



# Promoting Elections, Accountability and Civic Engagement (PEACE) Final Report

**Reporting Period:**  
**July 2010 – July 2012**  
**Submitted to: USAID/Senegal**

*Grantee: Counterpart International*

**Cooperative Agreement Number: DFD-A-00-09-00141-00**  
**GCSS Associate Cooperative Agreement Number: 624-A-00-10-00089-00**  
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## List of Acronyms

<b>AFJT</b>	Association des Femmes Juristes de Tchad (Association of Women Lawyers of Chad)
<b>APLFT</b>	Association pour la Promotion des Libertés Fondamentales au Tchad (Association for Promotion of Fundamental Freedoms in Chad)
<b>ASSAILD</b>	Association d'Appui aux Initiatives Locales de Développement (Association for Support of Local Development Initiatives)
<b>BELACD</b>	Bureau d'Etudes et de Liaison d'Action Caritative et de Développement
<b>BPE</b>	Bureau Permanent des Elections (Permanent Elections Bureau)
<b>CC</b>	Conseil Constitutionnel (Constitutional Council)
<b>CCSRP</b>	Collège de Control et de Surveillance des Revenus Pétroliers (Committee for Monitoring of Petroleum Revenue)
<b>CELIAF</b>	Cellule de liaison et d'information des associations féminines (Liaison and information unit of women's associations), a national women's CSO network
<b>CENI</b>	Commission Électorale Nationale Indépendante (Independent National Electoral Commission)
<b>CIEL</b>	Coalition Indépendante des Elections Libres (Independent Coalition for Free Elections)
<b>CNJP</b>	Commission Nationale de Justice et Paix (National umbrella organization of Catholic Churches)
<b>CPPL</b>	Commission Permanente Pétrole Local
<b>CPPN</b>	Commission Permanente Pétrole N'Djamena
<b>Counterpart</b>	Counterpart International
<b>CSAPR</b>	Comité de Suivi de l'Appel à la paix et à la réconciliation (Committee for Monitoring of the Call for Peace and Reconciliation)
<b>CSO</b>	Civil Society Organization
<b>dTS</b>	Development & Training Services, Inc.
<b>EDR</b>	Election dispute resolution/management
<b>EEMET</b>	Entente of Churches and Evangelical Missions (National umbrella organization for Protestant churches)
<b>EISA</b>	Electoral Institute for the Sustainability of Democracy
<b>EITI</b>	Extractive Industry Transparency Initiative
<b>EU</b>	European Union
<b>FG</b>	Focus Group
<b>FTP</b>	Future Porte du Tchad
<b>GRAMP-TC</b>	Groupe des Recherches Alternatives et de Monitoring du Projet Pétrole Tchad-Cameroun (Group for Alternative Research and Monitoring of the Chad-Cameroon Oil Project)
<b>HCC</b>	Haut Conseil de Communications (High Council of Communications)
<b>IFES</b>	International Foundation for Electoral Systems

<b>IREX</b>	International Research and Exchanges Board
<b>LTDH</b>	Ligue Tchadienne des Droits Humaines (Chadian League for Human Rights)
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System (part of Knowledge Management Portal of Counterpart International)
<b>MSI</b>	Management Systems International
<b>NGO</b>	Non-governmental organization
<b>OANET</b>	Organisation des Acteurs Non Etatiques du Tchad
<b>PEACE Project</b>	Promoting Elections, Accountability and Civic Engagement Project
<b>PMEP</b>	Performance Monitoring and Evaluation Plan
<b>PWYP</b>	Publish What you Pay
<b>RFA</b>	Request for Applications
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	United States Agency for International Development

## **I. EXECUTIVE SUMMARY**

The Promoting Elections, Accountability and Civic Engagement (PEACE) Project was a two year program in Chad funded by the United States Agency for International Development (USAID). The goal of the project was to promote broader citizen participation in democratic processes through peaceful and increasingly credible, free and fair local, legislative and presidential elections. Counterpart International worked with partners International Foundation for Electoral Systems (IFES), Management Systems International (MSI), International Research and Exchanges Board (IREX), and Development and Training Services, Inc. (dTS) to implement the PEACE Project (“the Project”).

Three objectives were defined to support the Project’s goal:

1. Strengthened capacity of the National Independent Electoral Commission (CENI) to effectively administer electoral processes;
2. Improved ability of Civil Society Organizations (CSOs) to conduct election and government accountability public information campaigns; and
3. Increased ability of electoral and civic institutions to resolve disputes and mitigate and manage election-related conflict.

From July 13, 2010 to July 31, 2012, PEACE successfully implemented all activities under its work plan. The Project’s major focus in its first year was to provide support and assistance to the CENI and other relevant government institutions in electoral management and administration, communications, and electoral dispute mitigation and resolution. PEACE worked with the central and regional CENI offices for the procurement of \$500,000 of equipment and capacity building support in order to engage media, educate voters, address voter complaints, and monitor the election process. The Project also supported CSOs and independent media to increase citizen awareness and involvement in electoral processes, while promoting peaceful resolution of election disputes through direct voter education activities. Additionally, the program implemented activities under the theme of Electoral Dispute Resolution (EDR), which included the development and printing of materials for civil society organizations, Parliament members and members of the Constitutional Court and the Judiciary. In its second year, the Project broadened the scope of its activities to promote the increased engagement of civil society and the media as government and extractive industry watchdogs.

PEACE was able to implement its electoral components despite considerable upheaval to the electoral calendar. Initially designed as a program to accompany the electoral process, the postponement of the elections beyond the scope of the program’s budget required significant flexibility on IFES’s part to continue the implementation of its activities. Recognizing that the activities contained in the work plan were specific to building the capacities of the electoral commission, the decision was made to continue with the implementation of the activities despite the postponement of the elections.

PEACE successfully met, and in most cases exceeded, most of the target performance and results indicators established in the Program Monitoring and Evaluation Plan (Annex A) while remaining within budget. To ensure the program’s success, Counterpart commenced the program

by implementing 5 rapid assessments (gender, civil society, conflict, an assessment of CENI's capacity, and individual election assessments) and conducted 2 program evaluations (mid-term and final evaluations) which informed the program planning and implementation.

Over the span of two years, PEACE produced 4 electoral guides that were disseminated widely in both national languages (French and Arabic). In particular, the program developed and printed a Polling Agent's Guide (20,000 copies), Election Monitoring Guide for political parties (25,000 copies), Voter Education Guide (18,000 copies), and Election Formulas Guide for electoral officials (4,500 copies). These guides formed the base documents for trainings organized by the CENI and funded by the EU for polling station workers throughout Chad. PEACE also produced two Electoral Dispute Resolution guides (total 10,500 copies) on the prevention and mitigation of social, religious and traditional electoral conflict for CSOs as well as government institutions such as the Constitutional Court, a guide on Civic Journalism (200 copies) and a Public Procurement guide (2,000 copies).

Counterpart also provided direct support to local CSOs through small grants. Over the life of the program, PEACE awarded 7 organizations to receive natural resource advocacy and public procurement grants with a total value of \$183,000. Seven organizations received civic and voter education grants with a total value of \$69,000 and 6 organizations received electoral dispute reconciliation grants with a total value of \$61,000.

PEACE also established a civil society transparency coalition. This coalition coordinated the efforts of 24 CSOs and CSO networks on advocacy campaigns, implementation of joint activities and shared best practices. The coalition built CSO capacity through training on election monitoring, voter rights and election-related conflict management. In addition, the program produced radio and TV messages and debates on resolution of electoral conflicts as well as "In Peace" a song featuring ten Chadian artists promoting peaceful elections. PEACE radio messages were broadcast through 14 radio stations, including Chadian National Radio, reaching approximately 9.8 million people in year 1.

Over the life of the program, PEACE provided a total of 15 trainings for elections officials, BPE and CENI members from the central office and 22 regional offices in Chad and trained 309 members, including 28 women. In addition, PEACE provided 37 trainings on various topics to CSOs and media and trained together 1,764 participants, including 379 women.

## **II. PROJECT ACHIEVEMENTS BY OBJECTIVE**

### **RAPID ASSESSMENTS**

#### **1) CENI Assessment**

In order to better prepare for activity implementation, IFES first undertook a detailed assessment of CENI's capacities and needs in October 2010. The resulting information aided IFES in tailoring its activities to suit the immediate needs of CENI and BPE. The assessment proposed recommendations in the following areas: 1) type of support and procurement materials to be

provided to CENI and BPE; 2) capacity building strategies targeting CENI and BPE; and 3) synergy building approach for CENI, local state representatives, the Ministry of Territorial Administration, and the CENI in various regions and departments. The results of the assessment revealed that certain entry points existed for the reinforcement of capacities within CENI and with other key electoral stakeholders. The assessment suggested that while it was necessary for the PEACE project to undertake capacity building efforts during the electoral process, particular attention should also be accorded to activities during the post-electoral period.

## **2) Conflict Assessment**

In September 2010, Counterpart International initiated a rapid conflict assessment that provided crucial information to all project partners that allowed them to tailor activities to the existing legal framework for addressing electoral conflict. This assessment also informed PEACE planning and implementation as well as complemented the existing body of knowledge concerning conflict in Chad, particularly how it could affect the upcoming elections. The Conflict Assessment described and analyzed: political and economic powers in Chad; human and systemic drivers of tensions; instability and potential conflict; institutions of resilience and existing conflict resolution mechanisms; windows of vulnerability; and PEACE Program implications and recommendations.

The findings in the conflict assessment suggested that future PEACE activities try to strengthen traditional conflict resolution mechanisms and broaden the conflict management activities of CSOs to reach national coverage. In addition, the assessment suggested that effective conflict management programs implemented by CSOs in Chad should be expanded to cover high-risk areas; build state capacity, particularly the Justice system and the Ministry of Mediation; and strengthen political parties' democratic and strategic thinking since minimal planning hinders political parties' ability to galvanize public support during elections.

## **3) Civil Society Assessment**

In October 2010, Counterpart International conducted a civil society assessment. The goal of the assessment was to better understand the current situation of civil society in Chad, including the strengths, weaknesses and future potential of the sector as a key element in Chad's emerging democratic environment. The assessment paid particular attention to civil society's role during elections, advocacy, government accountability, conflict prevention and conflict resolution. In addition, the assessment provided guidance for planning and implementation of Counterpart's activities in Chad and expanded the body of available knowledge on Chad's civil society sector.

