



CENTER FOR DEMOCRACY,
DEVELOPMENT AND CULTURE
IN AFRICA

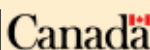


ANNUAL REPORT 2018

BUILDING COLLABORATIVE PARTNERSHIPS TO PROMOTE PEACEFUL AND SECURE
COMMUNITIES IN AFRICA



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2018 in review...



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List of acronyms

2PFJ	:	Pan-African Women and Youth Platform for Peace, Democracy and Governance
ACLED	:	Armed Conflict Location and Event Data.
AU	:	African Union
CHEDS	:	Centre des Hautes Études de Défense et de Sécurité
COS-PETROGAZ	:	Strategic Orientation Committee for Oil and Gas (Comité d'Orientation Stratégique du Pétrole et du Gaz)
CSR	:	Corporate Social Responsibility
ECOWAS	:	Economic Community of West African States
EITI	:	Extractive Industries Transparency Initiative
FDD	:	Dakar Forum
FONSIS	:	Sovereign Strategic Investment Funds (Fonds Souverains d'Investissements Stratégiques)
GTI	:	Global Terrorism Index
ICT	:	Information and Communication Technologies
IEC	:	Independent Electoral Commission
IMF	:	International Monetary Fund
OIF	:	International Organization of the Francophonie (Organisation Internationale de la Francophonie)
OSIDEA	:	Observatory for Monitoring Development Indicators in Africa (Observatoire de Suivi des Indicateurs de Développement en Afrique)
PETROSEN	:	Société des Pétroles du Sénégal
PAIGC	:	African Party for the Independence of Guinea and Cape Verde (Parti Africain pour l'Indépendance de la Guinée et du Cap-Vert)
PSE	:	Emerging Senegal Plan (Plan Sénégal Emergent)
RGM	:	Parliamentary Network for Good Governance of Mineral Resources (Réseau parlementaire pour la bonne gouvernance des ressources minérales)
SNTPGS	:	Trade Union of Oil and Gas Workers in Senegal (Syndicat des Travailleurs du Pétrole et du Gaz au Sénégal)
UNDP	:	United Nations Development Programme

About the Gorée Institute

The Gorée Institute was born on 25 June 1992, during a solemn ceremony presided over by His Excellency Mr Abdou Diouf, President of the Republic of Senegal and supported by Mr Salim Ahmed Salim, Secretary General of the Organization of African Unity (OAU). A group of Africans dedicated to the ideals of progress, justice and freedom, firmly believing in cooperation and self-sufficiency, initiated the creation of the Gorée Institute.

The proposal for the Institute, first formulated by President Abdou Diouf, came during the famous Dakar meeting for democracy in South Africa, organized in 1987 by the leaders of the then exiled African National Congress (ANC) and a group of progressive and liberal Afrikaners. This meeting, funded by the Danielle Mitterrand Foundation and the Soros Foundation, benefited from the presence and support of Africans from other parts of the continent and made a major contribution to the establishment of democracy in South Africa in 1994: an African solution to an African problem.

The Goree Institute is an independent, pan-African Public Interest Organization (PIO) with diplomatic status, guaranteeing its integrity. Neither its independence nor its integrity are negotiable: the Pan-African Board of Directors through its composition is the custodian of the authority and decision-making power of the organization.

VISION

The Goree Institute works towards a peaceful, just and prosperous Africa, with a greater international presence, committed societies, strong institutions and open and self-sufficient citizens, with democratic and efficient states, prosperous and transparent businesses and an independent and engaged civil society.

MISSION

Our mission is to promote the emergence of just, peaceful and self-sufficient societies in Africa. We do this by striving to broaden the range of paradigms, tools, know-how and knowledge that can promote the emergence of peaceful and self-sufficient societies. To this end, we are also building the capacity of the institutions and individuals that make up these societies and work to establish them. In doing so, we optimize the use of the continent's human, creative and financial resources, while exploiting and adapting best practices from elsewhere.

VALUES

The dedication of all staff to the Institute and its mission is our greatest asset. Innovation, creativity, critical thinking and participation in action networks are, par excellence, our core values, skills and activities.

STRATEGIC OBJECTIVES

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

- Strengthen political dialogue and ground peace ;

- Prevent conflicts and support individuals and institutions working at the national, sub-regional and regional levels to develop effective solutions to social and political problems related to peacebuilding;
- Improve political governance and electoral processes;
- Enhance the continent's human, artistic and economic creativity.

Our approach

Our programmes, activities and institutional identity are informed by three indispensable and interdependent elements: research, capacity building and intervention. Research that allows us to promote intellectual and artistic production; as well as to foster a visionary and preventive approach to contemporary problems and challenges; capacity building based on the knowledge generated to improve citizens' skills and expertise a prerequisite for future engagement; and intervention that allows us to influence the results of reflection and research phases for effective facilitation or advocacy. The Goree Institute does not adopt an activist approach but is a facilitating and catalytic organization based on the fundamental principle of collaborative relationships.

Our fields of intervention

- Governance and electoral processes
- Media and conflict prevention
- Youth leadership and conflict prevention
- Leadership, women, peace and security
- Natural resource governance and conflict prevention
- Violent extremism



A Word from the Executive Director



Doudou DIA
Executive Director

This report highlights achievements during 2018, including activities in the areas of peacebuilding and conflict prevention and governance and political processes, but also highlights organizational challenges and opportunities for the 2019-2020 period.

All the activities and projects carried out are based on the 2017-2020 strategic orientation document, which is the lifeblood of all our actions. Over the next year, the Board and management will move forward and launch a strategic planning exercise for the period beyond 2020.

Guided by its strong strategic partnerships, the Institute intends to continue to play a role as a strategic facilitator in peacebuilding and democracy-building through research, capacity building, facilitation, advocacy and policy dialogue in Africa, particularly in the ECOWAS region.

As a pan-African civil society organization, the Gorée Institute remains a responsive learning organization committed to continuous improvement in the quality of its programmes, processes and organizational capacities. To this end, it is important that we succeed in reinventing ourselves in order to improve our performance, to broaden and deepen our influence in a geopolitical context marked by profound social, institutional and political transformations. Organizations such as the Gorée Institute, faced with new socio-economic issues and challenges, are undergoing a major transformation to ensure their institutional and financial viability. To this end, during 2018, efforts were made to improve organizational capacities and performance, in particular by organizing the annual staff retreat, holding the annual meeting of the Board of Directors, improving organizational processes, establishing links with other organizations and mobilizing resources.

As you will see in this annual report, the year has been a productive one for the Gorée Institute despite an increasingly difficult context for African civil society organizations, particularly with regard to access to funding. At the mid-point of its Strategic Plan 2017-2020, the results presented in these pages reflect the momentum of the Institute, the dedication of its staff and its partners in Africa and internationally. These results remind us that each strategic framework is based on a collective effort, a shared vision and collective leadership.

Partnerships and networks are at the heart of Gorée Institute's work. In the pursuit of its mission, the Institute creates a space to hear the views of leaders and actors of African civil society organizations, political leaders, conflict stakeholders, researchers, journalists and policy makers, whose perspectives and solutions are essential to the ideals of progress, peace and social justice. We are aware that in a context of global interdependence, self-sufficiency is neither possible nor even desirable. The establishment of alliances, collaborations and mutually beneficial networks at the national, regional and international levels remains an institutional principle.

This is an opportunity to thank our financial and technical partners whose support has been essential for the implementation of our programmes in Africa, particularly in the ECOWAS region. These are the Swedish International Development Agency (Sida), the Ford Foundation, OSIWA, the Canadian Fund for Local Initiatives, UNDP Côte d'Ivoire, UN Women and the Conseil de l'entente.

Have a good read!

Doudou Dia

Executive Director



Executive Summary

This report highlights the main achievements of 2018 in Gorée Institute's areas of intervention, including: election management and monitoring, youth leadership and conflict prevention, women's leadership for peace and security, natural resources governance, facilitation of political dialogue, media and conflict prevention, research and advocacy in the fields of democracy and human rights, and organizational governance. It also highlights the organizational challenges and prospects for 2019-2020.

All activities and projects are based on the strategic orientation document 2018-2021, which is the lifeblood of all Gorée Institute actions. This document was critically reviewed during the annual staff retreat held from 6 to 7 September 2018.

Guided by its strong strategic partnerships, the Institute intends to continue to play a role as a strategic facilitator in peacebuilding and democracy-building through research, capacity building, facilitation, advocacy and policy dialogue in Africa, particularly in the ECOWAS region.

Faced with the many issues and challenges of security and political governance, it is clear that there is no single institution or organization capable of providing all human security solutions. The pace of economic and social change that we can all take credit for remains far below needs. This requires that we do more to address the factors of conflict, exclusion and inequality in our systems, in accordance with the ECOWAS Conflict Prevention Framework, the African Charter for Democracy, Elections and Governance, the Peace and Security Architecture of the African Union and the United Nations' Sustainable Development Goals.

As a pan-African organization working for peaceful and self-sufficient African societies, it is important that we reinvent ourselves in order to improve our performance, broaden and deepen our influence. To this end, the Gorée Institute builds reliable and productive partnerships with African civil society organizations, regional and continental institutions, international institutions, individuals and groups to achieve common worthy objectives.

The projects and activities carried out during 2018 contributed to:

- Build the capacity of African civil society organizations, citizens and leaders for peacebuilding and conflict prevention at the regional, national and local levels. Most of the citizens trained in this way are deployed at national and community level in peace interventions, particularly in Mali, Guinea Bissau, Côte d'Ivoire, Niger, Senegal, Burkina Faso, Benin and Togo.
- Reduce electoral violence through capacity building of civil society organizations in countries such as Côte d'Ivoire, Senegal, and Guinea Bissau and the deployment of violence monitors, media monitors, social network monitors, analysts and election observers.
- Support peaceful, fair and equitable electoral processes by establishing an electoral room situation, particularly in Côte d'Ivoire during the municipal and regional elections of October 2018, in collaboration with the Pan-African Platform of Women and Youth for Peace, Democracy and Governance (2PFJ), which is associated with various civil society organizations, national institutions and the United Nations System, including UNDP.

- Raise awareness among citizens and the public on issues related to natural resource governance, particularly in Guinea and Senegal. The Gorée Institute's advocacy strategy is based on research, analytical notes, workshops with stakeholders, collaborations and strategic partnerships.
- Strengthen the capacities of members of the Parliamentarians' Network for Mineral Resources Governance, particularly in the areas of tax justice in the minerals sector in Senegal.
- Facilitate political dialogue in Guinea Bissau through the deployment of a High-Level Contact Group led by H.E. Mr. Dioncounda Traoré, former President of Mali, and the organization of a national multi-stakeholder and inclusive forum for institutional and political stability in Guinea Bissau. The forum that brought together civil society organizations, political parties, women's and youth organizations, including REMPSECAO, State institutions, international institutions, religious and customary leaders, made it possible to establish a Citizens' Synergy for peace, political and institutional stability led by Guinean civil society in Guinea Bissau.
- Use research results in advocacy to promote democracy and human rights, the integration of women in peace and mediation processes, transparency in the governance of natural resources, peace and security, etc. Research results are critical to the production of fact-based analysis notes.

Achieving projects for an institution like ours has been possible thanks to partnerships and networks that have allowed us to achieve significant economies of scale, to bring together a wide range of knowledge and ideas, to mobilize public opinion around citizen synergies for governance, elections, peace and security and to exert influence on political decision-makers. Needless to say, the Gorée Institute builds partnerships and networks based on strategic coherence, an action plan and socio-political circumstances. Partnerships with decision-makers also need to be strengthened.

During 2018, the Institute indeed worked to strengthen its partnerships and networks, particularly the Tana Forum, an expert resource organization in the field of governance, peace and security; the Dakar Forum for Peace and Security, as a member of the Scientific Commission and within the Think Tank T20 through the production of Policy briefs on governance and social inclusion in Africa for G20 policy makers to help influence their policies in favour of Africa.

Working in partnerships and networks has always been at the heart of our collaborative approach to building peaceful and secure communities in Africa. In 2018, the Gorée Institute reinforced strong partnerships with international institutions and financial partners including the Ford Foundation, OSIWA, UNDP Côte d'Ivoire, UN Women Guinea Bissau, the Swedish International Development Agency -ASDI and other institutions through UNITAR and the facilitation of the Institute's Teral department.

In a continuous process of improving organizational capacities, the Gorée Institute, during 2018, worked to consolidate its governance structures, particularly its Board of Directors, by opening up to North Africa. As a reminder, the Board of Directors remains the highest decision-making body of the Gorée Institute and has a mandate to provide political guidance, supervise the work of the Institute and take decisions for institutional strengthening.

Finally, the annual staff retreat held on 6 and 7 September and the annual meeting of the Board of Directors on 17 and 18 September 2018 both provided opportunities to better understand the external context of the Gorée Institute, to review its organizational capacity, to rethink its organizational motivation and to improve its organizational performance. Similarly,

in order to ensure transparency and accountability to the Board of Directors and our strategic partners, the 2018 financial audit was successfully carried out by Aziz Dièye in accordance with international standards and norms.

