



# 20 ANNUAL 15 REPORT







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# About Goree Institute

Goree Institute (GORIN) is an independent Pan-African Organization of Public Interest (OPI) with a diplomatic status warrant of its integrity. Neither its independence nor its integrity is negotiable: the Pan-African Board of Directors has the authority and power of decision of the organization.

Goree institute was founded on 25 June 1992 during a solemn ceremony presided by His Excellency Mr Abdou Diouf, President of the Republic of Senegal, with the support of Mr Ahmed Salim AHMED, Secretary General of the Organization of African Unity. The institute counts as its founding members a group of dedicated Africans eager for progress, justice and freedom who firmly believed in cooperation and self-sufficiency.

The idea of the institute was first formulated in 1987 by then President Diouf during the famous Dakar meeting for Democracy in South Africa organized by the African National Congress leaders (ANC) in exile with a group of progressive and liberal Afrikaners. The meeting funded by both Danielle Mitterrand and Soros' foundations took advantage of the presence and support of Africans from other regions of the continent, and has widely contributed to the establishment of democracy in south Africa in 1994: An African solution to an African problem.

## VISION

Goree institute works for the advent of a peaceful, fair and prosperous Africa, more present on the international scene; endowed by committed societies and strong institutions, open minded and self-sufficient citizens, with efficient and democratic states, prosperous and transparent companies, a committed and independent civil society.

## MISSION

Goree Institute's mission is to promote the emergence of fair, peaceful and self-sufficient societies in Africa. The organization achieves its mission by striving to widen a range of paradigms, tools, know-how and skills that can promote the emergence of peaceful and self-sufficient societies. To this end, Goree Institute also contributes to building the capacities of the institutions and individuals making up these societies and working towards their establishment. In doing so, the institute optimizes the use of the continent's human, creative, and financial resources, while exploring and adapting best practices learnt from various places.

## VALUES

The dedication of the entire personnel to the institution and its mission constitutes GORIN's main asset. Innovation, creativity, critical thought and involvement in action networks are by excellence, the driving force behind the institution's values, competences and essential activities.

## STRATEGIC GOALS

Through research, facilitation and intervention, the Institute's objectives are:

- To strengthen political dialogue and entrench peace;
- To Prevent conflict and support people as well as institutions working at national, sub-regional and regional levels for the development of an efficient solution to political and social problems related to peacebuilding;
- To improve political governance and electoral processes;
- To develop the continent's human, artistic and economic creativity.



# List of acronyms

ANC:	African National Congress
AQIM:	Al-Qaeda in the Islamic Maghreb
AWA:	African Women in Action
ACDEG:	African Charter on Democracy, Elections and Governance
ECOWAS:	Economic Community of West African States
INEC:	Independent National Electoral Commission
CEN-SAD:	Community of Sahel-Saharan States
RECs:	Regional Economic Communities
CERADD:	Carrefour d'Etudes et de Recherches-Action pour la Démocratie et le Développement
ECPF:	ECOWAS Conflict Prevention Framework
CPFD:	Conflict Prevention Framework Document
GORIN:	Gorée Institute
SGPC:	Salafist Group for Preaching and Combat
UNHCR:	United Nations High-Commissioner for Refugees – Regional Office for West Africa
ICRC:	International Committee of the Red Cross
ICVA:	International Council of Voluntary Agencies
IFC:	International Finance Corporation
MDFC:	Movement of Democratic Forces of Casamance
IOF:	International Organisation of La Francophonie
PIO:	Public Interest Organization
NGO:	Non-Governmental Organization
ONG 3D:	Démocratie Droits Humains et Développement local/
DHRLD:	Democracy, Human Rights and Local Development
CSO:	Civil Society Organization
UNPBF:	United Nations Peacebuilding Fund
UNDP:	United Nations Development Program
PROSE:	Projet de Savoir Elctoral/ EKP: Electoral Knowledge Project
TFP:	Technical and Financial Partners
SIDA:	Swedish International Development Cooperation Agency
RESOCEL :	Réseau des Organisations de la Société Civile pour une Observation Citoyenne des Elections/ Network of civil society organizations for domestic elections observation
NOPSWECO:	Network of Peace and Security for Women in the ECOWAS Region
ICT:	Information and Communication Technologies
EU:	European Union
WAEMU:	West African Economic and Monetary Union
UNITAR:	United Nations Institute for Training and Research
UNOWAS:	United Nations Office for West Africa and the Sahel
USAID:	United States Agency for International Development
WACREN:	West and Central African Research and Education Network

2015 ANNUAL REPORT

I

# EXECUTIVE SUMMARY



## I

EXECUTIVE  
SUMMARY

Goree Institute's (GORIN) 2015 annual report highlights and outlines the progress made towards achieving the goals stated in the 2012-2014 strategic Action Plan: **Building Collaborative Partnerships towards the Promotion of Peaceful and Secured Communities in West Africa**. It is a three-way strategy implemented through Research, Facilitation and Empowerment which includes Advocacy. Each activity has been conducted to ensure that all programmes succeed in meeting the overall goal. Moreover, Goree Institute places a special emphasis on promoting and reinforcing CSOs critical role and involvement in peacebuilding, conflict prevention and political processes in West Africa.

