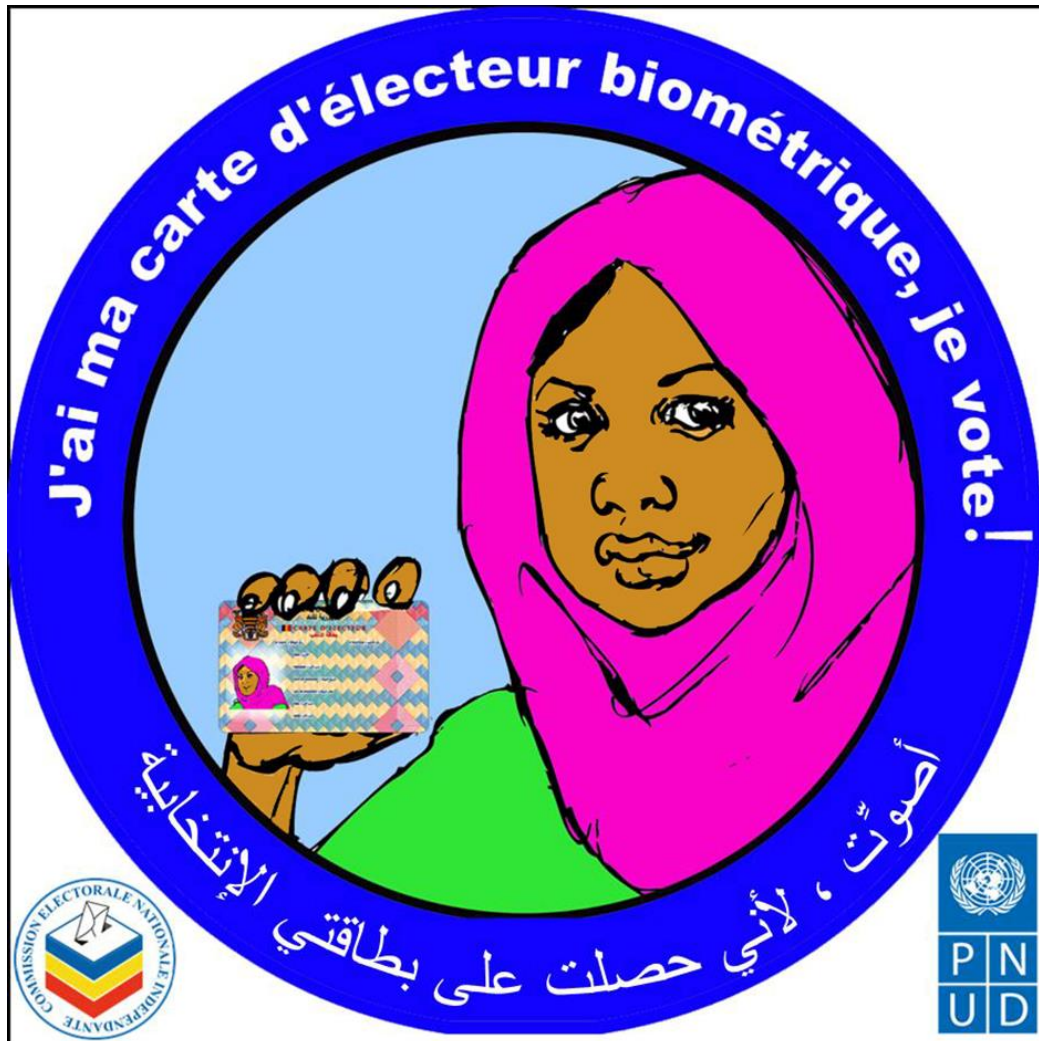


**United Nations Development Programme
Chad Country Office
Support Project to the Electoral Cycle in Chad**

*Empowered lives.
Resilient nations.*



Project Status Report

31 October 2017

Acronyms

BPE : Bureau Permanent des Elections

BRIDGE: Building Resources in Democracy, Governance and Elections

CENI : Commission Electorale Nationale Indépendante

CNDP : Cadre National de Dialogue Politique

CSOs : Civil Society Organisations

CTA : Chief Technical Advisor

EMB : Election Management Body

EOMs : Election Observer Missions

HCC : High Communication Council

PMU : Project Management Unit

TtF : Train the Facilitator

UNDP : United Nations Development Programme

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I. Project Status Information

Project title	Support Project to the Electoral Cycle in Chad (PACET)
Project ID	00097284
Project start Date / end Date	18 January 2016 – 31 December 2017
Implementing Modality	Direct Implementation Modality (DIM)
Implementing Partner(s)	UNDP
Cluster name	Democratic governance
Donors	Government of Chad (18 January 2016 – 31 December 2017) Government of Japan (1 March 2016-31 March 2017)

Project Objective	To contribute to the strengthening of pluralist democracy and the rule of law in Chad
UNDP RPD outcome / UNDP Strategic Plan RRF outcome	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Project Budget (US\$)	Total Project expenses (US\$)	Project Balance (US\$)	Total expenses (% of total budget)
2 848 240	2487462	350777	87,33

II. Executive Summary

UNDP commenced a Support Project to the Electoral Cycle in Chad (PACET) in January 2016 to assist the authorities and other key stakeholders in planning and holding credible presidential, legislative and municipal elections. Building on the lessons learnt from previous polls, the National Independent Electoral Commission (CENI) established a more comprehensive and reliable electoral register, promoted citizen participation to address the low turnout observed during the 2011 elections, and conducted the electoral process more transparently and efficiently. In spite of lack of funding resulting in limited technical assistance, UNDP has been a key partner to the Government of Chad in supporting national institutions before, during and after the 10 April 2016 presidential election.

