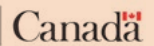




ANNUAL REPORT 2017



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2017 in review ...



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About Goree Institute

Goree Institute was created on June 25, 1992, during a solemn ceremony chaired by His Excellency Abdou Diouf, President of the Republic of Senegal, assisted by Salim Ahmed Salim, General Secretary of the Organization of African Unity. At the origin of the creation of the Goree Institute was a group of Africans committed to the ideals of progress, justice, and freedom, who strongly believed in cooperation and self-sufficiency.

The Institute proposal, first formulated by President Abdou Diouf, was presented during the famous Dakar Meeting for democracy in South Africa, organized in 1987 by the leaders of the African National Congress (ANC), then in exile, and a group of progressive and liberal Afrikaners. This meeting, funded by the Danielle Mitterrand Foundation and the Soros Foundation, benefitted from the presence and support of Africans who came from other areas of the continent and strongly contributed to establishing democracy in South Africa in 1994 : an African solution to an African problem.

The Goree Institute is an independent, Panafrican Public Interest Organization (PIO) with diplomatic status, which is a guarantor of its integrity. Neither its independence nor its integrity are negotiable: The Panafrican Board of Directors is the depositary of the organization's authority and decisionmaking power.

VISION

Goree Institute aims at the advent of a peaceful, fair and successful Africa with greater presence on the international stage, with engaged societies, strong institutions and open-minded, self-sufficient citizens, democratic and efficient states, successful and transparent companies, as well as an independent and involved civil society.

MISSION

Our mission is to promote the emergence of fair, peaceful and self-sufficient societies in Africa. We fulfill this mission by striving to expand the range of paradigms, tools, skills and knowledge able to promote the emergence of peaceful and self-sufficient societies. To achieve this goal, we also strengthen institutional and individual skills that are part of these societies and work towards their establishment. In so doing, we optimize the use of the human, creative, and financial resources of the continent, while tapping into and adapting the best practices from elsewhere.

VALUES

The total commitment of the entire staff to the Institute and to its mission is our main asset. Innovation, creativity, critical thinking and taking part into action networks are, ultimately, our values, skills and main activities.

STRATEGIC OBJECTIVES

Through research, facilitation and intervention, the Institute aims to:

- Strengthen political dialogue and the establishment of peace;
- Prevent conflicts and support people and institutions working on the national, sub-regional and regional levels to develop an efficient solution to social and political problems linked to peace building ;
- Improve political governance and electoral processes;
- Enhance human, artistic and economic creativity on the continent.

LIST OF ACRONYMS

AAPS	African Architecture for Peace and Security
ANC	African National Congress
AWA	African Women in Action
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CESTI	Centre d'études des sciences et techniques de l'information (Centre for Studies in Information Science and Technology)
CNDHCI	National Human Rights Commission in Côte d'Ivoire (Commission Nationale des Droits de l'Homme de Côte d'Ivoire)
CSO	Civil Society Organisation
ECOWAS	Economic Community of West African States
ECPF	ECOWAS Conflict Prevention Framework
EU	European Union
GORIN	Goree Institute
IMO	International Organisation for Migration
KAS	Konrad Adenauer Foundation (Konrad-Adenauer-Stiftung)
NGO	Non-governmental Organisation
ONDH	National Human Rights Organisation (Organisation Nationale des Droits de l'Homme)
PBF	United Nations Peacebuilding Fund
PIO	Public Interest Organisation
SIDA	Swedish International Development Cooperation Agency
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme
UNOCI	United Nations Operation in Côte d'Ivoire
UNOWAS	United Nations Office for West and Africa and the Sahel

EXECUTIVE SUMMARY

The Goree Institute's vision is to contribute to the emergence of an independent, politically strong Africa with a civil society socially engaged with an effective and responsible citizenship for the sustainable development of our communities. As such, its mission is to participate in the establishment of peaceful, just and self-sufficient societies in Africa. To this end, among other objectives, it will be necessary to strengthen the political dialogue for the peaceful resolution of conflicts, to contribute to the consolidation of democratic processes and institutions and to encourage artistic, social and economic creativity.

In order to be operational, the Institute has created a structure with TERAL as a support department, responsible inter alia for seeking a certain financial self-sufficiency and business departments in the form of operational programmes, particularly the Peacebuilding and Conflict Prevention in West Africa and Governance and Political Processes programmes.

This report takes stock of the activities carried out and, above all, the results achieved in these various departments for the year 2017 and presents challenges and prospects for the year 2018.

ACTIVITY REPORT

The Peacebuilding and Conflict Prevention in West Africa (PCP) programme whose overall objective is to contribute to the elimination of the multiple causes and consequences of conflicts in West Africa through the planning and implementation of different activities of reflection, research and field intervention, conducted its 2017 actions in a participatory and inclusive fashion. In a context of growing insecurity and conflict recurrence in West Africa, the programme targets four domains of action that are capable of providing convincing results.

- Youth leadership and participation in conflict prevention and peacebuilding in West Africa
- Media social responsibility in conflict prevention
- Promoting good natural resource governance and peacebuilding
- Preventing radicalisation and violent extremism

In its approach at the country level, building the capacities of national actors and setting up a multi-stakeholder platform made it possible to have both field-level representation and, above all, to sustain the Institute's presence in target countries. In the sub-regional approach, emphasis is placed on capacity building, coaching, sharing of experiences and networking of key actors in civil society.

The PCP programme conducted four projects within these domains of action and approaches, :

- Project 1 : Natural Resource Governance and Conflict Prevention in West Africa
- Project 2 : Youth Leadership and Conflict Prevention in West Africa
- Project 3 : Media and Conflict Prevention in West Africa»
- Project 4 : Women, Peace and Security: African Women in Action (AWA)

Sub-regional and national training of trainers (ToT) workshops, training of the actors at the grassroots level and establishment of a consultation framework took place within these different projects during 2017. These include training and multi-stakeholder dialogue on natural resource governance in Guinea Conakry, training of trainers

in «Youth Leadership and Conflict Prevention in West Africa», «Summer School on Youth Leadership», the National Workshop on Women’s Leadership and Conflict Management in West Africa, the Sub-Regional Forum on «Youth Leadership and Conflict Prevention in West Africa» and training of media professionals in information processing for conflict prevention and management.

The programme led to the following practical outcomes in 2017 :

Training:

- 47 key players were trained in the natural resource governance sector of Guinean civil society
- 25 youth leaders trained as trainers on crisis analysis and management
- Almost one hundred (94) young people were trained in leadership, conflict prevention and peacebuilding
- 30 media professionals were trained in the understanding of conflict data and good professional practices for conflict prevention and peacebuilding

Publications:

- Mapping of crisis zones and hotbeds of tension or «hot spots» in the Republic of Guinea
- Analysis of the challenges of governance of natural resources in the Republic of Guinea, with practical recommendations on possible strategies and actions for natural resource governance
- Strategic guidance document on the prevention and management of conflicts related to natural resources governance in the Republic of Guinea
- Training module focused on knowledge and skill needs of Guinean civil society actors in the context of natural resource governance

Implementation:

- Youth platform for Peace, Security and Social Cohesion whose Guinean section was revitalised in 2017
- Citizen platform for multi-stakeholder dialog in the Republic of Guinea, consultation and advocacy framework with authorities

Revitalization:

- The Electoral Watch Hut of the Guinea Women and Girls’ Coalition for legislative elections held on 28 September 2013
- National Youth Platform for Peace, Security and Social Cohesion in West Africa

The Governance and Political Processes Programme in particular the Electoral Assistance Unit conducted 2017 activities taking into account programmatic objectives, which are:

- To participate in the creation of political and electoral processes of integrity in Africa through the establishment of frameworks for exchange, training and multi-stakeholder interaction: State, technical partners, civil society organization, electoral management bodies, regulatory bodies, etc.
- To contribute to better knowledge of contemporary African phenomena through the establishment of spaces for dialogue, reflection and research

These objectives are operationalized through multifaceted actions including electoral technical support, strategic election observations and alerts, training, networking, synergy creation, facilitation and intervention.

Thus, in the electoral knowledge project, three workshops led to the design, elaboration, validation and official launch of a Electoral Best Practices Guide in Côte d’Ivoire. Fifteen (15) best practices were identified and recorded to encourage peaceful electoral contests.

In research and publications, we note the publication of: «The State of Democracy and Human Rights in West Africa (Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, Gambia, Ghana, Guinea Bissau, Republic of Guinea, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo)»; “Governance in question. Case Study: Oversight and Regulatory Authorities in Senegal (of which the Oversight authority component has been completed) and the publication of the Proceedings of the Symposium on Governance, Peace and Security: «Conflict Systems and Security Challenges in Africa».

In the Political Dialogue component, a holistic reflection on the role of women in the definition, implementation and evaluation of public policies in Senegal has been launched. In this perspective, the following themes were explored:

- Political participation of women in Senegal: political tactics or strategic issues?
- The Law on Parity, Electoral Code: scope, impact and prospects
- Which dynamics for change are in order for improved political participation of women: A look at the citizen sphere in Senegal
- Diversity, inclusion, environment: What will be the contribution of women? What role is there for women?

In the Human Rights Monitoring component in its pilot phase in Côte d’Ivoire, the fundamental elements and actions to begin human rights monitoring that are to be adapted to the socio-political context of Côte d’Ivoire have been established. The following results were achieved:

- A technical mechanism for collecting data on human rights in Côte d’Ivoire was prepared;
- The capacity of 24 supervising monitors to implement the Human Rights Monitoring Programme in Côte d’Ivoire has been reinforced;
- The socio-politico-economic context determining the state of Human Rights in Côte d’Ivoire has been analysed;
- A battery of indicators and parameters to validate has been proposed;
- All data collection forms and tools on the monitoring of human rights in Côte d’Ivoire have been finalized;
- A plan and training schedule for monitors to be deployed in the field has been finalized; and
- A calendar of decentralized training and a timetable for the implementation of the Human Rights Monitoring Programme has been presented.

In the framework of the electoral assistance project, media monitoring was conducted during the 2017 parliamentary elections in Senegal. Results included :

- 21 media monitors (Centre for Studies in Information Science and Technology or CESTI students) were trained in media monitoring and information reporting techniques via a technological platform;
- An institutional partnership was established with CESTI, enabling media monitoring to be carried out;
- Two electoral monitoring reports were produced with a view to preventing electoral conflicts and producing decision-support information; and
- A final monitoring report was disseminated widely with all stakeholders, with a view to improving the electoral process.

Finally, a software tool was created aiming to collect data in an efficient and optimal way on election day under the Electoral Observation Platform. This took place within a programme for the optimisation of the electoral monitoring data collected, primarily to capitalize upon and share best practices.

In addition, the TERAL «Support» department, in accordance with the Institute’s vision, mission and objectives, supports the programmes in the organisation and their activities and, above all, contributes 20 to 25% of operating expenses of the structure, thereby pursuing two main objectives:

- Support the Institute’s commitment to engage in a dynamic of regional and international collaboration ; and
- Strengthening the financial security and stability of the Institute by contributing to current and operating expenses.

With this in mind, six programmatic activities requiring 19 days of in-house seminars were organized. In addition to welcoming seven new partners, the department organized twenty-eight (28) external activities during the year, requiring 67 days of seminars. In all, in-house (6) and external (24) seminars welcomed more than 774 people at the Institute during the year 2017.

OUTLOOK

The Goree Institute outlook for 2018 is presented here below under the different programmes:

In the «Peacebuilding and Conflict Prevention in West Africa» programme, from 2018 to 2020, the following challenges and priorities are targeted:

- Promoting multi-stakeholder dialogue and setting up national citizen platforms;
- Strengthening the technical and advocacy capacities of sub-regional and national civil society;
- Monitoring, analysis and reporting on conflict situations involving natural resources at national and community levels; and
- Advocacy for peace and human security in Africa.

In the Governance and Political Processes programme, two broad perspectives emerge:

- In terms of research, the finalization of the “State of Democracy and Human Rights in West Africa» study marks the opening of a major action in this vast field within which the Institute has been working since its foundation. Results are to be hoped for in relation to monitoring, action, advocacy and the definition of new strategies.

- A project has begun to work in the field of Governance in order to define instruments and tools for an analysis of the effectiveness of public policy implementation after political legitimacy has been acquired through elections

In the TERAL programme, the aim is to develop the prospective component by creating a Centre of Excellence by 2020 through a combination of residential conferences and residential capacity building programmes as well as to form new partnerships, acquire new financial commitments and link to regional or even international initiatives.



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A LETTER FROM THE EXECUTIVE DIRECTOR

A Letter From the Executive Director



M. Doudou Dia
Executive Director
Gorée Institute

This past year, 2017, coincided with the end of the 2012-2016 Strategic Plan and the start of the period covered by the new 2017-2020 Strategic Plan. Indeed, the Goree Institute is at a turning point in its institutional life. The review of activities carried out during the year 2017, a year of transition, provides an opportunity to measure our progress, to rectify where necessary and to focus on our strengths. The Institute has made significant progress in building collaborative partnerships to advance peaceful and secure communities in Africa. We now look forward to further expanding Goree Institute's partner base. We face challenges primarily because of exogenous factors in a context where official development assistance is steadily decreasing and global growth is losing momentum—impacting resource mobilization. The results obtained to date show the relevance of the Goree Institute's actions in a context of regional instability, pronounced vulnerability and security threats in West Africa.

On the international level, the Institute participated in the preparation and holding of the G20 summit in 2017—on the sidelines of which Think20 (T20) was created and launched. The Goree Institute is a proud member of T20, a network of research institutes and think tanks from G20 countries. The T20

provides research and policy advice to the G20, facilitates interaction between its members and the political community, and communicates with the general public on issues of global importance.

On the regional level, the Goree Institute continues to build strong and reliable partnerships with African civil society organizations and regional and international institutions, including ECOWAS. We build individual and organizational capacity and train organizational leaders, including women and youth, in the areas of leadership, governance, and peace and security in West Africa. The 2nd Annual Forum on Youth Leadership and Security Challenges in West Africa, for example, was held in Abidjan and attended by nearly 50 young people from ten ECOWAS countries. This event served as a space for capacity building, exchanges and reflection, dialogue, advocacy and the building of collaborative partnerships towards an Alliance of African Initiatives for Peace and Stability in West Africa. The media were not left aside in 2017, as we engaged in capacity building of journalists from the ECOWAS area, specifically on press freedom and media responsibility in conflict prevention and peacebuilding in West Africa.