Based upon its previous activities focused on governance, peace, and human security, Goree Institute continues its steadfast involvement in the areas of peacebuilding, conflict prevention and electoral processes. For the last four years, the organization has been working in the field of research, facilitation and capacity building in the following West African countries: Guinea, Mali, Liberia, Sierra Leone, Côte d'Ivoire, Togo, Guinea Bissau, Senegal, Niger, Burkina Faso, Benin, Ghana and the Gambia. During this period, the projects implementation put an emphasis on the promotion of women, media practitioners, youth effective and efficient involvement in peace and democratic processes, as well as on natural resource governance, parliament assistance, the monitoring of institutional stability and human security involving all programmes related to peace, security and governance.

For the last two years, considerable efforts in electoral assistance have been centred in Côte d'Ivoire, Guinea, Togo, Guinea Bissau and Congo-Brazzaville with the support of the United Nations Development Programme (UNDP) and the European Union. Goree Institute actively collaborated with these countries' national CSOs through the creation of Networks of CSOs for peaceful and credible elections.

By building the capacity of women, youth, media practitioners and CSOs leaders, Goree Institute seeks to contribute to the creation of a lasting solution for the consolidation of peace, conflict prevention, and the reinforcement of democracy.

Goree Institute's activities are a significant contribution to the implementation of regional and international instruments which promote democracy, governance and peace in Africa. The institute particularly does so by linking its work with the United Nations Security Council Resolution 1325, the African Union's Charter on Democracy, Elections and Governance (ACDEG), as well as ECOWAS' additional Protocol on Democracy and Good Governance. Goree Institute also played a key role in the monitoring and evaluation of ECOWAS' framework for conflict prevention through its project on the monitoring of institutional stability and human security.

During the year 2015, Goree Institute hosted a number of activities within the Peace, security and governance arena. Its trainings and short courses workshops have provided new skills to the beneficiaries of GORIN' projects.





Furthermore, The Goree Institute strongly contributed to peaceful and credible presidential elections in Togo and Côte d'Ivoire in 2015 by deploying an electoral assistance mission and a High level Group of contact for consultation, facilitation and mediation among the electoral process' stakeholders.

During the 2014-2015 implementation period, resource mobilisation was GORIN's main challenge as the institute faced some hardship in securing enough funds which would help complete the implementation of its priority programmes. This was another repercussion of the 2008 economic crisis. Another difficulty faced was to link the peace and security agenda to new emerging issues, such as the Ebola pandemic, the socio-economic crisis, the ongoing war in northern Mali and the creation of democratic public services in Burkina Faso. The Attraction and retention of skilled staff to insure the projects stability has been another challenge. Despite all the challenges, Goree Institute continued its work by serving its target group, and achieved significant progress in its areas of operation.

As a way forward, Goree Institute will continue to engage in political advocacy at the national, regional and international level in order to maximize opportunities for citizens' inclusion in peace processes in West Africa. GORIN will keep reinforcing the capacity of CSOs working on Democracy, Governance, Peace and Conflict Prevention. The Institute will also continue to strengthen the capacity and expertise of civil society organizations in the field of conflict prevention, peacebuilding and elections.

Along with our regional approach, a more specific strategy based at the national level needs to be adopted in countries such as Guinea, Guinea Bissau, Côte d'Ivoire, Togo, Mali, Burkina Faso, Benin and Niger. There is a permanent need to pay special attention to women's, youth and media needs in peacebuilding and conflict prevention. Various platforms which the institute contributed to creating in Togo, Guinée Bissau and the Republic of Guinée will continue to play a key role in advocacy for the reinforcement of democratic states, the reinforcement of civil society organizations and for the voices of women as well as that of the youth to be heard. Goree Institute will also continue to implement the management book while strengthening projects in the field.