The assessment concluded that civil society in Chad is dynamic and motivated to continue expanding its involvement in the democratic development of the country despite the challenges associated with accessing resources and operating in a restrictive political climate. In spite of these challenges, the study showed that civil society in Chad is committed to strengthening democracy particularly as the operational environment for CSOs has been stabilized since the historic 2007 Accords. As such, there is a considerable reason to predict a bright future for civil society in Chad. The civil society assessment also provided valuable recommendations for the Government, CENI, the PEACE project and donors.

#### **4) Individual Election Assessment Reports**

The PEACE Project researched and reported on the pre- and post-electoral processes and environment following each of the three elections conducted in Chad in 2010 and 2011. These reports were coordinated with international stakeholders such as UNDP and the EU as well as civil society. The reports analyzed the electoral environment with a focus on the use of state resources for campaigning, opposition access to national media, development of party platforms, voter awareness, and election fraud.

#### **5) Gender Assessment**

In September 2010, Counterpart International commissioned a gender assessment led by dTS to help guide the planning and implementation of the PEACE Project. The gender assessment had two main objectives: 1) to identify gaps and potential opportunities in promoting gender equity for civil society in Chad; and 2) to provide guidance and operational input in integrating and mainstreaming gender into PEACE's overall workplan. The gender assessment report concluded that the relatively low status of women coupled with the inequitable gender relations pose significant challenges to women's meaningful participation in electoral and democratic processes in Chad. Compared to men, women lack sufficient education, awareness of their rights, and exposure to voter information. Moreover, practices such as family voting impinge on women's civil rights, thus compounding obstacles to free and fair elections. Candidates, parties, and election officials treat women as peripheral to the process. Consequently, women have been unable to effectively communicate their policy priorities or substantively influence the national political dialogue despite making up more than half of the population. Furthermore, women's limited access to power and formal decision-making make them less visible than men in public life. This is even reflected in the institutions that Counterpart was working with, such as CENI and BPE, where very few women hold leadership positions.

#### **Gender Assessment Presentation to CSOs**

In April 2012, PEACE held a one-day presentation on the findings of the gender assessment. The objectives of this presentation were to disseminate the information contained in the assessment report; to promote ownership of the findings by various actors (i.e. women's organizations, CSOs, Government and Donors); and to promote implementation of key recommendations. It is worth noting that Counterpart International was the first international organization to conduct an assessment on the political participation of women in Chad. The event was well received by the participants, who proposed that the presentation of the findings be repeated to reach a broader audience. Additionally, the participants recommended that if a similar assessment is conducted in the future, it should involve party leaders in the evaluation. Lastly, the participants suggested that assessment findings are presented before publishing the report in order for other actors to contribute their perspectives while promoting local and national ownership.

#### **6) Mid-term and Final Program Evaluations**

During the life of the program, PEACE executed mid-term and final program evaluations. The purpose of the mid-term evaluation was to assess PEACE's performance at the program's midpoint, measure successes, identify challenges and opportunities, as well as make recommendations for further program enhancement and improvement. The main purpose of the

final evaluation was to assess the PEACE Project's performance and impact on the institutions and organizations involved while identifying best practices, lessons learned and recommendations to inform future programming in Chad and beyond. The evaluation focused on program effectiveness, results and impact.

## **OBJECTIVE 1: Strengthened Capacity of the National Independent Electoral Commission (CENI) to Effectively Administer Electoral Process**

### **1.1 Build Capacity of CENI Officials in Electoral Best Practices and Standards**

In order to better prepare for activity implementation, IFES undertook a detailed assessment of CENI capacities and needs at the onset of the program in September 2010. The resulting information aided IFES in tailoring its activities to suit the immediate needs of CENI and BPE. Although the mission was primarily focused on evaluating the capacity-building needs of the electoral institutions, other needs pertaining to major stakeholders such as political parties, CSOs, media and security forces, were identified as a result of the exchanges and analysis of data collected in the field.

Over the course of the project, IFES initiated a series of activities in support of CENI and BPE. The activities broadly included the development and printing of documents, training activities, and timely assistance to CENI for the preparation of certain tasks spelled out in the Commission's electoral workplan. The following are the activities supported by IFES under the PEACE program:

#### **a) CENI Trainings**

Over the life of the PEACE Project, IFES organized and facilitated three training sessions for CENI. The first workshop enabled CENI members to familiarize themselves with the content of the Guide on Electoral Formulas used in Chad. The second workshop, implemented in coordination with EISA, was organized for CENI's decentralized offices and was primarily based on the various guides produced by IFES as part of the PEACE project. The third training was organized for the members of CENI and focused on the management of polling stations, preparation of electoral documents, and review of electoral formulas for the presidential and local elections. The goal of this workshop was also to train polling station staff on electoral procedures and methods for the local elections. The workshop was funded by Counterpart International and was a direct response to CENI's request.

In Year 2 of the program, PEACE designed a rapid response mechanism to assist the electoral process in Chad. This mechanism enabled the program to meet immediate as well as unanticipated capacity building needs of CENI and BPE before and during the local elections. For example, upon request, PEACE produced guides and organized short training programs on various topics of immediate relevance to electoral stakeholders. An example of a training completed under this mechanism is a workshop that focused on the challenges and issues identified during the local elections. Various themes were addressed during the workshop,

specifically pertaining to the legal framework for local elections and the management of electoral complaints in communal elections.

#### b) BPE Trainings

In Year 2 of program implementation, IFES coordinated and participated in several meetings with CENI and BPE in an effort to contribute to the discussions that could help CENI and BPE better manage the electoral process. For example, members of the IFES team brought together experts from BPE and CENI to reflect on how to implement recommendations stemming from the weaknesses observed during the legislative elections of February 2011, what initiatives could build the capacities of political party delegates, or other ways in which the PEACE Project could provide additional support to the electoral institutions.

Through IFES, PEACE executed multiple electoral management and administration trainings for BPE. A training on the management and maintenance of the voter list (November 28 to December 2, 2011) covered a variety of topics, including an introduction to voter registration and an introduction of voter lists management and maintenance. From September 19 – 23, 2011 IFES conducted a training on electronic archiving of electoral documents with the Institute for Professional Training (IFPE). Since the task of electronic archiving for elections was new to BPE, the training covered the process of setting up and managing a system as well as utilizing project management software. The training participants analyzed the challenges of implementing an electronic archiving initiative and learned how to evaluate the different technical and organizational components of an electronic archiving system.

Between August 24 and September 7, 2011 IFES worked with IFPE to conduct a capacity building training on Microsoft Project for the organizational and managerial development of BPE staff. The training was an in-depth introduction to the basic and advanced features of Microsoft Project Professional 2010. In addition, IFES offered BPE a training on the use of the Crystal Reports software (November 21 – 25, 2011). The purpose of this training was to build the capacity of BPE to create, manage and distribute analytical reports on BPE activities as well as to increase their overall efficiency by automating certain tasks and by creating functional and useful reports. A training on electronic accounting (Sage Paie and Sage Compta) conducted on September 12 – 13, 2011 enabled BPE to more effectively manage its accounting and reduce the amount of time required to produce coherent and detailed financial reports. Through an interactive methodology, participants learned to develop financial records suited to the operations of BPE. The participants also learned to use the basic and advanced features of the Sage Compta software independently. Upon completion of the training, participants were able to manage general ledgers, create general and analytical financial reports, manage tax payments, manage system securities, and produce status and activity reports.

The capstone activity under this objective was a BRIDGE (Building Resources in Democracy, Governance and Elections) training implemented from December 5-9, 2011. BRIDGE is a professional development program with a specific focus on electoral processes. The training covered two broad topics: Strategic and Financial Planning and Electoral Observation. The purpose of the BRIDGE training was to enable CENI and BPE to effectively plan and mobilize their resources and conduct strategic planning for the electoral cycle.

### c) Support activities for other electoral stakeholders

Apart from working with CENI, IFES provided support to other electoral actors. To list a few examples: the US Embassy and USAID in Chad (trainings on electoral observation and electoral formulas in Chad), CSOs (training on electoral observation), regional CENI offices and the Diaspora (trainings on management of polling stations, the voting method and electoral documents), and UNDP (trainings on electoral observation).

## **1.2 Strengthen Existing Communication Unit within CENI**

In December 2010, IREX conducted an assessment of CENI's policies and procedures in order to provide recommendations on its effective engagement with media during the election period. The assessment report included inputs from CSOs, donors, media stakeholders, and the CENI Communication Service representatives. The assessment provided insight on how PEACE could promote effective outreach campaigns during the election period through media. Counter to the originally proposed strategy to build a media unit within CENI, the assessment concluded that such an endeavor would require major adjustments within the institution which were not deemed feasible due to the limited time until the elections, the lack of human resources at CENI and the increasing political pressure under which CENI operated. As a result of the findings, Counterpart decided to build on CENI's already existing communication service to ensure maximum support for such initiative rather than create a new media unit.

The PEACE project also provided CENI with technical support, equipment procurement, trainings and print materials in order to effectively disseminate information about CENI's electoral activities and processes. Counterpart also awarded CENI an in-kind grant with the total value of \$500,000. The grant provided CENI with general administrative equipment to fill the most critical material needs of the institution. In order to ensure a more transparent and efficient use of project resources, the procurement of equipment was completed in three stages.

### The first procurement grant:

The first procurement grant was completed in November 2010 and its value was nearly \$146,000. CENI provided a contribution of \$104,000, which exceeded the required 25% cost share stipulated in their grant agreement. This grant procured IT equipment consisting of 3 laptop computers, 25 desktop computers, 1 hard disk, 1 generator, 1 UPS, and 1 electricity regulator of 80 KVA.

### The second procurement grant:

The second procurement grant, with a value of \$214,000, was executed in April 2011. This equipment grant procured 22 small electricity generators, 26 laptop computers, 22 printers and 44 ink cartridges and media equipments (sound system, recording gears, microphones, speakers, mixing board and recorders) for 22 CENI regional offices.

### The third procurement grant

In June 2012, PEACE completed the last procurement for CENI and BPE. This procurement, which was slightly over \$100,000, consisted of global positioning system equipment, software, printers, scanners, and office material.