UNDP provided CENI with high-level expertise on voter information and education, assisted in the creation of a reliable biometric voter's roll and in the conduct of electoral operations in a more professional manner. This support contributed to the organization of the presidential election in an orderly, peaceful and more inclusive manner. In addition, the participation of the main opposition candidates to the election, despite the Government's decision not to meet their demand for the use of biometric voter verification kits at polling stations, was an indication that the conditions were more conducive for an improved electoral process. It should be noted that the main opposition parties boycotted the previous polls. Another indication of progress during the last election related to voter turnout. According to CENI, the voter turnout was 76.11% on polling day compared to 59% five years earlier.

Post-election, UNDP continued to assist the country through long-term capacity development of national electoral institutions and in creating an enabling environment for the holding of credible legislative and municipal elections. The focus has been on the promotion of political dialogue including the need for electoral and institutional reforms. Beyond the scope of the activities and achievements described below, post-electoral technical assistance by UNDP is geared towards codifying knowledge drawn from lessons and recommendations from the presidential election. This approach constitutes a marked shift from an electoral event-based support to an electoral cycle approach.

III. Indicators Based Performance Assessment

Indicators	Baseline	Target	Achieved Target (current Status)	Reasons for Variance	Source of Verification
Project result 1: the institutional framework for elections is more operational and effective					
Output 1.1: The capacities of CENI members and of the electoral staff to effectively manage the electoral process are strengthened					
<p>The extent to which the capacity of the Electoral Management Body (EMB) to perform its functions has improved, including financial and operational planning, conducting operations for elections and referenda, voter information and stakeholder outreach to hold credible and inclusive elections</p> <p>Training plan developed and implemented</p> <p>Manuals and handbooks are available</p>	<p>A new CENI was set up in December 2013. 35 of its members out 41 were new and had no electoral experience. CENI sub-national offices were installed in February 2015 in line with the configuration of the country's administrative units.</p>	<p>100% of the electoral staff trained on voting procedures</p>	<p>The CENI's national data center set up and fully operational</p> <p>Handbooks on voter registration process developed and disseminated, and relevant CENI's technical staff trained</p> <p>Biometric voters 'IDs were printed and distributed nationwide timely and in a professional manner</p> <p>The CENI's technical capacities to create and maintain a biometric voter register was strengthened</p> <p>6 298 801 voters were enrolled in 2016 compared to 4 830 144 in 2011</p>		<p>The CENI's final electoral report 2013-2016</p>
Output 1.2: The CENI's offices in the country's 23 regions are reinforced and able to conduct the electoral process effectively					
<p>Premises and equipment for CENI's sub-national offices are available</p>	<p>Members of CENI's sub-national offices have been elected in January 2015 at the administrative unit level</p>	<p>100% of CENI's sub-national offices are installed and equipped</p>	<p>100% of CENI's sub-national offices have been installed and conducted the presidential election on 10 April 2016</p>		<p>Activity reports</p>
<p>Members of CENI sub-national offices are appointed and commence duties</p>		<p>23 National UNVs deployed</p>	<p>23 National UNVs were recruited and deployed to provinces to assist in the preparation for the legislative and municipal elections</p>	<p>National UNVs could not be deployed in the 23 regions before Election Day. As the CENI's mandate ended with the presidential election, they were</p>	

		3 International UNVs deployed	1 International UNV was recruited and tasked with coordinating the work of National UNVs	deployed to provinces to assist administrative authorities with the planning for the legislative and municipal elections. Their contracts were eventually terminated due to lack of	
			Future and equipment including 21 motor-bikes, 20 laptops, 15 printers, 20 power generators and various office equipment transferred to the BPE, the Constitutional Council, the HCC, and 10 CSOs		Copies of transfer of title forms
Output 1.3: The Constitutional Council and the Supreme Court are equipped to effectively manage electoral disputes					
Number of appeals examined by the Constitutional Council, the Supreme Court or both, within set deadline	The Constitutional Council and the Supreme Court have experience in electoral litigation management	Appeals examined within the established deadlines contribute to reducing the risks of electoral violence	1 petition from 6 opposition leaders challenging the result of the presidential election was received, examined and rejected by the Constitutional Court within set deadline. Although the main opposition candidates rejected the outcome of the election as declared by the Constitutional court, this contestation remained peaceful and did not result in post-electoral violence	The project did not support the Constitutional Court due to the fact that most planned activities started a few weeks before Election Day	Activity reports
Number of practical guides elaborated for litigation management					
Project result 2: the democratic process in Chad is strengthened and consolidated					
Output 2.1: dialogue between political and social actors is strengthened in order to consolidate the electoral process, peace and social cohesion					
Action plan for peaceful elections available	Existence of a National Framework of Political Dialogue (CNDP)	CNDP action plan is available	Conditions for the holding of peaceful elections assessed and recommendations made for creating a conducive environment for an inclusive electoral process	Training workshops not conducted as planned due to the fact that the project started a few weeks before Election Day and most potential participants were involved in the electoral campaign. The project mostly focused on building consensus and assisting in the creation of a conducive	Activity reports
Number of trainees in mediation and conflict prevention	Absence of an action plan for the conduct of peaceful elections	Number of persons participating to meetings/trainings on mediation and conflict prevention	The voting process was conducted in a peaceful and calm manner Unlike in previous presidential elections they consistently boycotted, the main opposition		