The Programme "*Alliance of African Initiatives for Peace and stability in West Africa*" allows Goree Institute to contribute to Africa's institutional stability and human security through reflections, research, monitoring, analysis and advocacy. The monitoring of institutional stability regularly conducted by the Goree Institute on the basis of the ECOWAS' Conflict Prevention Framework helps improve the level of comprehension of the sources of instability in our respective countries and to initiate inclusive multi-stakeholder dialogues. This will contribute to easing tensions and crises within the region.

For the year 2016, the Goree Institute will continue to build strong bridges with civil society organizations in Africa, particularly those within the ECOWAS region working in the areas of conflict prevention, peacebuilding and electoral processes. In addition to research and capacity building at the regional level, the Goree Institute will work on the creation of platforms at the national level to foster a culture of dialogues for national cohesion. It will also initiate the creation of peace and mediation committees as well as mechanisms for citizens' engagement in an inclusive monitoring and governance of resources.

The Goree Institute will therefore engage alongside civil society to help transform unsuitable structures and systems. The organization will work on an organizational development process at the local level to enhance a sense of understanding and to reinforce communities' capacities, as the first step for the creation of solutions to local problems.



In conclusion, 2015 was a productive year in terms of achievements with the institution's growing leadership in the field of electoral assistance, in the capacity building for peace and conflict prevention, as well as in the establishment of platforms and spaces which foster dialogues. This allowed for ongoing partnerships with various stakeholders for the promotion of peace and security and the mitigation of elections-related conflicts, therefore contributing to peaceful and credible electoral processes in Africa.

This report presents the main activities carried out during the year 2015 and contributes to the achievement of our mission, that of a just and peaceful Africa with self-sustaining, dynamic, open and committed communities.

In order to keep serving our target groups, beneficiaries and partners, the Goree Institute, will continuously strengthen its corporate governance and leadership, essential elements to ensure the effectiveness and sustainability of the organization. This necessarily requires the continuous development of strong and credible professional mechanisms and systems.

Finally, the Goree Institute wishes to express its gratitude to its financial partners, including the Swedish International Development Agency (SIDA), the United Nations Development Programme (UNDP), the United Nations Peacebuilding Fund (PBF), to name a few. A note of gratitude is also extended to the commitment and perseverance of the staff under the leadership of all the Board members who, along with the West African civil society networks of organizations as well as regional and international partners, have greatly contributed to building up the institute's positive reputation across the African continent.



# II

# PROGRAMMES OVERVIEW



## II

PROGRAMMES  
OVERVIEW

In West Africa, current or potential conflicts are primarily rooted in the populations' precarious living conditions, which are the result of unequal and unfair distribution of resources that are in abundance in the sub-regional countries. These deplorable conditions are namely: poverty, and endemic youth unemployment fostering their recruitment into armed militia, insecurity, women and girl's exclusion, serious shortcomings in the governance of resources, corruption of political regimes, etc.

Significant efforts have been made by ECOWAS member states, with the support of the technical and financial partners, to resolve the various crises undermining the development of the sub-region. Indeed, improvements can be observed in the areas of conflict management, peacebuilding and security in West Africa, but these efforts have not lived up to expectations. They are hampered in particular by tensions and new conflicts, called «low intensity» conflicts and often resulting from rapid change, sometimes violent, linked to governance, political instability, human security problems, etc. Thus, there is a chronic instability in the countries of ECOWAS.



To these challenges get added new risks and threats to peace and security, including arms, human and drug trafficking, the resurgence of identity-related and political rebellions, terrorism from Boko Haram and the Salafist group for predication and combat, which became an offshoot of the Al-Qaeda network in the Islamic Maghreb (AQMI). The Senegambia as well as the Mano River regions are progressively being affected by a series of crimes related to drug trafficking, and serve as a hub for South America and Europe.

In such a context, Goree Institute has developed three specific programs with an emphasis on Gender. These programs are Peace and Security, within which fall projects on Peacebuilding and Conflict Prevention; the Program on democratic Governance and electoral processes; and the program “Imagine Africa: Encouraging artistic and literary creativity”.