### **1.3 Provide Material and Equipment Procurement Support to CENI**

During the participatory CENI assessment conducted at the outset of PEACE, Counterpart worked with CENI and BPE to identify, prioritize and price its material equipment needs. The procurement of equipment detailed in Activity 1.2 was carried out based on the Memorandum of Understanding and the subsequent Equipment Grant Agreement signed between CENI and Counterpart Chad in September 2010. Following the signing of these documents, the Chief of Party (COP) and Counterpart Headquarters initiated procurement support for CENI and BPE by working very closely with the executive teams of both institutions.

## **OBJECTIVE 2: Improved Ability of CSOs to Conduct Election and Government Accountability Public Information Campaigns**

### **2.1 Enhance Existing Civic and Voter Education Materials**

During the life of the program, PEACE produced 4 guides directed at the key stakeholders in the electoral process. These included a Polling Agents Guide, an Elections Formula Guide, a Voter Education Guide, and an Election Observation Guide for Political Party Agents. In a cascade training organized by CENI and funded by the EU, these guides were used as the central training documents. PEACE also used the Voter Guide and the Voting Methods Guide to train civil society engaged in civic education and electoral observation. More specifically, the Voter Guide was used for the sensitization of voters during the presidential elections of April 25, 2011. In addition, PEACE developed two cartoon posters with captions in both French and Arabic to explain to citizens how to vote. The manuals and guides prepared by PEACE were considered by program beneficiaries to be a highly useful contribution with potential long term effects. The guides on election formulas and procedures for polling station operations were greatly appreciated by CENI and others, including civil society, as demonstrated by the reprinting of 70,000 copies of the Polling Agents Guide by UNDP upon request of the CENI.

#### **Summary table: Voter education material produced by the PEACE Project**

<b>Type of Publication</b>	<b># printed in French</b>	<b># printed in Arabic</b>	<b>Month of Release</b>
<b>Voter Education Guide</b>	6,000	3,000	January 2011 (for legislative elections)
	6,000 reprint	3,000 reprint	March 2011 (for presidential elections)
<b>Polling Agents Guide</b>	14,000	6,000	January 2011
<b>Election Formulas Guide</b>	3,000	1,500	January 2011
<b>Election Observation Guide</b>	20,000	5,000	April 2011
<b>Poster 1</b>	10,000 bilingual posters		April 2011
<b>Poster 2</b>	10,000 bilingual posters		April 2011

### PEACE Project Website

As part of this activity, Counterpart created a PEACE program website that served as a tool to inform the site visitors about program progress, updates, success stories, upcoming grant award opportunities, trainings and events. Due to the limited access and use of the Internet by CSOs and electoral institutions in Chad, the website did not prove to be a very useful tool for sharing information with PEACE stakeholders.

### **2.2 Establish and Support a CSO Forum**

The PEACE proposal envisaged the creation of a Civic Elections Forum. However, the Project decided to expand the scope to become a Civil Society Forum, intended to be a platform for networking, capacity building, and effective cooperation on a variety of issues. The Forum met periodically starting December 2010 and had 24 CSO members. The Forum was considered a worthwhile initiative that contributed to building bridges among key CSOs. The Forum had some notable advocacy successes which were supported by PEACE. For example, the members organized two roundtables in 2011 to bring attention to the high cost of living and high fuel prices and apply pressure on authorities to take remedial action. These events were well-publicized and led to a dialogue with decision-makers who immediately took actions that benefited the Chadian population. In particular, as a result of the dialogue on high fuel prices, the government decreased the fuel prices on a temporary basis. It is expected that these important achievements will encourage CSOs to join forces more frequently to advocate on issues of public concern.

The CSO Forum also held regular monthly coordination meetings as well as post-election consultation meetings. These meetings took place after each election during the 2011/2012 electoral cycle. During these meetings, CSOs and media outlets exchanged their experiences and lessons learned. The meetings also identified challenges and provided recommendations for future electoral cycles. Following the aforementioned meetings, the PEACE Project prepared reports that were shared with electoral stakeholders, CSOs and media from multiple regions including N'Djamena, Moundou, Sahr, Abéché, and Mongo.

In order to strengthen the capacity of the CSO Forum, the PEACE Project conducted training workshops on the topic of Institutional Networking and CSO Governance, which were also aimed to encourage a networking culture among CSOs in Chad. Moreover, the workshops encouraged participants to lead a network and equipped them with the tools necessary to manage their networking activities in a transparent and efficient way. Overall, it was an opportunity for participants, as representatives of various Chadian organizations, to enrich their work in their respective fields.

### **2.3 Build Capacity of CSOs to Conduct Public Outreach and Election-Related Communications**

As part of this activity and in order to build the capacity of CSO grantees, PEACE conducted a training in January 2011 on how to deliver voter education to constituencies in their respective communities. PEACE developed this training based on the Voter Education Guide. The training covered the basic rights and duties of the voter, the types of voter behavior that should be

avoided during Election Day, and other useful information aimed to increase voter turnout. The PEACE Project and the Electoral Institute for the Sustainability of Democracy in Africa (EISA) cooperated on these trainings in order to increase the impact of the activities and services during the election process in Chad.

In addition, EISA and PEACE implemented another workshop on voter education and conflict prevention and management prior to the Legislative Elections in January 2011. This module provided participants with the necessary tools to enhance citizens' awareness about their rights and duties as citizens during the upcoming elections. Particular emphasis was placed on the techniques and strategies to raise public awareness about the importance of voting and on avoiding violence during the election period. The workshop also provided the trainees with basic information about the electoral law in Chad as well as the mechanisms and tools available to citizens to challenge election results or to address election related disputes.

In order to increase the PEACE Project's outreach to areas outside the capital, the field team provided similar trainings in the three regional cities of Abéché (East), Moundou (South) and Mongo (Central). The participants of these trainings were encouraged to provide further cascade trainings in the CSOs' respective communities. The participating organizations expressed their deep gratitude for the PEACE Project initiative, sharing that they found the trainings helpful and relevant.

#### **2.4 Build the Capacity of Radio Outlets to Develop Elections Programs**

In May 2011, an international consultant traveled to Chad to conduct a series of trainings for Chadian radio journalists on elections coverage. The consultant conducted a two-day workshop in N'Djamena for 20 journalists from public and private outlets addressing the responsibilities of journalists during elections, coverage of the election campaign and reporting on elections in sensitive locations. The workshop integrated practical group exercises tailored to the Chadian context to operationalize the course material. The consultant replicated the training for 10 radio journalists in the southern city of Moundou.

The consultant returned to Chad in May 2011 to conduct a series of onsite trainings for key private radio stations in N'Djamena and Moundou. In N'Djamena, he worked with five journalists at FM Liberté, a radio station with a reputation for independent reporting, to construct a special reporting plan for coverage of the June 2011 local elections. The consultant also worked with Voix de l'Espérance, a volunteer community radio station, to improve the staff's election reporting skills. In Moundou, the consultant helped four journalists at Kar Ruba FM, a station historically focused on extractive industries, to design and launch a new daily feature on electoral news. In addition, the consultant worked with five journalists at Duji Lokar FM in Moundou to produce a new opinion show that allowed citizens to share the issues they think candidates should prioritize.

Chadian radio stations face a number of challenges ranging from dependence on unpaid volunteers to budget limitations. By working side-by-side with the Chadian journalists, PEACE was able to tailor the onsite trainings to the specific needs and resources of each outlet. The

consultant's work helped them to take a step forward, thereby improving electoral coverage in their communities despite many technical obstacles.

IREX training and in-house coaching helped journalists to understand how much they can do for their audiences, even with limited equipment and resources. Many of the participating journalists took these lessons to heart and incorporated civic and citizen-centric elements into their daily work. IREX's close work with the PEACE media partners led to the development of several new radio features or news bulletins focusing on electoral and civic issues, and also imparted important organizational, journalistic and editorial skills that could be applied to other aspects of their media work.

## **2.5 Design and Disseminate Election-Related Public Outreach Grants**

During the life of the program, PEACE awarded 7 Civic and Voter Education Grants to 6 different CSOs. These grants aimed to increase participation by Chadian citizens in the 2011/2012 elections. The grant proposals described the multimedia activities and products that grantees would create and distribute to ensure maximum impact in achieving the project's goals. The table below summarizes the Civic and Voter Education Grants that were successfully completed during the life of the program.

**Summary Table: List of Successful Grantees**

<b>Goal and/or Main Grant Activities</b>	<b>Start Date</b>	<b>End Date</b>	<b>Target Area</b>	<b>Amount Spent</b>
<b>ASSAILD:</b> The grantee conducted 7 information and awareness sessions, 12 discussions sessions with women's groups, radio spots in 3 languages, radio shows, 4 training workshops, and developed civic and voter education posters.	December 2010	February 2011	Logone Occidental	\$9,093
<b>AFJT:</b> The grantee trained female political party members and candidates in N'Djamena, trained female political party members and candidates in Moundou, and raised awareness of youth in Amtoukoi and Abéna.	December 2010	February 2011	Logone Occidental, N'djamena	\$9,440
<b>LTDH:</b> The grantee implemented activities such as public theatre, citizen mobilization, advocacy, peer educator training, radio programming focusing on topics such as freedom of expression and voters' choice, election campaigning and its rules, conferences and debates on the role of elections in sustaining general and political peace.	December 2010	February 2011	Ouaddai	\$7,607
<b>ASSAILD:</b> This grantee worked to address concerns and questions of the population in Moundou, Logone Occidental, regarding the first local elections in Chad. The grantee also organized a series of trainings and community meetings on the theme of citizen engagement for women trade organizations, youth organizations and the commercial sector.	December 2011	June 2012	Chari-Baguirmi	\$9,645
<b>CNJP:</b> The grantee's activities aimed to enhance active citizen participation in local government management in 10 districts of N'Djamena. CNJP also conducted awareness campaigns through local facilitators in places of worship, schools and training centers. Major activities included training civic education agents, updating the District	April 2012	June 2012	N'djamena	\$13,309

Representative and Community Guide, organization of awareness and electoral education campaigns via radio, production of posters and flyers, and facilitation of candidate-community exchanges.				
<b>APLFT:</b> The grantee implemented activities such as street theater presentations in rural areas, production and broadcast of radio programs on citizens' roles in the electoral process, and training of youth and women on elections and democratic processes. Also, APLFT conducted civic education workshops to strengthen the capacities of district chiefs and community representatives in Abéché.	February 2012	June 2012	Ouaddai	\$10,021
<b>Future Porte du Tchad (FPT):</b> FPT conducted trainings and sessions on civic education and local elections. FPT also assisted in distributing guides produced by PEACE. The principal beneficiaries of FPT's activities were district delegates, neighborhood chiefs and CSO representatives.	December 2011	June 2012	Ouaddai	\$9,594

## **2.6 Conduct Robust Media and Public Outreach Campaign**

To enhance voter education and increase citizens' participation in the elections, the PEACE Project produced print and audio materials for the legislative and presidential elections in Chad. The PEACE project worked closely with Equal Access to produce election messages in French, Arabic and Sara. These messages were broadcasted using local radio stations, such as Harmony FM, FM Liberte, Ngato FM, Radio Dudji Loka, and Radio Kar Uba. These messages called for citizen participation in the election process and also emphasized the need to avoid election-related conflict.