On the national level, in Senegal, the Goree Institute, in partnership with the Centre for Studies in Information Science and Technology (CESTI) was able to successfully carry out media monitoring during the parliamentary elections of July 2017. Similarly, in partnership with the Canadian Embassy in Senegal, the Institute initiated a dynamic of holistic reflection on the role of women in the definition, implementation and evaluation of public policies in Senegal. The Institute also started a series of capacity-building workshops for women and youth organizations on leadership and security issues in West Africa. In Guinea, in a multi-stakeholder dynamic with an inclusive dialogue, the Institute helped organized the 1st Forum on Natural Resource Governance, with the participation of civil society organizations and state actors, for the ethical and transparent governance of resources in favor of citizens.

With the aim of capitalizing on electoral-support experience through activities conducted since 2012 in several countries in West and Central Africa and the Indian Ocean, the Institute, in partnership with the UNDP, created the Guide to Electoral Best Practices. The purpose of this guide is to contribute to peaceful electoral processes in Africa. A long inclusive process of reflection, maturation and sharing has presided over its realization, especially with Ivorian civil society—a beneficiary of the technical support of the Gorée Institute.

Overall, the Goree Institute has made real progress in achieving the goals of its strategic plan, and thus, through research, facilitates dialogue and capacity building in the areas of governance, and conflict prevention, management and resolution as well as peacebuilding in order to achieve an African Architecture for Peace and Security. The Institute will continue its efforts to improve dialogue on the challenges of governance, peace and security, including through systematic and regular dialogue, consultations, sharing of information and analysis, research and development as well as continuous capacity building of African organizations and institutions.

The added value of the Goree Institute lies in the networks, organizations and institutions we support for their leadership and engagement with our communities but also our financial and institutional partners including the Swedish International Development Agency (Sida), the United Nations Development Programme (UNDP-Cote d'Ivoire), the Government of Canada and the Conseil de l'Entente. Without the input of all of these partners, it would be difficult for the Goree Institute to implement its strategic plan.

Finally, to have an impact on the processes of democratization, conflict prevention and peacebuilding in Africa, the Goree Institute relies on its staff of whom it is immensely proud. The dedication of all staff to the Institute and its mission is its greatest asset. The Pan-African Board of Directors, beholden of authority and decision-making power, remains committed to providing Institute staff with visionary leadership, the best technical and human support, fair compensation and adequate resources for carrying out their work. Together, we are energized and ready to position the Goree Institute for the fulfilment of its projects for 2020 and beyond as a Centre of Excellence.

Finally, Goree Institute is and will continue to be a reliable and consistent producer of innovative, relevant and quality products and services thanks to the commitment of its staff and members of its Board of Directors as well as its financial and institutional partners. As such, the management of the Institute remains open and transparent and the contribution of each individual will always be valued. The Institute's annual staff retreat remains a learning process to improve our performance and take stock of our internal self-evaluation. Similarly, the annual financial audit of our accounts by an independent, internationally respected professional audit firm remains an obligation of transparency and accountability. As such, we thank all members of the Board of Directors for their leadership and commitment to the excellence of the Goree Institute.



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I

PEACEBUILDING AND CONFLICT
PREVENTION PROGRAMME
(PBCP) IN WEST AFRICA



PEACEBUILDING AND CONFLICT PREVENTION PROGRAMME (PBCP) IN WEST AFRICA

The activities carried out and the results from the Peacebuilding and Conflict Prevention programme in West Africa during 2017 will be discussed below, as well as the challenges and prospects for 2018. The implementation of the 2017 action programme took place within a West African context where conflicts are increasingly violent and complex, particularly in the ECOWAS region, and with ramifications that extend beyond national borders. Despite the considerable efforts made by States to resolve the various crises, the security situation in the sub-region has worsened over the past year.

Among other factors that explain these recurring conflicts and this growing insecurity, we can note: poor governance, the lack of leadership and political legitimacy and the impunity and injustice that persist and have worsened in many countries. In addition, states and communities face new security challenges related to the rise of violent extremism and terrorism; the radicalization of young people, some of whom are enlisted in armed militias or terrorist groups operating in the Sahel-Saharan strip. All against the backdrop of the sub-region becoming the scene of transnational crime, serving as a hub for trafficking of all kinds: weapons, drugs, human beings, etc.

In such a context, it has proved important to adopt an inclusive and participatory approach to involve key stakeholders in peacebuilding and conflict prevention actions at the sub-regional, national and local levels. It is in this spirit that the 2017 action plan was developed and implemented. Various actions were carried out to help stimulate a dynamic of complementarity and synergy between state and non-state actors, notably civil society and local populations.



PBCP PROGRAMME OBJECTIVES

Overall, the Peacebuilding and Conflict Prevention Programme was established to contribute to the strengthening of civil society organisations in West Africa in the domains of peace and security by encouraging collaborative partnerships between the local, national and regional levels.

More specifically, the Peacebuilding and Conflict Prevention Programme aims to:

- Contribute to greater participation of women and youth in peace, security and social cohesion processes at the local, national and regional levels;
- Strengthen the capacities of civil society organisations at local, national and regional levels for better involvement in peace and security processes;
- Build the capacity of civil society actors while encouraging networking and advocacy as well as relations with local, national and regional authorities for the prevention of conflicts related to the governance of natural resources in West Africa;
- Strengthen the involvement of media actors, with a view to information processing that is conducive to conflict prevention and peacebuilding;
- Contribute to international and national efforts to prevent radicalization and violent extremism in West Africa, particularly among youth and women

PBCP PROGRAMME PRIORITY AREAS FOR ACTION

In the pursuit of the above objectives, specific projects were developed to adapt the programme's actions to the complexity of the problems and challenges that target beneficiaries in the nine following countries are experiencing: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo.

In all, five (5) projects were developed in the following priority action domains:

- Youth Leadership and participation in conflict prevention and peacebuilding in West Africa ;
- Women, Peace and Security: African Women in Action (AWA)
- Media Social Responsibility in Conflict Prevention;
- Promoting good natural resource governance and peacebuilding;
- Prevention of radicalism and violent extremism.

PBCP PROGRAMME OPERATIONAL STRATEGY

On a strictly operational level, the Gorée Institute chose to prioritize two approaches in the framework of this programme: a sub-regional approach and a national approach.

- **At the sub-regional level**, the programme focused on capacity building, coaching, sharing of experiences and networking of key actors in civil society. It focused on young people, media players and key stakeholders in the natural resource governance sector.
- **At the national level**, the programme has worked to strengthen the Gorée Institute's anchoring within countries and legitimacy among populations, in order to achieve greater impact and effective change. It has also contributed to improving the technical and organizational capacities of the Gorée Institute's national partners by setting up multi-stakeholder platforms that will serve as a representative on the ground, thus ensuring the effectiveness and sustainability of the Gorée Institute's actions in target countries.

SUMMARY OF 2017 RESULTS

The implementation strategy adopted under the framework of the Peacebuilding and Conflict Prevention programme was effective as it has allowed the Gorée Institute to achieve the majority of the expected direct results in 2017.

Sub-regional level:

- ✦ About 100 young people were trained and equipped in leadership, conflict prevention and peacebuilding. These young people have been sensitized about values, attitudes and patterns of behaviour that prevent conflict and violence. Above all, they were motivated to take responsibility for their peers and their communities in their respective countries.
- ✦ Some 20 young trainers were trained and equipped to facilitate learning and knowledge transfer workshops in the areas of leadership, conflict analysis and management; peacebuilding and violence prevention. Coaching and educational tools were also provided to these 22 young trainers to help them better share the knowledge acquired with their peers in their organizations, their neighbourhoods, sports, school and academic circles. Thanks to this training, these young people have the necessary background to ensure representation at national and community level in mobilizing, raising awareness and training young people.
- ✦ A framework for dialogue and exchange of experiences was established through the sub-regional youth forum launched in July 2016 in Abidjan, the second edition of which was held from 18 to 20 October 2017, bringing together 50 young leaders from civil society, academia, trade unions, media, politics, etc. from Francophone countries in the ECOWAS region. Through this forum, which has attracted strong support of national and sub-regional authorities, the Gorée Institute has already offered a platform of expression for the voices of a hundred young leaders on issues related to peace and security in West Africa. During the last two years, the forum has contributed to a renewed appreciation of the role of youth; rebuilding trust between young people and national and sub-regional authorities; and acting as the impetus for a new dynamic of collaboration and consultation among youth organizations in the sub-region, and between young people and the competent authorities on matters of concern to them in their countries.
- ✦ About 30 media professionals have been trained in understanding data on conflicts, and they are aware of good professional practices for conflict prevention and peacebuilding. This transfer of knowledge was all the more important as it was through the adoption and implementation of good practices that the media and information professionals could fulfil their function of «mediators» and at the same time, avoid exacerbating conflicts.
- ✦ Developing the skills of around 30 women and young women, including in areas they have not traditionally had access to such as defence, security, governance, mediation, and organizational effectiveness, so that they may participate in all peace process working groups;
- ✦ Removing barriers so that women's associations work together by collaborating and ensuring better communication between them, as well as between women and young people through capacity building sessions for the benefit of the ECOWAS Women, Peace and Security Networks (REFPSECO) and the Working Group for Women and Youth for Peace and Security of Senegal (GTFJPS).

National level:

- ✦ **About 50 Guinean national CSO actors monitoring the governance of natural resources have been sensitized and equipped**, and trained with technical knowledge that can enable them to fully play their role in finding solutions for peace and stability in their country.
- ✦ **A citizen platform for multi-stakeholder dialogue was set up** in the Republic of Guinea, bringing together some 30 Guinean CSOs, and serving as a forum for consultation and collaboration between national stakeholders, as well as advocacy with national authorities and competent international organizations.
- ✦ **A mapping of crisis areas and hotbeds of tension or «hotspots» was carried out in the Republic of Guinea** in a participatory and inclusive way with the collaboration of participants in the workshop held from 7 to 8 March 2017 in Conakry, which enables the development of a coherent national early warning strategy, monitoring and decision support with practical recommendations.
- ✦ **An analytical paper has been produced on the challenges of natural resource governance in the Republic of Guinea**, with practical recommendations on possible strategies and actions to improve resource governance and reduce or end the conflicts that result from poor governance in Guinea.
- ✦ **A strategic guidance document was produced on conflict prevention related to natural resource governance in the Republic of Guinea** that will serve as a basis for defining the priority actions to be undertaken and supported to contribute to the improvement of CSO performance in promoting governance and conflict prevention in this country.
- ✦ **A new dynamic of collaboration between the young people of Guinean civil society has been promoted** through the revitalization of the National Coordination of the Youth Platform for Peace, Security and Social Cohesion in West Africa (Plateforme des Jeunes pour la Paix, la Sécurité et la Cohésion Sociale en Afrique de l'Ouest), which conducts advocacy at the national level.

All in all, the achievements and results achieved in this programme during 2017 speak volumes about the relevance of the projects and the effectiveness of the Gorée Institute's operational strategy; as well as the balance between the services provided and the very real needs of the different targets, in this case young people, media professionals, human, civil and political rights activists. This effectiveness can also be explained by the legitimacy of the Gorée Institute among institutions and citizens: the recognition of the expertise of the Institute by partners and its mastery of the realities on the ground, which give it the ability to federate stakeholders around chosen objectives.



PEACE AND CONFLICTS PREVENTION: RESULTS OF 2017 ACTIVITIES

NATURAL RESOURCE GOVERNANCE (NRG) AND CONFLICT PREVENTION IN WEST AFRICA

The « Natural Resource Governance and Conflict Prevention in West Africa» project was established in 2015 to promote good governance of natural resources and in order to contribute to the prevention and peaceful management of conflicts that result at national and local levels. This project was developed following an in-depth situational analysis carried out by the Goree Institute during the second half of 2014, which raised serious concerns regarding the management of natural resources in West Africa. Indeed, in this sub-region that is «blessed by nature», countries that derive the highest revenues from natural resources and high-value minerals continue to see the majority of their population sinking into poverty, precariousness and violence. Moreover, in areas such as the Mano River Basin region with a high incidence of scarce resources, the risk is always imminent of minor tensions and crises becoming bogged down or becoming intra / inter-community conflicts, or devastating civil wars—as was the case in Liberia and Sierra Leone during the decade from 1990-2000.



Despite the efforts of African states to improve the governance of natural resources, these resources are still not a path to development that is positively transforming our states. In fact, natural resources remain one of the main causes of violent conflict, and pose a threat to the democratization process in most of our states (Tana Forum 2017). In other words, there is a need for a paradigm shift in African natural resource governance thinking and action.

In a fragile and unpredictable West African context, the crucial question posed by the Gorée Institute—which is at the heart of this project—is how can better natural resource governance be assured in order to act as a source of conflict prevention, peacebuilding and social cohesion in West Africa? In other words, how can we break the paradoxical link between the abundance of natural resources, the persistence of poverty and the recurrence of violent conflicts in the sub-region? It is around this key issue that the Gorée Institute has developed the present project—in order to contribute to on-going national and international efforts aimed at

finding effective and sustainable solutions to governance problems and to anticipate and/or prevent conflicts over natural resources, while providing real value added in terms of approach, efficiency and performance.

NRG PROJECT OBJECTIVES

The priority of the Goree Institute is to strengthen the involvement of key local, national and regional actors in the transparent, equitable and optimal governance of natural resources for citizen ownership of an inclusive and participatory socio-economic transformation that would act as an anchor for peace and stability in West Africa.

More specifically, the West African Inclusive Governance of Natural Resources Project aims at the following four objectives:

- ✦ Contribute to a better understanding of the issues and structural causes of conflicts over natural resources in West Africa;
- ✦ Contribute to the prevention of conflicts or risks of violent confrontation around natural resources by promoting participatory governance, multi-stakeholder dialogue and consultation between national and local stakeholders;
- ✦ Contribute to the effectiveness of the actors on the ground, in particular CSOs and national networks, in the conduct of collective actions in favour of the good governance of resources, the prevention and the peaceful management of the conflicts on the national and local level.
- ✦ Contribute to strengthening civil society organizations and local actors to develop multi-stakeholder and inclusive approaches to dialogue and advocacy in the design, implementation and promotion of transparency in natural resource governance policies.