			candidates stood for the 10 th April 2016 poll, which suggests that they found the pre-electoral environment and conditions more conducive for their participation into the contest	environment for a peaceful and inclusive election.	
			Consultations undertaken with key stakeholders to break the political deadlock stemming from the contestation of the electoral outcome by the opposition		Activity reports
			Building on UNDP's efforts to assist in identifying a process to break through the political dialogue and as result of a mediation initiative from RSSG Fall, the President met with opposition parties and civil society groups on 10-11 August 2017 to inter alia discuss institutional reforms.		
Output 2.2: Long-term capacities of electoral stakeholders are strengthened for more sustainable processes					
Number of trainees	Weak experience of the new members of the CENI and inexistence of a long-term training plan	100% of CENI members at central level and 75% at sub-national level trained	1 BRIDGE Train the Facilitator (TtF) and 2 modular workshops conducted resulting in a substantial increase in the number of BRIDGE workshop facilitators in Chad	The project did not support pre-electoral training for CENI as activities started a few weeks before Election Day	Activity reports
			8 BRIDGE workshop facilitators accredited compared to only 1 before		
At least two study trips to other countries			Members of the High Communication Council (HCC) supported during a study trip to Gabon (24 August – 1 st September 2016) – Best practices acquired at peer electoral institutions during Gabonese presidential poll		Mission reports
			Members of the Constitutional Court supported to attend the 4 th Congress of the Conference of Constitutional Jurisdictions of Africa on 23-26 April 2017, in Cape Town, South Africa -		

			Lessons shared on challenges and opportunities for “Strengthening the independence of the judiciary and respect for the rule of law”		
			Members of the Permanent Bureau for Elections (BPE) supported to attend the 3 rd Government Forum on Electronic Identity in Africa (ID4 Africa) on 26-28 April 2017 in Windhoek, Namibia – Cross-countries experienced shared on the use of digital identity including in electoral processes		
Project result 3: voter outreach and civic education, as well as stakeholders’ and citizens’ participation in the electoral process, including of women’s, are promoted and are more effective					
Output 3.1: the population in general, and political actors in particular, are sensitized on the fundamental principles of democracy, the electoral process, voting procedures, as well as their rights and duties regarding elections					
Number of CSOs selected to undertake voter outreach	Existence of institutional actors and CSOs (including the media) involved in the conduct of electoral process	At least 90% of CSOs taking part in civic education and awareness raising campaigns	Nationwide outreach campaign supported during the biometric voter registration process including through the development, printing and dissemination of sensitization materials, the production and airing of TV and radio spots; broadcasting of messages through SMS;		Activity reports
Percentage of rural communities reached out by voter sensation campaigns			10 CSOs selected, trained and supported to conduct voter outreach in the 23 regions		The CENI’s final electoral report 2013-2016
Voter turnout	Constraints related to the size of the territory and to the way of life of certain citizens (nomads) which require targeted actions	90% of community radios taking part in civic education and awareness raising campaigns	Voter sensitization handbook and materials developed and disseminated		
			A new website for the CENI designed		
			A comprehensive proposal for setting up a Media Center during elections developed		
		At least 1 media plan is elaborated and signed	76.11% voter turnout in 2016 compared to 59% in 2011		

		with each principal press organ	Members of the media regulation authority (HCC) trained on 18-22 September 2017 in Pavia, Italy, on media monitoring – HCC’s capacities to monitor and regulate media beyond elections significantly enhanced		Activity report
Output 3.2: women and men participate equally in the electoral process					
Percentage of women registered on candidate lists	The representation rate of women in the decision-making bodies is still weak: Absence of a gender mainstreaming strategy in the electoral process	At least 30% of the candidates on the candidate lists are women	4 women registered as candidates for the presidential election (out of 23 declared candidates)		The CENI’s final electoral report 2013-2016
Percentage of women elected in the various polls		At least 50% of the registered voters on the voters’ registry are women	Voter information and awareness activities specifically targeting women conducted in 18 regions out of 23 5000 female party representatives and members of women groups sensitized on the need to increase women’s participation in the electoral process		Activity reports
Percentage of women registered to vote		At least 50% of electoral agents are women	52,3% women registered to vote in 2016 compared to 43% during the previous electoral cycle A gender and election action plan developed		Sex-Disaggregated data on election officers
Project result 4: an efficient coordination and management mechanism of the project contributes to the efficiency and transparency of the electoral process					
Output 4.1: The Project Management Unit (PMU) is in place and effectively supports the CENI					
Number of steering committee meetings convened	Recruitment of project’s CTA underway	All PMU members recruited and made available to the CENI	Interim CTA in place during the 10 th April presidential election and new CTA commenced duties end September 2016. Steering committee meeting held on 15 th May 2017	Lack of electoral administration and absence of CTA resulted in steering committee meetings not convened	Minutes of meetings