Reminder of the Gorée Institute's strategic direction 2018-2021

The Gorée Institute's main activities will be implemented, and the resources allocated to the achievement of objectives centred around the three strategic areas of intervention:

1. Peacebuilding, conflict prevention and human security;
2. Governance and political processes
3. Imagine Africa : Strengthening artistic and literary creativity

During the period 2018-2021, the Gorée Institute will continue to work in West African countries such as Guinea, Côte d'Ivoire, Guinea Bissau, Mali, Senegal, Burkina Faso, Benin, Niger and Togo. During this period, the Gorée Institute will use an integrated approach to contribute to the construction of peaceful states and the security of communities in West Africa. To build capacity, and facilitate dialogue, interventions will be made to effectively contribute to conflict prevention and build sustainable peace within local, regional and West African communities and support to national and sub-regional organizations such as ECOWAS will be undertaken.

The Gorée Institute has six strategic objectives:

1. Contribute to conflict prevention and peacebuilding by building the capacity of local communities, state actors, CSOs and regional organizations such as ECOWAS to prevent and resolve conflicts, as well as to build sustainable peace.
2. Facilitate multi-stakeholder dialogue at sub-regional and national levels to address the causes and effects of conflict and fragility, and build conflict resolution mechanisms; in doing so, the Gorée Institute aims to further deepen existing partnerships between CSOs, state actors and Regional Economic Communities (RECs) that aim to promote peace and security and prevent crises and violent conflicts on both continents.
3. Contribute to Africa's political and institutional stability through the inclusive and participatory alliance of networks of civil society actors and citizens in West Africa.
4. Contribute to the strengthening of political stability and human security in Africa by defining strategies to promote peace and security from a pan-African perspective while engaging women in transformation and facilitation actions.
5. Foster inclusive political agreements and processes by responding to the threat of election-related violence, facilitating dialogue on the management of political tensions and supporting capacity building for regional and national actors involved in the organization, management and support of electoral processes;

6. Ensure the institutional and financial sustainability of the Gorée Institute through the consolidation of its governance structures, the improvement of staff capacities for optimal performance and the establishment of strategic financial partnerships.

While these objectives are well-intentioned, a number of challenges are anticipated that could affect the achievement of the above goals between 2018-2021. One of the main challenges to be met is the creation of a Centre of Excellence for Training and Research in Governance, Peace and Security by the end of 2021. Gorée Institute will need to strengthen its resource mobilization capacity and make its financial portfolio robust to cope with the expansion of its intervention across West Africa during the strategic cycle.

Our programme-based approach

Our three work areas are: Reflection, in which we promote intellectual and artistic exploration, as well as preventive emphasis on the nature and causes of contemporary African problems and challenges; Research, in which we submit the most promising ideas from the reflection phase to empirical investigation; Intervention, in which we act on the knowledge generated by our reflections and research processes in alliance with other institutions.

- Gorée Institute's decision to adopt a country- and community-led strategy based on design, planning and implementation in targeted countries and communities in West Africa will help to broaden ownership of its projects.
- Activities will be carried out in a coordinated and participatory manner, in consultation with strategic stakeholders in the countries where the programmes are implemented.
- By involving government, community partners and stakeholders in the project, institutions, local stakeholders and beneficiaries have become aware of the need to integrate cascading projects into their respective programmes.
- Simple alignment with the priorities of national counterparts has been the best option for the Gorée Institute to cultivate ownership of its projects at national and community levels.
- The projects generated considerable interest through initial consultations, joint planning and the active involvement of community partners and stakeholders in the implementation of projects at the national and community levels resulting in requests to extend projects' scope to other areas.
- While focusing on the national level, the Gorée Institute will continue to implement projects at the regional level such as the multi-stakeholder dialogue for peace and security at the regional level and research and capacity building at the regional level.

Peacebuilding and Conflict Prevention in West Africa (CPPC) Programme

The implementation of the 2018 work plan took place in a West Africa marked by complex multidimensional conflicts, wherein human security was threatened by the proliferation of armed non-state groups and organized criminal networks. Among the factors most often cited to explain the increasing complexity of conflicts in the ECOWAS region are the weakness of democratic institutions and processes; the lack of legitimacy of political leadership; poor governance, corruption and inequitable redistribution of resources; gender inequality and social injustice. Over time, these factors have combined to create a breeding ground for violent extremism and terrorism—currently the major challenges facing countries in the Sahel. As a result, levels of insecurity and violence have reached worrying proportions—to such an extent that the security apparatus of states can no longer assume the sole responsibility of guaranteeing security throughout national territories.

In such a context, peace and stability have become concerns for all men and women in all spheres of political, economic, social and cultural life. Therefore, it is more important than ever to pay particular attention to making peace and security processes inclusive. The 2018 work plan was developed and implemented in this spirit. With an inclusive and participatory approach, the activities of the past year were carried out for the benefit of and in collaboration with key stakeholders, including civil society actors, at both the sub-regional and national levels.

The theory of change in this programme is based on the following assumptions:

***If** we strengthen the capacities of civil society actors to participate fully in peace initiatives ; **if** we help them to better organize themselves and work in synergy with national institutions and all other development actors ; **if** we contribute to making natural resource governance mechanisms more inclusive, transparent and accountable ; **THEN** we will contribute to the prevention of violent conflict and peacebuilding in West Africa.*



1. Programme results

In 2018, the following results were achieved under this programme:

Capacity building:

- 26 civil society actors and media professionals from nine ECOWAS countries were trained and equipped to prevent radicalization, violent extremism and terrorism;
- 30 youth and women leaders from national and local CSOs in nine ECOWAS countries were trained and equipped in organizational leadership, conflict prevention and peacebuilding;
- 25 Senegalese deputies of the 13th legislature (2017-2022) were trained and equipped on issues related to tax justice, transparency and accountability in the governance of mineral resources.

Reflection and advocacy:

- Establishment of a multi-stakeholder framework for reflection and consultation among national stakeholders on the governance of mineral resources in Senegal;
- Production and dissemination of an advocacy document for inclusive governance of oil and gas resources in Senegal;
- Production and dissemination of an analysis and guidance document on the achievement of tax justice in the extractive sector in Senegal;
- Technical support to the Parliamentary Network for the Governance of Mineral Resources in Senegal (Réseau parlementaire pour la gouvernance des ressources minérales au Sénégal, RGM): a formal partnership was established by a Memorandum of Understanding (MoU) signed by the RGM on 28 May 2018;
- Participation in the process of drafting the new petroleum code initiated by the Ministry of Petroleum and Energy (Ministère du Pétrole et des Energies) in December 2018 : written observations and recommendations addressed to the competent authorities prior to the adoption of Bill No. 01/2019 (Projet de loi n°01/2019) on the Petroleum Code by the National Assembly on 24 January 2019.

2. Programme objectives

Overall, the objective of this programme is to contribute to the elimination of the multiple causes and consequences of conflicts in West Africa through the planning and implementation of various reflection, research and intervention activities in the field.

More specifically, the programme has the following objectives:

- Contribute to international, sub-regional and national efforts to prevent and combat radicalization, violent extremism and terrorism in West Africa;
- Contribute to greater participation of youth and women in peacebuilding and the prevention of violent conflict at the national and community levels;
- Contribute to the promotion of good governance, equity and justice in the natural resources sector in order to prevent conflicts related to these resources.

3. Priority areas of action and operational strategy

Priority areas of action

In pursuit of the specific objectives mentioned above, projects and activities have been carried out in the following three (03) priority action areas:

- Prevention of radicalization, violent extremism and terrorism in West Africa;
- Promoting leadership and youth participation in conflict prevention and peacebuilding;
- Promotion of good governance, fiscal justice and equitable redistribution of natural resource revenues.

Operational strategy

At the operational level, two approaches have been favoured under this programme: a sub-regional approach and a national approach.

- At the sub-regional level, particular emphasis is placed on capacity building, experience sharing and networking of key civil society actors, particularly in the following nine (09) countries : Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal, Togo. Young people and women represent both the priority target groups and the preferred beneficiaries of this component of the programme.
- At the national level, the programme attaches particular importance to the creation of platforms for exchange and dialogue among stakeholders on major challenges related to peace-building, human security and social cohesion. This component ensures the sustainability and impact of Goree Institute's actions in the field, since it contributes to developing synergies between the different organizations working on the same issues.

4. Review of activities

Over the past year, activities under this programme have focused on the following specific outcomes:

- Capacity-building for young people and women in the prevention of radicalization and violent extremism;
- Capacity building for CSOs and MPs of the 13th Parliament on transparency, accountability and tax justice issues;
- Establishment of an open framework for consultation among national stakeholders on issues related to the governance of the mineral and petroleum resources sector in Senegal;
- Analysis and recommendations for better management of the challenges of achieving fiscal justice in the mineral resources sector in Senegal.



PROJET

1

« PREVENTION OF VIOLENT
RADICALIZATION AND EXTREMISM
IN WEST AFRICA »

Project context

In recent years, Africa has experienced an unprecedented increase in violence and insecurity, caused by organized crime, violent extremism and terrorism inter alia. In 2015, according to ACLED's assessment¹, there were 4,523 fatal attacks in 44 of 54 African countries. The vast majority of these attacks have killed innocent populations in the Sahelo-Saharan countries and the Maghreb coast. Admittedly, according to the GTI², the number of deaths caused by terrorist attacks fell by 13% between 2015 and 2016. Nevertheless, terrorist activities remain "a real driving force behind forced migration" and massive population movements in Africa. Of the 11 countries most affected by the phenomenon of terrorism, 10 had the highest rate of refugees and internally displaced persons in 2017. Far from being exhaustive, these data illustrate the very close and intertwined link between the current crisis in the management of refugee flows, illegal and clandestine migration, illicit trafficking, etc.

In this particularly fragile and unstable security context, the project "Prevention of radicalization and violent extremism in West Africa" was set up to help prevent radicalization (particularly among youth), violent extremism and terrorism in the sub-region. Indeed, the radicalization of young people who opt for the use of violence is a phenomenon that is becoming increasingly widespread throughout the sub-region, thus threatening peace, security and stability in the various countries. Young people are the main targets of violent extremism and terrorism, both as victims and as actors. The strong presence of young people among radical and extremist groups operating in the sub-region has caused widespread shock among the populations of the most affected countries (Niger, Mali, Burkina Faso, etc.). In their expansion strategies across the Sahelo-Saharan strip, terrorist groups rely mainly on the involvement of young people to increase their ranks, they recruit mainly among adolescents and young women. Young people are increasingly vulnerable, as countries lack the capacity to address the socio-economic challenges of youth (training, employment, social inclusion, etc.).

For the Gorée Institute, traditional repressive methods (via the military, police and judiciary) are no longer the only guarantees of effectiveness in the fight against the phenomena of radicalization, violent extremism and terrorism. Although dissuasive in nature, alone these reactive methods are no longer sufficient to be effective in the field. These safety approaches must therefore be accompanied by a prevention strategy based on awareness, training and community involvement at the grassroots level. The Gorée Institute has been implementing this project since September 2015 with the aim of helping to stem the causes of youth radicalization and in order to protect them from the dangers of violent extremism and terrorism. With this project, the Gorée Institute intends to contribute significantly to the implementation of the ECOWAS Strategy for Combating Terrorism in the sub-region³.

1 Armed Conflict Location and Event Data.

2 Global Terrorism Index.

3 See [ECOWAS Political Declaration and Common Position on Combating Terrorism](#), adopted in Yamoussoukro, Republic of Côte d'Ivoire, on 28 February 2013.

Project objectives

Overall, this project aims to contribute to international, sub-regional and national efforts to prevent and combat radicalization, violent extremism and terrorism in West Africa, including through research, training and awareness-raising among youth, women and grassroots communities.

More specifically, this project has the following objectives:

- Contributing to the advancement of knowledge, through research and the production of reliable data on the new security challenges related to radicalization, violent extremism and terrorism in West Africa;
- Training and equipping a critical mass of civil society actors, including youth and women, to enable them to better understand and contribute to the prevention of radicalization and violent extremism in communities in different countries;
- Contributing to building resilience among young people most exposed to the security risks associated with illegal migration; illegal trafficking; organized crime; etc.

Training workshop on the theme: “Youth and resilience in the face of radicalization and violent extremism in West Africa”.

This sub-regional workshop was part of the component devoted to training and capacity-building for young people in civil society to help them better understand and prevent the phenomena of radicalization, violent extremism and terrorism. This training was necessary since young people are the main targets of violent extremist groups operating in the sub-region. Criminal and terrorist networks rely particularly on the recruitment of young people to increase their rank: their propaganda and recruitment strategies are carefully designed to reach this target, making them more vulnerable than other categories of the population. The increase in the population of unemployed young people and the various socio-economic challenges it poses to countries have contributed to increasing young people's vulnerability to these phenomena.