EXPECTED RESULTS OF THE NRG PROJECT

The present project aims to achieve the following results:

- ✦ To produce new empirical knowledge, leading to a better understanding of the issues and structural causes of conflicts over natural resources in West Africa, particularly in the project's target countries;
- ✦ To give priority to the interests of citizens, including grassroots communities, their socio-political and economic rights and the strengthening of political participation in the inclusive and equitable management of natural resources;
- ✦ To increase understanding on behalf of local and national stakeholders of the importance of participatory governance and dialogue; so that they have greater trust and can better manage their disagreements about natural resources management without resorting to violence or advocating its use;
- ✦ To strengthen the skills and technical capacities of actors in the field targeted by this project, so that they become better organized, can work in synergy and become more effective in conducting collective actions for good natural resource governance, and in the interest of the prevention and peaceful management of conflict at national and community levels; and
- ✦ The implementation of continental and regional mechanisms for monitoring and evaluating the implementation of natural resource governance policies in Africa, in particular the African Mining Vision (AMV) of the African Union.

TRAINING AND MULTI-STAKEHOLDER DIALOG ON NATURAL RESOURCE GOVERNANCE IN THE REPUBLIC OF GUINEA

This workshop on: «Abundance of natural resources and recurrence of violent conflicts in West Africa: how to solve the paradox?», was held from 7 to 9 March 2017, in Conakry, Republic of Guinea. The workshop was a continuation of the activities carried out since 2013, within the framework of the project «Natural Resource Governance and Conflict Prevention in West Africa», whose main objective is to contribute to peace and stability in West Africa by promoting good governance of natural resources and capacity building in the prevention or peaceful management of conflicts at sub-regional, national and local levels. For the Gorée Institute, the workshop aimed to contribute to the prevention of conflicts related to natural resources in the Republic of Guinea, through:

- Awareness and empowerment of Guinean civil society actors, with a view to their effectiveness in the analysis, prevention and management of conflicts at national and community level;
- Facilitating multi-stakeholder dialogue for greater consultation and the pacification of relations between the State, the main actors of the Guinean mining sector, civil society organizations and grassroots communities.
- Contributing to the effectiveness of the participatory governance of natural resources in the Republic of Guinea, through the impetus of a real dynamic of synergy and collaboration between the main stakeholders, in particular the central state, sub-central authorities, national representation, locally elected representatives, investors, mining companies, CSOs and CBOs.

Several reasons led to the choice of the Republic of Guinea to hold this workshop, two in particular deserve to be highlighted:

First, according to figures from the Extractive Industries Transparency Initiative in Guinea (Guinea EITI), mining accounts for more than 80% of the country's exports, about 25 to 30% of government revenue, and between 17% and 20% of GDP. Similarly, mining companies are an important source of wage employment, and the artisanal mining of gold and diamonds affects a significant proportion of rural populations, particularly in Upper Guinea and Guinée Forestière. Despite this significant potential and the efforts made by the competent authorities to enhance it, the Guinean mining sector has not met expectations in terms of contribution to the national economy. Moreover, the exploitation and management of natural resources in this country is a source of conflict that undermines development efforts, preventing the country from breaking the cycle of endemic poverty and human insecurity.

Secondly, this choice was relevant given the experience of the Gorée Institute in Guinea, which goes back several years, and which has helped build the capacity of a critical mass of Guinean CSO actors, particularly women, young people, and the media. In 2013, the Institute created a framework for long-term collaboration with stakeholders in the democratic process, notably by setting up the «Election Watch Hut of the Coalition of Women and Girls of Guinea for the legislative elections of 28 September 2013».

The inclusive and participatory approach of the Gorée Institute, its knowledge of the field, and its credibility with civil society and development partners in the Republic of Guinea, were key to the success of this workshop. In fact, as a prelude to the multi-stakeholder workshop from 7 to 9 March 2017, the Gorée Institute conducted a preparatory mission to Conakry from 11 to 21 December 2016, when members met with the competent national authorities, Guinean civil society, development partners, networks of youth and women's associations, etc. This mission laid the groundwork for an excellent workshop: it made it possible to raise the awareness of the decision-makers and to interact with the actors in the field, to collect useful information, needs and recommendations, thus making it possible to better adapt tools from Gorée Institute to the local context and national realities. In line with the multi-stakeholder approach promoted by the Institute, the 47 participants in the workshop came from civil society organizations, the media, and military and state institutions (National Assembly, Ministry of the Environment, Water and Forests, Ministry of Mines and Geology, etc.).

SOME RESULTS OBTAINED

- **A citizen platform for multi-stakeholder dialogue was set up in the Republic of Guinea**, bringing together some 30 Guinean CSOs, and serving as a forum for consultation and collaboration between national stakeholders, as well as for advocacy with national authorities and competent international organizations.
- **47 key players in the natural resources sector and Guinean civil society** have been strengthened in their capacities and acquired new technical knowledge and practical know-how in resource-related conflict analysis, prevention and management at national and community level. In terms of post-training actions, these direct beneficiaries have used the modules made available by the Gorée Institute to inform their members and constituents and thus share the knowledge acquired during this session with a larger number of stakeholders.
- **An analytical paper was produced** on the challenges of natural resource governance in the Republic of Guinea, with practical recommendations on possible strategies and actions to improve resource governance and reduce or end conflicts that result particularly in the riparian communities of the mining areas in Guinea. This document could also serve as an effective decision-support tool if the Guinean authorities include it in their working papers on the governance of the natural resources sector.
- **A mapping of crisis areas and hotbeds of tension or «hotspots» in the Republic of Guinea** was carried out in an inclusive and participatory way, thanks to the relevant proposals of the participants in this workshop. This mapping will not only have identified the «hotbeds of tension» related to the exploitation and / or management of natural resources in Guinea, it also made practical recommendations for Guinean stakeholders to help them develop a coherent national strategy for conflict monitoring, early warning, advocacy and decision support.
- **A strategic guidance document** was produced on the prevention and management of conflicts related to natural resource governance in the Republic of Guinea, clearly identifying the priority actions to be undertaken and supported to contribute to the improvement of the quality of natural resource governance and the reduction of violent conflict in this country. This tool, if properly exploited by Guinean CSOs, can help them better develop natural resource conflict prevention projects; and therefore to carry out relevant and effective actions, having a real impact on the ground. Donors can also use this document to better understand the specific needs of the country in order to support projects that can meet needs effectively.
- **A training module has been developed** focusing on the knowledge and skill needs of Guinean civil society actors, identified by the Gorée Institute's field mission and study as a prelude to the workshop, between December 2016 and March 2017. This practical tool has already contributed to capacity building and transfer of technical knowledge to a large number of key players in Guinean civil society in the analysis, prevention and management of conflicts related to natural resources.
- **Beyond capacity building**, the workshop created a framework for dialogue, advocacy and consultation between state and non-state actors for good governance of natural resources, including the inclusion of local communities, the establishment of strong institutions and reliable policies focused on the priorities of citizens.

YOUTH LEADERSHIP AND CONFLICT PREVENTION IN WEST AFRICA

The «*Youth Leadership and Conflict Prevention in West Africa*» project was set up with a view to achieving effective and meaningful participation of young people in peace processes and social cohesion in West Africa. More specifically, the project aims to provide young people with the knowledge and technical tools they need to play their role in conflict prevention and peacebuilding in their respective countries and within their communities.

In West Africa, particularly in the countries of the ECOWAS region, young people aged 18-35 account for more than 40% of the active population, sometimes well over 70% in post-conflict reconstruction countries such as Côte d'Ivoire. These young people should represent a positive force for the sub-region and have a vital role to play in peace and social cohesion processes at the national and local levels. Unfortunately, their potential is not often well exploited, and their participation in decision-making has remained very marginal. In exceptional cases where they are involved in decision-making processes related to peace, these young people are often unable to take concrete and relevant initiatives. Two facts emerge from this state of affairs: on the one hand, young people are not well prepared to assume their role as future leaders; on the other hand, they are often not placed in optimal conditions allowing them to fully assume their responsibilities vis-à-vis their peers and their communities.

In order for them to fully assume their role, young people need to be trained and supported. For the Goree Institute, practical training, skill transfer and technical capacity building are the sine qua non for optimizing youth participation in collective and citizen actions dedicated to the consolidation of peace and security and the prevention of violent conflicts in West Africa. This is all the more important as training and capacity building for young people is one of the main concerns of the African Youth Charter. This project is thus part of the Gorée Institute's operational strategy as it helps to take into account the needs and aspirations of youth, and thus maximize the chances of achieving the GORIN mission to «contribute to the establishment of peaceful, just and self-sufficient societies in Africa.»



The primary targets are youth leaders aged between 18 and 35 years old. These young people are active members of CSOs, NGOs, youth associations, national youth councils, youth centres, etc. They are mainly from the following nine ECOWAS countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo. From an operational point of view, the project has two complementary components: a technical component and an advocacy component. The technical component is dedicated to capacity building and skills transfer in analysis, peaceful management and conflict prevention, as well as organizational leadership to enable young people to contribute effectively to the peace processes in their countries. The advocacy component aims to create strong synergies around issues related to youth, peace and security, through the establishment of a «Youth Platform for Peace, Security and Social Cohesion in West Africa».

PROJECT OBJECTIVES AND EXPECTED RESULTS

Overall, the present project, «Youth Leadership and Conflict Prevention in West Africa», aims to contribute to the development of youth leadership with a view to ensuring effective and meaningful participation of young people in peace and social cohesion processes in West Africa.

More specifically, the project aims to achieve the following objectives:

- ✦ Provide the most committed young people aged 18-35 in West African civil society organizations, with the technical knowledge and tools they need to play an important role in conflict prevention and management, as well as promoting awareness among young people against violence at the grassroots level;
- ✦ Help these young people to develop their abilities and leadership skills, through skill transfer, tailored individual and collective coaching, sharing of experiences and best practices in leadership and organizational management;
- ✦ Promote a «youth voice» on issues related to peace and security in West Africa through the establishment and animation of an annual sub-regional forum on «Youth, Peace and security in West Africa»;
- ✦ Contribute to the development of action synergies between the most representative structures of West African national youth, through the establishment of a sub-regional youth platform for peace, security and social cohesion in West Africa.



TRAINING OF TRAINERS (TOT) ON YOUTH LEADERSHIP AND CONFLICT PREVENTION IN WEST AFRICA

The Training of Trainers Workshop (ToT) was organized from 24 to 28 July 2017, on Gorée Island (Dakar, Senegal), for 22 young people from civil society organizations of nine (9) ECOWAS countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Niger, Senegal and Togo. This five-day session was a continuation of activities dedicated to the empowerment of youth in peace processes, through the transfer of theoretical knowledge, the exchange of practical experiences and the promotion of positive individual and collective practices. For the Gorée Institute, action-oriented training and technical capacity building are the sine qua non for optimizing youth participation in citizen action for peacebuilding and prevention of violent conflicts in West Africa. Given the significant need for training of young people in leadership, conflict prevention and management, and the increasingly pressing demand that far exceeds technical and financial capacities, the Institute initiated this training in order to create a group of national trainers in each country who can act as representatives in the field and have an impact in the name of the project.

The overall objective of this training of trainers was to strengthen the participants' technical knowledge and skills in conflict analysis and prevention, so that they could be transferred to more young people in their respective countries. It was also through this ToT that beneficiaries were taught about techniques of adult education, curriculum development and skills transfer in the areas of conflict prevention and management.

SOME RESULTS OBTAINED

Overall, this training of trainers achieved its objectives in terms of knowledge transfer and personalized coaching, since the 25 beneficiaries showed a good command of the modules taught and the facilitation techniques proposed. In terms of the exercises and the tests they were given in situ, the participants clearly demonstrated their ability to assume the role of trainer at the community level. They have also demonstrated their ability to produce new tools or adapt the tools available to the realities of the targets, and to use them effectively to transmit the knowledge and know-how acquired to a greater number of young people in their countries.

More specifically, the following results were achieved by this workshop:

- ❏ The 25 participants had their technical skills strengthened and knowledge increased in the analysis and management of conflict situations;
- ❏ Participants have a better understanding of the principles of leadership, and are more aware of the qualities they must improve on to have a positive influence on their peers;
- ❏ The participants assimilated the pedagogical techniques proposed, they are able to transmit the knowledge acquired and the skills developed in terms of leadership, analysis, prevention and / or management of conflict situations;
- ❏ The participants better understood the function of trainer: they know the different aspects of communication in a training situation; they make good use of teaching aids (white boards, transparencies, video projectors);
- ❏ The participants were made aware of the trainer's role and the behaviours they can encourage in the course of a training session; they know the appropriate professional behaviour expected in a training situation;
- ❏ Participants are able to put their leadership skills into practice (communication, listening, finding solutions, decision-making, coordination, etc.) and to adopt the appropriate attitudes regarding their responsibilities towards their peers and their communities.



At the end of this ToT workshop, the participants were able to strengthen their knowledge and know-how in facilitating training and sharing experiences. Indeed, in view of the different presentations they made during practical work, the beneficiaries showed a solid mastery of the pedagogical techniques that were taught to them. Through practical tests and role playing, they demonstrated that they are able to transmit the knowledge acquired and the skills developed in leadership, analysis, and the prevention and management of conflict situations. Thanks to this first ToT workshop, a pool of young sub-regional trainers is being established with a view to ensuring representation at the grassroots level in terms of the transmission of knowledge, awareness and the promotion of best practices among young people in leadership and conflict prevention.

SUMMER SCHOOL: YOUTH LEADERSHIP AND SECURITY CHALLENGES

As part of a technical partnership between the Goree Institute and the Konrad Adenauer Foundation, a Summer School for 20 young people from Senegal was organized from 7 to 11 August 2017 on the theme: “Young Leadership in the face of security challenges”. This four-day training session aimed to contribute to peace and security in Africa through the capacity building of 20 young dynamic leaders from various organizations of Senegalese civil society. As a result of this training, these young people will be able to take their knowledge back to their respective organizations and communities.



This collaboration is part of the implementation of the Goree Institute’s Centre of Excellence and is in line with the programmes of young leaders of the Konrad Adenauer Foundation. Senegalese youth occupies a prominent place in the development of the country. In 2013, the under-20 age group made up nearly 55% of the Senegalese population, which was growing at a rate of 2.8%. Senegalese youth is, moreover, at the heart of the various issues related to peace and security. Indeed, young people are very involved in political parties, where they are most often used for political ends. In addition, they are prey to various issues including illegal migration, radicalization, as well as other problems whose causes are linked, among other things, to a high unemployment rate and their lack of involvement in decision-making processes.