Number of monitoring missions carried out			2		Mission reports
Fund absorption rate			87,33%		Contracts signed
Number of progress and final project report submitted			1 progress report on 2016 activities and achievements submitted in January 2016 1 final report for the Japan cost sharing project		Progress and final reports
Output 4.2: the project coordination mechanism in place through a steering committee allows for an effective involvement of all partners in the management of the project					
PRODOC approved and signed	The coordination mechanism includes the steering committee and the technical committee.	At least 2/3 of partners attend each statutory meeting	Project annual work plans for 2016 and 2017 developed and signed by Government and UNDP		
Necessary financial resources mobilized					
Coordination mechanism set up					
Progress reports available					

IV. Results

Section 1: Overall results achieved against the outcome

The project objective was to support Chad to hold credible presidential, legislative and municipal elections, as well as engage key stakeholders in structural reforms to improve the electoral systems and processes. The project ended up providing technical assistance to the holding of the 2016 presidential election only, due to lack of political consensus amongst the country's main actors, lack of resources, and the absence of a routine electoral administration, which have impacted on Chad's capacities to plan and conduct legislative and municipal elections immediately after the April 2016 presidential poll.

Besides the conduct of the election in a peaceful and calm manner, technical assistance provided to the CENI facilitated the setting up and use of a reliable biometric voter's roll. A total of 6 298 801 voters were enrolled in 2016 compared to 4 830 144 in 2011. UNDP's support for training and sensitization initiatives resulted in 52,3% of women registered against 43% during the previous electoral cycle. Likewise, the CENI was able to plan and carry out electoral operations in a more professional manner. The registered voter turnout was 76.11% on Election Day compared to 59% five years earlier.

Another milestone achievement is the facilitation of a political dialogue between the government and the opposition. Unlike in previous presidential elections which they consistently boycotted, the main opposition candidates took part in the 10th April 2016 poll, which suggest that they found the pre-electoral environment and conditions more conducive for their participation. Six opposition candidates challenged the election results before the Constitutional Court, but their petition was rejected. All the contestations of the outcome of the presidential election have remained peaceful and did not result in post-electoral violence. After the election, consultations resumed with key stakeholders for Chad to engage in a sustainable social and political dialogue amidst social tensions exacerbated by a severe economic crisis crippling the country. UNDP has positioned itself to help draw lessons from the previous elections through following up on observer missions' recommendations, as well as supporting the review of electoral laws and regulations. These are expected to assist in documenting past electoral experiments and sharing international norms and best practices in preparation to the next elections.

Section 2: results achieved against Outputs

Project result 1: the institutional framework for elections is more operational and effective

Output1.1: The capacities of CENI members and of the electoral staff to effectively manage the electoral process are strengthened

Four experts were deployed by UNDP to assist the CENI in carrying out electoral operations. These included an electoral administration expert, a biometric voter registration expert, an electoral logistics expert, and a voter and civic education expert. Through its support, UNDP assisted Chadian authorities in holding the presidential election in a more professional manner.

The following were achieved:

- Logistics and deployment plans for election materials and equipment developed and implemented;
- Logistics training and briefing for staff involved in pre-election, election and post-election operations facilitated;
- Structures and tools for monitoring and managing election materials, including sensitive ones, developed and shared;
- Guidelines and process framework, including quality standards, for the conduct of the biometric voter registration process established;
- Training on quality control and monitoring of all aspects of the biometric voter registration process conducted.

This unique contribution of UNDP was duly acknowledged and commended by the CENI in its final report and during the official handing over of this report to the country's President on the 7th October 2016.

Output 1.2: The CENI's offices in the country's 23 regions are reinforced and able to conduct the electoral process effectively

The project intended to recruit and deploy 23 UNVs in the field for them to support the work of the CENI sub-national offices in the preparation of the 10th April 2016 presidential election. Although these UNVs could not be deployed in the 23 regions before Election Day for administrative and operational reasons, they were able to assist the CENI's national office in N'Djamena during the election. Their support contributed to the conduct of electoral operations

in a calm and more professional way. As the CENI's mandate ended with the presidential election, the UNVs were deployed to provinces to assist administrative authorities with the planning for the legislative and municipal elections. Through this, they familiarized themselves with their area of deployment and were provided with a first-hand professional experience with assistance from UNDP. It is expected that this experience will contribute to national capacities in the country and will be used effectively by the authorities to strengthen the performance of the electoral administration at regional level in the future.