To effectively combat the radicalization of young people and their recruitment by terrorist groups, traditional repressive methods (military, police and judicial) are no longer the only means of ensuring results, even if they still retain their dissuasive character. It is therefore necessary, in addition to repression, to adopt a prevention strategy focused on raising awareness and training young people. This first training session was organized, from 28 February to 02 March 2018, for 26 young people from the following 09 countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea, Guinea-Bissau, Mali, Niger, Senegal, Togo.

The overall objective of this workshop was to transfer theoretical and practical knowledge to the young beneficiaries, in order to help them develop their critical thinking skills and help them to be more resilient to the phenomena of radicalization and violent extremism on the rise in the sub-region.

More specifically, this modular training aimed to:

- To provide participants with a thorough understanding of the causes and consequences of radicalization, violent extremism and terrorism;

- Raise participants' awareness of terrorist recruitment strategies in order to encourage them to develop a critical attitude towards the propaganda messages and content to which they have access or are exposed;
- Share practical experiences of resilience to terrorism, and encourage these young people to learn from them and put them into practice to help prevent radicalization and resilience to violent extremism or terrorist propaganda;
- Provide participants with useful technical tools and resources that can help them analyze behaviours and identify signs of radicalization within their families, communities, schools and academic environments, etc.

In general, this training is aimed at all civil society actors involved (and able to play an effective role) in the prevention of radicalization, violent extremism and terrorism in West Africa. However, given the limited budgetary resources, the direct beneficiaries, who actually participated in this workshop, were 26 civil society actors from the following nine (09) countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Niger, Senegal and Togo. In accordance with the multi-stakeholder approach adopted within the framework of this project, the 26 participants in this workshop were selected on the basis of documents from the following stakeholders:

- Leaders of associations or youth movements;
- Representatives from schools and universities;
- Media and communication professionals;
- Members of civil society organizations and networks;
- Representatives of religious organizations, schools or "madrassa".

The selection of the 26 participants was made, taking into account gender balance, the relevance of individual profiles to the workshop theme and their membership in an organization with proven field experience.



Results obtained

The following immediate outcomes were achieved by the workshop:

- The 26 youth participants (hereinafter “participants”) have a better understanding of the phenomena of radicalization, violent extremism and terrorism, including causes, manifestations and consequences;
- Participants have become aware of the risks of indoctrination and the dangers of enlisting in extremist and terrorist groups, and will be able to adopt a critical attitude towards the propaganda messages and content to which they will be exposed;
- Participants shared some good practices through testimonies on civic actions carried out in their country; and they raised awareness on a number of best practices and effective practices in preventing radicalization and resilience in the face of violent extremism or terrorist propaganda;
- Participants were provided with useful and practical tools as well as theoretical resources that can help them analyze behaviours and identify signs of radicalization within their families, communities, and schools or universities;
- The creation of a network of civil society organizations to facilitate information sharing and capacity building for youth and women in ECOWAS countries;
- Create a continuous sharing of experiences, lessons and experiences in the region.

This workshop resulted in the training of a group of 26 young civil society actors that were instructed on how to ensure the continuity of work to prevent and combat youth radicalization leading to violent extremism or terrorism. These 26 young leaders know how to raise awareness among their peers and train the youngest within their own associations, schools or other academic environments, to help them protect themselves against the trap of terrorist recruiters, particularly those who operate via social networks. To this end, the tools and modules used in this workshop were made available to the participants, so that they could effectively continue this work of raising awareness and training a greater number of young people in their country. These tools can allow them to deepen their knowledge and above all to ensure the continuity of youth mobilization and awareness-raising work, through presentations within their organizations, networks and communities.





« YOUTH LEADERSHIP, CONFLICT PREVENTION AND PEACEBUILDING IN WEST AFRICA »

Project context

This project was established with the aim of helping to improve the participation of young people in building sustainable peace and preserving stability and security in West Africa and thus focuses on training and capacity building for young civil society leaders. The aim is to build a critical mass of skills within the youth leadership of civil society, and to equip them with the technical capacities to fully engage in youth awareness and training at both national and community levels.

Indeed, West Africa is one of the youngest sub-regions of the African continent, where the median age rarely exceeds 18 years, and where more than 60% of the population is under 25 years of age in 2017¹. According to United Nations socio-demographic indicators, this very young population is expected to double by 2050, and one in four (1/4) working-age people on the continent could come from ECOWAS and/or Sahelo-Saharan countries during this period². This youthfulness of the West African population constitutes an enormous potential to be mobilized to build peace and sustainable development at the national level and across the sub-region. Unfortunately, the vast majority of young people continue to be associated with the social unrest that undermines the stability and social progress of the various countries in the sub-region including: radicalization, violent extremism, terrorism, drugs, organised crime, irregular migration, etc.

Regardless of the country considered, the same causes produce the same effects for young people who are almost equally involved and who, as a whole, are severely impacted by the consequences of unemployment, endemic poverty, marginalization and social exclusion. In addition to being in a situation of extreme poverty and precariousness, the overwhelming majority of West African youth are vulnerable to conflict and violence, both as victims and as belligerents. In some countries such as Guinea, Guinea Bissau, Côte d'Ivoire, Mali, and Niger, helpless and neglected young people have become priority targets and potential recruits for violent and terrorist extremist groups; drug cartels; illegal immigration networks and organized criminal groups.

Yet, rather than continuing to be seen as a handicap or a burden on society, youth need to be valued, trained and empowered to participate autonomously and responsibly in peace and development efforts within communities in their countries. If treated as such, this same youth can become a positive force, guarantors of peace and the actors of development. If positively engaged, young people can play an essential role in reducing violence, improving security and opposing violent extremism in their country. In this way, they will no longer be seen as a problem for society, since they will be able to demonstrate, through their actions, that they are a real solution for peace and social cohesion. This is the purpose of

¹ United Nations, Department of Economic and Social Affairs, Population Division, "World Population Prospects: The 2017 Revision", New York, 2017.

² Ibid.

this project, since it contributes to building a critical mass of competent, fully engaged and involved young leaders as key actors for development, peace and security in the countries concerned.

Project objectives

Overall, the objective of this project is to contribute to the empowerment of youth, with a view to ensuring effective and meaningful participation of young people in peace and security processes in West Africa.

Specific objectives

More specifically, the project has the following objectives:

- Provide young people aged 18 to 35 who are highly implicated in West African civil society organizations, with the technical knowledge and tools they need to fully engage in conflict prevention and management, as well as raising awareness among young people to fight against violence;
- Help these young people to develop their capacities and leadership skills, through skills transfer, adapted individual and collective coaching, sharing of experiences and good practices in leadership and organizational management;
- Promote the “voice of youth” on peace and security issues in West Africa, through the establishment and facilitation of an annual sub-regional forum on “Youth, Peace and Security in West Africa”;
- Contribute to the development of synergy between the most representative national youth structures in the countries concerned, through the establishment of a sub-regional youth platform for peace, security and social cohesion in West Africa.

Annual training course on the theme: “Leadership and participation of youth and women in peacebuilding and conflict prevention in West Africa”.

This annual course forwards the programme's approach of increasing the participation of young people and women in civic action for peacebuilding and conflict prevention in West Africa. Indeed, in the peace and security sector, the participation of young people and women remains at very low levels and, since they are almost excluded from decision-making bodies, their concerns are very rarely taken into account. Cultural, sociological and psychological barriers persist, thus continuing to hinder the greater involvement of women and young people. However, in the rare cases where women and young people have participated in formal peace negotiations, this has been a success, as in Liberia in the 2000, Guinea in 2010 and in Casamance in southern Senegal.

Through practical training, experience sharing, skills transfer and technical capacity building for young leaders this project contributes to improving youth participation in the peace process. The annual training and capacity-building course on “Leadership and participation of women and youth in peacebuilding and conflict prevention in West Africa” is held in this spirit.

The overall objective of this annual course is to contribute to the empowerment of women and youth for their effective participation in peacebuilding and conflict prevention in West Africa.

More specifically, this training aimed to provide participants with knowledge, technical skills and practical tools to enable them to:

- Analyze and understand conflict dynamics;
- Identify the causes, types and levels of conflict;
- Identify stakeholders, their positions and interests;
- Understand new security issues and challenges;
- Master tools for the prevention and management of conflict situations;
- Develop their collective leadership skills to better manage their associations.

To achieve a large part of this ambitious target, youth and women's organizations have been identified in each country to benefit from this training and ensure continuity at the national and local levels. Thus, the thirty (30) young men and women who directly benefited from this course were selected from the leaders of the Gorée Institute's partner organizations in the following countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal, and Togo.

Results obtained

The evaluation of the various sessions and the testimonies of the participants attest to the success of this training. The 30 beneficiaries were able to make a relevant analysis of conflict situations; to identify causes and effects, stakeholders, their positions and interests. Through exchanges during the restitution of group work in the plenary session, participants demonstrated a mastery of the conflict prevention and management tools that had been presented. They are thus sufficiently equipped to ensure an impact on the ground, by using these tools to raise awareness and train a greater number of young people and women within organizations, sports, school or university environments, neighbourhoods, communities, etc.







« PROMOTION OF GOOD GOVERNANCE OF NATURAL RESOURCES IN WEST AFRICA »

PROJECT 3: Support local communities, civil society and members of parliament by providing them with the necessary information and resources to ensure that mineral and petroleum resources benefit the country and the people of Senegal

Project context

This project was implemented with the financial support of the Ford Foundation to “promote the fair and equitable sharing of the benefits derived from mineral and petroleum resources in Senegal, through research, training, forums and an online platform to inform local communities, non-governmental organizations and members of parliament”. Senegal is on the way to becoming an oil- and gas-producing country. Indeed, while the beginning of the exploitation of these resources is to be found in the 1950, only from 2014 onwards were world-class reserves discovered. Since 2014, four (04) oil field discoveries have been made in the Deep Sangomar Block. The SNE-1 discovery was fully evaluated with reserves between 346 and 998 million barrels of oil. The Grand Tortue/Ahmeyim gas field, straddling the Senegal-Mauritanian border, is considered to be the largest field in West Africa with reserves estimated at 450 billion m³. According to the Director General of the Société de pétrole du Sénégal (PETROSEN), Mamadou Faye, the exploitation of the two deposits SNE and Grand Tortue will bring total revenues of more than 150 billion US dollars or more than 84 trillion CFA francs.

However, international experience has shown that the possession of such resources can constitute a development opportunity but also a risk to the country's peace and stability. The majority of African countries rich in natural resources are still under the influence of this phenomenon of the “paradox of plenty” or the “resource curse”, described by Terry Lynn Karl in one of his books published 20 years ago¹. Indeed, the most recent case studies have shown that there is still a strong correlation between the exploitation of mining resources and poverty, corruption, socio-economic and environmental challenges, inequality and political instability. For this reason, the governance of oil and gas resources appears crucial and must be included among the priorities for sustainable development.

¹ Cf. Terry Lynn Karl, *The Paradox of Plenty: Oil Booms and Petro-States*, Berkeley, University of California Press, 1998.

Project objectives

The overall objective of this project is to contribute to achieving equitable benefit-sharing for local populations affected by mineral resource development and to increase government revenues.

More specifically, the project aims to:

- Establish an open consultation framework. A digital platform has been created and put online to exchange information on issues related to mineral resource governance in Senegal.
- Strengthen the capacity of Senegalese parliamentarians on issues related to tax justice, transparency and accountability, so that they are more autonomous and able to carry out effective advocacy for transparent, inclusive and accountable governance.
- Establish an annual national multi-stakeholder forum to provide an advocacy framework for community needs management and conflict prevention at the local level.

Reflection workshop on the challenges and issues of inclusive dialogue on issues related to the management of oil and gas resources in Senegal.

This day of exchanges and reflection was organized in collaboration with the Parliamentary Network for Good Governance of Mining Resources (RGM) and the Observatory for Monitoring Economic Development Indicators in Africa (OSIDEA), to analyse in depth the challenges and issues related to the governance of the mineral resources sector in Senegal. As part of the broader activities of the Gorée Institute for peace, stability and social cohesion in Senegal, this meeting was intended above all to contribute to the inclusive dialogue between national stakeholders with a view to improving the governance of oil and gas resources in Senegal. In view of the growing tensions within the Senegalese political class, but above all the concerns raised by the populations in the mining areas, it had become necessary to restore trust between the various actors in this important sector, in order to relax the political climate and stimulate a real dynamic of constructive dialogue and national consultation.

This first meeting of exchanges and reflection held as part of this project had the following specific objectives:

- Analyze the problem of the governance of mining resources in Senegal, review the progress made, the main issues and challenges to be addressed by this sector;
- Evaluate the legal and institutional governance framework of the Senegalese mining sector, in order to identify its strengths and/or weaknesses, and recommend specific actions to improve its performance;
- Identify the obstacles to dialogue between stakeholders in the sector, collect recommendations and develop an advocacy document for an open and constructive dialogue between stakeholders in the oil and gas sector in Senegal.