## **2.7 Report on Pre-Election Process and Environment and Post Election Results**

With the support of IFES and members of the CSO Forum, the PEACE Program researched and reported on the election process and environment after each of the three elections (presidential, legislative and local). The reports were coordinated with other international stakeholders such as UNDP and the EU for issuance after each election. The reports analyzed the electoral environment, focusing on: the use of state resources for campaigning, opposition access to national media, development of party platforms, voter awareness, and intimidation or election fraud. The report also provided insight into the capacity needs and recommendations for ascertaining key stakeholders in the Chadian electoral process. The last report on the local elections is attached to this report.

## **2.8 Provide CSO Training on Election Monitoring and Oversight**

The legal and institutional management of elections as defined by the 13 August Accord spells out the role of CSOs in the election process, especially as it relates to election observation in order to enhance credibility and transparency. To support this initiative, the PEACE Project organized multiple trainings for CSOs that participated in the observation of the 2011 presidential and legislative elections. The trainings took place in January, February and April 2011 in N'Djamena.

The trainings provided participants with an overview of international standards in regards to election observation, particularly on how CSOs can organize election observations and what they should watch for on Election Day. The trainings also covered how to report electoral fraud, as well as what rights and duties observers have during Election Day. As part of this activity, the

PEACE team deployed its staff to observe the election process in multiple locations across Chad. The goal was to assess whether the trainings and support provided to CENI had a positive impact on the polling process and to provide recommendations for improving CENI's performance. In order to strengthen the capacity of the PEACE team in election observation, Counterpart conducted a training on techniques for observing elections for all PEACE employees.

## **2.9 Dispute Reporting and Resolution Grants**

During the life of the program, PEACE awarded 6 Dispute Reporting and Resolution Grants awarded to 5 different CSOs. The Dispute Reporting and Resolution Grants were awarded to CSOs for activities related to detecting and reporting pre-election and Election Day administrative violations. In addition, the grants aimed to promote a peaceful election environment. The table below summarizes the dispute reporting grants that were successfully completed during the life of the program.

**Summary Table: List of Successful Grantees**

<b>Goal and/or Main Grant Activities</b>	<b>Start Date</b>	<b>End Date</b>	<b>Target Area</b>	<b>Amount Spent</b>
<b>EEMET:</b> The grantee trained religious, traditional, military and community leaders on maintaining peace during the elections. In addition, EEMET developed and radio messages stressing the importance of non-violent behavior during elections and facilitated radio debates on conflict prevention and management.	December 2010	July 2011	N'djamena	\$13,554
<b>CNJP:</b> The grantee trained mediators of electoral conflicts, designed and printed prospectus and posters promoting elections without violence. CNJP also developed radio programs and televised roundtable discussion on prevention of electoral conflicts.	December 2010	July 2011	N'djamena	\$12,432
<b>Bureau d'Etude PSCMTA:</b> This grant was terminated early due to the failure to implement activities.	December 2010	March 2011	Logone Occidental	\$0
<b>OANET:</b> The grantee activities that included awareness building sessions on the electoral process, tolerance education, electoral ethics and conflict management. In addition, activities included: a conference to launch project activities, a training for community leaders on the prevention and resolution of electoral conflict, a training for traditional chiefs and religious leaders on their role in the prevention and management of conflict, and radio broadcasts over community radio.	November 2011	June 2012	Guera	\$13,131
<b>EEMET:</b> The project focused on the promotion and maintenance of peace during the post-electoral phase by training women and men on the prevention and resolution of conflicts. The project implemented activities focusing on community leaders, religious leaders, local politicians, women, and youth.	March 2012	June 2012	N'djamena	\$7,319

<p><b>LTDH:</b> The grantee held a public debate, trainings and a conflict prevention awareness day. The debate focused on the legal and institutional framework for elections and the role of locally elected leaders. Trainings were provided on the role of CSOs, traditional leaders, and religious leaders in the prevention and management of electoral conflict. The awareness day promoted the peaceful management of electoral conflict. LTDH reached additional beneficiaries through radio broadcasts on the management of electoral disputes.</p>	<p>November 2011</p>	<p>June 2012</p>	<p>Ouaddai</p>	<p>\$14,365</p>
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## **2.10 Strengthen Media Capacity to Report on Election Preparations and Conduct**

In August 2011, IREX deployed an international consultant to conduct further media trainings. The first week of the mission took place in Moundou with Radio Kar Ruba, and the second in Sahr with Lotiko FM. Both on-site trainings involved addressing core challenges to effective media coverage including planning, story development, editing and presentation. These issues were addressed in the context of improving reporting on resource issues that affect the daily lives of the audiences in the stations' communities.

In January 2012, IREX once again deployed the consultant to conduct further in-house trainings with La Voix de l'Esperance and Radio Duki Lokar. During this trip, each outlet received five days of intensive capacity building.

Prior to the consultant's trainings, the radio stations received a computer with audio editing software and two digital recorders from the PEACE Project. While the additions seemed relatively minor, the impacts were significant. For example, at Voix de l'Esperance FM this allowed IREX's consultant to help the station take an important step forward by airing its own news bulletin for the first time. This success invigorated the station's volunteer staff and they were able to release special election bulletins during the week prior to the January local elections. Subsequently, the staff produced and issued two bulletins a week (Friday and Saturday).

Radio Duki Lokar also received new equipment from the PEACE Project that lent significantly to expanding the station's technical capabilities. As a result, the IREX consultant was able to conduct most of the training in practical terms, thereby increasing the impact and helping Radio Duki Lokar report on issues of critical importance for local audiences.

The consultant worked closely with both stations to ensure that their increased activity before and after the election did not put them at risk for greater scrutiny from political authorities. The IREX consultant stressed a focus on the civic duties of journalists and worked with the radio stations to find an appropriate balance between delivering essential information and maintaining personal safety.

### Creation and Presentation of Civic Journalism Guidebook

With the support of the PEACE Program team, IREX responded to the feedback gathered from Chadian journalists during the capacity building portions of the program by developing a civic journalism manual for Chadian media outlets. The manual covered both electoral journalism as well as day to day civic journalism. The purpose of the guide was to leave the trainees with a reference document beyond the project while extending the impact of the program to journalists who did not receive the trainings. The guide will serve as an important tool to train journalists to conduct citizen-centric and community journalism in Chad for years to come. It will allow partner stations to continue to grow as well as new journalists to quickly learn vital skills.

The resultant product was the *Guide Pratique du Journaliste au Service Des Citoyens*, a 34-page, French-language manual completed by IREX with input from the PEACE Program staff. The manual covers five main areas: 1) developing trust between citizens and media outlets; 2) conducting people-centric reporting; 3) engaging citizens in the electoral process through media; 4) defending citizens' interests; and 5) effectively communicating relevant civic information. Each chapter includes theoretical instruction as well as practical examples. The manual was produced in both digital and printed versions.

In June 2012, IREX deployed the consultant who developed the abovementioned guide to Chad to present and promote the manual to local media outlets. The presentations took two forms. First, a press conference led by the consultant was held in N'Djamena for journalists, government representatives and civil society leaders. Second, a series of interviews were held with four PEACE-trained radio stations in N'Djamena and Moundou: La Voix de l'Esperance, Liberté FM, Karuba FM, and Duji Loka FM. Each of these roughly 30-minute sessions was recorded and aired by the stations during the second half of June. Additionally, PEACE staff printed and distributed over 300 copies of the guide before the end of the project.

### **2.11 Strengthen CSO Capacity to Monitor Public Procurement and Natural Resource Revenue**

As part of this activity, PEACE awarded to CSOs Extractive Industry Advocacy and Budget Monitoring and Public Procurement Grants. The objective of the Extractive Industry Advocacy Grants was to support CSOs, CSO networks, and think tanks to advocate for policy and legislative changes that would make Chadian extractive industry management compliant with international and domestic labor, health and environmental standards thus ensuring transparency in the management of extractive industry revenues. The objective of the Budget Monitoring and Public Procurement Grants is to increase the ability of the public to understand and monitor state revenues, including customs, taxes and natural resource revenues in Chad. The PEACE project successfully awarded 7 grants in this category to 6 different CSOs and CSO networks. The table below summarizes the grants that were successfully completed in this category during the life of the program.