Project result 2: the democratic process in Chad is strengthened and consolidated

Output 2.1: dialogue between political and social actors is strengthened in order to consolidate the electoral process, peace and social cohesion

An International Expert on Political Dialogue was hired by UNDP in October 2016 with a view to assisting the authorities and other key stakeholders to:

- Identify a process to break through the political deadlock that occurred as the result of the rejection of the outcome of the presidential election by the main opposition candidates;
- Draw lessons from past experiences in resolving election-related conflicts in the country;
- Create a more conducive environment for the holding of future elections; and
- Consider establishing sustainable national conflict prevention and resolution mechanisms.

This activity went beyond electoral assistance and was a follow-up to previous conflict prevention and consensus-building missions: a first mission deployed in N'Djamena between the 18th October and the 1st November 2015 under the authority of the UN Department for Political Affairs and a second mission which travelled to the country on the 18th March – 3rd April 2017. The two missions assessed the political situation prevailing in Chad in preparation for the 10th April 2016 presidential election and identified stakeholders' needs and priorities regarding the best approaches for peaceful elections, for breaking deadlocks, reducing the likelihood of violence and of outcomes that could be rejected. As a result of these initiatives in the lead up to the election, the main opposition candidates stood for the 10th April 2016 poll, unlike in previous presidential election which they consistently boycotted. Although this decision could suggest that they found the pre-electoral environment and conditions more conducive for their participation into the process, they did not accept the outcome of the vote and contested the re-election of incumbent President Idriss Deby Itno.

One of the key objectives of the mission of the Political Dialogue Expert was to foster further consultations with and amongst key stakeholders for Chad to break this post-electoral deadlock. Providing a platform for a sustainable political dialogue was essential as the country was crippled by a severe economic crisis caused mainly by the impact of oil price collapse on a heavily oil

dependent economy, costly military interventions to root out terrorism at home and in neighboring countries, and governance issues. It should be noted that, unlike other countries in Africa, Chad does not have a permanent Electoral Commission. The mandate of the sitting CENI was terminated after the 10th April 2016 presidential election, and a minimal consensus was needed between the majority and the opposition to appoint a new electoral administration and plan for the legislative and municipal elections.

The UNDP's Political Dialogue Expert conducted four missions: on 16-27 October 2016; 13-22 November 2016; 8-18 December 2016, and 15-31 January 2017. He met with 38 leaders and representatives of the Government, the ruling coalition, opposition parties, religious groups, as well as of civil society organisations. He mapped the main socio-political actors, engaged with them to get a better understanding of their views, and assessed their readiness to engage in a political dialogue.

By and large, the following were achieved through these discussions:

- The prevailing social, political and economic situation analysed and its impact on the convening of a political dialogue assessed;
- Factors behind the political stalemate and lack of consensus around governance issues affecting the country identified;
- Lessons from the 2007 and 2013 political dialogue drawn and documented;
- Conditions for a meaningful and inclusive political dialogue discussed and shared with stakeholders.

Further, four main conclusions can be inferred from these activities:

- The need for the authorities and concerned parties to address the social and economic crisis in the country;
- Resuming talks between the main opposition leaders and the majority is a good step towards a political dialogue. Building on the UNDP's Political Dialogue Expert's work, SRSG Fall visited N'Djamena on 26-30 July 2017 to discuss the country's political situation. As a result, the main opposition coalitions met with the President in separate meetings on 10-11 August 2017, thus contributing to break the climate of mistrust prevailing between the majority and the opposition;
- It was essential to frame the political dialogue around social and economic discussions, as well as use the opportunity of the setting up of the High committee in charge of institutional reforms as a potential tool to break the political impasse between the majority and the opposition. Any political dialogue convened in this context could discuss policy responses to the economic crisis and post-crisis recovery, transparency and accountability in the public sector, fight against corruption and governance reforms, constitutional reforms, as well as the holding of more credible elections. However, there are clear conflicting agendas and understandings of the whole notion of political dialogue in the current political, economic and security situation of Chad. While the authorities

consider the upcoming forum on institutional reforms as an opportunity for the country to come together and agree on key institutional changes, opposition parties conversely advocate for a more ambitious and much wider debate which, with outside facilitation, could iron the main differences between the majority and the opposition on key issues affecting the country;

- The *Cadre National de Dialogue Politique* (CNDP) or the National Framework for Political Dialogue established during the 2013 dialogue was no longer considered an inclusive, representative and legitimate platform for discussions and consensus building in the political realm.

Output 2.2: Long-term capacities of electoral stakeholders are strengthened for more sustainable processes

A four-member delegation from HCC travelled to Libreville, Gabon, from the 24th August to the 1st September 2016 to observe the country's presidential election and learn from the Gabonese National Council of Communication on how they regulated the media before, during and after the poll.

