 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Southern Chad</li> <li>◦ Source: WFP programme monitoring</li> </ul> </li> </ul> </li> <li>◆ MAM treatment mortality rate (%) <ul style="list-style-type: none"> <li>• Target: &lt; 3 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Southern Chad</li> <li>◦ Source: WFP programme monitoring</li> </ul> </li> </ul> </li> <li>◆ MAM treatment non-response rate (%) <ul style="list-style-type: none"> <li>• Target: &lt; 15 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Southern Chad</li> <li>◦ Source: WFP programme monitoring</li> </ul> </li> </ul> </li> <li>◆ MAM treatment recovery rate (%) <ul style="list-style-type: none"> <li>• Target: &gt; 75 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Southern Chad</li> <li>◦ Source: WFP programme monitoring</li> </ul> </li> </ul> </li> <li>◆ Prevalence of low mid-upper arm circumference (MUAC) among children under 2</li> <li>◆ Proportion of eligible population who participate in programme (coverage) <ul style="list-style-type: none"> <li>• Target: &gt; 70 (Jul 2014) <ul style="list-style-type: none"> <li>◦ Location: Southern Chad</li> <li>◦ Source: WFP survey</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Other basic needs of targeted populations (health, education, protection, etc.) met by the Government of Chad and/or other partners</li> <li>- No epidemics (cholera, etc.) during the implementation of the operation.</li> <li>- Correct application of the national protocol of treatment of acute malnutrition by health centers</li> <li>- Availability on time of resources, including new types of nutritional products</li> </ul>



<p><b>Output 1.1</b></p> <p>Food, nutritional products and non-food items, cash transfers and vouchers distributed in sufficient quantity, quality and in a timely manner to targeted beneficiaries</p>	<ul style="list-style-type: none"> <li>◆ Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries (disaggregated by sex, beneficiary category), as % of planned</li> <li>◆ Number of women, men, boys and girls receiving food assistance (disaggregated by activity; beneficiary category, sex, food, non-food items, cash transfers and vouchers) as % of planned</li> <li>◆ Quantity of food assistance distributed, as % of planned distribution (disaggregated by type)</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of trustworthy cooperating partner for the implementation of activities</li> <li>- Area safe enough to allow distributions</li> </ul>
<p><b>Output 1.2</b></p> <p>Messaging and counselling on specialised nutritious foods and Infant and Young child feeding (IYCF) practices implemented effectively</p>	<ul style="list-style-type: none"> <li>◆ Proportion of women/men receiving nutrition counseling supported by WFP against proportion of planned</li> </ul>	



## ANNEX III – MAP





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## ACRONYMS USED IN THE DOCUMENT

C.A.R.	Central African Republic
CRS	Catholic Relief Services
CNNTA	Centre national de nutrition et de technologies alimentaires
EFSA	emergency Food Security Assessment
EMOP	emergency operation
ENSA	Enquête nationale de sécurité alimentaire
ERC	Emergency Relief Coordinator
FAO	Food and Agriculture Organization of the United Nations
GAM	global acute malnutrition
GFD	general food distribution
HEB	high-energy biscuits
IDP	internally displaced person
IOM	International Organization for Migration
MAM	moderate acute malnutrition
M&E	monitoring and evaluation
MISCA	Mission internationale de soutien à la Centrafrique
MUAC	mid-upper arm circumference
NFI	non-food items
NGO	non-governmental organization
PLW	pregnant and lactating women
PRRO	protracted relief and recovery operation
SAM	severe acute malnutrition
UNDSS	United Nations Department of Safety and Security
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service

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UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization

**ANNEX IV – LTSH Matrix**

**ANNEX V – Project Budget Plan**

**ANNEX VI – Project Statistics**