A multi-stakeholder approach was adopted, thus making the participation of actors from various backgrounds possible: senior officials of the Ministry of Petroleum and Energy, parliamentarians, members of civil society associations, non-governmental organizations, local elected officials, journalists and researchers. The work took the form of discussion panels that discussed the following two themes: - governance of oil and gas resources in Senegal: state of play, progress made, limits and challenges”; - governance and corruption in the management of oil and gas resources in Senegal”. The added value of this workshop was the use of both French and Wolof in presentations and debates.

Findings and recommendations

This day provided an opportunity to raise awareness among key stakeholders on the issues and challenges of oil and gas governance in Senegal in light of the country’s soon to be determined status as an oil and gas producing country (by 2021). This day also appeared to be a contribution to building a national consensus around the management of these highly strategic resources through the strong recommendations that were formulated in this regard by the group. The recommendations made at this workshop were used as a basis for the development of an advocacy document on the equitable distribution of revenues generated by oil and gas exploitation in Senegal.

On the basis of the diagnosis made, and with a view to improving the quality of governance of oil and gas resources in Senegal, the following recommendations were made:

❖ With regard to the legal and institutional framework for oil and gas resource management:

- o Harmonization of the Constitution with the petroleum code;
- o The implementation of the provisions of the Constitution on natural resources in terms of population participation;
- o Involvement of civil society and the private sector in the drafting of the new petroleum code;
- o Diversification of oil and gas governance bodies on a tripartite basis (Public Administration, civil society, private sector);
- o The creation of an autonomous regulatory body for the hydrocarbon sector with the status of an independent administrative authority, which implies the confinement of PETROSEN to its commercial functions;
- o The association of the EITI National Committee (CN-ITIE) and other ministries, in particular the ministry in charge of the environment, in the negotiation of oil and gas contracts;
- o CSR (Corporate Social Responsibility) regulation based on models from countries such as Canada;
- o Strengthening the administration’s control over oil and gas resources.

❖ **With regard to strengthening transparency and the fight against corruption:**

- o The consolidation of the institutional and legal framework for the fight against corruption, in particular through the transposition of anti-corruption conventions;
- o The removal of confidentiality clauses in oil and gas contracts;
- o The extension of the declaration of assets and interests of agents involved in the management of mining and gas resources;
- o Increased standardization of contractual clauses to reduce bargaining agents' flexibility;
- o The substitution of the tendering procedure for the open-door approach for the allocation of blocks;
- o The adoption of a law on real property;
- o The promotion of human rights;
- o Involving civil society in all oil and gas governance processes and bodies;
- o Traceability of revenues generated by the exploitation of oil and gas resources;
- o The regular audit of PETROSEN.

❖ **For the maximization of revenues generated by the exploitation of oil and gas resources:**

- o Strengthening the administration's negotiating capacities to take better account of the State's interests;
- o Streamlining and better targeting of tax exemptions;
- o Inscribing signing bonuses in the oil code;
- o Taxation of transfers of hydrocarbon mining securities;
- o The upward revision of royalties received on production;
- o Renegotiation of unbalanced contracts, especially irregular ones;
- o Strengthening the fight against tax evasion and tax optimization by providing the tax administration with adequate technical and human capacities;
- o The freezing of the allocation of blocks until the entry into force of the new petroleum code;
- o Taking into account the «excessive oil» or surplus by the oil code currently under development, in particular by replacing the stabilization clauses with renegotiation clauses.

❖ With regard to the equitable distribution of oil and gas revenues:

- o The adoption of the following distribution key:
 - One share to fund an investment fund for future generations;
 - One share for the State budget;
 - One share to a social cohesion and conflict prevention fund
 - One share for local authorities by drawing lessons from the Equalization and Support to Local Authorities Fund (Decree No. 2015-1879 of 16 December 2015).

Reflection workshop on the current challenges of achieving tax justice in the extractive sector

In the next four to five years, Senegal will certainly be part of the core group of “resource-rich” countries, as defined by the IMF². Indeed, according to the Director General of the National Petroleum Company (PETROSEN), Senegal possesses five major deposits containing reserves estimated at 450 million or 500 million barrels³. According to the National Committee of the Extractive Industries Transparency Initiative (CN-ITIE), the Senegalese mining sector - which remains dominated by gold mining - has contributed more than CFAF 101 billion to the general State budget, including CFAF 8 billion from the hydrocarbon (gas and oil) sector. In 2015, this sector accounted for 1.79% of GDP (1.26% in 2014), not including related activities (outsourcing, CSR, etc.), 8.27% of government revenue and 30% of exports (23% in 2014)⁴.

These results are likely to change as a result of the upcoming exploitation of significant quantities of oil and gas recently discovered off the Senegalese coast. This oil and gas windfall is undoubtedly an opportunity for the country to structurally transform its economy and significantly improve the living conditions of Senegalese people in the years to come. It is therefore right that the Senegalese extractive sector is expected to be an important pillar of the national economy in the medium and long term. It is certainly with this in mind that the government has given this sector a leading role in the implementation of its new socio-economic development strategy promoted by the Emerging Senegal Plan (Plan Sénégal émergent, PSE).

The International Monetary Fund (IMF) defines a country as “resource-rich” when exports of non-renewable natural resources such as oil, minerals and metals account for more than 25% of the country’s total export value. Thus, the PSE is expecting contributions amounting to 35-40% from the extractive sector, 60% of which will come from the Falémé iron ore project (20% of the PES objectives). In fact, the main objectives of this important development strategy can be achieved through the extractive sector. However, to put this sector at the service of people’s well-being and the implementation of its new sustainable human development strategy, Senegal will have to face the following main challenges, among others:

- Strengthening the capacity of the Senegalese parliament so that it can fully engage in monitoring and evaluating public action and defending the interests of the people;

² The International Monetary Fund (IMF) defines a country as “resource-rich” when exports of non-renewable natural resources such as oil, minerals and metals account for more than 25% of the country’s total export value. The IMF classification was based on 2005-2010 data.

³ Statement by the CEO of PETROSEN (National Petroleum Company), published on 20 October 2016.

⁴ See National Committee of the Extractive Industries Transparency Initiative (CN-ITIE), conciliation reports 2014, 2015, 2016.

- Promoting open dialogue and regular consultations between key national stakeholders (government, parliament, political actors, private sector, civil society, local communities, etc.)
- Increasing the participation of civil society actors in the governance of this sector, by strengthening their capacities in advocacy and public awareness;
- Increasing the capacity of the Tax Administration to define and implement fair and effective tax policies.

Moreover, it is important to stress that better governance of mining and hydrocarbon resources necessarily implies the establishment of a management mechanism to increase transparency and ensure fiscal justice in this sector. Tax justice, understood within the meaning of the Universal Declaration of the Right to Tax Justice as an Element of Social Justice, consists in ensuring that all natural and legal persons pay the appropriate amount of taxation to ensure the viability and functioning of a democracy. In other words, “it is a system where each taxpayer contributes to the tax burden according to his or her capacities and income, but also according to his or her activities”⁵. This enables government departments to collect the domestic revenue necessary to meet the basic needs of their citizens, combat inequalities and promote social welfare.⁶

Ultimately, a country like Senegal must ensure that all investors in the natural resources sector pay their fair share of taxes in order to generate sustainable development and a functioning democracy⁷. In their report entitled “Barometer of Fair Taxation in Senegal” published in 2015, Oxfam and the Civil Forum revealed that the Senegalese tax system did not yet meet all the conditions for achieving tax fairness, despite the efforts that had been made to achieve fairer taxation and a fair distribution of public spending over the past ten (10) years. The basis of assessment and recovery remain approximate, leading to tax injustices.

Overall, the objective was to achieve a better understanding of the major problems and challenges of the minerals sector in Senegal, as well as the definition of a common strategy, with concrete actions that contribute significantly and innovatively to the achievement of “tax justice” in the Senegalese extractive sector.

More specifically, the workshop had the following objectives:

- Analysing the legal, institutional and operational framework for the taxation of extractive industries in Senegal, assessing the strengths and weaknesses of the current tax systems and identifying levers to be used to achieve optimal collection and equitable sharing of income from the Senegalese extractive sector;
- Assessing the real impact of extractive sector revenues on local communities, examining the effectiveness of income redistribution mechanisms and proposing concrete actions for better human rights management and the improvement of people’s living conditions.

This workshop was attended by about thirty people from various backgrounds:

- Representatives of the relevant state ministries;
- Representatives of the Parliamentary Network for Good Governance of Mineral Resources (RGM);
- Representatives of the National Committee of the Transparency Initiative in Extractive Industries of Senegal (CN-ITIE);

⁵ Amaya LONDON and Grégoire NIAUDET, From the transparency of the extractive industries to the fight for tax justice, Secours Catholique, Caritas France

⁶ This is one of the important recommendations of the conference on financing sustainable development held in July 2015 in Addis Ababa, which stressed the importance for developing countries to increase the mobilization of domestic fiscal resources.

⁷ See the Universal Declaration of the Right to Tax Justice as an Element of Social Justice, adopted at the 1st edition of the World Social Forum (WSF) held in Porto Alegre, Brazil, in 2001.

- Representatives of the Strategic Orientation Committee for Oil and Gas (COS-PETROGAZ);
- Representatives of the Syndicat des Travailleurs du Pétrole et du Gaz au Sénégal (SNTPGS);
- Representatives of companies and private investors in the sector;
- Representatives of key national civil society organizations and networks;
- Representatives of technical and financial partners;
- Independent experts and resource persons from the Gorée Institute.

Findings and recommendations

The evaluation of this workshop focused on two main areas. The first concerns the qualitative and quantitative participation in the workshop. Qualitative, first of all, in that the level of expertise was very high. Quantitative secondly because the participation rate was close to 100%. The following conclusions and recommendations were formulated during this workshop:

- o The need to maximize revenues before considering redistributing them;
- o Strengthening the tax administration's resources to enable it to deal with the optimization practices of mining and oil companies;
- o The need to reflect on a realistic income distribution key by drawing lessons from the Chadian experience;
- o The requirement to ensure that revenue prospects from the exploitation of oil and gas resources in particular do not lead to unsustainable debt;
- o The need to identify the notion of future generations;
- o Defining Parliament's role in determining policies related to mining, oil and gas resources and the control it must exercise. Civil society should therefore advocate for this;
- o The development of a CSR Guide based on the Canadian experience;
- o The need to adapt accounting standards to emerging challenges in the oil and gas sector;
- o The need to reflect on the accounting standards to be adopted: national accounting standards or international accounting standards;
- o The modification of the status of the manager of the Investment Fund as announced by FONSIS;
- o The allocation of a portion of the revenues to the Local Authorities Capital Fund;
- o A necessary reflection on the options available to Senegal: invest a lot in the economy or save.



EITI 2017 Report Sharing Workshop

As part of its monitoring and awareness-raising mission, the Parliamentary Network for Good Governance of Mineral Resources (RGM) held a special workshop to present the new EITI Report on 17 December on Gorée Island. Indeed, in accordance with its desire to act effectively while respecting and preserving the interests of the populations, this sharing framework was of particular importance to all stakeholders in order to bring to light the various issues relating to the extractive sector. The Extractive Industries Transparency Initiative (EITI), recognised for its commitment and work in the field, recently produced a report that defines the state of play in the sector during 2017. Thus, the Network, in partnership with the Ford Foundation, took the opportunity to share the main conclusions of this study and allow parliamentarians to better understand the challenges of mineral resource development in Senegal. Several other civil society organizations and resource persons also participated in the activity, testifying a priori to the richness of the exchanges between stakeholders. Relevant reflections and strong recommendations were made the most of by the participants at the end of this workshop to consider better prospects for the strategic extractive industries sector.

The EITI 2017 Report Sharing Workshop had the following specific objectives:

- Sharing the new EITI Secretariat report with parliamentarians who are RGM members and civil society. This workshop thus aimed to promote a framework for exchange, discussion and multifactorial dialogue on key issues in extractive-sector governance and to contribute to further strengthening the transparency policy.
- Enabling parliamentarians who are RGM members to better take ownership of the results of the EITI report.

- Initiating discussion on how to better equip the EITI secretariat with the perspective of oil and gas development so that it can continue its mission without major constraints.
- Exchanging on advocacy axes to support the effectiveness of the distribution of revenues from the mining sector to the benefit of affected communities.

The EITI Report 2017 was presented in plenary session by the Deputy Permanent Secretary of the EITI National Committee Senegal. The principle adopted for this sharing workshop was to make the content of the global report more accessible, in order to allow a better appropriation of the main lessons learned from the study. Indeed, the study covered the period from January to 31 December 2017. The presentation focused on the most important elements, highlighting aspects useful for informing and sensitizing parliamentarians on the challenges related to the governance of the mineral resources sector in Senegal. In this respect, the points of the following report have been revisited:

- Choice of the scope and flows of companies' payments;
- Securities situation;
- Analysis of mining and oil and gas potential;
- Tax contribution of the extractive sector in 2017;
- Analysis of the tax contribution of the extractive sector in 2017;
- Tax contributions by companies;
- Analysis of revenues by payment flow in 2017;
- The reliability of the data.

These methodological aspects have been identified to provide information on the procedure that led to the results obtained during the 2017 period.