The mission provided HCC's members with the opportunity to undertake the following:

- Understand how a peer institution regulates the media, notably aspects related to the allocation of airtime to political parties and candidates in public media, monitoring of campaign advertising and media coverage of the electoral process;
- Have a more thorough understanding of media regulation through learning from a comparative experience in another country;
- Strengthen their capacities in media monitoring in preparation for future elections in Chad;
- Develop ties with other media regulation bodies.

In addition, UNDP supported the training of four members of the HCC at Pavia in Italy, on 18-22 September 2017 in media monitoring. The training was one of the recommendations of the media expert deployed by UNDP to Chad on 24 August-26 October 2016 (see below) and was hosted by the Osservatori di Pavia, a leading international institute on mass communications and election campaigns' analysis and research. Qualitative and quantitative analysis of hate speech, inflammatory language, political pluralism, gender, as well issues pertaining to processing and analyzing data, were discussed during the training. Participants were able to better understand their media monitoring role in a pluralistic and democratic environment. They were also exposed to common principles to take into account when assessing the performance of the media during elections and beyond. This training was followed by needs and priorities assessment of HCC and recommendations were made for the institution to perform its mandate effectively. These included improving HCC's methodologies in monitoring political pluralism during electoral campaigns; developing adequate media monitoring tools and providing training to media

monitors; extending media monitoring to regional medias; strengthening HCC's capacities in data collection and analysis, as well as in report drafting; better using the HCC's media monitoring unit beyond electoral campaigns.

On another note, a three-member delegation of the Permanent Bureau for Elections (BPE) was supported to attend the 3rd Government Forum on Electronic Identity in Africa (ID4 Africa) on 26-28 April 2017 in Windhoek, Namibia. Besides sharing the experiences of other countries on the use of digital identity including in electoral processes, the BPE was able to discuss Chadian experiment in biometric voter registration and learn more on the electoral use of civil registries and conversely on how to have a more reliable civil registry building on the success of biometric voter registration. UNDP also funded the participation of three members of the Chad's Constitutional Court to the 4th Congress of the Conference of Constitutional Jurisdictions of Africa on 23-26 April 2017, in Cape Town, South Africa. The conference provided an opportunity to share on challenges and opportunities for "Strengthening the independence of the judiciary and respect for the rule of law" on the continent.

UNDP further developed the long-term capacities of Chadian stakeholders to manage elections during a two-week BRIDGE Train the Facilitator (TtF) workshop on 3-14 April 2017 in N'Djamena. This TtF was followed by two modular training workshops on civic education on 10-14 July 2017 and post-electoral activities on 17-21 July 2017. BRIDGE stands for Building Resources In Democracy, Governance and Elections. Considered as the world's foremost training curriculum on electoral processes, BRIDGE is a unique, innovative and flexible course designed to offer participants strong insights into the principles and challenges of electoral administration. The TtF workshop was the first of the kind to be organized in Chad. It was aimed at developing the training skills of participants and building a network of qualified trainers in election administration. Participants were drawn from the Constitutional Council, the HCC, the *Bureau Permanent des Elections* (BPE), or Permanent Bureau of Elections, the National Assembly and civil society organizations.

The closing ceremony was presided by the Minister of Territorial Administration and Local Governance and the UNDP Country Director. Amongst the distinguished participants were the President of the Constitutional Council, the Secretary General of the National Assembly and a representative of the HCC. Participants received their certificate of semi-accredited BRIDGE facilitators, which allows them to access BRIDGE materials. 7 amongst them became fully accredited BRIDGE facilitators after successfully planning and delivering the 10-14 and 17-21 July modular courses under the supervision of accrediting BRIDGE facilitators. They are now expected to use the BRIDGE methodology and curriculum in their daily work and electoral administration trainings in their respective institutions.

Through these BRIDGE workshops, the following were achieved, in a nutshell:

- Participants became more conversant with the existing content, content development and methodology of BRIDGE;
- A high-calibre group of 7 BRIDGE facilitators were accredited as workshop facilitators. As a result, Chad now has 8 BRIDGE workshop accredited facilitators compared to only 1 before;
- Professional development in election administration for election professionals in the country was enhanced;
- Inter-institutional dialogue deepened between election professionals and democratic governance stakeholders from diverse institutions.

Project result 3: voter outreach and civic education, as well as stakeholders' and citizens' participation in the electoral process, including of women's, are promoted and are more effective

Output 3.1: the population in general, and political actors in particular, are sensitized on the fundamental principles of democracy, the electoral process, voting procedures, as well as their rights and duties regarding elections

UNDP supported a national outreach campaign in the run up to the biometric voter registration process. The objectives of this campaign were to provide citizen with adequate and useful information on the conduct of the registration and sensitize them on the need for them to register in order to be able to vote.

For this campaign to be successful, a series of activities were undertaken with the following results:

- A detailed and comprehensive outreach plan developed and implemented;
- Quality control provided in the design of outreach and training materials produced by the CENI, including:
 - 4 different A3 campaign posters written in French and Arabic and printed in 25 000 copies;
 - 2 600 banners in French and Arabic;
 - 200 000 information sheets in French and Arabic with basic information on the biometric voter registration printed on both sides;
 - A methodological note on the biometric voter registration process for electoral staff printed in 5 000 copies in French and Arabic;
 - 100 000 stickers ;
- 10 radio and TV spots designed and aired in the public media.