The Goree Institute has, for almost 25 years, made a strong contribution to strengthening peace and security through the participation of young people in West Africa in peace, development and political processes. Indeed, through its Conflict Prevention and Peacebuilding Program, the Institute has been able to build the capacity of several young civil society stakeholders in West Africa, thus creating a synergy between their different organizations. Their knowledge of leadership, tools for conflict analysis and mediation has been able to lay the groundwork for the appeasement of conflicts at the community and national levels. The Konrad Adenauer Foundation, for its part, has invested in the field for multi-stakeholder dialogues on several fronts. The Foundation’s involvement in debates related to decentralization as well as youth citizenship among others is an on-going commitment on their part.

This first edition of Summer School aimed to support initiatives initiated by both institutions to address

fundamental issues such as citizenship, challenges related to youth migration, ethics that greatly contribute to the political instability of African countries, including human security in Senegal. This training will focus on youth leadership, peace and security to take into account all the concerns that, once covered, will enable young people to be better actors and models of leadership. as much at community and national levels as at sub-regional and international levels.

The main objective of this first Summer School was to contribute to peace and security in Africa through capacity building and support for young Senegalese leaders.

More specifically, this annual session aimed to:

- ✦ Create a network of young Senegalese leaders from civil society organizations for peace and stability;
- ✦ Strengthen their capacity on various topics related to peace and security, particularly on conflict systems and security issues in Africa;
- ✦ Support and coach them in the post-training process;
- ✦ Capitalize upon participants’ writing on leadership and youth in Africa through a publication;
- ✦ Ensure the sustainability of their training by creating an alumni network for the transfer of learning outcomes within grassroots communities.

SOME RESULTS OBTAINED

In terms of achievements, the workshop produced the following results:

- ✦ **Effective transfer of knowledge** on leadership and advocacy. For example, participants were able to understand the role and qualities of a leader, realize the importance of teamwork, partnership and stakeholder dialogue. Finally, they explored dimensions of advocacy and practiced with different exercises.
- ✦ **Sharing experiences and good practices** in organizational effectiveness; this allowed the participants to obtain the keys to make their CSOs more efficient through the control of their environment, the identification of targets to address appropriate solutions, the control of the various dimensions of the organization (rationale, human, symbolic, political) as well as the management of conflicts within an organization and the balance between necessary cost control and the production of quality services.
- ✦ **Better understanding of the values and principles of institutional governance.** This is a key concept for young leaders since it refers to the decision-making process in all social groups (the State, the company, authorities, associations, the family unit, etc.) and at all levels (from local to global).

2ND SUB-REGIONAL FORUM ON “YOUTH LEADERSHIP AND CONFLICT PREVENTION IN THE ECOWAS AREA”



This forum, which follows that of 2016 in Abidjan, is part of the Gorée Institute’s Peacebuilding and Conflict Prevention Programme. Under the dual sponsorship of the Ministry of Women, Child Protection and Solidarity and the Ministry of Youth Promotion, Youth Employment and Civil Service of the Republic of Côte d’Ivoire, this second regional forum organized by the Gorée Institute on behalf of its Peacebuilding and Conflict Prevention Programme brought together some fifty (50) young leaders aged between 18 and 35, all active members of CSOs, NGOs, youth associations, national youth councils, youth centres from nine (9) ECOWAS countries: Benin, Burkina Faso, Côte d’Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo.

Based on the achievements of the July 2016 forum in Abidjan, the meeting adopted a working methodology with three components: (i) to strengthen the organizational capacities of young leaders in conflict prevention and management (training in modular sessions), (ii) collect their views and analyses on issues specific to their countries (thematic panels) and (iii) offer them the opportunity to interact with decision makers in the Ivorian government, sub-regional institutions and CSOs (sharing experiences).

The various presentations were followed by exchanges in the form of questions and contributions that enriched each other’s points of view. The discussions led to conclusions that put forward the recommendations of the young leaders for a more active and decisive involvement on their part in the management of conflicts in their respective countries and in the West African sub-region.

In general, the forum aimed to provide young leaders with a framework for dialogue, learning, exchange of experiences and best practices in order to qualitatively improve their participation in peace and development processes in their respective countries across the West African sub-region. Specifically, the aim was to:

- ✦ Contribute to improving or consolidating young people’s knowledge of collaborative approaches to conflict management and violence prevention;
- ✦ Help young people to analyse the political and security situation in their country, and to make a «youth voice» heard on the problems and challenges facing youth in their country or community;
- ✦ Allow young people to interact with authorities and representatives of international and sub-regional institutions and learn from their experiences;
- ✦ Consolidate achievements and expand the Platform set up in Abidjan on 22 July 2016, under the coordination of the Gorée Institute;
- ✦ Launch a «community of practice» of young leaders from the ECOWAS region to facilitate learning

and networking, sharing experiences and best practices on a continuous and long-term basis.

In terms of success, Abidjan 2017 ensured the continuity of Abidjan 2016. More concretely, the following results were achieved by this forum:

- ✦ Practical knowledge was shared with the 50 participants who will then be able to pass this on to other young people or to take concrete action on the ground to manage conflict and prevent violence;
- ✦ Participants analysed the political and security situation in their country and expressed their «youth voice» on solutions to the problems and challenges that youth face in their country or community;
- ✦ The Youth Platform for Peace, Security and Social Cohesion in West Africa, set up in Abidjan on 22 July 2016, was revitalized and reinforced with new members;
- ✦ A «community of practice» of young leaders of the ECOWAS region has been launched, and the terms of reference to ensure its functioning have been defined and adopted;
- ✦ A «notebook of recommendations» was produced on the pragmatic actions to be taken to positively master or transform the current situation of young people in the sub-region.

The real added value was taking into account the «youth voice» as expressed by their leaders through the Youth Platform for Peace, Security and Social Cohesion in West Africa. The Gorée Institute, by creating this framework for encounters between the members of this platform, then between these youth actors taken as a whole and the CSO actors and decision-makers, intends to make the understanding and the management of conflicts by the young people more pragmatic and effective.

SOME RESULTS OBTAINED

Overall, the outcome of this project has been satisfactory and encouraging, thus confirming not only its relevance but also the need for its implementation. In its first phase (2014-2016), the project «Youth Leadership, Peacebuilding and Conflict Prevention in West Africa» enabled the training and skill transfer to a critical mass of young people from nine (9) ECOWAS countries: Benin, Burkina Faso, Côte d’Ivoire, Guinea, Guinea-Bissau, Mali, Niger, Senegal and Togo. In total, 150 young West African leaders benefited directly from the training provided by this project.

The number of indirect beneficiaries has tripled so far, since some of these 150 direct beneficiaries have used the tools of the Gorée Institute at their disposal to bring back training to their own structures, thus sharing knowledge and technical skills they have acquired with their peers. Others, in addition to sharing new knowledge within their associations, have mobilized more youth organizations in their country in order to federate them around a new national network. This has been the case in Guinea where young leaders trained by the Gorée Institute set up the Youth Leadership for Peace and Development network (Leadership Jeune pour la Paix et le Développement, LEJEPAD-GUINEA).

In 2017, the project made a point of training young people from civil society, in order to reinforce their technical capacities in collective leadership, analysis and peaceful conflict management. In total, 94 young leaders were trained and equipped by the Gorée Institute. A group of 22 young trainers has been set up to provide national and community representation in mobilizing, sensitizing and training young people in conflict prevention.

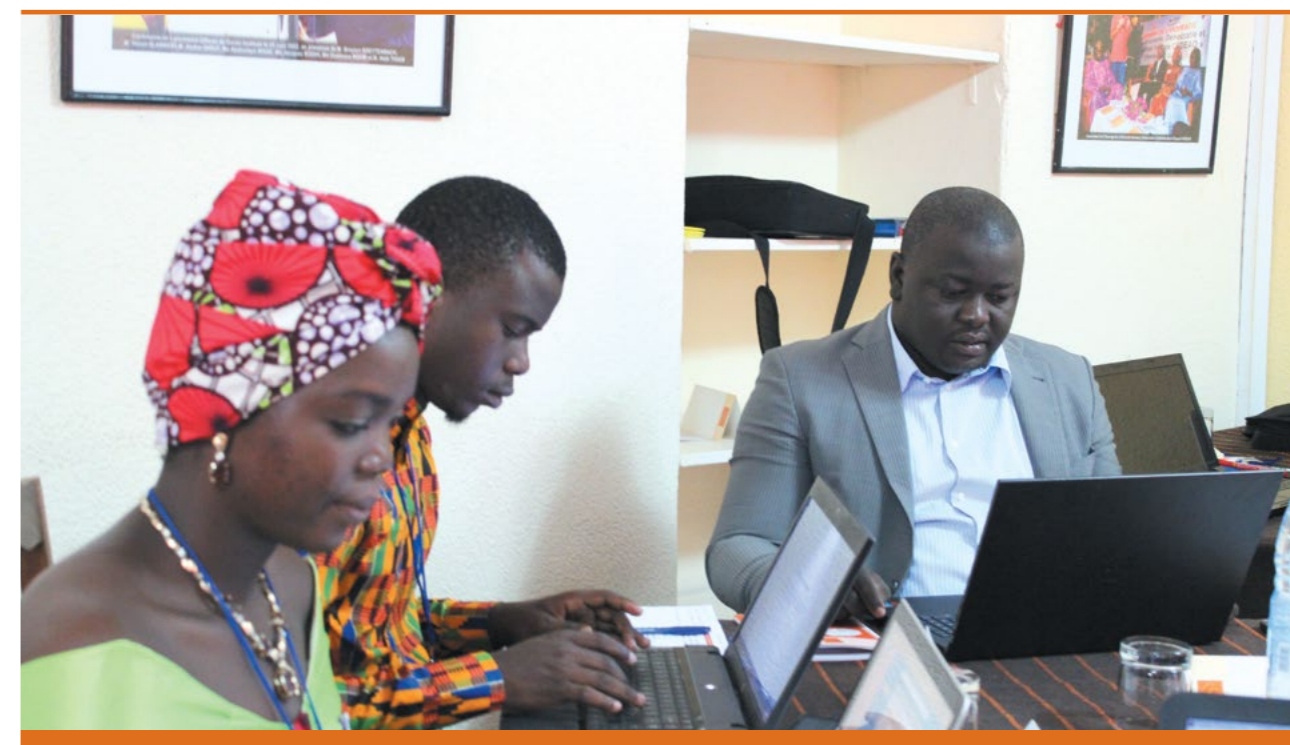
Emphasis was also placed on sensitizing young people to be more resistant to violent extremism and to become more involved in the fight against terrorism within countries and across the sub-region. The Gorée Institute has given priority to the analysis and assessment of the most urgent needs of young people by young people themselves; the creation of expression frameworks for young people; the facilitation of dialogue, networking and the development of strong synergies between national youth associations. The Guinean National Coordination of the Youth Platform for Peace, Security and

Social Cohesion in West Africa was revitalized at a meeting chaired by GORIN on 17 March 2017, the coordination TORs were elaborated and are in the process of being validated for an official launch (national advocacy).

Ultimately, this project contributes to the achievement of the goals set by international, regional and sub-regional instruments on «Youth empowerment and its involvement in peace and security processes», including: Resolution 2250 adopted by the United Nations Security Council in December 2015; the ECOWAS Conflict Prevention Framework (ECPF) adopted by the ECOWAS Mediation and Security Council in January 2008, the African Youth Charter adopted by the African Union Conference of Heads of State and Government in July 2006.



MEDIA AND CONFLICT PREVENTION IN WEST AFRICA



At first glance, it is important to remember that the «Media and Conflict Prevention» project, established in November 2014, has the overall objective of helping to stem the phenomenon of «pyromaniac journalism» in West Africa through positive behavioural change and the promotion of good practices in the production or dissemination of information about conflicts. To achieve this main objective, the Institute has opted for an empowerment strategy, consisting of enhancing the social responsibility key players in the media sector, through training, capacity building and skill transfer. With this in mind, the project focuses on a critical mass of key players in the media sector, particularly professionals with a central role to play in newsrooms, corporations, trade unions, regulatory authorities and / or self-regulation, etc. Through this operational approach, the project aims at the following specific objectives:

- ✦ Improving the knowledge and technical skills of media actors in analysing conflict situations, understanding issues and identifying stakeholders;
- ✦ Promotion of good professional practices related to the production and dissemination of true, impartial and useful information on the different crises of the sub-region;
- ✦ Mastery of interview techniques and «conflict-sensitive» reporting, to guard against risks of misinformation, manipulation and politicization or use of populations for political ends.

In the end, through this project the Goree Institute also contributes to promoting media social responsibility and involvement in the fight against radicalisation and violent extremism in the sub-region.

SOCIAL RESPONSIBILITY OF THE MEDIA AND INFORMATION PROFESSIONALS IN CONFLICT PREVENTION IN WEST AFRICA

This capacity building and exchange of experiences workshop on «Media and Information Professionals Social Responsibility in Conflict Prevention in West Africa», held from 23 to 25 November 2017 at Goree Institute was part of the 2017 annual work plan of the Peacebuilding and Conflict Prevention Programme. More specifically, the workshop was a continuation of the capacity building and skills transfer activities carried out since 2013 under the Media and Conflict Prevention project, to help stem the phenomenon of «pyromaniac journalism» in West Africa in general, and in ECOWAS countries in particular. A total of 22 media professionals from nine (9) countries (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo) took part in this three-day session.

The Goree Institute firmly believes that the media has a vital role to play in the democratic process through contributions to peacebuilding and social cohesion in West Africa. With this conviction—and knowing that a large majority of journalists and media professionals do not have the technical capacity to take on this role effectively—the Institute set up this project to contribute to the empowerment and credibility of this important sector. Building empowered and credible media is of paramount importance in our democratically-minded African states because the media should provide citizens with access to quality information and an informed opinion on important issues affecting their communities.

In other words, free, autonomous and responsible media can be a means of protection for democracy and guarantors of social peace. Therefore, it is important to build the conflict analysis and prevention capacity of key players in this sector. It is in this spirit that the Institute has set up this annual sub-regional course, which aims overall to contribute to strengthening the capacities of media actors in producing quality information on conflicts, without fuelling the vicious circle of violence. In total, fifty-one (51) journalists and media professionals saw their skills in conflict analysis and prevention strengthened in this project. Ultimately, the Gorée Institute also intends to promote media social responsibility and their contribution to the fight against violent radicalism and extremism in the sub-region.