Findings and recommendations

The presentation of the report made it possible to draw up the current state of play of the extractive sector's challenges, particularly in terms of revenues in 2017, estimated at 126.7 billion CFA, of which 108.7 billion CFA were paid back into the State budget. This shows the values related to the sector in the country's economy and highlights the weight of income by sector. An overall analysis of these different data suggests a larger mining sector in terms of both licensing and production. Phosphate in the mining sector shows significant production estimated at 1.38 million tonnes in 2017 and deposits in the locality of Matam also with strong potential.

With regard to gas, the discoveries of 2014 made it possible to position Senegal in the sphere of countries with strong production capacities on the international level. Grand Tortue, Teranga and Yakaar are the main areas containing this offshore gas. The Cayar and Saint-Louis blocks are just as important with the BP Energy Senegal group as the operating company. Still in the gas sector, it is also important to note the production drop of the FORTESA group based mainly in the town of Gadiaga. The 2017 Report thus shows a problem of depletion of the reserve of this area, which thus marks the main factor of this downward curve in terms of production.

In relation to the EITI Report 2017, there was a clear indication of low extractive sector revenues in some areas where mining royalties appear to be particularly negligible. These concerns raised in this new EITI Report will be a priority that parliamentarians and local elected officials will need to address in order to guide certain regulatory measures relating to local content, as well as the local development fund and the site rehabilitation fund, in order to better address the needs of populations in the affected areas. The completeness of the study data and their reliability with respect to the methodology used with administrations and operating companies made it possible in good faith to ensure the practical compliance of the revenues reported in the 2017 report.

Beyond the presentation of last year's EITI report, the workshop provided a framework for assessing and conducting a cross-cutting analysis of the various EITI reports since 2013. This exercise provided a better understanding of the evolution of extractive sector initiatives in Senegal and new data and their determinants in the current context. Cross-referencing the five years (2013, 2014, 2015, 2016 and 2017), most notably the comparison of the last two reports, showed a substantial increase of 8.5% in 2017.

Financial contributions from the extractive sector is grouped according to specific areas and result in a pattern that shows greater influence in exports (35.5%) and lesser influence in current revenues (4.6%). Regarding the contribution of the extractive sector for 2017, the effects are quite positive in relation to the balance of payments but still remain "neutral" on GDP and employment.

In conclusion, it can be noted that the analysis of the contribution of the extractive sector reveals a clear increase in mining that has as its determining factor the special tax on cement introduced as part of the 2017 Initial Finance Act. The oil sector also experienced a significant increase due to such factors as the signing bonus paid to the Total Group and the support paid to the Public Treasury for the establishment of the National Oil and Gas Institute (GAZ).

The presentation of the EITI Report 2017 identified areas for adjustment in the extractive sector in Senegal. In order to improve the results in this sector, participants made the following three recommendations:

- Publish the list of permits whose holders will opt for the 2016 Mining Code and, if possible, to enact it by order and/or amend the mining conventions to introduce new rights and obligations in accordance with the provisions of the new code.
- In order to avoid any recurrence of discrepancies in future reports, it is recommended that companies: - acquire a credit number by the end of 2019 to facilitate the tracking and accounting of their payments to customs, and the reconciliation of their payments in the EITI Report; - invite their freight forwarders to use their credit number upon acquisition, in which case the use of customs credit is strictly limited to the company's own operations.
- Launch a consultation with companies and the DMG/DH in order to identify the flows that are to be paid per project as well as the obstacles to disclosure of payments per project and, if necessary, determine the differences in rules that may exist with the data published by the groups in accordance with the guidelines in international standards.

Prospects and priorities for the period 2019-2021

In view of the complexity of the current security challenges, but above all their implications for peace and stability in the years to come, the perspectives and priorities of this programme are in line with the actions carried out over the last three years. Nevertheless, while maintaining the same projects for the next three years, it will be necessary to slightly redefine the specific objectives of the programme, in order to give priority to the prevention of the causes of the most threatening phenomena such as: radicalization, violent extremism and terrorism (i); organised crime involving young people (ii); poor management of natural resources (iii); and inter or intra-community violence (iv). The same applies to the targets (young people, women, community representatives, local media), which remain relevant given the modest results already achieved, but above all the major challenges to be met in the coming years.

During the period 2019-2020, the programme's scope of intervention will be circumscribed at the national level and the strategy redesigned to reach as many young people and women as possible along with relevant stakeholders identified at the local and community levels. In this respect, the following actions will be implemented:

- Reactivate the actors of CSOs already trained in the different countries, increase their capacity, and support them by relying on them as “national or community relays” to ensure training, advocacy and awareness raising of the populations at the grassroots level;
- Revitalize all national sections and networks that are members of the “Youth Platform for Peace, Security and Social Cohesion in West Africa”, established in Abidjan (Côte d'Ivoire) in July 2016, and support them in their actions to promote peace and non-violence, particularly among youth;
- Strengthen the organizational capacities of youth and women's associations benefiting from the programme in each target country to help them better manage their structures, to be more credible with donors, national authorities and communities;
- Continue to promote good governance of the natural resources sector, by organizing national advocacy and multi-stakeholder dialogue sessions on the specific challenges posed by this sector in each target country, and by setting up exchange platforms, such as the one established in the Republic of Guinea in March 2017 and the one launched in Senegal in November 2018.
- Establish two new projects in accordance with the redefinition of the programme's specific objectives: one on “organised crime involving young people”; and another on “inter- or intra-community violence”.

Ultimately, the programme's advocacy strategy will focus on informing and sensitizing relevant national and local authorities to help them better understand the risks and take appropriate concrete measures to anticipate cases of violence. Advocacy will be done through the production and dissemination of analytical notes on the thematic areas covered by the programme and by facilitating national sessions of dialogue and exchange between different stakeholders, as well as by developing recommendations on shared solutions.



Governance and Political Processes Programme (PGPP)

1. Programme objectives

One of the strategic objectives of the Governance and Political Processes Programme is to promote and facilitate the creation of networks of civil society organizations, electoral management bodies and regional and sub-regional institutions to facilitate political dialogue, but also and above all the professionalization of electoral administration, management and observation in West Africa. Overall, the programme has two strategic objectives:

SO 1: Participate in the advent of honest political and electoral processes in Africa by establishing frameworks for exchange, training and multi-stakeholder interaction: State, technical partners, civil society organizations, election management bodies, regulatory bodies, etc.

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

2. Specific objectives

- Provide institutions for human rights monitoring with a mechanism for the rapid collection, reporting and production of information to enable them to periodically analyse the human rights situation in order to establish an early warning and early response system.
- Contribute to the implementation of national and community strategies in the target area for conflict prevention and resolution through monitoring, capacity building, technical assistance, research and intervention.
- Proceed, through case studies, to identify certain issues related to good governance in order to contribute to the strengthening of political processes and good governance in Africa
- Finalize a computer programme to provide a computerized early warning and response tool during elections
- Finalize a tool to assist in security decision-making during an election period
- Help to anticipate potentially “conflicting” factors and propose preventive measures

- Establish an exchange framework bringing together researchers and practitioners from civil society, international organizations and the media working on governance, peace and security issues
- To make accessible, through research and precise case studies, certain major issues 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 the media working on governance, peace and security issues, to review the progress of their research work, programmes initiated, actions undertaken or in progress

The Goree Institute's contribution to peace and security in Africa is effective if dynamics for sustainable evolution and change focused on the issues of Governance and Political (and Electoral) Processes are promoted through multifaceted actions (technical support, strategic monitoring, research, training, networking, synergy, facilitation and intervention) of regional and continental scope.



3. Activities of the PGPP

Activity 1 : Programme to relaunch and support political dialogue in Guinea Bissau

Since independence, Guinea Bissau has regularly experienced political instability. This situation made more visible by the political option taken since the 2000s to open up to democracy. In the context of the democratic project, due to the clashes between political power and the Guinea-Bissau business community, power is perceived as a space for interaction and interrelation between political actors and other business communities. Paradoxically, none of the democratically elected Presidents have been able to exercise their entire constitutional mandate due to successive and recurrent coups d'état. Similarly, since independence, the country has been living under the yoke of a turbulent political history caused by a very particular process of independence. Guinea Bissau, one of the poorest countries in the world according to the Human Development Index (UNDP) and one receiving the most assistance, is classified as a narco-trafficking state. Thus, for more than a decade, both the Guinea Bissau State, the institutions that support it, and the democratic project have been sustainably and effectively tested.

Today, a conflict at the level of the Guinean Bissau executive has caused a profound blockage in the functioning of institutions in Guinea Bissau, a blockage that is merely the manifestation of several political, social and institutional difficulties.

Gorée Institute is capitalizing on several years of intervention in Guinea Bissau, during which time it has been heavily involved in the resolution of recurring political blockages in the country. These interventions should be considered in light of the mission that the Gorée Institute has set for itself: "to work towards the establishment of peaceful and self-sufficient societies in Africa". The Programme for the Revival and Support of Political Dialogue in Guinea Bissau aimed to contribute to the stabilization of political institutions, peace, security and the continuation of the dynamics of facilitating political dialogue through a multi-stakeholder approach (contact group, authorities, political actors, women and youth).

Exploratory and contact mission

Thus, with a view to its implementation, a contact and information mission was held in Guinea Bissau, concluding with the:

- Dissemination of the programme to stakeholders essential to the ongoing political process in Guinea Bissau for broad support
- Establishment of strategic contacts with a view to achieving objectives set for ownership at the highest level of the Programme
- Meeting of logistical and organizational prerequisites

Following the first mission of contact, the implementation of the Programme for the Revival and Accompaniment of Political Dialogue in Guinea Bissau had the main objective to contribute to the stabilization of political institutions, peace, security and the pursuit of the dynamics of facilitating political dialogue through a multi-stakeholder approach (contact group, authorities, political actors, women and youth) that has had several components.

Component 1 : Training workshop for women and youth on Advocacy and Conflict Prevention

The overall objective of this workshop was to stimulate a unifying dynamic for Guinean Bissau civil society for the better involvement in the ongoing political process in Guinea Bissau.

More specifically, the objectives were to:

- Strengthen the capacities of the most significant Guinean Bissau civil society organizations in the fields of governance, peace and security in order to legitimize their involvement in facilitating political dialogue
- Contribute to a better synergy of Guinean Bissau civil society for their qualitative contribution to the ongoing processes in Guinea Bissau
- Provide tools for women and young civil society actors in Guinea Bissau to relaunch and deepen political dialogue
- Facilitate the establishment of a broad civil society platform in Guinea Bissau for an effective contribution to the implementation of public policies

At the end of the training, the results obtained are as follows:

- Identification of the most relevant actors to be involved in the capacity building activities and the Guinea Bissau Forum;
- Strengthening of the capacities of 30 women and young people from Guinean Bissau civil society organizations in various themes related to democracy, governance, peacebuilding, etc.
- Strengthening of 29 Guinean Bissau civil society organizations with a view to their qualitative contribution to building peace and institutional stability in Guinea Bissau
- Bases laid for sustainable and structured collaboration in the civil society of Guinea Bissau



In addition, a Declaration was signed by the 29 organizations and networks of organizations represented at the workshop, in which they:

- Appealed to the national community in general to create an environment conducive to respect and dignity for the democratic rule of law;
- Urged political actors, in general, to pursue an inclusive and sincere dialogue and to take into account the nation's best interests as a means of ending the current political crisis;
- Appealed to all those involved in this process of political dialogue to respect the fundamental rights and laws of the Republic as a means of affirming the values of justice, peace, stability and national reconciliation;
- Rejected any act of manipulation, influence peddling against public, national and international opinion;
- Urged the judiciary to scrupulously respect the law;
- Launched an appeal for calm to all citizens to contribute to social peace and stability;
- Appealed for the restraint of the defence and security forces to the strict performance of their missions;

This Declaration remains a result of real added value in that it was unexpectedly realized and that it provides information on the level of commitment of civil society organizations to resolve the political blockage in Guinea Bissau.

Component 2 : Mobilization of the Contact Group to Facilitate Political Dialogue

Following the training workshop for women and youth civil society organizations in conflict prevention, a facilitation action was carried out to support the civic dynamics promoted through the training workshop and the strong Declaration that resulted.

A High-Level Contact Group was mobilized, led by President Dioncounda Traoré, former President of Mali's Transition.

The main objectives of the Contact Group were:

- Contacting, with the support of the Gorée Institute, all stakeholders in the ongoing political process in Guinea Bissau, in order to contribute to a revival of the political process
- Initiating interviews with political authorities for a better understanding of the issues and, on this basis, proposing solutions to overcome the crisis
- Meeting with international and community institutions based in Bissau and having a role in facilitating political dialogue in Guinea Bissau
- Meeting with local mediation initiatives
- Chairing and accompanying the holding of the Inter-Bissau Guinea Bissau Forum to be held during the presence of the Contact Group in the field
- Making proposals for ending the crisis, taking into account all the initiatives already undertaken and aimed at facilitating the resolution of the political crisis in Guinea Bissau

At the end of the mission, in line with the objectives assigned to them, all the stakeholders essential to the ongoing political process were met: states, ministries directly involved, political parties, the media, civil society, chancelleries, etc.