## Summary Table: List of Successful Grantees

Goal and/or Main Grant Activities	Start Date	End Date	Target Area	Amount Spent
<b>PWYP:</b> The grantee conducted a public information day in N'Djamena on EITI for CSO representatives, media organizations and the public. Additionally, PWYP produced and distributed 2,000 stickers and 3,000 posters as part of an advocacy campaign for transparency and anti-corruption. PWYP also produced and distributed 1,000 guides on EITI.	November 2011	June 2012	Tandjile	\$20,485
<b>CPPL:</b> The project focused on strengthening the capacity of farmer networks to monitor oil extraction and advocate for extraction that respects the rights of local communities and their environment. The project also implemented activities aimed at raising public awareness of revenue management and environmental protection. In addition, the project mobilized administrative and traditional authorities to participate in the advocacy actions of CPPL for transparency in extractive industries.	March 2012	June 2012	Logone Occidental and Mayo Kebbi	\$18,104
<b>CPPN:</b> The grantee raised awareness on socio-economic rights and compensation in the petroleum zones within the Township Monitoring Units, particularly in the Bongor Basin. An awareness campaign on petroleum zone development and compensation rights was initiated at the grassroots level to make the population aware of their rights. CPPN also distributed educational films within the townships as part of their campaign.	November 2011	June 2012	Chari-Baguirmi; Mayo-Kebbi Est; Mayo-Kebbi Ouest	\$21,288
<b>LTDH:</b> The grantee conducted public awareness campaigns in the communities of Madadjang, Souldjimbaye and Teubang in Mayo Kebbi Ouest and N'Djamena. As part of its activities, 1,000 posters and 1,000 leaflets were distributed. Additionally, 3 public information days on the rights of traditional authorities were held. LTDH also organized a training of trainers on problems related to exploration and exploitation of uranium.	February 2012	June 2012	Chari-Baguirmi	\$23,606
<b>BELACD:</b> The organization conducted community meetings with the village chiefs in the township of Mbala, Logone Occidental. These meetings consisted of information sessions on the laws governing the exploitation of mineral resources, particularly petroleum. In addition, BELACD trained 8 mineral resources enforcement officers. The grant was terminated early due low performance.	December 2011	June 2012	Chari-Baguirmi	\$4,832

<p><b>GRAMP-TC (advocacy):</b> The grantee created a local monitoring mechanism to monitor the impact of extractive projects in the Ronier Basin. This mechanism was based on monitoring missions which took inventory of the different organizations who were active with community support and mining monitoring. After identifying the different actors, GRAMP-TC identified and trained twelve (12) people to act as monitoring focal points. These focal points collected real time data on extractive industry projects and community impacts using various tools.</p>	<p>January 2012</p>	<p>June 2012</p>	<p>Chari-Baguirmi; Hadjer-Lamis; Mayo-Kebbi Ouest; Tandjile</p>	<p>\$23,999</p>
<p><b>GRAMP-TC (procurement):</b> The global objective of this grant was to contribute to the rise of civic consciousness in relation to the management of national resources in order to generate the commitment of citizens and parliamentarians in the participatory management of state budget. This project was implemented in eighteen regions. It aimed to inform, educate and train the CSOs in these areas to be able to engage in participatory management of the state budget, as well as to incite the key stakeholders (economic operators, civil society, civil servants) from N'Djamena to identify appropriate strategies to fight against corruption in public procurement and monitoring of public expenses. A State Budget Monitoring Guide was published in two volumes and distributed as part of this grant.</p>	<p>December 2011</p>	<p>June 2012</p>	<p>Barh el Ghazel; Batha; Chari-Baguirmi; Guera; Hadjer-Lamis; Kanem; Lac; Logone Occidental; Logone Oriental; Mandoul; Mayo-Kebbi Est; Mayo-Kebbi Ouest; Moyen-Chari; Ouaddai; Salamat; Sila; Tandjile; Wadi Fira</p>	<p>\$70,440</p>

## **2.12 Support CSO Coalition in Working with Government in Ratifying EITI Conventions**

### *a) Consultative coalition meetings with CSO extractive industry networks and international and local NGOs*

In July 2011, a group of Chadian networks and CSOs active in the field of extractive industries advocacy, including the CSO Forum, conducted a two day conference in Moundou. The conference aimed to coordinate long-term and short-term civil society efforts centered around extractive industries advocacy initiatives. The conference resulted in the “Declaration of Moundou from July 16<sup>th</sup>, 2011”, a document which reiterated CSOs’ concern with the lack of management of petroleum revenues, the negative impact of extractive industries on the environment, poor land management, and the lack of state oversight and lack of transparency in managing extractive industries. CSOs reaffirmed their interest to engage in collective advocacy to pressure the Chadian Government, petroleum agencies and development partners to respond to their concerns.

As a result of this consultative meeting and with the support of MSI, PEACE commenced holding periodic quarterly coalition meetings with CSOs active in the extractive industry. Over the life of the program, PEACE organized 4 coalition meetings with the aim to design and organize activities supporting EITI implementation as well as to allow for better coordination among organizations involved in this field. This group worked as a specialized group within the CSO Forum.

*b) Monitoring budget and public procurement trainings for local CSO members and grantee organizations*

MSI organized two training workshops which took place in N'Djamena and Moundou in July 2011. The workshops were organized for CSOs and focused on monitoring the state budget and expenditures. As a follow up on these training sessions, a second round of advocacy trainings were scheduled in October 2011 in N'Djamena and Doba with the goal of strengthening CSOs' capacity to monitor public procurement and develop advocacy campaigns. These workshops also aimed to enhance CSOs' understanding of transparency in the management of state budget, extractive industries income, and other public revenue fields. These trainings provided participants with the necessary knowledge and tools to analyze the state's budget, track expenses linked to the national budget, monitor quarterly and annual procurements allocation plans, follow publishing calls for proposals linked to public procurement, advocate for a transparent public procurement cycle, and observe the management of public works to ensure proper implementation of the public market cycle (needs assessment, acquisition, budget expenditure).

*c) Enhance Existing Civic Education and Public Procurement and Natural Resource Materials*

In order to help civil society better monitor the state budget and public spending, PEACE developed a Public Procurement Guide for CSOs to facilitate the monitoring of public spending. This guide is an educational tool based on the Procurement Code of Chad as well as current procurement practices. The publication of this guide was intended to enable CSOs to better understand the process of public procurement in Chad and to explain how to monitor and evaluate public procurement. The guide also helped entrepreneurs, public sector actors and private sector actors cultivate and maintain and emphasis on transparency in the procurement process. The guide also incorporated the recommendations made by participants from the two training sessions on monitoring of state budget and public spending organized by the PEACE project in July 2011. Finally, the guide provided information on the development process of the state budget, implementation mechanisms and monitoring of public spending in Chad.

*d) EITI conference*

In May 2012, Counterpart and MSI organized an international conference on EITI focused on issues, strategies and practices of advocacy in the extractive industries. The purpose of the conference was to develop respect for social responsibility by multinational corporations involved in the exploitation of natural resources in Chad. To facilitate this conference, the PEACE project sought the intervention of experienced and knowledgeable consultants in the area of extractive industries. The project also took steps to invite petroleum networks, mining companies and state services in order to enhance the buy in from local stakeholders for this activity.

There were several highlights during the activity, including the presence of the Ambassador of the United States of America and the Minister of Energy and Petroleum at the opening and closing ceremonies. The presence of representatives from oil companies during the event was also noteworthy. In addition, the robust debates between oil companies and civil society allowed for rich exchanges of knowledge, experiences and areas of intervention. The EITI conference

laid the groundwork for a discussion on techniques and strategies that can help develop professional and effective advocacy in Chad.

### **2.13 Launch Comprehensive Rural Media Campaign on Good Governance and Public Budgets**

This activity was implemented by GRAMP-TC as part of the \$90,000 public procurement grant received from the PEACE Project. Given the sensitive nature of these issues in Chad, the PEACE Project decided to delegate these activities to GRAMP-TC based on their proven reputation in monitoring the exploitation of natural resources and monitoring public expenditures in Chad. GRAMP-TC organized field visits to 14 regions for the purpose of meeting local NGOs involved in state budget monitoring. The information collected during these visits was used for the preparation of advocacy campaigns and publications.

PEACE also produced public messages to promote good governance and to increase transparency in extractive industry revenue through grantees such as LTDH, PYWP and GRAMP-TC. LTDH published 1,000 leaflets and 1,000 posters on the risks of uranium mining. PYWP developed and disseminated 2,000 stickers and 3,000 posters to advocate for transparency in the mining industry. PYWP also produced 1,000 copies of a guide on their EITI advocacy campaign with the intent to make the guide available at the national and international levels. Lastly, GRAMP-TC produced materials for radio programs on state budget monitoring that were disseminated in Abéché, Ati, Mao, Bol, Bongor, Doba, Koumra, Maïssala, Sarh, N'Djamena, and Moundou.

## **OBJECTIVE 3: Increased Ability of Electoral and Civic Institutions to Resolve Disputes and Mitigate and Manage Election-Related Conflict**

### **3.1 Electoral Dispute Resolution (EDR)**

In December 2011, IFES completed an assessment of the existing electoral dispute resolution (EDR) mechanisms in Chad as part of the PEACE Project's efforts to enhance the ability of electoral institutions to mitigate and manage election related conflict. The assessment report was based on data gathered as well as conclusions reached during a field mission conducted by an international consultant hired by IFES. While in Chad, the consultant researched the Chadian Constitution, Electoral Law, and the Accord of August 13, 2007.

The assessment report addressed a major element of the Accord, which was the creation of CENI, and its permanent technical organ, BPE. The report critically studied each component of CENI by examining its content and functions, comparing them with similar existing organs in other jurisdictions. Each aspect was examined according to their position in the electoral process: the elements that cover the period preceding the electoral campaign (census and candidacy), the electoral campaign, vote counting, and contestation of results. The report also cited and commented on the provisions that are likely to give rise to conflict for each of the aforementioned elements. Finally, the last part of the assessment took a brief look at the absence

of certain penal provisions. The findings from the report also helped inform PEACE activities under objective 3.

### **3.2 Establish a Formal Process to Identify and Support Electoral Dispute Resolution**

In addition to the assessment of EDR mechanisms described in Activity 3.1, the EDR specialist also conducted a thorough assessment of the legal framework for EDR and developed procedures to address electoral conflict. Based on the findings of the assessment, IFES organized consultations with relevant stakeholders (Constitutional Council, Supreme Court and the Parliament) to discuss, plan and initiate reforms in the legal framework.

### **3.3 Build the Capacity of Identified Institutions to Mitigate Election Disputes**

To further enhance EDR capabilities of relevant stakeholders, in April 2011 IFES deployed its EDR specialist to Chad to help organize and hold a retreat for the Constitutional Council in preparation for the presidential elections. The goal of this retreat was to consolidate lessons learned during the legislative electoral process and focus on avoiding similar difficulties or issues in the upcoming presidential elections. The retreat took place in Dougia with the objective of enabling the members of the Constitutional Council to further their comprehension of electoral conflict management. Three themes were discussed during the retreat: the management of the electoral process as a factor in conflict; the role of the constitutional judge in electoral complaints; and the management of electoral complaints related to the February 13, 2011 legislative elections. The debates that followed from these different presentations were constructive and enabled participants to identify shortcomings in the electoral law.