As a reminder, the overall objective of the «Social responsibility of the Media and information Professionals in Conflict Prevention in West Africa» workshop, was to promote compliance with ethics codes in the analysis of conflict data; to encourage good professional practice for the production of reliable and useful information on conflict situations or violent crises; and thereby contribute to increasing media accountability in conflict prevention and peacebuilding in West Africa.

More specifically, this workshop aimed to:

- Create a critical inventory of the security situation and the main causes of conflicts in the sub-region, based on practical case studies from French-speaking West African countries;
- Identify conflict data (causes, actors and issues);
- Provide skills for the production of quality information in conflict situations from case studies;
- Create ownership by the media of the basic rules for media coverage of violent extremism and terrorism;
- Raise awareness of the impact of information processing on conflict prevention, management and resolution; as well as peacebuilding

SOME RESULTS OBTAINED

The workshop provided an overview of the security situation prevailing in each country represented, as well as a review of the main causes and impacts of the various violent conflicts and terrorism in the sub-region;

- The 22 participants became more aware of the importance of the impartial treatment of information for conflict prevention and peacebuilding;
- The 22 participants gained practical knowledge and the necessary technical tools for conflict analysis and understanding, they now have the skills required to inform the public about conflict and post-conflict situations without stirring up hatred nor excusing violence;
- Field experiences and examples of good practice in the production and dissemination of information in times of conflict were shared, and participants committed to implement them on a daily basis, to continue producing quality information without inciting hatred or violence;
- The 22 participants were put in an editorial situation and produced articles that analysed real or potential conflict situations, at national or local levels, that met objectivity standards for impartial information.

As a reminder, the direct beneficiaries of this training included 22 journalists and media professionals from the following countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal, and Togo. The participants are professional journalists specialized in different genres and media (print, online press, social networks, radio, television, etc.); members of corporations, trade unions or professional media organizations; representatives of institutions responsible for regulating and / or managing the self-regulation of the sector; active and influential members of civil society organizations specialized or interested in peace and security issues in West Africa, etc.

Finally, beyond these theoretical and conceptual aspects, the participants tested their skills through situational exercises on the treatment of information relating to conflict situations: the different renditions showed a good level of understanding which is reassuring with regard to their ability to act on the ground. The same was true of the critical analysis exercises of media output relating to the coverage of conflicts or crises in West Africa, meant to provide the opportunity to learn from good and bad practices.



WOMEN, PEACE AND SECURITY: AFRICAN WOMEN IN ACTION (AWA)

Since its adoption in October 2000, United Nations Security Council Resolution 1325 has mobilized worldwide support for greater involvement of women in peace processes. While the last fifteen years have been able to attest to the improvement of these mechanisms as well as of progress in the governance of institutions after implementation of this resolution in certain countries, it is clear that there is still much to do. Indeed, since October 2000, R1325 has been reinforced by several other resolutions such as 1820 and 1889, and the most recent, the 2242 and the 2250.



Developed in 2012 and based on all of Goree Institute's achievements and its wealth of experience in working with women across Africa over the past 20 years, the African Women in Action (AWA) programme is a very ambitious and innovative initiative. The actions planned for this workshop are in harmony with four of its five major axes, namely: creating spaces for exchange and sharing of experiences; promoting partnerships for better bottom-up (and top-down) collaboration including with the international community; contribute to creating new mechanisms while strengthening existing ones to sustain women's active and inclusive engagement in conflict prevention, peacebuilding and human security; and influencing the adoption of laws that promote women's involvement and their implementation in the context of peace and security.

WOMEN'S LEADERSHIP AND CONFLICT MANAGEMENT

After two years of development, capacity building for women and creating spaces for sharing experiences has been a priority, and as such more than 50 women have been empowered through ten (10) countries of West Africa as well as the Comoros Islands. These events have led to the creation of eight (8) Peace and Mediation Committees which serve as representation at the community and national level for conflict resolution. In addition, a communication platform is used on a daily basis as a tool for continuous sharing of information and support for regional and continental solidarity. This workshop reinforced mechanisms within Senegal, bringing together actors at the national level for increased social cohesion.

From 5 to 7 September 2017, the Goree Institute organized a training workshop on «Youth and Women Leadership and Conflict Management in Africa», on the island of Gorée in Senegal. This workshop brought together 25 women and youth representatives of Senegalese civil society, as well as from state institutions to build their capacity in several areas including organizational leadership, conflict analysis and management. In order to promote a good assimilation of concepts as well as the creation of a space of exchange between women and young people, the Goree Institute has adopted a facilitation approach that alternates theory, practice and experience sharing.

CSOs and CBOs of women and youth are an important element in conflict prevention and peacebuilding. However, they do have their shortcomings, particularly in terms of organizational capacity. In order to improve and optimize their actions in the field of peace and security, the «Youth and Women's Leadership of Conflict Management in Africa» training was aimed at strengthening participants' leadership and performance capacities and skills in organizational, analytical and conflict management. It also aimed to promote better synergy between women and youth to improve solidarity and strengthen social cohesion. This workshop welcomed not only members of civil society but also representatives of the private sector, the military and the state.

SOME RESULTS OBTAINED

At the end of the workshop, women leaders of CSOs, as well as representatives of the private sector, the army and the state made the following recommendations:

- Integrate women in the design and implementation of programmes on prevention and responses to radicalization, violent extremism and terrorism.
- Strengthen the role of women in parliament through training on conflict prevention and management techniques;
- Strengthen the capacity of women and young women, in the areas of defence, security, governance and elections, so that they can better participate in peace processes;
- Support the creation of a common platform for the exchange of information, the sharing of experiences, the organization of meetings, support and advocacy, especially in the context of crisis and conflict situations;
- Identify and list networks of women and women's organizations in West Africa in the area of peace and security;
- Create a database of women mediators involved in peace processes in West Africa.

CHALLENGES AND PRIORITIES FOR 2018-2020 FOR THE PEACEBUILDING AND CONFLICT PREVENTION PROGRAMME IN WEST AFRICA

It is clear that current challenges and priorities are not going to change dramatically, requiring a redefinition of the project's objectives for the next three years. Nevertheless, in addition to being a continuation of the previous phase, the project will also benefit from being more ambitious in monitoring and achieving its objectives. It is in this sense that the Gorée Institute, within the framework of this programme, has developed a new strategic approach for the period 2018-2020 that revolves around the key points listed below.

1. Promoting multi-stakeholder dialogue and setting up national citizen platforms:

- ✦ Continuing to engage key national stakeholders in the sector, and facilitating constructive dialogue around national challenges and priorities in terms of natural resource governance and conflict prevention;
- ✦ Promoting citizen participation, as well as exchanges of experiences and open discussions between representatives of the government, parliamentarians, local elected representatives, civil society actors, community representatives, etc. ;
- ✦ Establishing national citizen platforms for dialogue and advocacy in all other target countries of the project, such as the one that has been operational in the Republic of Guinea since March 2017.

2. Strengthening the technical and advocacy capacities of sub-regional and national civil society:

- ✦ Train more actors from national and sub-regional civil society, strengthen their technical capacities and bring them together so that they have the knowledge and skills to participate effectively in the prevention of natural-resource related conflicts;
- ✦ Provide trained stakeholders with the tools they need to effectively engage in the monitoring and follow-up of national and community-based conflict indicators related to natural resources;
- ✦ Translate the recommendations of the monitoring survey into concrete actions in the form of proactive national advocacy and lobbying among policy makers.

3. Monitoring, analysis and reporting on conflict situations on natural resources at national and community levels:

- ✦ Develop a monitoring tool with measurable indicators that will collect key information and present an overview on the dynamics of conflicts in the targeted areas in order to help the different stakeholders to better prevent them or resolve in a durable fashion;
- ✦ Understand the dynamics, reasons and triggers for conflict in mining areas;
- ✦ Contribute to the definition of priority needs and effective (national) strategies for the prevention or management of conflicts related to natural resources;
- ✦ Implement advocacy actions based on relevant recommendations and recent and reliable information collected directly from the affected communities;
- ✦ Carry out a mapping of conflict factors related to mining resources in the zones selected for monitoring.

4. Advocacy

Advocacy will be continued and intensified, particularly at the national level, through:

- ✦ The production and dissemination of analytical reports, the facilitation of multi-stakeholder thematic sessions, dialogue sessions aimed at leading the relevant public authorities to take corrective measures in order to lay the foundations for effective natural resource governance.
- ✦ Provide decision-makers with alternative mechanisms to integrate local practices, cultures and innovations into formal regulatory frameworks for transparent natural resource management.
- ✦ Ensure compliance with laws and regulations, while making a point that they be reconcilable with local customs, traditions and value systems from the communities they are supposed to regulate.

RECOMMENDATIONS AND PATHS OF ACTION FOR THE GOREE INSTITUTE

In a second phase, the project will aim to reach the grassroots or community level. To achieve this, the Gorée Institute will put into place the following recommendations:

- ✦ **Mobilize, motivate and work in perfect harmony with national CSO actors:** to make them into representatives on the ground to reach out to the rank and file; by giving them more training and the tools they need to take action at the community level.
- ✦ **Improve the organizational capacities of partners:** a first major challenge is to strengthen the institutional / organizational capacities of the Goree Institute's national partners; to ensure their credibility and effectiveness in the field and to achieve the expected results with and through them, the Institute will have to provide them with the necessary skills (which they lack) to better organize, and to become more professional, etc.
- ✦ **Ensure the sustainability and impact of the project at the grassroots level (community / local level):** the Goree Institute is not equipped to work regularly at this level and will thus have to work through its national partners—including citizen platforms and national networks. In terms of activities, at the local level, GORIN and its national partners will be able to monitor community conflict situations (on a biyearly basis) in order to collect reliable empirical data—the analysis and synthesis of which will make it possible to provide support and advice to national decision makers, technical and financial partners, investors, civil society, etc.
- ✦ **Capitalize on the experiences of women actors for peace and mediators;** share and preserve memory, for example through the writing and dissemination of testimonies and good practices in various forms, including the production of documentaries based on testimonies of women involved in peace processes to enhance and popularize these experiences;
- ✦ **Support the training of women in crisis prevention and preventive mediation** and promote bridges between women's organizations and political leaders.

II

GOVERNANCE AND POLITICAL
PROCESSES PROGRAMME
(GPPP) IN WEST AFRICA



GOVERNANCE AND POLITICAL PROCESSES PROGRAMME (GPPP) IN WEST AFRICA



This second part of the annual report highlights the activities carried out under the Governance and Political Processes Programme in the 2016-2017 fiscal year, through the strategic elements defined by the Gorée Institute (Research, Intervention, Facilitation and Advocacy) articulated with the Mission and Vision of the Institute. A preliminary analysis of the context allows the understanding of the actions implemented during this period. West Africa has just completed an electoral cycle with all types of elections (presidential, legislative, local, referendum, etc.) in most countries. As a reminder, the Electoral Assistance Unit of the Institute was involved in the monitoring of most elections held in West and Central Africa (Congo) and the Indian Ocean (Union of Comoros). This opportunity to monitor elections in these different countries has allowed Gorée Institute not only to assess the quality of governance of electoral processes in Africa, but also to consider the mode of governance of the political processes themselves. Therefore, through electoral monitoring, it was possible to take a look at the implementation of the democratic project in Africa in general.

Moreover, it is important to point out the fragile security situation in Africa with the development of jihadism and religious radicalism, fuelled by the weakness of African states, the reality of a system of conflicts in Africa whose epicentre lies in the Sahelian zone but that is also impacted by the phenomenon of globalization. This fragile security situation leads to multi-dimensional issues and complex challenges, particularly in the African context of porous borders, institutional weaknesses, the crisis of the nation-state, and a lack of resilience to different forms of influence.

When it comes to globalization, all major questions have one or more planetary dimensions today. Global solutions must therefore be applied to issues that arise. Globalization does not abolish inequalities or rivalries, it globalizes them. There is therefore a certain ubiquity to issues that appear at the global level. This phenomenon of globalization thus compels us to draw on continental and sub-regional strategy documents but global documents as well and compels organizations dedicated to development, democracy, peace and security, to articulate their actions in accordance with these strategy documents, but also in line with an

approach of endogenisation and domestication since any development policy requires taking into account the context in which it is implemented. This is the justification of the effort expended in the development, finalisation, maturation, capitalisation and implementation of an electoral support model integrating monitoring tools meeting international standards in this area, but which remain adapted to the African context characterised by a heterogeneous political situation.

Thus, in the implementation of its activities, the Institute has defined, through the Governance and Political Processes Programme, a strategy whose aim is to contribute to the achievement of global and continental instruments and strategies including:

- **ECOWAS A/SP1/12/01 Protocol on Democracy and Good Governance**, Supplementary to the Protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security.
- **African Peace and Security Architecture (APSA)**: In a continental framework through the African Union, Africans have invested in the establishment of an African Peace and Security Architecture (APSA) whose creation meets a desire to empower African mechanisms for safeguarding peace and security and to create an opportunity to better multiply these mechanisms to respond to many risks and threats ;
- From a global point of view, the **United Nations Sustainable Development Goals**, preceded in 2000 by the Millennium Development Goals.

PROGRAMME RESULTS ACHIEVED

- A participatory, multi-stakeholder framework has been established to assess the state of play and appreciate the political participation of women in Senegal;
- An assessment has been made of the Law on Gender Parity and its impact on the configuration of social dynamics and the functioning of certain organisations in Senegal;
- A critical analysis has been made on the involvement of women in Senegal's political and development processes;
- A set of recommendations has been proposed for the better involvement of women in the preparation of the national development agenda;
- A dynamic of sustainability of gains in terms of observation and monitoring has been launched with the design of the Electoral Best Practices Guide.
- Research is underway on the state of democracy and human rights in West Africa. This research component will enable the Institute to realize its vision and mission
- An important component has been explored in the field of governance by launching case studies, particularly on the problem of regulatory and oversight authorities in Senegal
- An Electoral Best Practices Guide has been launched as part of the dynamic to capitalise on the Electoral Knowledge Project
- A software tool for the automation of electoral data collection for the efficient and optimal implementation of the electoral observation platform on election day has been launched
- A dynamic of training module creation has been started as an output of governance case studies
- A new component of governance that questions the effectiveness of the implementation of public policies, beyond the legitimacy conferred by elections, has been explored through the implementation of a sub-regional programme for the monitoring of human rights whose pilot phase was launched in Côte d'Ivoire.