This mission was held in a hectic context of the organization of the PAIGC Congress, but also of ministerial reshuffling, which did not constitute factors impeding the Contact Group's mission. This is proof of the interest aroused by the mobilization of the Contact Group, but above all by the commitment of stakeholders to the process of facilitating and relaunching political dialogue.

Of the meetings held, of particular note was:

- Political authorities' readiness to continue efforts to facilitate political dialogue
- Commitments of other political stakeholders to respect the Conakry Agreement
- Civil society's willingness to support discussions and facilitation for the relaunch of political dialogue
- Promise of political dialogue through the mobilization of multilateral partners present in Guinea Bissau to support and assist any initiative to facilitate political dialogue

By mobilizing this High-Level Contact Group, the Institute sought to strengthen its position in facilitation and mediation. Usually, the mobilization of a Contact Group is carried out during an election period as part of support programmes through its Electoral Assistance Unit. In addition, as a pan-African institution, the Gorée Institute works towards the realization of the African Architecture for Peace and Security, the realization of United Nations Resolutions 1325 and 2240 respectively promoting the involvement of women and youth in conflict resolution. More specifically, this activity, an essential component of the Programme to revive and support political dialogue in Guinea Bissau, contributes to the achievement of the 10 points contained in the Conakry Agreement signed by all the parties involved in the political process in Guinea Bissau, the purpose of which is to arrive at and resolve the deadlock that Guinea Bissau has been experiencing since 2015 following the political and institutional conflict at the top of the State.

Component 3 : Guinea Bissau Inter-Bissau Forum for Facilitating Political Dialogue

From 8 to 9 February 2018, the Inter-Bissau Forum of Guinea-Bissau for the facilitation of political dialogue brought together civil society organizations from Guinea-Bissau as well as other actors from State structures, political actors, the private sector, regional and sub-regional bodies, to relaunch and support political dialogue in the country. Supported by Canada, the meeting was initiated by the women of REMPSECAO in partnership with the Gorée Institute as part of its Political Governance and Electoral Processes programme.

After meetings with stakeholders and in the wake of technical capacity building of women's and youth organizations to engage in the relaunch of political dialogue, the Contact Group was entrusted with the chairing and facilitation of a Guinean Inter-Bissau National Forum to relaunch political dialogue. It is an inclusive, multi-actor framework with the overall objective of contributing to an effective relaunch of political dialogue, taking into account all stakeholders and initiatives already undertaken to facilitate political dialogue in Guinea Bissau on the basis of a multi-actor and endogenous approach.

More specifically, the objectives were to:



- Initiate a multi-stakeholder process, implicit in the dialogue between stakeholders involved in the political blockade in Guinea Bissau
- Involve institutional partners in particular with a view to their accession and for the effective implementation of any proposals for ending the crisis
- Initiate a holistic debate (political, sociological, anthropological, historical) for a better understanding of the issues and problems that cause recurrent political and institutional blockages in Guinea Bissau
- Convene current elements likely to have an impact on facilitating political dialogue in Guinea Bissau
- Review the bottlenecks and difficulties in implementing the various agreements in order to facilitate political dialogue
- Initiate a process of dialogue between political actors to refocus development issues and for a strong alliance around the project to consolidate the political process under way in Guinea Bissau
- Take a critical look at the role of actors who can play a role in facilitating or destabilizing the ongoing political process in Guinea Bissau
- Encourage draft commitments for the relaunch of political dialogue in Guinea Bissau
- Identify and discuss, through an objective approach, sustainable, consensual solutions to end the crisis
- Explore the modalities of monitoring the implementation of the draft solutions

This two-day meeting, which brought together more than 100 Guinean Bissau participants from various backgrounds, made it possible to draw up a historical perspective on Guinea Bissau's political trajectory and to analyse it in order to

understand the structural causes of recurring political blockages. Similarly, discussions made it possible, because of the presence of the stakeholders essential to political competition, to renew the thread of political dialogue. Similarly, taking into account the plurality of actors present at the Forum, the opportunity was seized to address the political blockage from various perspectives: political, economic, social, cultural, etc.

At the end of the meeting, recommendations were made to give the first priority to inclusive dialogue, taking into account the culture of Guinea Bissau; to make reforms in public administration, justice, national education, the defence and security sector and laws and by creating a Social Pact. The Gorée Institute and REMPSECAO have encouraged the establishment of a Citizen Synergy for peace, political and institutional stability. Led by civil society, it must take ownership of the proposals made and function as a committee to monitor and follow up the Forum's recommendations.

Activity 2 : Research and Publication

The State of Democracy and Human Rights: In the process of being finalised

This collective work is a set of texts resulting from global research carried out by several academics and social scientists on the state of democracy and human rights in the 15 countries of the ECOWAS region (Economic Community of West African States)¹. This is a study commissioned by the Gorée Institute to measure the degree of deepening of the democratic processes underway in the area.

At first glance, the project presents itself from the dual angle of repetition and perils. Repetition because, since the end of the 1980s, with the fall of the Berlin Wall and the appeal of La Baule, there have been many studies on political transitions in Africa². Perilous with regard to the purpose of the research, which concerns ambiguous concepts with variable contents, approached in addition from sometimes very different perspectives depending on the concerns of the research sponsors or the ideological/cultural universes of the researchers themselves.

Focus on the degree of deepening of the processes under way in the ECOWAS countries was essential, starting from the premise of the irreversibility of the choice of democratic regime, the duration of which will vary according to the dialectics of the struggle engaged on the borders of State/civil society relations, between favourable factors and elements of regression. Optimism is motivated by the cumulative presence of most of the listed indices of democratization.

Most of these texts are conceived in the form of parallel or crossed views of national situations of a number of countries whose trajectories are continuing in a rollercoaster-like evolution with moments of crisis and others of calm, crowned with glimmers of democratic hope. They are also sometimes monographs reproducing analyses focused on case studies.

¹ ECOWAS is a sub-regional organization created on 28 May 1975 in Lagos, Nigeria, with a view to economic integration, by 16 countries south of the Sahara, including Mauritania, which has withdrawn from it since 2001. Despite the many criticisms to which it has been subjected, it has achieved several major achievements, to the point of attracting several applications from new members, including Morocco. The 15 ECOWAS countries are now the following: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. Their combined surface area represents 17% of the continent's total surface area, for a population estimated in 2017 at 350 million inhabitants.

See Ndiaye P. S., *Les Organisations Internationales et le Maintien de la Paix : L'exemple de la Communauté économique des Etats de l'Afrique de l'Ouest (ECOWAS)* [Liberia, Sierra Leone, Guinée-Bissau, Côte d'Ivoire], Paris, L'Harmattan, 2014, 651 p.

² The fall of the Berlin Wall opened the cycle of the collapse of the Eastern Soviet bloc, freeing many countries from communist yoke and the control of the Soviet empire. La Baule's call symbolizes the articulation of the continuation of French aid to the efforts that African countries would now be making, starting with President Mitterrand's speech on political openness at the La Baule summit in 1990.

Case studies on Governance: In the process of being finalised

These are case studies on the control bodies and the problem of regulation in Senegal. Senegal has set up control bodies and institutions for monitoring. (National Assembly, Court of Auditors, etc.) and control bodies exist within the executive branch such as the National Office for Fraud and Corruption (OFNAC), the Court for the Repression of Illicit Enrichment (CREI), the Personal Data Commission, the National Observer for Places of Deprivation of Liberty, and the National Financial Information Processing Unit (CENTIF).

Senegal aims to be a representative democracy with a tradition of regular elections, democratic alternation of power, dialogue, debate and consultation between the various political actors. As regards the quality of the services offered to citizens and, above all, the institutions responsible for ensuring the regularity and quality of the services offered, Senegal is equipped with bodies and oversight institutions (we believe that the system as a whole should also be maintained).

This study aims to take a descriptive, analytical and even critical look at these oversight bodies. In this respect, it sets itself the following objectives:

- Carrying out a conceptual review and a broad definition of governance, the oversight mission of State bodies
- Clarifying the governance orientations implemented by the State of Senegal through its governance policy, in particular the projects and programmes implemented
- Carrying out a review of the audit authorities in Senegal
- Mapping the different oversight bodies existing in Senegal
- Establishing the institutional architecture and functions of these oversight bodies

To achieve the objectives mentioned above, this study decoded the texts organizing these different control bodies, analysed their practices, and above all took a forward-looking look at their future and their enrichment, taking into account the new community paradigm of the LOLF.

Activity 3: Partnerships and networks

- Scientific Commission of the Dakar Forum on Peace and Security 2018

The Gorée Institute: Centre for Democracy, Development and Culture in Africa, taking into account its diverse experiences in the field of Peace and Security in Africa, was invited by the Centre for Advanced Defence and Security Studies, the main project manager in defining the content of the annual Dakar Forum on Peace and Security, to take part in the work of the Scientific Commission in preparation for the Dakar Forum. This scientific commission brings together the CHEDS operational team, eminent personalities from the administration, senior officers of the Senegalese army, university professors and civil society organizations. The Scientific Commission will have the task of defining and supporting the content, themes, identifying the resource persons to be involved during the Forum but also to participate in all the scientific preparatory work that will allow the FDD to be held under optimal conditions. Each member organization of the Commission was invited to take part in one of the three thematic subcommittees thus set up with a view to better organizing the thematic work. The Institute, taking into account its profile but also the availability of a certain number of scientific productions in this field, will join the scientific commission of the Forum de Dakar.

In this regard, the Institute proposed to make available to the Scientific Commission all the documentation produced that could contribute to strengthening the content of the documents and preparatory work for the Dakar Forum on Peace and Security held on 5 and 6 November 2018 in Dakar.

- **Tana Forum 2018: Gorée Institute supplied a resource person at the High-Level Forum for Peace and Security in Africa dedicated to the financing and reform of the AU**

This High- Level Forum organised by the Institute for Peace and Security Studies (IPSS) brought together high-level decision-makers on peace and security from the governmental/political sphere, regional institutions not members of the AU, the private sector, civil society and peace and security resource persons. In this sense the Gorée Institute, which works to consolidate peace in Africa, took part in this meeting, which is considered one of the main forums for African discussion on peace and security issues on the continent.

- **Gorée Institute member of Think Tank T20 Africa Standing Group (T20 ASG)**

The T20 Africa Standing Group held its first annual meeting on the theme “Consensus for equitable and sustainable development between the G20 and Africa” from 14 to 15 April in Addis Ababa, Ethiopia. This is part of the official T20 engagement process during the current Argentinean presidency of the G20. The T20, which brings together German, Latin American, Asian and African civil society institutions and organizations (Gorée Institute, SAAII, IPSS, Afrobarometer), aims to jointly produce Policy briefs in order to help influence G20 policies in favour of Africa.

Activity 4 : National anti-corruption workshop in partnership with ONE

The Gorée Institute: Centre for Democracy, Development and Culture in Africa has chosen to be part of the current trend towards a better understanding of governance and has for several years now had a dedicated Programme whose strategic objectives and methodological approaches are embedded in national, regional and global strategies for the promotion of governance embodied in various instruments.

In line with this strategic orientation, in partnership with the ONE organization and the Civil Forum, a two-day multi-stakeholder workshop (19 and 20 June 2018) was organized on the theme of the African Union “Winning the Fight Against Corruption: A Sustainable Way to Africa’s Transformation”. The year 2018 was designated by the African Union as the African Year for Combating Corruption.

The main objective of this meeting was to create a platform for discussion with all state and non-state actors around the African Union theme “Winning the Fight Against Corruption: A Sustainable Way to Africa’s Transformation” in order to define a common advocacy strategy.

This meeting brought together all the ministries, authorities and oversight bodies involved in the issue of governance and, more specifically, corruption. Very important discussions were held as well as qualitative recommendations aimed at strengthening the legal and institutional framework for the fight against corruption and reversing the corruption curve in Senegal. Finally, the meeting finalized an advocacy document for public authorities as well as the establishment of an Advocacy Committee whose mission is to define an effective advocacy strategy with a view to taking the finalized document into account in the definition and implementation of national anti-corruption mechanisms.

The Gorée Institute, in collaboration with the international NGO ONE, has promoted an open process of joining all forces that can contribute to improving the legal and institutional framework for the fight against corruption. The objective of this exercise is to advocate for significant progress to be made so that 2018, declared the African Year for Combating Corruption, can be a decisive step in reversing the corruption curve in Senegal.