### **3.4 Educate and Assist in Creating an EDR Guide**

PEACE also developed the Election Dispute Resolution guide for the use by Chadian civil society organizations. By encouraging the various players in the electoral process to adopt responsible and peaceful behaviors and attitudes, the guide was intended to contribute to the holding of free, transparent, democratic and, above all, peaceful elections. In addition, the guide was meant to be used by civil society organizations (CSOs) to raise voters' awareness. The CENI, BPE, the High Council of Communication (HCC), the local courts, political parties, and candidates could refer to it for ideas on how to proceed during the electoral process. Finally, voters could use this guide to improve the quality of their participation in elections.

### **3.5 Improved relevant governmental institutions' comprehension of EDR process as defined by Chadian electoral laws**

In addition to the development of the EDR Guidebook, IFES developed a training program for relevant government institutions to improve their understanding of the EDR process as defined by Chadian laws. The presentation was based on the EDR Guidebook and was used in the presentation described below.

In April 2011, IFES organized a discussion workshop for political parties on the management of electoral conflicts. The workshop brought together 15 political party representatives, 11 from the opposition and 4 from the presidential majority. The themes covered in this workshop included the judge's jurisdiction in cases of electoral conflict, the judge's jurisdiction in cases of electoral

conflict, and the prevention and management of electoral conflicts. Based on workshop evaluations, it was clear that it was beneficial to the participants as it enabled them to gain a clearer understanding of how to introduce a request correctly and how to have a direct exchange with members of the Constitutional Council.

In September, 2011 IFES organized an exchange workshop in N'Djamena for the Supreme Court, the presidents of the courts of first instance, and the Constitutional Council on the legal framework for the management of electoral disputes. The purpose of the workshop was to work closely with Supreme Court Magistrates and other judges to build their capacities to effectively manage electoral complaints in the approaching local and communal elections. The topics of discussion included Chadian electoral law, particularly as it applies to local elections management, management and prevention of electoral conflict linked to local elections, weaknesses of the electoral law as it relates to local elections, and electoral dispute management at the national level. The Constitutional Council's experience was also addressed during the workshop. The workshop enabled participants to learn more about the legal framework, as well as to identify potential weaknesses within the framework and develop solution-oriented approaches to more effectively manage the electoral dispute process. Participants engaged actively in a rich discussion about the topics at hand and set up an ad-hoc team to draft the recommendations stemming from this activity. Recommendations included proposed modifications to specific legal texts, the electoral law itself, as well as the development of an internal control mechanism to monitor the electoral process. Feedback from workshop participants indicated a high level of satisfaction with the two-day session.

In September 2011, IFES also held a presentation of the EDR Guidebook for members of governmental institutions in N'Djamena. Nineteen members of government institutions, Supreme Court, Constitutional Council, CENI and HCC attended the session alongside 9 political party leaders from across the political spectrum. IFES presented the main themes of the guide, covering disputes during the electoral process, types of remedies available to voters, and remedies available to candidates and political parties. During the course of the discussion, participants were able to point out weaknesses in the electoral law and recommend amendments, which the authorities in attendance would be able to advocate for future elections.

Lastly, in December 2011, IFES organized and held a workshop with Parliamentarians and members of the Constitutional Council on the subject of the Chadian legal framework. Although delayed a number of times due to scheduling conflicts at the Parliament level, the workshop was attended by 40 participants and resulted in a high level of discussion and debate. Thirty-five deputies participated, as did five members of the Constitutional Council. The discussion covered three broad themes: 1) the National Assembly and the challenge of democracy; 2) powers and role of a constitutional judge in monitoring the constitutionality of actions undertaken by the legislative and executive branches; and 3) powers and roles of the Constitutional Council in the electoral process.

### **3.6 Mobilization of Traditional Secular and Religious Authorities in Resolving Conflict**

#### Conflict awareness and mitigation training

As part of this activity, an international consultant was deployed to Chad by MSI to train religious leaders on conflict prevention and resolution. For this purpose, two training workshops were organized in September 2011 in N'Djamena. The trainings were provided for religious leaders from Muslim, Catholic and Protestant communities from the North, South, East and Center of Chad. These trainings aimed to improve the participants' competencies in the analysis and comprehension of complex causes of conflict dynamics and help the participants to constructively manage conflict and implement peace building initiatives in local communities.

Among the successes of these sessions, it is worth noting that participants reported leaving the workshop having benefited from the knowledge and skills that they learned. Importantly, following the workshop, participants were able to develop plans for conflict prevention activities that they aimed to implement in their communities. The international consultant identified several areas for improvement for future capacity building activities, particularly the need for follow-up conflict-resolution trainings. In addition, the consultant recommended the inclusion of more female mediators to engage with local community leaders and the provision of mentoring services in the development of regional action plans.

#### Periodic coalition meetings with actors involved in conflict resolution, prevention and management

As part of its mission in Chad, Counterpart International provided technical, material and financial assistance to CSOs and national institutions to promote a transparent and peaceful citizen election process in Chad. To contribute to this objective, the PEACE Project brought together a group of organizations working in conflict prevention in Chad to form a Conflict Monitoring and Mediation Committee. The goal of the Committee was to reinforce capacities of civil society actors involved in conflict resolution, prevention and management, and to coordinate their activities for impact enhancement. In addition, the committee provided an opportunity for the participating members to share their experience with conflict resolution, prevention and management initiatives across Chad. The Committee, established in May 2011, met on a quarterly basis and organized 5 meetings during the life of the program.

#### Rural Coordination Dialogues

Given the importance and influence of religious leaders, Counterpart International deemed it appropriate to make space for dialogue on the differing viewpoints and to promote religion as a tool for peace. Thus, two interfaith dialogues were organized, one in Sarh (December 2011) and another in Abéché (February 2011), to educate religious authorities not only on free and responsible voting, but above all on mediation for the prevention and resolution of all conflict types. The goal of this activity was also to assist in the prevention of electoral conflicts through the involvement of religious and community leaders in conflict management and mitigation efforts. The events were attended by religious leaders from the main confessions - Muslim, Protestant, and Catholic. The dialogues were facilitated by a local pastor. The facilitator used participatory approaches, such as small group work, which allowed effective interactions among

participants. At the end of the dialogues, copies of the EDR guide were provided to all religious leaders in order to continue building awareness around the subject in their constituencies.

### **3.7 Utilize Local Popular Culture in Managing and Mitigating Elections-related Conflict**

In addition to the involvement of local, regional and national traditional authorities, the project made use of artistic messaging to reach the rural and largely illiterate populations with messages about managing conflicts over elections with the hope of further promoting civic and voter education as well as conflict prevention during the upcoming elections in Chad. The PEACE project contracted a group of artists to produce a song in three languages (French, Chadian Arabic and Sara) to sensitize Chadian citizens and voters about the need for participation in elections, support for peaceful elections, and the importance of democracy and peace in Chad. The ad hoc group of musicians titled “the PEACE artists” consisted of 10 Chadian artists such as Mbairo Patrice, Menodji Matania, Piff, B.W., Ray’s Kym, Catherine, Diego, Diasson, and others. This song was produced in January 2011 and broadcast throughout the entire electoral cycle ending in June 2011.

### **3.8 Launch Media Tolerance Public Outreach Campaign with a Rural Radio Focus**

In June 2011, Counterpart also held a workshop with journalists on their role in election-related conflict management. This workshop took place in N’Djamena and aimed to provide journalists with a better understanding of legal mechanisms governing local elections in Chad. During this training, the following topics were introduced to the participants: 1) the importance of local elections and responsibilities of citizens in the development of their communities; 2) the legal framework for local elections: electoral systems, conditions for voting, conditions to be eligible; 3) the role of local elected officials in the development of their communities; 4) the significance of local elections for communities; and 5) the contribution of journalists in the prevention, management and resolution of electoral disputes. This workshop, facilitated by two local consultants, brought together journalists from the public and private media in N’Djamena, Moundou, Moussoro, Doba and Mongo.

### **3.9 Improve CSO’s comprehension of EDR process as defined by Chadian electoral laws**

Apart from the presentations for relevant government institutions as explained in activity 3.5, PEACE also worked with identified civil society organizations to enhance their understandings of the EDR process as defined by Chadian laws. To accomplish this, the PEACE Project produced a guide on social, traditional and religious conflict prevention and management mechanisms. The Election Dispute Resolution (EDR) Guide was reviewed by IFES’ international consultant who also developed the EDR Guide for electoral institutions. Following the completion of the guide, in August 2011, PEACE organized a workshop in N’Djamena and presented the draft guide to CSO representatives. Interestingly, a post-presentation survey highlighted that a potential source of conflict during elections was the lack of clear understanding of roles and responsibilities of the newly elected officials and administrative and traditional authorities. Similar presentations of the EDR Guide for CSOs in Abéché and Moundou were held in October 2011.

Given the constant irregularities during the conduct of parliamentary and presidential elections and the novelty of the local elections in the context of Chad, Counterpart realized the need for additional trainings for CSOs and religious leaders to strengthen their capabilities to manage election-related conflicts. As such, Counterpart organized an exchange workshop on the challenges of citizen participation in local elections and their role in the prevention and management of electoral conflicts. In particular, the training focused on the following topics: 1) the legal framework for local elections: electoral systems, conditions for voting and eligibility for voting; 2) the promotion of citizens' involvement in preventing and managing election conflicts; 3) the resolution of conflicts using the Chadian legal system; and 4) the role of elected officials in the development of their communities as part of the decentralization process. The training was organized in Moundou in June 2011, and included CSOs from N'Djamena, Moundou, Kelo, and Doba Koumra.

In October 2011, through IFES, PEACE organized and led a workshop for civil society organizations in Moundou on the prevention and management of electoral disputes. Key to this discussion was the presentation of the IFES-produced EDR Guide. The guide helped civil society provide technical assistance to citizens wishing to pursue legal avenues for electoral disputes. The CSO participants provided their personal experiences in the discussions. The workshop received overwhelmingly positive feedback, and resulted in a number of recommendations emphasizing the need for further civic education on a large scale and a decentralization of certain institutions (including BPE and Supreme Court) tasked with managing the electoral process.

In October 2011, IFES also organized and held a presentation session on the EDR Guide in the city of Abéché, specifically targeting members of civil society, political party representatives and government officials. Following this presentation, in November 2011, IFES organized similar sessions in the cities of Moundou, Doba and Sahr. In total, 143 individuals from civil society, political parties and government institutions participated in these sessions. Overall, the presentation sessions were well-received by participants and resulted in a number of recommendations and observations.