PROGRAMME OBJECTIVES

Strategic Objective 1: Participate in the advent of inclusive political and electoral processes in Africa through the establishment of frameworks for exchange, training and multi-stakeholder interaction. State, technical partners, civil society organisations, election management authorities, regulatory authorities, etc.

Strategic Objective 2: Contribute to a better knowledge of contemporary African phenomena through the establishment of spaces for dialogue, reflection and research

■ SPECIFIC OBJECTIVES OF THE GOVERNANCE AND POLICY PROCESS

- Provide human rights monitoring institutions with a mechanism for the rapid collection, assimilation, reporting and production of information, thereby enabling periodic analysis of the human rights situation to establish an early warning and rapid response system.
- Contribute to the achievement of national and community strategies of the target area for the prevention and resolution of conflicts, through monitoring, capacity building, technical support, research and intervention.
- Through case studies, identify issues related to good governance to contribute to the strengthening of African political processes and good governance
- Finalize a software programme to provide an early warning and rapid response computer tool for election periods
- Finalize a decision-making tool covering the security point of view during election periods
- Help to anticipate potentially conflict-creating factors and propose preventative measures
- Set up an exchange framework bringing together civil society researchers and practitioners, international organizations and media working on issues of governance, peace and security
- Through research and specific case studies, make certain major issues accessible that can influence peace and stability in Africa
- Establish an annual regional (or sub-regional) meeting bringing together researchers and practitioners from civil society, international organizations and media working on issues of governance, peace and security, to take stock of the progress of their research work, programmes initiated, actions undertaken or in progress

The contribution of the Gorée Institute to Peace and Security in Africa will be manifest if sustainable change dynamics focused on the issues of governance and political (and electoral) processes are propelled forward on a regional and continental scale. Multifaceted actions will contribute to this outcome including technical support, strategic monitoring and observation, training, networking, synergy, facilitation and intervention.

REVIEW OF ACTIVITIES CONDUCTED

ELECTORAL KNOWLEDGE PROJECT

► STEP 1: DEVELOPMENT OF THE GUIDE TO ELECTORAL BEST PRACTICES IN AFRICA

The presidential election of 25 October 2015 in Côte d'Ivoire marked an important step in the process of consolidating peace and national reconciliation. Indeed, following the post-electoral crisis in 2010, this election was a test of the capacity of the Ivorian people to overcome electoral tensions and to be part of a dynamic of deepening democracy. From this point of view, the challenge for the organization was met thanks to a positive synergy of all the actors participating. Stakeholders in the electoral process, working in perfect harmony, instilled a constructive and «consolidating» dynamic in this process.

From a more specific point of view, thanks to the financial and technical support of the United Nations Development Program in Côte d'Ivoire, the Election Observation Platform was implemented, but prior to its implementation, a series of activities were carried out, making it possible to achieve the objective of setting up this Observation Platform, with the technical support of Gorée Institute.

The Election Observation Platform is an entire process that engages women and youth to ensure their active, peaceful and democratic participation in electoral processes in accordance with UN Resolutions 1325 and 1820. The Platform involves electoral stakeholders committed to ensuring peace before, during and after elections. The Electoral Observation Platform involves actors in actions aimed at promoting peace, mediation, coordination, political analysis, observation and documentation. It provides the opportunity to apply diplomacy and a form of conflict resolution between political actors and stakeholders aimed at defusing conflict by reducing anger, fear and tension and improving communication and mutual understanding between stakeholders.

In fact, thanks to the support provided by the Gorée Institute, a unified dynamic within Ivorian civil society was noted. The objectives set during the first phase were achieved on the basis of a number of inclusion and exclusion criteria, according to which the member organizations of the Observation Platform agreed to collaborate.

The political process in Côte d'Ivoire will continue to be punctuated by electoral processes. With the perspective of institutionalising the Observation Platform, certain preconditions must be met. The fulfilment of such an initiative will only be possible if a dynamic of sustainability in the achievements and a confirmation of the feasibility of the Platform is developed, a dynamic that can only advance with the further enhancement of the human resources likely to animate the platform.

Since the presidential election of 2015, Côte d'Ivoire has worked on other electoral processes with success— if the credibility and transparency of elections are measured on the basis of a calm election and post-election climate. Such a situation must be constantly maintained by the holistic support of all the actors until maturation and the appropriation of democratic ideals in their completeness. This is the purpose of the skill transfer activity that will be implemented by the Gorée Institute with the financial support of the United Nations Development Programme-Côte d'Ivoire.

Overall objective: To complete the support dynamic initiated during the 2015 presidential election with the effective transfer of skills and by the constitution of a pool of electoral experts within Ivorian civil society and by the capitalisation through the development of a Guide to Electoral Observation and Monitoring Practices.

► STEP 2 : WORKSHOP ON THE VALIDATION OF THE ELECTORAL BEST PRACTICES GUIDE (ABIDJAN CÔTE D'IVOIRE)

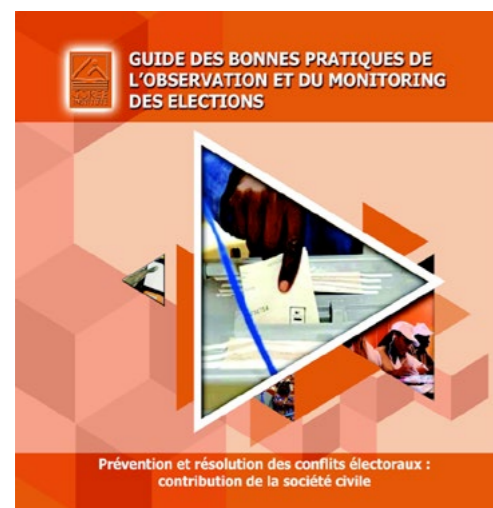
The overall objective of this workshop was for civil society organisations to validate the Guide to Best Practices for Electoral Monitoring and Observation that outlines the Gorée Institute electoral support model.

More specifically, the workshop aimed:

- to present to all participants the elements of the Electoral Best Practices Guide;
- to allow for the members of the Platform and any other relevant actors to undertake a critical assessment of the content of the Electoral Best Practices Guide and to validate it
- to collect opinions, amendments and criticisms for a finalisation of the Guide
- to evaluate the whole process of electoral support started since 2015
- to establish a common roadmap with Platform member organizations to disseminate best practices, identify opportunities for better sharing of experiences and lessons learned for sustainability;
- to collect the specific expectations of the member organizations of the Platform with a view to follow-up on the Electoral Support project and the dissemination of best practices in Côte d'Ivoire and in the ECOWAS region.

► STEP 3 : OFFICIAL LAUNCH OF THE GUIDE TO ELECTORAL BEST PRACTICES IN ABIDJAN

The Electoral Best Practices Guide was officially launched in Côte d'Ivoire on Monday, 23 October 2017 in Abidjan in the presence of:



- Professor Mariatou Koné, Minister of Solidarity, Women and Child Protection of Côte d'Ivoire who took this opportunity to highlight the positive contribution of the Guide to the holding of election that were free from any form of instability, in the perspective of the future presidential elections in Côte d'Ivoire;
- Jean Luc Grégoire, Deputy Resident Representative of UNDP Côte d'Ivoire who welcomed the fruitful collaboration between UNDP and Gorée Institute and expressed his willingness to continue this support;
- Salimata Porquet Sanogho, coordinator of the Women and Youth Platform for Election Monitoring for peaceful and credible elections in Côte d'Ivoire who launched a call for the revitalization of the platform to ensure its sustainability and openness;

- Doudou Dia, Executive Director of Gorée Institute who recognized a fruitful and mutually reinforcing partnership between the UNDP, the Electoral Observation Platform and Gorée Institute, despite the very tight deadlines and the difficulties of implementation of the support programme

Also taking part in this ceremony were: the resident representative of ECOWAS in Côte d'Ivoire, the representatives of the Independent Electoral Commission, the members of the Electoral Observation Platform, a member of the parliamentary body, member organizations of other election monitoring platforms, the media, etc.

The realization of such a Guide comes to mark the culmination of five years of Gorée Institute investment in electoral assistance and support through its Electoral Assistance Unit. The Electoral Best Practices Guide

follows the implementation of the Electoral Accompaniment Guide completed in 2015 and is part of the dynamic of all the missions carried out since 2012 of monitoring and election observation thanks to which an Electoral Knowledge Project has been developed, which allows to make electoral behaviours, major trends, orientations and empirical facts gathered during the electoral processes comprehensible, reinforced as they are by field missions and the abundance of information and data that are collected during them.

Finally, note that the 15 best practices identified and documented in the Guide are not a panacea for successful election monitoring. They are identified as some best practices among many others. The vision, mission and strategic direction of the Gorée Institute must be taken into account in understanding the choice of these 15 best practices from a myriad of other best practices that should also be shared.

► RESEARCH AND PUBLICATIONS

- «The State of Democracy and Human Rights in West Africa» (Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea Bissau, Republic of Guinea, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, and Togo).

The main objective of this study is to present a comprehensive inventory of the state of democracy and human rights in West Africa by considering both the structural and temporal realities specific to each West African state.

- Governance in question: Case Study— Oversight and Regulatory Authorities in Senegal (beginning of the study)

Create a better understanding of certain issues related to good governance through case studies for a contribution to strengthening political processes and good governance in Africa.

- Publication of Proceedings of the Symposium on Governance, Peace and Security «Conflict System and Security Challenges in Africa»



POLITICAL DIALOG PROJECT

THE ROLE OF WOMEN IN THE DEFINITION AND MONITORING OF PUBLIC POLICY IMPLEMENTATION IN SENEGAL



Political Participation consists of a set of practices and expressions of interest by the governed with regard to public affairs affecting their commune, region, State or humanity as a whole. The issue of political participation always raises the question of citizen rights and the conditions for granting citizenship. In democratic theory, participation refers to the intervention of the citizen in the affairs of society. Today the vote is the most formal and precise expression of political participation because it is the most widespread, institutionalized and quantifiable in contemporary democracies. Other forms of participation can include activism, volunteering, social movements (sometimes materialized through strikes), demonstrations, abstentions, etc.

Women's political participation also includes actions they undertake to influence policy makers and public policy choices, and the administration of public affairs at all levels of decision-making including the national level. This participation affects spheres of representation and decision-making, as well as civil society, including political parties, non-governmental organizations (NGOs) and the media. These actions can be formal, such as the exercise of the right to vote, or informal, through, for example, participation in demonstrations and acts of protest; they can be carried out collectively or individually.

The Convention for the Elimination of All Forms of Discrimination against Women (CEDAW), adopted by the United Nations General Assembly in 1979 that entered into force in 1981, is one of the important starting points for political participation of women. The Plan of Action adopted at the Beijing Conference in 1995 is based on the recognition that the advancement of women is integral to the progress of society as a whole and that civil and political rights are inseparable from economic, social and cultural rights¹. From this starting point, women's involvement in political issues can be enlarged to cover other diverse perspectives.

¹ International IDEA, Women in Parliament Beyond Numbers, page 6, Stockholm, 2002

Senegal adopted in 2011 the Gender Equality Act (Loi sur la parité) and has initiated several actions to promote women's rights and increase the political participation of women, a project legitimised through the votes of the electorate. In addition, many initiatives have resulted, having been promoted and implemented by civil society, as well as by other actors that work towards women's political participation at the national level (National Gender Observatory, Women's Caucus, Gender Laboratory) and at the regional level (ECOWAS Women's Peace and Security Working Group, ECOWAS Women's Peace and Security Network, etc.).

The entry of 65 women deputies to the Senegalese National Assembly, out of a total of 150, the choice of women at the level of certain decision-making bodies, etc., are these events indicators that can gauge the quality of women's political participation in Senegal? What are the consequences of these initiatives on the political participation of women in Senegal? What is the impact of the Gender Equality Act on the functioning of the representative bodies (the National Assembly, local and regional authorities, etc.)? Should women's political participation be seen from the angle of a restriction that has been removed from their involvement in the implementation and evaluation phase of public policies? What is the state of affairs in this context of promoting women's rights? Is this promotion really structural? Does it use electoral tactics that are political rather than a real desire to position women strategically, taking into account the potential they represent in the implementation of development policies? What are proposals for more effective women's involvement? What is the respective contribution of different areas of citizen involvement but also state and regional domains in the political participation of women and their involvement in the on-going political process in Senegal? What impact is there on the definition and implementation of public policies?

a. Overall Objective

Create a dynamic of holistic reflection on the role of women in the definition, implementation and evaluation of public policies in Senegal.

b. Themes

- Political participation of women in Senegal: political tactics or strategic issues?
- The Law on Gender Parity, the Electoral Code: scope, impact and prospects
- Which dynamics of evolution should there be for improved political participation of women: a look at public space in Senegal
- Diversity, inclusion, environment: What contribution of women? What role for women?



HUMAN RIGHTS MONITORING PROJECT (PILOT PHASE IN COTE D'IVOIRE)

TRAINING WORKSHOP FOR MONITORS/SUPERVISORS

Human rights are at the heart of development that is fundamentally geared towards meeting the needs of every human being. The Universal Declaration of Human Rights, from a global point of view, sets out in its preamble the imperative of respect for human rights as « a common standard of achievement for all peoples and all nations»². Similarly, as with the democratic project, a form of universalization of the appropriation of respect for human rights has been noted by almost all states around the world.

A historical perspective (post WWII) highlights this vision of launching a new shift towards human dignity that must be part of a structural dynamic and that passes by the Universal Declaration of Human Rights.

Several initiatives and actions will subsequently be undertaken at the regional, sub-regional, national and community levels, whose main objectives are to contribute to the realization of the vision of the Universal Declaration of Human Rights. Establishment of a National Human Rights Institution, called the National Human Rights Commission of Côte d'Ivoire in accordance with resolution A/RES/46 of 7 December 1991, establishing National Institutions for the Protection of Human Rights and the promotion of Human Rights, can be seen as an approach of endogenisation, of national appropriation of universal principles in relation to the objectives of defence and protection of the Man. It should be noted, however, that the establishment of such a framework at a certain point in time does not mean there was a lack of respect for human rights in previous periods.