An inclusive analysis was carried out upstream, integrating several issues (Gender, Human Rights, Education, Health, Natural Resources Management, Elections, Legal and Institutional Framework, etc.). From this analysis and diagnosis of the issues and the discussions that took place, the following recommendations were made:

On the institutional level :

- Strengthen the independence of anti-corruption institutions in accordance with the provisions of the anti-corruption conventions
- Involve civil society and Parliament in the appointment of OFNAC members
- Strengthen OFNAC's investigative powers
- Provide sufficient and stable financial resources to anti-corruption institutions
- Publish reports from anti-corruption institutions
- Establish a national integrity system
- Establish an institutional framework for cooperation between anti-corruption institutions
- Establish a High Authority for Transparency in Public Life
- Encourage the specialization of judges and other bodies, particularly senior civil servants, in the fight against corruption
- Create a financial centre
- Establish a structure with sufficient resources for the recovery and management of seized and confiscated assets
- Transmit all mining and petroleum contracts to the Parliament responsible for public policy evaluation under the 2016 constitutional reform
- Encourage the Government to implement the recommendations made in the framework of the mechanism for reviewing the implementation of the United Nations Convention against Corruption and in the EITI reports
- Encourage Senegal's compliance with its reporting obligations to the African Union Advisory Council against Corruption

On the legal side :

- Adopt laws transposing the conventions ratified by Senegal, in particular on the financing of political parties and electoral campaigns, conflicts of interest, the protection of whistle-blowers and access to information, the criminalization of corruption of legal persons, a Code of Ethics for administrative officers and the recovery of misappropriated assets.

- Recognize the right of civil society to bring civil suits, the specific purpose of which is to combat corruption
- Establish the competence of the public prosecutor in matters of corruption and similar and related offences
- Reinforce penalties applicable to corruption and similar or related offences and their effective enforcement
- Develop a CSR Guide for social mining programmes in particular
- Adopt a new land law to strengthen land governance
- Enhance transparency in ownership by establishing public registers listing the owners of all companies owned by political leaders.
- Adopt laws that require multinationals to publish key financial and tax information.
- Make the most of budget documents available to the public, in particular by publishing them online;

In the context of strengthening anti-corruption policies:

- Prioritise prevention in the fight against corruption
- Raise awareness among women and young people about the harmful effects of corruption
- Integrate modules on corruption into civil servant training as well as at school and university level.
- Dematerialize administrative procedures

Activity 5 : Sub-regional workshop on the prevention of electoral conflicts

The workshop on the Prevention and Resolution of Electoral Conflicts organized at the initiative of the Gorée Institute from 26 to 27 July 2018 was an opportunity for participants to analyse and critically review the pre-electoral context in West Africa and identify its challenges. For two days, on the Island of Gorée, participants from Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Senegal and Togo took stock of the pre-electoral contexts in some countries in West Africa and explored some possible solutions that could contribute to the realization of peaceful and stable electoral processes.

Through several Presentation Sessions organized in four (04) panels, the workshop made it possible to identify the factors of common and specific electoral instability and tensions, to open up perspectives and to propose community or national strategies for the prevention and management of electoral conflicts.

On the general state of play of the West African pre-electoral context

The pre-election period in many West African countries is generally a source of high tension and high risk of conflict. This deterioration in the socio-political climate as the elections approach is linked to many dysfunctions in the electoral process but also to an excessive and disproportionate emphasis on elections, which in some countries are perceived as an event rather than a long-term process. However, the organization of elections at a regular pace should not be the only factor in determining whether a country is democratic or not. The deleterious pre-electoral climate also stems from the fact that the ruling majority always retains room for manoeuvre to take non-consensual decisions that could upset the balance and bias the democratic game.



Factors of instability and electoral tensions common to all West African countries

The factors of instability and electoral tensions in all West African countries generally stem from vulnerabilities in the conduct of the electoral cycle, particularly in the pre-electoral context. These points of vulnerability are due in particular to the:

- Lack of political consensus among political actors,
- Absence of a consolidated, clearly defined and implemented electoral register,
- Proliferation of inconsistencies that lead to the violation of democratic principles,
- Revision of constitutions with a view to seeking new mandates,
- Non-consensual redistribution of electoral districts
- Non-consensual electoral reforms
- Control of the army and security apparatus by the ruling majority
- Volatile peace and stability situation in the country (perceptions of unresolved historical injustices, widespread corruption and fragility of the judicial system, pervasive culture of ethnic rivalries and violence, etc.)
- Lack of training and education of electoral staff and populations
- Resistance to election experts and the rejection of their advice,
- Involvement of the media and social networks in the resurgence of crises in the political game,

- Lack of impartiality and unequal access to state-controlled media
- Administrative shortcomings in the management of the electoral process (logistical shortcomings, unreliable databases and voters lists)
- High cost of the electoral process

Perspectives and proposals for the prevention and management of electoral conflicts

The issues of preventing and managing electoral conflicts in West Africa lead to the identification of ways and means to address the challenges posed by electoral processes. The workshop made strong recommendations in this regard.

Recommendations to ECOWAS

- Continue the momentum of conducting exploratory and contact missions, based on preventive diplomacy (High Level Contact Group, AU, ECOWAS, OIF Missions, etc.)
- Work towards the definition of a harmonised basic Community framework for elections
- Conduct facilitation and mediation missions
- Formalize frameworks for consultation and collaboration with African organizations specialized in electoral matters
- Fund and support electoral observation and monitoring programmes carried out by civil society organizations.

Recommendations to States

- Adhere to an inclusive and consensual approach in the preparation of electoral deadlines
- Ensure the capitalization of the achievements of the electoral process
- Implement a framework to facilitate political dialogue in order to contribute to the integrity of the electoral process
- Work to prevent developing conflicts through a range of activities including:
 - Early warning,
 - Crisis management,
 - Peacekeeping,
 - Peace-building,
 - Conflict management, resolution and transformation.
- Implement long-term programmatic activities aimed at reducing structural tensions or preventing the outbreak, escalation or recurrence of electoral violence
- Implement electoral criteria that meet international norms and standards
- Maintain peace, security and the free movement of persons and goods throughout the national territory before, during and after the elections
- Take all measures for the maintenance of public order in relation to the organization of elections,

- Ensure the security of public meetings and demonstrations during the election campaign, polling stations, candidates, electoral commissions, political party leaders and election materials by observing the strictest neutrality towards all
- Secure the entire electoral process
- Promote and implement equitable access to state media for people with different perspectives.

Recommendations to civil society

- Monitor and follow the progress of the electoral process
- Conduct intensive civic education and culture of peace campaigns aimed at the population

Future factors of conflict are:

- Persistent major electoral irregularities, in particular money and media problems, which are the weak links in the electoral cycle in many countries.
- Problems of coercion and corruption that generate bloodshed, weakening legitimacy and eroding democracy.
- Rising new challenges, cyber-security risks related to foreign piracy and disinformation campaigns on social media

Activity 6 : Electoral support programme Local elections 2018 in Côte d'Ivoire

With the technical and financial support of UNDP and the assistance of the Gorée Institute, a broad platform of women and young people was set up in 2015 during the presidential election. For the Gorée Institute, this is one of the most successful electoral support experiences, having even been sanctioned by the production of a Guide to Good Electoral Practices that capitalizes on all the actions successfully implemented in Côte d'Ivoire. Thanks to this initiative, the main purpose of which was to stimulate a citizen dynamic of monitoring and observation in order to prevent and resolve electoral conflicts, women and young people were able to contribute qualitatively to the achievement of a free, credible and transparent election.

The upcoming local and regional elections in Côte d'Ivoire reflect the reality of local governance, an important process for bringing citizens closer to business management, particularly at the decentralized level. Local governance encourages citizen participation and can contribute, through the effective involvement of citizens in the implementation of certain decisions at the local level, to stability at the local level, social cohesion and the legitimacy of decisions taken at the local level whose aggregation can impact the national level and thus contribute to peace and security at the national level.

Experiences

With its electoral support activities, the Institute was able to assist the following Platforms and networks:

- Citizen synergy for democratic elections (Togo)
- Coalition of Women and Girls of Guinea for Elections (Guinea)



- Women's Watch Platform (Guinea Bissau)
- Women and youth watch platform for peaceful and credible elections (Côte d'Ivoire)
- Platform for monitoring women and youth for peaceful and credible elections (Union of the Comoros)
- Platform and network of civil society organizations for peaceful elections (Congo)
- Network of civil society organizations for elections (Burkina Faso).

Approach and model

From the outset, it should be noted that the Goree Institute favours an approach based on the entire electoral cycle. All electoral observation and monitoring actions are connected to the eight (08) phases of the electoral cycle. Thus, relevant monitoring and observation tools are proposed to assess the quality of each of these eight (08) phases, with the aim of preventing and resolving electoral crises.

Thanks to these various experiences, the Institute was able to develop a model that was tested both in terms of content and relevance, which made it possible to definitively establish an electoral observation and monitoring methodology. In fact, any monitoring and election observation activity carried out by the Institute is carried out using the methodological reference framework defined according to the following procedure:

- Training of instructors and observers
- Deployment based on a clearly defined deployment plan
- Installation of an electoral data collection platform
- Establishment of the Electoral Data Processing Unit

- Statistical analysis
- Political analysis
- Finalization and dissemination of reports (partial and final)

In addition, the entire support model is based on ICTs, thus enabling all data to be reported in real time and periodic election reports to be produced, so that the dialectical early warning / early response can be operationalized by the country's election management bodies and the observation mission. Finally, it is important to mention that all the mission reports of the Gorée Institute are sanctioned by a publication that meets the basic principles and standards of scientific production and by dissemination and sharing with all stakeholders, with a view to electoral reforms, capitalization and evaluation of the process that has been observed and/or monitored.

Role of the Pan-African Women and Youth Platform for Peace, Democracy and Governance of Côte d'Ivoire

The Gorée Institute has developed an electoral support model based on targeting actors with a grassroots base. The strength of this targeting has allowed for the support of several civil society organizations.

The principle of partnership with autonomy underlies the support provided to the organizations that make up the electoral monitoring platforms we assist. The member organizations of the platform, once they have met the requirements of good organizational governance, experience in the field of monitoring and governance, and territorial networking with the principle of inclusion, will have the task of carrying out field activities related to observation and monitoring. In the implementation phase, the platform's member organizations will carry out recruitment in the field and make these members available during the training, deployment and monitoring phase itself.

In addition, capitalization was a guideline during the support, taking into account the transfer of skills to members during the support in 2015. The Platform's members were mobilized during the training of observers, the setting up of the Monitoring



Structure and as resource persons likely to contribute in terms of analysis, will be involved in the management of logistical arrangements, advocacy and finally in the dissemination and dissemination of the results and reports of the activity. Thus, it was decided for the Electoral Assistance Unit of the Gorée Institute to mobilize a small team to work on the principle of strong capitalization of the transfer of skills carried out.

Relations with key stakeholders

The electoral process involves a plurality of actors with specific roles. Establishing a value chain is necessary, soliciting all actors for a functional systemic approach. Civil society (the main participant) has limitations related to its very nature since some decisions can only be taken by political authorities. Through information meetings, advocacy, and solicitation of the authorities, areas of collaboration are found so that implementation can proceed effectively once information is produced. Prior to implementation, preparatory missions (evaluation, launch of the Guide, Regional Youth Forum on Peace and Security) make it possible to contact authorities and obtain their approval for effective collaboration. Other actors that may be involved in the process are: The Independent Electoral Commission (Commission Electorale Indépendante, CEI), political parties, the Ministry of Territorial Administration, the Ministry in charge of Security, and the media.

Results obtained

- A citizen system of 515 members of the Plateforme Panafricaine des Femmes et des Jeunes pour la Paix, la Démocratie et la Gouvernance, (2PFJ) was made operational
- An effective transfer of skills took place through training sessions by members of the Pan-African Platform of Women and Youth of Côte d'Ivoire
- 1 violence observation and monitoring system was established and made operational
- 1 early warning and response system was operational on Election Day
- Effective contribution to the holding of free and peaceful elections
- 4 violence monitoring reports produced and shared with stakeholders in order to present the pre-electoral security situation and define possible strategies for managing electoral conflicts
- 1 final monitoring report on electoral violence was made available, documenting electoral violence in Côte d'Ivoire in 2018
- 3 periodic reports produced on polling day providing information on the various types of dysfunctions but also on the quality of election organization
- 1 alert table was produced and shared in real time with decision-makers so that identified malfunctions could be corrected
- 1 website providing information on the Programme and the whole process was put online
- 1 citizen dynamic to promote transparency is promoted through the various axes of the programme but also the information produced and the strategy for disseminating this information

Activity 7 : Presidential Election Programme Senegal: Citizen Synergy for Peaceful and Credible Elections

Elections remain a major moment in a democracy as they grant legitimacy for a specific period of time and make it possible to revitalize a sense of national belonging, thereby giving citizenship its full reality. The synergy of the actors involved in the process is essential to give the election its full cyclical reality. Among these actors is civil society, which must adopt a neutral position, a guarantee, among other things, of the strength of democratic principles. Electoral violence in Africa is at the root of many abuses and conflicts that especially affect women and children. The experimentation of the democratic project and an inventory following the organization of several electoral consultations throughout Africa, provide information on the difficulties encountered by most African States in organizing an election according to international standards without dysfunctions identified at certain or several stages of the process.