In addition, UNDP selected, trained and funded 10 CSOs to conduct voter outreach in the 23 regions of Chad. A total of 659 voter information agents deployed by these CSOs in the lead up

to the election assisted in raising citizens' awareness on the timeframe and procedures of the distribution of voter cards as well as on voting procedures on Election Day.

On 24 August-26 October 2016, UNDP deployed a media expert to Chad. The mission was initially planned before the election in an effort to support the HCC and the CENI in the election campaign regulation. As the electoral process was ended and the mandate of the CENI terminated by the time the media expert was deployed, the mission's terms of reference were adjusted to these changing circumstances. Activities undertaken included a review of the legal and institutional framework for media regulation, an assessment of the media coverage of the 10 April 2016 presidential election and a needs analysis.

By and large, the mission achieved the following:

- Lessons were drawn from the media coverage and regulation of the presidential election and recommendations made for future electoral processes. These include the creation of a dedicated Media Centre in the lead up to the legislative and municipal elections to ensure adequate and timely sharing of information on the electoral process; the review and redesigning of the CENI's website; an updated media inventory; simplified procedures for the accreditation of journalists; training of journalists and HCC's capacity strengthening in media regulation and monitoring;
- A comprehensive proposal for setting up a Media Center during elections developed;
- Main features and layout of the CENI's website discussed with BPE officials and overall structure of the website improved;
- HCC's capacity building plan in media monitoring developed.

Output 3.2: women and men participate equally in the electoral process

UNDP jointly with women organizations travelled to 18 regions before the 10th April 2016 presidential election to encourage women to vote on Election Day. After the election, 08 other regions were visited in order to assess the level of women's participation to the biometric voter registration process and to the presidential election, as well as draw lessons for the future. More than 4 000 men and women, including 90 leaders of women's groups and party members, took part in the discussions. Thanks to sensitization initiatives sponsored by UNDP, 52,3% of women were registered against 43% during the previous electoral cycle. It is also worth noting that 4 women registered as candidates out of 23 presidential hopefuls.

Additionally, the information collected during the field visits served as a baseline for the development of a gender and election strategy. This document provides a snapshot of challenges underpinning equal participation of both men and women in the decision-making process and identifies key action points for an increased participation and representation of women in the management of public affairs in Chad.

V. Partnerships

UNDP partnered with 10 CSOs to assist the CENI in conducting voter sensitization. Micro-grants were signed with these organizations to support a national outreach campaign in the lead up to the presidential election. They were selected after a competitive process and trained on best practices in voter information and education. Through this partnership, UNDP contributed to building strong collaborative relations between civil society and the CENI. As voter information is the primary responsibility of the Electoral Commission, all outreach messages were cleared by the CENI. This partnership also contributed to increasing CSO's presence on the ground throughout the country and to strengthening their role during an inclusive electoral process in the country.

VI. Challenges, Lessons learned and Recommendations

- The absence of a Permanent Election Management Body does not contribute to effectiveness, strengthening of national capacities and sustainability of electoral administration

Unlike in many countries, there is no permanent EMB in Chad. In line with the legal framework, the mandate of the sitting CENI ended after the 10th April 2016 presidential election. A Permanent Bureau of Elections (BPE) exists, which serves as the CENI's secretariat during elections. In-between-elections, it falls under the ministry of territorial administration and it is tasked with updating and managing the voter's roll. Although BPE has been the main recipient of PACET's post-electoral support, the lack of a permanent EMB in Chad is not conducive to the preservation of the institutional memory, long term capacity development, and to the planning and conduct of electoral processes. Besides, it undermines the effectiveness of UNDP's support as EMBs are usually the main recipients and counterparts of electoral assistance projects.

UNDP now assists the country in drawing lessons from the previous elections through following up on observer missions' recommendations, as well as in supporting the review of electoral laws and regulations. These activities are expected to assist the country in documenting past electoral experiments and in adopting international norms and best practices, including those related to the creation of a permanent, non-partisan and autonomous EMB.

- A more responsive and flexible approach is essential when things don't go as planned

The rapidly changing landscape in which UNDP operates globally has put the relevance and effectiveness of its electoral assistance to the test. Increasingly more countries are holding their national elections with limited reliance on external contributions and resources. This was the case with Chad as the country funded most operations pertaining to the 10 April 2016 presidential election. While reduced dependence on outside support is a good step towards sustainable processes and should be encouraged, recurring challenges to the integrity of elections are symptomatic of the fragility of gains made over the years and warrant long-term commitment from partners. For UNDP to maintain its leadership in the face of reduced funding and unpredictable competition from new players in the international electoral assistance arena, a more responsive and timely approach to shifting dynamics on the ground is essential. Chad's experience, as shown in this report, underlines the need to remain flexible on the ground and carry out activities adjusted to changing circumstances. Remaining relevant in a changing environment means that UNDP needs to have a much closer look at the way it does things and consider developing new partnerships.