The creation in 2005 of the National Commission of Human Rights of Côte d'Ivoire (Commission Nationale des Droits de l'Homme de Côte d'Ivoire, CNDHCI) can be seen as a desire to define a strategic direction to protect the Ivorian citizen aware of his rights and duties.

Côte d'Ivoire is an economic leader in the Economic Community of West African States and the West African Economic and Monetary Union (UEOMA). Indeed, Côte d'Ivoire represents more than 30% of Gross Domestic Product in UEOMA and remains one of the main suppliers of the countries of this Union. This assumed economic leadership induces, from a political point of view, responsibilities to take on. It also implies the adoption of orientations and public policies to create the image of a country desiring a presence at the table of great nations and at the heart of the issues of economic and social development. In this regard, it should be said that economic potential and economic growth over several decades after independence has had several effects, including significant immigration and diverse and multifaceted expectations from the community but also globally.

Openness to the democratic project and the evolution of the political situation from the 1990s to the beginning of the 2000s was punctuated by both gains and regression from a political, economic and social point of view. The culmination of these fluctuations was the post-election crisis foreseen to some extent by long-term political instability, thereby causing a split in the country for a few years. The efforts to rebuild and reconstruct the social fabric and national continuity are however to be remembered from these phases of instability.

In response to these instabilities, the Security Council adopted resolution 1528 (2004) of 27 February 2004, which established the United Nations Operation in Côte d'Ivoire (UNOCI) for an initial period of 12 months as of 4 April 2004. Today, the withdrawal of UNOCI has opened new perspectives. Indeed, the obvious result that follows is that of major expectations that will weigh on any institution working in areas of intervention similar to those of UNOCI. The new challenges arising in the framework of human rights policy in Côte d'Ivoire require a more in-depth and participatory approach, based on an innovative methodology whose main purpose will be to begin a documentation, in an exhaustive and scientific manner, meeting the standards of impartial information gathering. This information collection period should be only a starting point for the implementation of public policies, acting as a time of analysis, discussion and action to determine what must be included in the national agenda.

² <http://www.un.org/en/universal-declaration-human-rights/>

The Gorée Institute, Centre for Democracy, Development and Culture, addressed the broad issue of governance by setting up a monitoring system for human rights in Côte d'Ivoire that included a broad array of principles and indicators. Governance, a cross-cutting and omnipresent concept, beyond the questions of legitimacy, focuses on the problem of efficiency in the implementation of public policies, but also on strategies put forward by national institutions and at the regional, continental and global levels.

As part of its electoral support activities, the Gorée Institute has designed a model that has allowed it an opening and provided it with legitimacy as an African institution specializing in technical assistance in electoral matters. Its main tools, whose primary purpose is to prevent and resolve electoral conflicts, have a characteristic of innovation and modernity, thus allowing the rapid collection and production of information in real time. The main challenge of current governance is to first access information and, if it meets the standards of scientific and exhaustive data collection, then becomes the basis of decision support. Thanks to the Institute's electoral support model, credible scientific information has been produced and has contributed to the enabling of peaceful electoral processes in Senegal, Togo, Guinea, Guinea Bissau, Côte d'Ivoire, Burkina Faso, and the Union of the Comoros. This model of electoral support based mainly on monitoring (monitoring of electoral violence, media monitoring, biometric census monitoring, short and long-term observation, etc.) can be applied to any object and any domain. For illustration, the monitoring of electoral violence allows, in real time during an election period, to monitor and assess the security and human rights situation from an electoral perspective. This monitoring can be conducted at any point in time and in space depending on the institution, but also the terms of the collaboration.

Overall objective

Establish basic elements and actions to initiate human rights monitoring that is relevant and adapted to the socio-political context of Côte d'Ivoire.

a. Specific Objectives

Poser les éléments et actions de base permettant d'entamer un monitoring des Droits de l'Homme pertinent et adapté au contexte socio politique de la Côte d'Ivoire.

b. Objectifs spécifiques

- Prepare a technical system for collecting data on human rights in Côte d'Ivoire
- Strengthen the capacity of 24 observation supervisors for the implementation of the Human Rights Monitoring Program in Côte d'Ivoire
- Analyse the socio-politico-economic context determining the state of human rights in Côte d'Ivoire
- Suggest a set of indicators and parameters to validate
- Finalize a deployment plan
- Define a monitor training schedule to deploy in the field
- Present a calendar of decentralized trainings and a timetable for the implementation of the Human Rights Monitoring Program

b. Results

- A technical system for collecting data on human rights in Côte d'Ivoire was prepared
- The capacity of 24 supervisory monitors to implement the Human Rights Monitoring Program in Côte d'Ivoire was reinforced
- The socio-politico-economic context determining the state of Human Rights in Côte d'Ivoire was analysed
- A set of indicators and parameters to validate was proposed
- All forms and tools for collecting data on the monitoring of human rights in Côte d'Ivoire were finalised
- A finalized deployment plan and training schedule for monitor training in the field
- A calendar of decentralized trainings and a timetable for the implementation of the Human Rights Monitoring Program have been presented

ELECTORAL ASSISTANCE PROJECT : MEDIA MONITORING – 2017 LEGISLATIVE ELECTIONS IN SENEGAL

Senegal was one of the African countries that was a precursor of democratic advancement, thus acquiring several instruments and institutions for the qualitative improvement of its political system governing the relations between rulers and governed, organizing the functioning of institutions and granting rights and duties to all elements of Senegalese society.

The media play an essential role in the animation and fulfilment of any democratic process. In some political systems that have existed (authoritarianism, totalitarianism) the media were intended to serve only the political leader for the purpose of indoctrination. In a democratic system, the media act as the leading player whose role is to share information and fulfil the following missions:



- to provide information, training and awareness
- to serve as a tool for promoting public policies
- to be the instruments of expression of citizenship, monitoring of public action and governance, depending on national opinion and the nature of the current political process
- to influence the implementation of national and international agendas

In an analysis of the institutional role but also the play of actors in Senegal, there is no doubt about the dynamic brought about by stakeholders in the media sector. A plurality of actors have intervened: journalists, regulatory authorities, press groups, journalists' unions, training centres, etc. Historically, the media in Senegal have participated in all political debates as well as in most of the fights which allowed to advance democratic achievements. Thus, part of the democratic stimulus that allowed for a change in power in 2000

was imputed to them with their real-time transmission of results. It should be noted, however, that this vitality, this profusion and this contribution of the press to democratic gains in Senegal contains several flaws. The claim of contributing to the deepening of democracy in Senegal seems to legitimize certain practices in the press. Moreover, the reconfiguration of the public space, in the aftermath of the 2012 election process, is a good indication of the complexity of the relationship between the political and the media space, with a blurring of relationships making media ties to political power «unreadable», which could negatively impact the behaviour of the media in future elections. These apprehensions are corroborated by the nature of the media coverage of the on-going political process.

In addition, most instabilities in Africa originate from poorly organized elections. Thus, the «conflictual» nature of elections is well established, and examples are abundant. The media, because of a combination of several factors related to training, taking part in the debate, manipulation, etc. contribute to these instabilities. Thus, during an election period, the media play a crucial role, hence the importance of certain initiatives to assess the behaviour of these media in a perspective of anticipating any desire for destabilization or instability of the democratic process, of election or post-election violence, etc.

a. Overall objectives

- Support the electoral process by monitoring the media in order to appreciate the nature of the coverage of information by the media in the framework of legislative elections in Senegal
- Help prevent electoral conflicts related to poor coverage of information during an election period

b. Specific objectives

- To introduce the media monitoring module to 20 media professionals with a view to implementing a Media Monitoring Project
- Develop an advocacy tool
- Perform quantitative analysis of elements such as ethics, balance, stereotypes etc.
- Understand trends in the media from a detailed use of their contents
- Have a democratic observation tool
- To be able to compare media trends over different periods
- Have an overview of how certain issues, groups and countries are represented

c. Results achieved



- 21 media monitors (CESTI students) were trained in media monitoring and feedback techniques via a technology platform
- 1 institutional partnership was established with CESTI, enabling media monitoring to be carried out
- 2 election monitoring reports were produced with a view to preventing electoral conflicts and producing decision support information
- 1 final monitoring report was shared with stakeholders and disseminated widely with all stakeholders, with a view to improving the electoral process

CREATION OF A SOFTWARE PROGRAMME TO AUTOMATE THE EFFECTIVE USE OF ELECTORAL MONITORING DATA COLLECTED

Elections remain a major moment in a democracy. They provide legitimacy to a given political team for a specific period of time, revive the sense of national belonging and grant citizenship a deep reality. The synergy of all the actors of the process is essential to providing an election with its full reality. Among these actors is civil society, which must adopt a position of neutrality, among other things, to strengthen democratic principles. Faced with the increased emergence of new information and communication technologies and the growing interest in electoral processes in Africa in particular, civil society is in a continuous situation of reaction and proposal of answers in line with the demands of the moment.

Electoral violence in Africa is at the root of many abuses and conflicts affecting mainly women and children. Experimentation and assessments of the democratic project, following the organization of several electoral consultations across Africa, provide information on the difficulties that most African States encounter in organizing an election according to international standards without any resulting dysfunctions at some or all stages of the process. Thus the contribution of other actors, based on a certain number of principles, is necessary for the success of electoral processes in Africa. Civil society acts in addition to the State and has become an unavoidable player in the advancement of the democratic project in Africa. In its desire to consolidate its position as a Centre of Reference for the production of Electoral Knowledge and BRIDGE Hub in Africa, the Gorée Institute: Centre for Democracy, Development and Culture in Africa is investing more and more in capitalization and the modelling of election observation and monitoring schemes already implemented. Thus, several modules related to the electoral cycle have been conceptualized and are proposed to stakeholders in electoral processes in Africa. Media monitoring, electoral violence monitoring, biometric census monitoring, short-term and long-term observation and m-observation, have all been conceptualized and tested in various contexts not only to document electoral processes, but also to monitor them with the aim of anticipating dysfunctions, including any post-election conflicts or disagreements. In the same vein, a composite framework, purely dedicated to voting day, the D-Day (Electoral Observation Platform) is proposed as way to master all observation and monitoring activities conducted throughout the electoral process. It is a relevant framework for the prevention and resolution of electoral conflicts, and is appropriate to the African context where most conflicts have their source in post-election disputes.

In Senegal, Togo, Guinea Bissau, Guinea Conakry, Congo Brazzaville, the Union of the Comoros and Côte d'Ivoire, the Electoral Observation Platform improved the quality of the polls held between 2012 and 2016, with a significant contribution from information technology.

Being in a dynamic of capitalization and modelling, taking into account the best practices gathered, a computer tool has been created with the aim of automation of the data collected, in particular during the implementation of the Electoral Observation Platform.

a. Objectives

- To ensure the security of the data produced in the context of electoral monitoring
- To ensure the reliability of the data reported by electoral monitoring as part of the implementation of the Electoral Observation Platform
- To contribute to the transparency of the election
- To report quickly on the conduct of the polls by producing real-time information related to the election

b. Results

A software tool was created for the collection and production of information in an efficient and optimal way on voting day as part of the Electoral Observation Platform;

OUTLOOK FOR THE GOVERNANCE AND POLITICAL PROCESSES PROGRAMME

In the coming years, interesting perspectives are opening up for recently implemented actions that can be capitalised upon in the future :

- An activity review revealed a dynamic of reflection in order to capitalize in particular on the Electoral Assistance Component, seen in the publication of the Electoral Best Practices Guide, which marks to a certain extent, a recognition of the Institute in its positioning. Similarly, the finalization of a software programme for the automation of electoral data on polling day for an optimal implementation of the Electoral Observation Platform can be seen in this way. 2018 will mark the opening of a new electoral cycle (Guinea, Guinea Conakry, Togo, Senegal, Mali, etc.). Thus, interesting prospects for the mobilization of the Electoral Assistance Unit and electoral monitoring instruments are on the horizon.
- In terms of research, the finalization of the study on the State of Democracy and Human Rights in West Africa marks the opening of a major action in this vast field in which the Institute has been present since its creation, and whose actions may lead to many results in terms of monitoring, advocacy and the definition of new strategies.
- Just as with the process that led to the definition of a clear strategy in the field of elections, a plan is under way to define the instruments and tools that can be applied to measure good governance and to assess the effectiveness of public policy implementation after legitimacy has been earned through elections.



III

TERAL: A SELF-FINANCING MECHANISM



TERAL: A SELF-FINANCING MECHANISM

TERAL is one of the self-financing instruments of the Gorée Institute whose strategic objective is to reinforce the self-sufficiency of the organization itself. Its activities revolve around three major objectives:

- Establish a certain level of financial security and stability by making substantial contributions to the Gorée Institute's current and operating expenses.
- Build alliances and networks with African public and private sector organizations and institutions to promote maximum synergy and alignment among initiatives on the continent.
- Identify and strengthen relationships with existing and potential partner organizations and donors in line with the Institute's commitment to a regional and international collaborative dynamic.

We raise funds through two mechanisms in the TERAL department :

- **Conference organisation and the rental of conference infrastructure on Gorée Island; and**
- **Consulting services in the framework of the Institutional Strengthening Programme;**

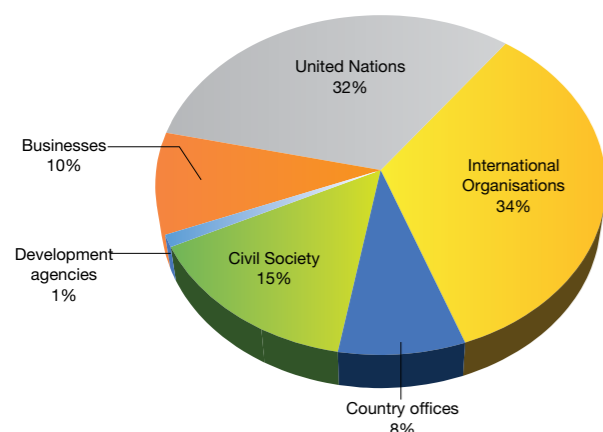
The TERAL Department, established in 1994, is the self-financing instrument of Gorée Institute. Through the seminars and training that it facilitates, the TERAL department supports the programmes, vision, mission and strategic objectives of the Gorée Institute and contributes 20% to 25% of operating costs to the Institute.