Senegal remains a democracy with fragile achievements, despite several moments of citizen action that permitted the alternation of power. These moments of protest often took place in a context that was conflictual. Electoral violence characterized the 2012 presidential election and between 2012 and 2017, two elections were held (local and parliamentary elections) as well as a referendum consultation, all of which were fraught with difficulties and controversies both from an organizational point of view and from the point of view of defining and respecting the legal framework. In the aftermath of the legislative elections, the imperfect distribution of voters' cards and the poor infrastructure were reasons perceived as the main cause of irregularities in these elections. Prospects for a tense presidential election are on the horizon in 2019. Indeed, several factors point to this eventuality such as: the sponsorship law, the debate over the extended mandate following the referendum, and the breakdown of political dialogue. These are all factors that will become more pronounced over time as positions become more and more clear-cut as we election dates approach. From a regional perspective, it is important to note the context of the development of new transnational phenomena that constitute



elements of destabilization of the West African security context. Religious radicalism, violent extremism and jihadism are all factors that are intensifying in West Africa and whose effects are radiating into all sectors because of the insidious and clandestine nature of the phenomenon. Mali has so far experienced the ups and downs of a context of religious radicalism that continues to undermine all efforts related to the consolidation of democracy. Thus, through a good election monitoring and observation system, it is possible to prevent the timely use of a context of political instability by current phenomena caused by security challenges.

Electoral observation and monitoring, in a context of building our young states and consolidating democracy, contribute to strengthening electoral integrity, strengthening citizens' confidence and reducing the risk of conflict around elections. In this respect, the proposed activities will make it possible to assess the process, prevent acts that could lead to instability and also to establish a participatory observation activity that can, in real time, correct any malfunctions identified by the observers deployed for this purpose.

Similarly, a synergy of actors is required for a proper assessment of the quality and level of performance of the electoral process. Civil society is a complement to the State and has become an essential actor in the completion of the democratic project in Africa. Indeed, civil society has become an essential partner in the process of building our young states and supporting the consolidation of democracy. Civil society, being the space that intervenes in a society when the state weakens or presents flaws, it is important, in a Senegalese context that is heading towards a decisive electoral appointment, that the latter can exercise the full extent of its possibilities of co-supervision of public policies, including the electoral process.

Overall Objective

Contribute to a peaceful, free, credible and inclusive electoral process by setting up an effective and operational observation and monitoring mechanism for the 2019 presidential election.

Specific objectives

- Synergize women's and youth civil society organizations to contribute to a free and fair electoral process
- Strengthen citizens' capacities in media monitoring, electoral violence monitoring and social network monitoring;
- Promote a process of collecting, analysing and producing information on the electoral process
- Design and operationalize a technological instrument for centralizing information, collecting and sharing information
- Promote a dynamic of capitalization and documentation of the electoral process

Activities

- Training and deployment of 100 monitors on electoral violence, sponsorship and polling
- Training and deployment of 10 social network monitors
- Training and deployment of 30 media monitors
- Participation in the electoral-monitoring structure
- Documentation and capitalization of the 2019 electoral process in Senegal

Expected results

- 1 broad platform of women's and youth organizations is set up to support the electoral process
- 1 citizen framework for information sharing and mobilization is set up and facilitated
- 200 citizen actors, members of the monitoring platform are strengthened in monitoring media, violence and social networks
- 1 monthly report is produced on the state of electoral violence and emergency alert reports produced whenever necessary (quantitative analysis, qualitative analysis and socio-political analysis)
- 1 monthly report is produced on how the media cover information during the process (quantitative analysis, qualitative analysis and socio-political analysis)
- 1 monthly report as well as alerts (whenever necessary) are produced on the content of social networks related to the electoral process (qualitative and socio-political analysis)
- Credible, scientific, election-related information is collected for proper documentation of the electoral process;
- Electoral Data Analysis Report
- 1 Website interface of information on the programme in real time and educational (information for voters) is put online and updated throughout the process
- 1 final general report is completed
- 1 capitalization and feedback workshop is organised



4. Results achieved by the Governance and Political Processes programme

During this year, the Goree Institute was able to:

- ✓ **Strengthen its position in the field of training and facilitation** through the programme to support and relaunch political dialogue by building the capacity of 30 Guinean civil society organizations in conflict prevention and resolution, mobilising a high-level contact group to facilitate political dialogue and holding a national forum for political dialogue in Guinea Bissau. Through this action, the Institute worked to apply international instruments such as UN Resolutions 1325 and 2240, the Sustainable Development Goals and also the African Peace and Security Architecture of the African Union.
- ✓ **Stimulate partnership dynamics** through collaboration with other organizations having the same intervention themes. By collaborating with the advocacy organization ONE on corruption issues, the Institute wanted to contribute to the strategy defined by the African Union that declared 2018 as the Year of the Fight against Corruption. Thus, through this collaboration, which resulted in the finalization of an Advocacy Document for decision-makers and the establishment of an Advocacy Committee whose co-leadership is provided by ONE, Gorée Institute and the Civil Forum, the objective is to implement the African Charter for Democracy, Elections and Governance and the ECOWAS Protocol against Corruption.
- ✓ **Be recognized** for its research programmes and its positioning as a qualitative contributor to the debate on peace and security issues through the invitation to take part in the work of the Scientific Commission with a view to holding the Dakar Forum in 2018.
- ✓ **Strengthen the governance component in its programmatic content and explore new orientations based on the approach adopted in the field of elections**
- ✓ **Support its portfolio and experience in the field of electoral assistance** by supporting Ivorian civil society and by implementing an electoral monitoring programme in Senegal. In the same vein, by providing support to Ivorian civil society during local and regional elections in Côte d'Ivoire, this is an opportunity to strengthen the experience of monitoring in the context of a list voting process.
- ✓ **Enhance its electoral monitoring tools** by experimenting with social network monitoring for the first time during the presidential election in Senegal in 2019.
- ✓ **Continue to contribute in several ways to peace and stability in West Africa**, in particular by observing and monitoring elections, given that they are factors of instability, particularly in Africa.



TERAL : A self-financing mechanism

The Teral Department, created in 1994, is the self-financing instrument of the Gorée Institute. Through the seminars and training it facilitates, the Teral Department supports programmes with the vision, mission and strategic objectives of the Gorée Institute and contributes 30 to 35% of the Institute's operating expenses.

Teral offers an ideal setting for exchanges, interaction and relaxation by offering several services ranging from the organization of seminars and conferences to the coordination of recreational activities on the island of Gorée, a place full of meaning.

The Teral Department mainly targets international organizations, the donor community, institutions dedicated to issues of interest to Africa, but also the international community, researchers, organization leaders, artists, businessmen, economists, scientists, etc...

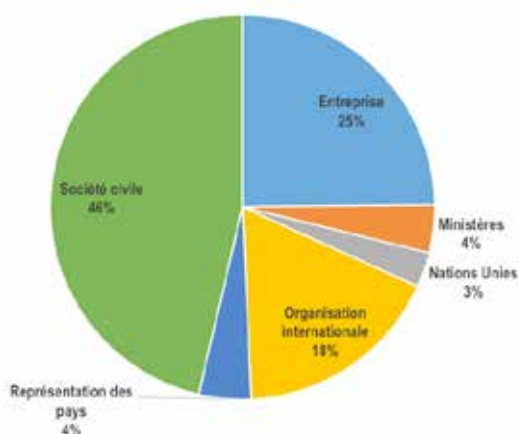
The Objectives of the Teral Department are to:

- ❖ Support the Institute's commitment to be part of a dynamic of regional and international collaboration.
- ❖ Strengthen the Institute's financial security and stability by contributing to current and operating expenses.

For the year 2018, the Teral department facilitated 11 internal seminars consisting of Institute projects and 19 external seminars for the benefit of partner organizations or institutions. In total, 749 people through various meetings or seminars benefited from Teral's services. (See Figure 1 below for the typology of organizations that accessed Teral's services in 2018.)

Teral's vision and strategy for 2019-2020

Will focus on various projects:



- Development of partnership projects with universities, national and international schools.
- Creation of a Centre of Excellence for Capacity Building
- Writing residencies for academics, researchers, and scientists working in all disciplines
- Artistic and literary arts residencies for poets, writers, musicians and artists seeking time for work, reflection and engagement with a diverse community of the cultural or academic world.



IV Finance and Organizational Strengthening

As a pan-African civil society organization, the Gorée Institute remains a responsive learning organization committed to continuous quality improvement in its programmes, processes and organizational capacity. To this end, it is important that we succeed in reinventing ourselves in order to improve our performance, to broaden and deepen our influence in a geopolitical context marked by profound social, institutional and political transformations. Organizations such as the Gorée Institute, faced with new socio-economic issues and challenges, are undergoing a major transformation to ensure their institutional and financial viability. To this end, during 2018, efforts were made to improve its organizational capacities and performance, in particular by organizing the annual staff retreat, holding the annual meeting of the Board of Directors and mobilizing resources.

1. Annual staff retreat

The Goree Institute regularly reviews its orientations, programmes, projects and activities to ensure their relevance. To this end, the Institute organizes an annual retreat with all staff, including external resource persons, to discuss and take the measure of the work accomplished and to exchange on strategic choices and changes to be made at the programmatic and organizational levels.

In past cycles, the Institute has developed and implemented programmes and projects in the areas of peace and security, governance and democracy and culture. In 2017, the projects developed focused on capacity building, networking of citizen platforms and the production of books, guides and analysis notes (see 2017 annual report).

The retreat from 6 to 7 September 2018 was part of a permanent process to improve the relevance in the choice of programme orientations and performance in the achievement of results. Emphasis was placed on the review of the strategy document, programmatic orientations and strengthening institutional sustainability.

2. Annual Board of Directors' meeting

Following the annual retreat of the staff of the Gorée Institute, the Board of Directors held its annual meeting from 22 to 23 September 2018. The Board, which is the supreme decision-making body of the Institute, is responsible for providing strategic and political guidance, recommending and overseeing work, validating plans and making decisions to strengthen governance structures and institutional sustainability. The meeting validated the audit reports, the financial statements and, above all, the 2018-2021 strategy document. As a pan-African organization, the Council opted for opening up to North Africa, in particular by accepting the candidacy of Ambassador Hatem Atallah of Tunisia, former Executive Director of the Anna Lindh Foundation for the Dialogue between Cultures in the Euro-Mediterranean Area (Alexandria, Egypt)

3. Financial partnerships

During 2018, the Institute succeeded in diversifying its sources and methods of financing, by forging partnerships with various donors:

- 49% of the funding obtained in 2018 comes from Sida institutional support
- 34% of the budget comes from competitive funds and service contracts obtained from various institutions, including UNDP Côte d'Ivoire, OSIWA, the Ford Foundation, the Conseil de l'entente and the Canadian Embassy in the areas of electoral assistance in Côte d'Ivoire and Senegal, strengthening political dialogue in Guinea Bissau, and natural resources governance.
- The remaining 17% is the result of Teral's seminar facilitation activities and the services provided to partner organizations as part of capacity building.

In addition to its financial income, partnerships with institutions have been established for the joint implementation of activities including with ONE, an international advocacy organization with which the Institute successfully organized an anti-corruption advocacy workshop in Senegal.

However, with the withdrawal of Swedish cooperation, the major challenge remains beyond the diversification of the donor portfolio - institutional support previously provided by Sida.

4. Perspectives: Working towards the establishment of a Centre of Excellence

The Gorée Institute, as a centre of competence and capacity building, a catalyst and facilitator organization, a place of reflection and research to facilitate dialogue and exchange, aims to create a centre of excellence by the end of 2020 - a set of tools and skills, but also the improvement and promotion of our networks of competence and actions in Africa and the rest of the world.

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

In this perspective, the Gorée Institute's sabbatical residences managed by the Teral department will continue as way to host the work of researchers, artists, writers and academics from the continent and elsewhere. The peaceful setting on Gorée Island, a UNESCO World Heritage Site, with its linguistic and cultural diversity, capitalizing on peace experiences, conflict prevention, governance, elections, institutional strengthening and future achievements Forum to foster positive social change for African and global citizens.

5. Financial Statement

Statement Of Revenue and Expenditure

Reporting period : from Jan 2018 to December 2018

Currency : FCFA

Exchange Rate 1Euro = 655,957 FCFA

STATEMENT OF EXPENDITURE

	Amount
1 Salaries	170 357 725 F
2 Maintenance	15 024 750 F
3 Utilities	18 576 313 F
4 Administration	41 544 858 F
5 Governance	9 752 824 F
6 Equipment	3 498 000 F
7 Programs and Teral Activities	314 629 570 F
Total	573 384 040 F

FUND RECEIVED

	832 790 494 F
1 Fund received and Revenue	586 031 041 F
SIDA2012	210 805 564 F
FORD FOUNDATION 2018-2019	83 093 906 F
OSIWA 2018	113 800 000 F
UN WOMEN GB	6 891 200 F
FCIL 2017-2018	435 977 F
PNUD IVORY COAST 2018	36 195 100 F
TERAL	134 809 294 F
2 Beginning Balance(01/01/2018)	246 759 453 F
Balance in 12/31/2018	259 406 454 F



V Board of Directors and Staff

1. Board of Directors

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
Saïdou Nourou Ba**
Sénégal
Consultant en Coopération
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