### **3.10 Support Reliable Reports with Objective Information on Electoral Dispute Mediation**

Through the above-mentioned presentations, PEACE increased the capacities of the identified civil society groups to monitor electoral disputes. Additionally, the presentations facilitated the development of effective coalitions around electoral conflict mediation, ensuring a collective approach and solution to mediate electoral disputes. To ensure sustainability of such efforts as well as information and experience sharing, PEACE prepared reports that were shared with actors involved in the program initiatives and other relevant stakeholders.

## **III. PROJECT IMPACT**

### **Objective 1**

One of the biggest achievements of the PEACE Project in Chad rests in the successful networking of the project staff with key election stakeholders which had a very positive impact on the implementation of project activities under objective one. In particular, the collaboration

between CENI, BPE and Counterpart contributed to a timely equipment delivery to CENI as well as execution of multiple trainings and workshops. Also, the training provided to electoral institutions was uniformly considered to be of good quality and responsive to needs. CENI was particularly appreciative of the training on calculation of election formulas and allocation of seats given just prior to the legislative elections, while BPE was very pleased with the two modules of BRIDGE<sup>1</sup> training offered near the end of 2011. Lastly, the manuals or guides prepared by PEACE were universally considered to be a highly useful contribution with potential long term effects. The guides on election formulas and procedures for polling station operations were greatly appreciated by CENI and others, including civil society, as demonstrated by the reprinting of 70,000 copies of the polling agents' guide by UNDP upon request of CENI.

## **Objective 2**

The trainings offered by PEACE to CSOs under this objective were highly appreciated by participants. The topics were highly relevant to the situation in Chad and the style of delivery was appropriate for the context. The technical competency of trainers was considered strong. Following PEACE election observation trainings, many CSOs subsequently mobilized for observation and spoke highly of the PEACE trainings and guides. CSOs based in Moundou and Abéché were especially appreciative of the Project's efforts to hold workshops in their remote cities that receive limited attention from international development organizations.

### Extractive Industry Advocacy Grants

The Final PEACE Program Evaluation revealed that the grants awarded to local CSOs in Moundou made an impact on its community with its work on extractive industry issues. The Doba area was one of the first developed in Chad for oil extraction. There were many examples of families who faced economic ruin after their land was expropriated because they spent the compensation money quickly and without planning for the future. As a result of the work done by PEACE grantees, citizens are more aware of the risks associated with resource exploitation. For example, one local leader near Moundou recently received nearly USD 2,000 in compensation for his land and spent half in a single week. A community-based organization, trained and supported by a PEACE grantee, heard about the situation and contacted him to give advice. As a result, he used the rest of the money to build a 2 bedroom house.

### EITI

PEACE and its grantees contributed towards the progress that Chad made over the past year towards meeting EITI entry requirements. PEACE played a role in keeping EITI on the national agenda via three national level forums with civil society networks engaged in natural resources advocacy. Through these forums, CSOs enhanced their coordination and developed joint action plans. In late May 2012, a high-level conference was organized to discuss progress and remaining challenges. The event allowed for fruitful exchanges among civil society and government representatives, oil company spokespersons, and several members of parliament. The three participating oil companies emphasized their commitment to EITI and their contractual

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<sup>1</sup> BRIDGE is the most comprehensive professional development course available in election administration. BRIDGE trainings draw on 23 unique, stand-alone modules that build upon international standards and principles, developed by electoral administrators with decades of experience managing elections.

obligations, while CSOs resolved (among other things) to work more closely together on a national advocacy effort for adoption of a law on access to information.

### CSO Forum

As mentioned previously, the Civic Elections Forum was expanded to become a Civil Society Forum. The purpose of the CSO Forum was to be a platform for networking, capacity building, and effective cooperation on a variety of issues affecting the Chadian society. The Forum met periodically since December 2010 and had 24 CSO members. The Forum had some notable advocacy successes which were supported by PEACE. The members organized two roundtables in 2011 to draw attention to the high cost of living and apply pressure on authorities to take remedial action. These events were well-publicized and led to dialogue with decision makers who rapidly made changes that benefited the Chadian population. These important achievements may encourage CSOs to join forces more often to advocate on issues of public concern.

### Development of Public Procurement Guide

It is important to highlight the PEACE project's development of the Government Procurement Guide. This guide is the first of its kind made public in Chad. This guide is an educational tool based on the Procurement Code of Chad as well as current procurement practices. The development of this guide is in direct response to the request by Chadian CSOs to address the urgent need for transparency in the public procurement process. This guide highlights national policies while promoting good governance, transparency and the fight against corruption. Public procurements represent public expenditures financed by either the national budget or revenues originating from the exploitation of mineral resources. Due to their role in supervising government actions, civil society organizations should be informed on the procurement cycle so they can better observe the management of public expenditures. This guide enabled them to better understand the award of procurements by institutional arrangements and how to monitor and evaluate public procurements.

### Support to Media

Prior to the first elections in 2011, PEACE organized a workshop with wide private and state media participation in order to validate a Code of Conduct for journalists and media during the elections period and discuss the role of the media in elections. This activity was particularly appreciated by the High Council on Communications (HCC) which maintains tight control over the private media in Chad.

The intensive hands-on training offered by PEACE to selected independent radio stations in three cities was a particularly successful capacity building activity. An experienced consultant worked alongside radio station personnel to strengthen skills while producing short radio programs on project-related themes, which were broadcast repeatedly. The expertise and coaching style of the consultant were praised by the beneficiaries who also found the training very useful and appreciated the equipment that complemented the training. The efforts of PEACE to build private media personnel skills in elections reporting came to full fruition with the local elections of January 2012. A Moundou radio station trained by the Project was praised by various stakeholders for its unbiased reporting, and a thorough audit of its broadcasts during the local elections period by the High Council on Communications (HCC) did not find even a

single violation of their strict guidelines. A similar result was reported by an N’Djamena station supported by PEACE.

### **Objective 3**

#### Engaging electoral institutions

The Project worked with the Constitutional Council, parliamentarians and other electoral institutions to analyze the Electoral Code. The Project and these partners succeeded in stimulating exchanges and broadening constituencies for reform within government institutions. The aim was to help identify areas for improvement and ultimately make changes in the legislation, especially related to electoral dispute resolution. Fruitful discussions took place in the latter part of 2011. This subject will probably be subsumed under broader debates about the structures and systems of management for the next election cycle. Political will and strategic advocacy will be vital to any substantive evolution of the elections process, still strongly skewed in favor of the ruling party.

#### Interfaith dialogue

Given the importance and influence of religious leaders in Chad, as well as the possibility of religious-based conflict in the future, PEACE organized an activity to promote interfaith understanding and cooperation. Thus, two interfaith dialogues were held: one in Sarh (Southern Chad) in December 2011 (just before the local elections), and another in Abéché (Eastern Chad) in February 2012 (shortly after the local elections). The goal was to prevent and mitigate electoral conflicts through the involvement of religious leaders.

Imams, pastors and priests, alike, praised the two dialogues highly. While events of this nature had previously been held in the capital, the extension of these events to two remote urban centers in the south and east of Chad was groundbreaking. While some felt it was a risky venture that could potentially incite conflict, the events remained calm and participants felt that the content and the facilitation of these encounters were of a high standard and relevance. Participants later cited various ways that they had improved their understanding of other faiths.

As a result of these dialogues, the religious leaders developed plans for activities in their respective areas to reduce conflict, and some reported having shared their experiences and learning with fellow pastors/priests/imams after the events. One Abéché pastor reported that after this event, he reacted in a conciliatory way to Muslim “troublemakers” who cut down trees planted by his church, because he realized that this was not supported by Muslim leaders. Instead of lashing out in anger, he opened the door to dialogue with the Muslim community and local authorities to address the problem without conflict.

#### PEACE song resonates with public.

The production and release of the song “*Dans la Paix*” (In Peace) in the first year was noted as a creative and successful way of attracting public attention to the need to maintain calm during elections periods. The song involved many of the top performers in the country and was

described as especially appealing to youth. Its popularity was shown by the fact that dance clubs in the capital as well as Moundou included it in their playlists.

#### Development of Electoral Dispute Resolution Guides

Under Objective 3, PEACE conducted a variety of activities aimed at increasing the ability of civic institutions and other concerned stakeholders to mitigate and manage electoral disputes. A key element under this objective was the development and presentation of two EDR Guides. The first guide for electoral institutions and political parties outlined legal avenues for addressing election complaints and disputes. The second guide targeted CSOs and media, outlining the responsibilities of various parties in all phases of elections, as well as methods for lodging complaints. The guides were presented in a series of briefings across the country in which participants demonstrably increased their knowledge of how disputes can be handled. The guides were praised for their accessible style. Given that the local elections were the first in Chad, it was particularly important to prepare governmental institutions, judicial bodies, political parties, and civil society to prevent and mitigate any electoral disputes. The produced EDR Guides tackled potential ignorance of applicable legal frameworks, the lack of information and discussion regarding strategies on handling complaints, and the incomplete management of local electoral disputes.

#### **IV. FINAL DATA**

For final data, compared to baseline data, for all indicators see the annexed PMEP (Annex A). Also, see Annex B for Program Documentation Index, Annex C for Program Publications Index, and Annex D for Grant Distribution Table.

#### **V. ISSUES, CHALLENGES AND SOLUTIONS ADOPTED**

##### Registration of Counterpart

After completing its registration with the Ministry of Economy and Planning, Counterpart was also requested to register with the Directorate for Non-Governmental Organizations (DONG). After consulting with a legal advisor and the US Embassy in Chad, Counterpart submitted the necessary registration documents to DONG in March 2011. However, in April, DONG provided Counterpart with a draft agreement that contained a clause concerning the disposal of assets that represented a potential risk for Counterpart. After seeking recommendations and approval to sign the agreement from both USAID/West Africa and Counterpart legal advisers, Counterpart Washington decided to sign the contract with DONG as only a low risk for the organization was identified. The agreement with DONG was successfully signed in February 2012 which completed Counterpart's registration in Chad.

##### Delays in program implementation

The PEACE project experienced some delays in the implementation of programmed activities. Apart from the challenging and volatile operational environment of Chad, these delays were perpetuated by a COP transition at the very early stages of the program. As a general challenge,

the repeated postponements of elections posed significant problems for PEACE and the Project partners on various levels. IFES had to be particularly flexible to adjust its programming on a continual basis but was able to do so while still maintaining program quality.