TERAL provides an ideal framework for exchanges and interaction. The TERAL department mainly targets international organisations, the donor community, and institutions dedicated to issues of particular interest to Africa.

2017 was marked by the move of the Goree Institute headquarters. Another major change was the purchase by TERAL of a new villa «La Résidence Charles», which therefore provides more spaces in which to offer its services of conferences and seminar organisation.

The TERAL department welcomed many institutions and organizations to Gorée island. In the course of 2017, TERAL organized 29 seminars and professional meetings through collaborations with clients from many sectors. TERAL also contributes to the visibility of the Goree Institute through its activities. In total, TERAL hosted more than 840 African and international participants from civil society organizations, international institutions, the public sector and the private sector.

Despite strong competition in the market segment of small seminars, the TERAL department was able to contribute during the year 2017 to 16% of the annual budget of the Goree Institute, in particular for operating expenses and equipment. Below are the types of organizations and institutions hosted by TERAL during 2017.



The department mainly targets international institutions and non-governmental organizations at regional and international level, universities and research institutions and the private sector. TERAL is an intermediary with Dakar, the region and the world and as such, an indispensable tool for the Goree Institute, as it enables alliances, networks and partnerships to be established between institutions benefiting from facilitation services and internal programmes.



FINANCES AND ORGANIZATIONAL STRENGTHENING

A. Organizational performance

The Goree Institute, since its inception, has been defined as a learning organization with a constant focus on improving its organizational performance to build a strong and credible institution. To this end, the Institute has always focused on the tools that can lead to open, transparent and highly professional governance. During the year 2017, through the organization of its annual staff retreat, the Institute undertook a self-evaluation exercise which allowed the review of the mission and governance, programmes, institutional communication and organizational effectiveness in general.

The diagnosis led to the development of a four-point action plan currently being implemented, the results of which are:

- The validation by the Board of Directors of the 2017-2020 Strategic Plan and action plan
- Updating the Procedures and Organization Manual
- A monitoring and reporting system that will lead to a results-based management manual by the end of 2018
- A resource mobilization plan to be endorsed by the Board of Directors
- The development of the project to establish a Centre of Excellence at Goree Institute

B. Financial Partnerships

The table below summarizes the amount of funds raised, lists our financial partners and our expenditures. Also, as is customary for any institution that has opted for transparent and efficient management, the financial statements for 2016 have been audited and validated during the second quarter of 2017 and approved by the Board of Directors of the Goree Institute at its annual meeting held in September 2017.



FINANCIAL STATEMENTS

Reporting period : from Jan 2017 to December 2017

Currency : FCFA Exchange Rate 1Euro = 655,957 FCFA

STATEMENT OF EXPENDITURE						Amount
1	Salaries					170 859 093 F
2	Maintenance					13 658 208 F
3	Utilities					17 453 077 F
4	Administration					32 706 321 F
5	Governance					16 156 149 F
6	Equipment					6 707 451 F
7	Programs and Teral Activities					247 088 277 F
Total						504 628 576 F

Fund Received						1 095 502 400 F
1	Fund received and Revenue					498 425 740 F
	SIDA2012					338 668 743 F
	INSTITUTE OF INTERNATIONAL EDUCATION					-2 497 664 F
	FCIL 2017-2018					15 640 613 F
	CONSEIL DE L'ENTENTE					3 600 000 F
	TERAL					143 014 048 F
2	Beginning Balance(01/01/2017)					252 962 289 F
Balance in 12/31/2017						246 759 453 F

HORIZON 2020 OUTLOOK: TOWARDS THE CREATION OF A CENTRE OF EXCELLENCE

The Goree Institute as a centre of competence and capacity-building, a catalyst and facilitation organisation, a place for reflection and research that aims to facilitate dialogue and exchanges, aims to create a Centre of Excellence by 2020 that will allow the capitalisation based on a series of tools and skills but also the enhancement and promotion of our networks of skills and actions across Africa and the rest of the world.

The ambition to create the Centre of Excellence is to support the work of researchers, policymakers, opinion leaders, artists, institutional leaders and practitioners working towards the emergence of a peaceful, prosperous and self-sufficient Africa. Through the combination of conferences, meetings, reflection and residential capacity-building programmes, the Centre of Excellence will continue to bring together leading experts, opinion leaders, and other key players to advance the ideals of justice, peace and social progress in Africa and thus to form new alliances, partnerships, financial commitments and regional and international initiatives in favour of Africa as a protagonist of its own future.

In this perspective, the Sabbatical Residences of the Goree Institute managed by the TERAL department will continue to host the work of researchers, artists, writers and academics from the continent and elsewhere. The peaceful setting on the island of Goree, a UNESCO World Heritage site, with linguistic and cultural diversity, capitalisation of experiences in peace, conflict prevention, governance, elections, institutional strengthening and future achievements will make the Goree Institute an inspiring and productive Platform and Forum to foster positive social change for citizens of Africa and the world.



BOARD OF DIRECTORS AND STAFF

The Institute's Board of Directors met on the Goree Island on 2nd and 3rd September 2016. Following a review of the annual activities, they discussed and adopted the 2017 action plan.

Andy Wynne
Angleterre
Secteur Public
Spécialiste Financier
Auditeur International

Ambassadeur Bruno ZIDOUEMBA
Burkina Faso
Diplomate de carrière, Ministre Plénipotentiaire de classe exceptionnelle, ancien Ambassadeur du Burkina Faso

Ambassadeur Saïdou Nourou Ba
Sénégal
Consultant en Coopération et Relations Internationales

Ayo Obe
Nigeria
Présidente,
Avocate, militante pour les Droits de l'homme et la Démocratie, Chroniqueuse

Francesca Bomboko
République Démocratique du Congo
Fondatrice du Bureau d'Etudes, de Recherches et de Consulting International (BERCI)

Breyten Breytenbach
Afrique du Sud
Conseiller spécial en charge des projets spéciaux et plaidoyer
Écrivain, artiste, professeur à l'Université de New-York

Michael Savage
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VI



ANNEX

A. MAPPING OF 2017 GOREE INSTITUTE OUTCOMES

Programmes	Projets	Outcomes
<ul style="list-style-type: none"> Peace Building and Conflict Prevention 	<ul style="list-style-type: none"> Youth Leadership and Conflict Prevention in West Africa 	<ul style="list-style-type: none"> Youth leaders are made aware of the values and concepts related to peace and social cohesion; Youth leaders can identify, on their own, the constraints and challenges of organizational leadership, conflict prevention and social cohesion in particular countries, and Africa in general; Youth leaders are familiar with concepts related to conflicts and their management, as well as the phenomena of religious radicalism and terrorism; Youth leaders have acquired know-how allowing them to prevent and manage conflicts in respect of differences, taking into account endogenous cultural values and sensitivities; Signature of a framework agreement (or memorandum of understanding), dedicating the formal establishment of the citizen platform for dialogue and social cohesion; Youth leaders are now networking and sensitizing other young people through social networks; Organisation of several decentralised training sessions by strengthened CSOs The opportunity for youth delegates to create relationships and exchange with youth development partners and actors Integration of youth leaders trained in specialised structures and in high-level conferences such as the Peace and Security Forum; Youth leaders have shared with more than 200 other young people from civil society the training they had received in Youth Leadership and Conflict Prevention; A «community of practice» of youth leaders of the ECOWAS region has been launched, and the terms of reference to ensure its functioning have been defined and adopted; A «book of recommendations» was produced on the pragmatic actions to take to master or to positively transform the current situation of young people in the sub-region

	<ul style="list-style-type: none"> Natural Resources Governance and Peacebuilding in West Africa 	<ul style="list-style-type: none"> Establishment of a civil society organization platform for the governance of natural resources in Guinea; Facilitation of dialogue between CSOs and the government on conflict management related to natural resources; CSO platform interventions for the resolution of several natural resource-related conflicts in Guinea; Increased training sessions by the member organizations of the platform in areas of potential conflict; Development of several awareness-raising projects by the platform for the promotion of good natural resource governance; Media professionals are better equipped through several training sessions at their locations on conflict issues in natural resource management; A strategic guidance document was produced on the prevention and management of conflicts related to natural resource governance in the Republic of Guinea, clearly identifying the priority actions to be undertaken and supported , in order to contribute to the improvement of the quality of natural resource governance and the reduction of violent conflict in this country; Several audio-visual programmes have been produced in rural and community radio stations to raise awareness about the protection and popularization of human rights in mining areas; Improvement of the working environments of civil society organizations in the management of conflicts over natural resources (New paths for objectives and intervention strategies);
	<ul style="list-style-type: none"> Media and Conflict Prevention 	<ul style="list-style-type: none"> Media professionals are more aware of the importance of impartial information processing for conflict prevention and peacebuilding; Production of written articles and audio-visual elements on the security situation prevailing in the nine French-speaking countries of the ECOWAS region; Media professionals are aware of the main causes and impact of different violent conflicts and terrorism in the sub-region for better information processing; Media professionals have acquired the knowledge necessary to analyse conflicts; Media stakeholders commit to putting into practice the skills acquired during training to write articles with increased professionalism in the face of conflict; Regulatory work is done away from all political, socio-economic and cultural pressures, taking into account the security challenges in the sub-region; Media professionals have the necessary tools for producing articles and also for coaching other younger journalists in conflict situations; Field experiences and examples of good practice in the production and dissemination of information in times of conflict were shared, and participants committed to implement them on a daily basis, to continue producing quality information without inciting hatred or violence;

	<ul style="list-style-type: none"> • Preventing Religious Radicalism and Extremism 	<ul style="list-style-type: none"> • Major threats, key issues and security challenges related to religious radicalization in each of the six target countries have been identified; • Institutional and social factors conducive to the emergence of violent extremist groups that threaten stability and peace at the community, national or even regional level have been identified; • The engagement of civil society in the fight against violent extremism at the community, national and even sub-regional levels has begun; • National initiatives developed for the effective prevention of violent extremism at the community, national and even sub-regional levels were evaluated; • Formulation of 30 general and specific recommendations for States and Governments, Technical and Financial Partners (TFPs), Civil Society Organizations (CSOs) on strategies and concrete actions to be carried out on the ground with a view to effective operational prevention of violent extremism in West African countries; • The workshop report on the prevention of radicalism and violent extremism was printed in more than 500 copies, while the electronic version was downloaded over 1400 times on the Institute's website;
<ul style="list-style-type: none"> • Alliance of African Initiatives for Peace and Stability in West Africa 	<ul style="list-style-type: none"> • Monitoring and Advocacy in Stability of Institution and Human Security in West Africa 	<ul style="list-style-type: none"> • Improved knowledge on institutional stability and human security in West Africa; • Improved knowledge on the ECOWAS Conflict Prevention Framework; • Increased awareness for more than 1,400 direct actors of civil society, citizens, government members of the ECOWAS Conflict Prevention Framework; • Two evaluation reports of the ECOWAS Conflict Prevention Framework have been published and disseminated;
	<ul style="list-style-type: none"> • African Women in Action 	<ul style="list-style-type: none"> • The ECOWAS Peace and Mediation for Women Committee has been established and is functioning in eight countries of the sub-region; • Women shared their experiences, best practices and lessons learned from their participation in peace processes in Africa and around the world; • Formulation of joint recommendations to States and civil society for the return to institutional stability in Guinea Bissau;

<ul style="list-style-type: none"> • Political Governance and Electoral Processes 	<ul style="list-style-type: none"> • Governance and Human Rights 	<ul style="list-style-type: none"> • Development of 82 indicators for assessing and measuring the state of the rule of law in Côte d'Ivoire that are adaptable for other countries in the sub-region; • Establishment of a central technical mechanism for reporting instantaneous information on alerts and incidents of human rights violations; • Strengthening members of human rights organizations in their capacity to monitor human rights violations;
	<ul style="list-style-type: none"> • Electoral Knowledge Project 	<ul style="list-style-type: none"> • The member organizations of the Platform for Monitoring Women and Youth for Peaceful and Credible elections in Côte d'Ivoire are able to develop and conduct observation, monitoring and advocacy projects in the electoral field; • An Electoral Best Practices Guide has been published • Identification of 15 Best practices in the Guide of Electoral Best Practices for Election Monitoring;
	<ul style="list-style-type: none"> • Electoral Assistance Project 	<ul style="list-style-type: none"> • 21 media monitors (CESTI students) have been trained in media monitoring and feedback techniques via a technological platform; • An institutional partnership has been established with the CESTI enabling media monitoring; • A media monitoring report has been shared with stakeholders and disseminated widely with all stakeholders, with a view to improving the electoral process
	<ul style="list-style-type: none"> • Political Dialogue Project 	<ul style="list-style-type: none"> • An assessment has been developed of the Gender Law and its impact on social dynamics and the functioning of certain authorities in Senegal; • A critical regard on the involvement of women in Senegal's political and development processes has been undertaken; • A set of recommendations has been proposed in particular for improved involvement of women in the preparation of the national development agenda; • A diagnosis has been made of the dynamics leading to change in the political participation of women in Senegal; • A road map for monitoring the efficient involvement of women in the definition and monitoring of public policies has been developed; • A general report including the various communications of the notebook of recommendations has been produced

B. GOREE INSTITUTE'S KEY ACTIVITIES HELD IN 2017



Training work shop and multi-stakeholder dialog on natural resource governance in the republic of guinea

 March 7-9 2017

 Conakry - Guinea



Round table on the role of women in the definition and monitoring of public policy implementation in senegal

 28 March 2017

 Gorée - Dakar Senegal



Development of the guide to electoral best practice in africa, launch in abidjan

 Dec. 2016 - April 2017

 Dakar & Abidjan



Sub-regional workshop for the training of trainers (tot) on youth leadership and conflict prevention in west africa

 July 2017, 24-28

 Gorée - Dakar Senegal



Summer school : youth leadership and security challenges

 August 2017, 07-11

 Gorée - Dakar Sénégal



Sub-regional forum on youth leadership and conflict prevention in the ECOWAS area

 18-20 October 2017

 Abidjan (Côte d'Ivoire)



Training workshop on «youth and women's leadership and conflict management»

 September 5-7 2017

 Gorée - Dakar Senegal



Training workshop for monitors & supervisors and législative elections media monitoring - 2017

 July 14-16 2017

 Gorée - Dakar Senegal



Training workshop : social responsibility of the media and information professionals inconflikt prevention in west africa

 November 23-25 2017

 Gorée - Dakar Senegal