- Support to the electoral cycle entails the provision of assistance beyond Election Day and over one single election

PACET started in January 2016, less than three months before the presidential election. Although the project assisted the CENI in conducting voter registration and electoral operations, there was insufficient time left for the deployment of the UNVs in support to the Commission's sub-national branches, to assist the HCC in media regulation and monitoring and to carry out capacity building activities for electoral jurisdictions.

Another constraint was limited funding, which curtailed UNDP's support to technical assistance to the April presidential election, without any consideration for the legislative and municipal elections which were also part of this electoral cycle. Initially scheduled for 2015, the legislative elections did not follow the presidential poll, as was expected. The impact of the oil price collapse on a heavily oil dependent economy, costly military interventions to root out terrorism at home and in neighboring countries, as well as governance issues, have plunged Chad's economy into turmoil. As the country was crippled by a severe financial crisis, legislative elections were no longer the main priority. No electoral timeframe was announced, although the country's President has hinted in February 2017 that the legislative elections were unlikely to be convened before 2019 due to lack of resources. A resource mobilization roundtable took place in Paris in September 2017, but has not resulted in major announcements regarding election date and donor strategy for electoral assistance.

Clearly, there is now a gap in the electoral cycle. A new cycle will start with the appointment of a new Commission, legal review and preparations for the next elections. It is essential for UNDP to

re-engineer its electoral support to Chad in the face of these challenges by shifting to a more robust electoral cycle approach, built on reviews from past experiences, best practices in the region and elsewhere and reforms where they are most needed.

VII. Preview of main activities for November – December 2017

Timeframe	Activities	Expected achievements	Other Observations
Project result 1: the institutional framework for elections is more operational and effective			
Until 30 November 2017	Review of the legal and institutional framework for the elections	<ul style="list-style-type: none"> • Relevant electoral laws and regulations identified and assessed; • Gaps in the existing legal and institutional framework for elections analysed and shared with relevant authorities; • Approaches to electoral reforms shared 	<ul style="list-style-type: none"> • The review will inform a potential NAM; • Chadian authorities have informed UNDP that the findings and conclusions of the review will be discussed by the institutional reforms validation Forum to be convened early next year
Until 15 December 2017	Analysis and follow-up on election observer recommendations and those made by previous EMBs	<ul style="list-style-type: none"> • Recommendations based on findings of EOMs deployed in Chad reviewed and analysed; • Actions taken by relevant authorities on previous and existing recommendations from EOMs and CENI's electoral reports tracked and documented; • Appropriate follow-up activities on recommendations suggested in view of maximising the value of recommendations made by EOMs and previous CENI's reports in the electoral review and reform process 	<ul style="list-style-type: none"> • Activity jointly conducted with the review of the legal and institutional framework for the elections
04-08 December	Training workshop for MPs on their role in the review and reform of electoral laws and institutions	MPs are more familiar with the existing legal and institutional framework for elections and understand their role in its review and reform process	This activity will be organized following a former request sent by the Speaker of the National Assembly to UNDP
Project result 2: the democratic process in Chad is strengthened and consolidated			
20-24 November	Induction training for newly accredited Chadian BRIDGE workshop facilitators	Participants are able to search, customise and use BRIDGE online resources and prepare BRIDGE training workshops with no further outside assistance	
End November	BPE's annual retreat	The members of the BPE discuss their role in-between elections, notably in	

		updating the voter's roll and draft an adequate work plan	
Project result 3: voter outreach and civic education, as well as stakeholders' and citizens' participation in the electoral process, including of women's, are promoted and are more effective			
08-10 November 2017	National validation workshop for the Gender and Election Strategy	<ul style="list-style-type: none"> • A Gender and Elections Strategy developed by UNDP discussed, validated and own by relevant authorities and stakeholders; • Adequate action taken to increased women's participation in the electoral/democratic/decision-making processes 	
13-17 November 2017	BRIDGE modular training workshop on Gender and Elections/political participation	<ul style="list-style-type: none"> • Participants are familiar with the importance, their role and key strategies to adopt for increased women's participation in the electoral/democratic/decision-making processes; • 3 additional BRIDGE workshop facilitators accredited including 2 women (by the end of this training Chad will have 11 accredited BRIDGE workshop facilitators compared to only 1 before the project) 	
Project result 4: an efficient coordination and management mechanism of the project contributes to the efficiency and transparency of the electoral process			
November-December	Project final evaluation	The efficacy of the project design and governance structure, relevance of project outputs, efficiency and effectiveness, as well as sustainability of technical assistance, assessed	The findings of this evaluation could also inform a potential NAM

VIII. Financial report

Table 1: Overview of available resources for the project duration

Donor	contribution	Expenses		Total expenses	Balance	%Utilization
		Year 2016	Year 2017			
Japan	1 500 000	1 208 626	175 398	1 384 024	115 976	92,27%
Gvnmnt	561 231	95 652	225 892	321 544	239 687	57,29%
UNDP	787 009	287 009	494 885	781 894	5 114	99,35%
TOTAL	2 848 240	1 591 287	896175	2 487 462	350777	87,33%