### Staffing

It proved to be very difficult to recruit experienced staff in Chad as, similar to the deficit of needed goods and services, the demand for people with experience working for international organizations exceeds the availability on the labor market. In addition, even though the PEACE Project team consisted of very capable employees, only a few of them had prior experience with USAID-funded programs, which at times created additional challenges and delays during the implementation of project activities. As a result of this challenge, the program made use of mentoring and training by several internal and external consultants in several topics, as well as by the COP. In addition, the program organized two staff retreats and multiple teambuilding exercises and activities.

### Operations

The limited market for goods and services caused very high operational costs and created significant risks, including the risk of purchasing low quality goods and services, and the risk of affiliation of PEACE Project employees with local suppliers (potential conflict of interests). In addition, local conditions made suppliers keep a low volume of goods in the country. Chadian suppliers import goods from Europe, Asia and North America based on the needs of specific customers, not based on local market needs and trends. Counterpart also faced the challenge of limited availability of services. The number of individuals who can provide services to international organizations is small and the demand for them exceeds the existing supply in local labor market.

Lastly, the country's infrastructure is close to nonexistent, which created further challenges for the project. Communications infrastructure (phone lines, mobile communication and internet) is very limited, of poor quality and expensive; media channels are very limited and the supply of electricity is unstable and also very expensive. In addition, in-city transportation does not exist except for private vehicles. The situation with inter-city transportation is very similar. While reaching the southern part of Chad is easier and more accessible, east Chad is accessible only by free flights operated by the UN and military planes and helicopters. Travelling by private vehicle requires special permission and added security risks as well as costs for the project. As a result of this challenge, the program made use of national and community radio for message dissemination to the public in many towns and cities.

### Partnerships

As with other countries in Central Africa, Chad receives a significant volume of international assistance from the EU and UNDP. These institutions apply different approaches to their international assistance programs in Africa in comparison to USAID. While the USAID approach is oriented towards technical assistance, the EU and UNDP approach is mostly in the donation of funds and assets. The Chadian government and civil society are used to donations, not technical assistance. In this regard, at times, local recipients had demonstrated a certain degree of reservations towards cooperation with the PEACE Project.

### Grant management

The PEACE team experienced some challenges and delays due to the lack of capacities of grantees in the development of project and budget proposals and in the financial and programmatic management of grants. In particular, the grantees had difficulties to understand and report cost-share requirements. Lastly, due to the limited communications infrastructure, a few organizations were unable to deliver grant reports on time and to respond to the PEACE team in a timely manner, which further delayed the grant activity reporting and implementation processes.

### Political Will

Finally, it is important to note that there were significant structural and political obstacles to achieving genuine progress in several of the sectors targeted by the Project. For example, government and/or ruling party influence is very strong over CENI, BPE, the Constitutional Council, the Supreme Court, and the Monitoring Committee for Petroleum Revenues, which is a severe constraint on their independence, credibility and efficacy. This poses a major impediment to real impact and the sustainability of interventions to build capacity, since excellent capacity can seldom make a great difference unless accompanied by political will.

## **VI. BEST PRACTICES & LESSONS LEARNED**

### Program flexibility

The repeated postponements of elections posed significant problems for the project partners on various levels. The PEACE Project responded to this challenge with flexible programming, particularly related to the electoral activities. IFES had to be particularly flexible to adjust its programming on a continual basis but was able to do so while still maintaining input quality. Successful examples of the Project's flexibility included:

- Being responsive to demands of CENI, as exemplified by the production of several well-received guides on the election process;
- Hiring of an expatriate elections expert by IFES, which provided an important boost to the technical capacity of the PEACE team;
- Providing essential equipment to private radio stations targeted by hands-on training; and
- Delegating activities to GRAMP-TC via one large public procurement grant and a smaller advocacy grant due to the sensitive nature of activities related to natural resources and public expenditures monitoring in Chad and the organization's proven expertise in this technical area.

### Civil society unites for change

The Forum established by N'Djamena CSOs on PEACE's initiative organized two roundtables in 2011 to draw attention to the high cost of living and apply pressure on authorities to take remedial action. These events were well-publicized and led to dialogue with decision-makers, who rapidly made changes that benefited the Chadian electorate. These represented important advocacy achievements, which may encourage CSOs to join forces more often to advocate on issues of

concern to the population. A representative of a faith-based organization commented, “*On coming out of the training on monitoring of government spending, the CSOs showed a real desire to work together. This is something really positive.*”

### Coordination

PEACE actively pursued coordination of activities with several national and international organizations to ensure information exchange and the most effective use of project resources. In particular, PEACE coordinated meetings and trainings for CENI and BPE with international institutions such as the European Union and United Nations Development Program as well as with international NGOs such as EISA and Equal Access. Furthermore, the PEACE team met on several occasions with representatives from the Academy for Educational Development (AED) and Christian Relief Services (CRS) to discuss future PEACE activities in order to avoid duplication of efforts.

In terms of external relations, the Project made efforts to share information, coordinate and collaborate with other stakeholders. In relation to elections, there was no real coordination mechanism among international partners/donors at the operational level, so PEACE staff had to pursue relations on a case-by-case basis. This proved particularly difficult with UNDP, which managed the elections basket fund. In spite of these obstacles, the Project had definite achievements in this area. For example, UNDP reprinted 70,000 copies of the PEACE guide for polling agents; consultations with EU and UNDP experts helped to avoid overlaps; and two training sessions were conducted with EISA.

### Publications targeting local context

Training materials and handouts were considered to be of high quality and suitable for the target audiences. PEACE prepared most guides and other publications in both French and Arabic, the two official languages of Chad, based on recommendations from Chadian stakeholders. Those documents succeeded in presenting information in a comprehensible manner and assisted training participants in informing their local constituencies. Posters produced by PEACE were designed to be understood by those with limited literacy skills and to cut across language barriers.

### Gender inclusion

PEACE was effective in increasing the number of women at CSO and media training events (which averaged 27%) by requesting two participants, one female and one male, to attend program events. Some CSOs later adopted the policy for their own activities. The system could not be used to promote women’s participation in training for electoral and political bodies, such as CENI, because members and staff of those entities had already been selected or hired by the institution itself. Female participation in those events was around 10%.

### Outreach beyond N’Djamena

The Project made credible efforts to extend its activity to regions beyond N’Djamena in a meaningful way, especially in the second year. Obstacles to wide geographical coverage included the high cost of travel and limited budget; difficult communications; poor roads and infrastructure; long distances; lack of access to flights; and security concerns. PEACE succeeded

reaching beyond the capital mostly through CSOs that received PEACE grants. Even though nine of 14 grantee organizations had their headquarters in N'Djamena, they focused their projects in other regions, especially in relation to natural resources extraction. This meant that 14 grants (70%) were implemented primarily outside of the capital with activities in eight regions (out of 22), which represented a healthy balance.

In addition, through CSOs, posters, music and the network of community radio stations, PEACE was able to disseminate voter education messages and other radio programming to a wide cross-section of Chadian society. Outreach to rural or remote populations was largely dependent on grantees that targeted smaller towns and villages, especially those working to promote monitoring of the natural resource industry and government spending.

## **VII. RECOMMENDATIONS FOR FUTURE PROGRAMMING**

### Electoral reform

Further analysis and amendment of the Electoral Code is necessary, and stakeholders should be supported in the establishment of a new (ideally, less political) electoral body. In the future, international partners should consider placing more focus on policy reform initiatives and civic education, as opposed to funding election authorities and operations. Urgent attention is needed to ensure that the government provides a sufficient budget to BPE so it can maintain its capacity and the voter list.

### Civic education

In advance of coming election cycles, it is a high priority to promote civic education and engagement, particularly among youth and women. Radio (especially in local languages) is a fundamental tool that needs to be further strengthened to reach the entire country, and school-based programs should also be developed. Special strategies need to be refined and adopted to target women effectively, notably by working with existing women's networks and developing female trainers and facilitators.

### Decentralization

There is need for a nationwide local governance project to train newly elected leaders and others on roles and responsibilities in decentralized structures, which are poorly understood at all levels of society. This is especially vital since the central government has demonstrated a lack of interest in delegating authority. Conflict may well arise in areas where the opposition was successful in local elections. Care needs to be taken to coordinate with other donors and local actors who are planning work in this area. There is a related need to clarify the legal framework that governs the division of responsibilities between central and local levels.

### Conflict management

There is a high potential for destabilization in Chad due to many societal pressures - access to natural resources, religious tensions, ethnic tensions, etc. More recently, oil revenues have been added to the volatile mix, as well as instability in Libya to the north of Chad. There is an urgent need to enhance cross-cultural understanding and develop skills in conflict prevention and

management, from leaders at the grassroots level to politicians. The influential role of religious leaders and faith-based organizations should be leveraged in this work.

#### Civil society capacity

Greater investment is needed to ensure the future viability and independence of Chadian civil society, which shows great promise and commitment but lags behind in terms of its capacity and cohesiveness. In order for Chadian civil society to serve as a vehicle for democratic change, it will require the development of a much stronger social foundation. In particular, more training for CSOs and media on non-confrontational advocacy and negotiation skills is required. Additionally, resources need to be devoted to gender training and the development of women and youth organizations, most of which continue to be marginalized.

#### Media development

It is recommended that multi-faceted democratic governance projects include a significant component for media support since they have a key role to play in citizen awareness and mobilization. As there is very limited in-country expertise in behavior change message design and dissemination, this is an area where future projects could make a real difference.

#### Training capacity

Major investment should be made in acknowledging and building upon Chadian expertise. Future programs should identify ways in which consultants and staff can work alongside local trainers and offer specific capacity building in training methodologies and tools. This will help to build a national cadre of trainers to serve as a resource in future elections who could also help produce updated guides as needed for each election.

#### Oil revenue monitoring

The current monitoring body for use of oil revenues (College de Control et de Surveillance des Revenus Pétroliers, or CCSRP) needs to be reformed or replaced in order to be truly effective and independent. Both local and international advocacy will be required in this regard, especially to ensure that indirect income (taxes) is monitored in addition to direct income.

## **VIII. BUDGET AND DISBURSEMENT ACTIVITY**

Over the life of the PEACE Project (July 13, 2010 – July 31, 2012) Counterpart International has expended \$4,804,425.22.