## A. PEACE AND SECURITY

Goree institute’s “Peace and Security” programme puts an emphasis on the challenges faced by civil actors, in particular civil society organisations, the academics and the media. It also works with defence and security forces on peacebuilding, conflict prevention, institutional stability and human security. This strategic pillar within the Institute aims at preventing risks of tension by promoting social cohesion and citizenship, building the capacities of actors evolving in the area of conflict prevention, mediation and peacebuilding. This programme’s goals are:

- To efficiently contribute to conflict prevention and peacebuilding by reinforcing the capacities of local communities, state actors, CSOs and regional organizations for the prevention and resolution of conflicts in order to obtain sustainable peace.
- To improve the partnership existing between CSOs, state actors and the RECs which contribute to promoting peace and security through the prevention of crises as well as violent conflicts on the continent.
- To facilitate an inclusive multi-actors dialogue at regional and national levels to address conflict and institutional frailty causes and effects, in order to strengthen conflict resolution and institutional stability mechanisms.
- To pursue the development of core competences in order to provide African actors with capacities for governance, peace and security through training and research for the promotion of good governance, peace and stability

### 1. Alliance of African Initiatives for Peace and Stability in West Africa

The “Alliance of African Initiatives for Peace and stability in West Africa” is a programme based on three fundamental pillars: Alliance-Peace-Stability. The “Alliance” concept refers to a network of civil society actors working in conflict management for the stability of West African countries. During its first years, the programme focused on the search for innovative endogenous mechanisms for conflict management, with particular emphasis on the ones relating various ethnic groups, especially those with common borders; this for the purpose of promoting these mechanisms. Three years later, given the instability trends which emerged in some of the ECOWAS countries, the capitalization of experience helped develop other tools to face this type of imbalance. The network is structured around two research and action poles encompassing countries which share common borders. These are Senegal, Guinea Bissau and the Republic of Guinea (for pole I), Mali, Côte d’Ivoire and Togo (for pole II).

The general objective of the programme “Alliance of African Initiatives for Peace and Stability in West Africa” is to contribute to strengthening civil society actors in the role they play within the institutions’ stabilization mechanisms in West Africa. This calls for the study of the political and social disparities, including political



and institutional challenges which contribute to the populations' vulnerability by building knowledge on the institutions' stability before proposing methods for the development of a holistic approach in the prevention of institutional stability and human security.

In reference to this objective, two projects were implemented in 2015: the project on the monitoring of institutional stability and human security in West Africa as well as the research project on the nature of conflicts in southern Senegambia.

### ***Activity 1a: Evaluation and capacity building workshop on tools for the monitoring and advocacy for institutional stability and human security***

Initiated by Goree Institute, the project on institutional stability and human security has been implemented in six countries: Senegal, Guinea Bissau, Guinea, Mali, Côte d'Ivoire and Togo for a one year period. The project is articulated around the research, production of training tools, capacity building and advocacy for change and evaluation of the institutions' stability. It aims at contributing to bridging the knowledge gap on the questions related to institutional instability. By committing to this initiative, Goree institute aims at strengthening, beyond civil societies, the regional collective action for the promotion of human security.

The research is based on the implicit hypothesis that a better knowledge of instability factors will help civil society actors commit themselves to the management of the city in providing effective support for conflict prevention. This would reduce political conflicts and establish political dialogue as a tool for conflict prevention.

After a year application of the capacity building modules "institutional stability" and "human security" as well as the monitoring and evaluation tool of governance systems, an evaluation and improvement workshop for the said tools with respect to their effective use was held in Goree Institute in February 2015 in the presence of the project's different focal points in Senegal, Guinea Bissau, Republic of Guinea, Mali, Togo and Côte d'Ivoire. Monitoring used by these civil society actors in order to advocate on the noticed disparities was the project pilot phase. The evaluation workshop not only allowed to assess the work achieved, but was also an opportunity to train focal points on the operational framework, data analysis, human resources and partnerships to be established. It also helped measure the changes to be taken into consideration.

The combination of training sessions with theoretical presentations (conducted over two days to favour assimilation), practical exercises and restitution sessions fostered the acquisition and updated knowledge, as well as a better mastery of advocacy and the monitoring of elaborated tools.

The plan developed for an advocacy strategy which was submitted to the participants is a model they could use with a certain flexibility and adapt to their context in order to contribute to bringing change. The group work done from ECOWAS' Conflict Prevention Framework and the project's strategic monitoring guidelines allowed a draft of advocacy document to be produced on Côte d'Ivoire, Guinea, Bissau Guinea, Mali and Senegal. Sub regional advocacy documents intended for ECOWAS were also produced on common themes (Pole A: Women in conflict prevention and peacebuilding; Pole B: Corruption as a hindrance for development).



### ***Activity 1b: Monitoring institutional stability and human security***

West Africa's security environment is marked by a colonial legacy which, by breaking Africa into its various entities, made it a vulnerable continent in many ways. The post-colonial states have not been able to meet the challenge of becoming a strong nation. Various problems have been found such as: Endemic poverty (11 of the 15 ECOWAS states are among the poorest countries in the world); striking social inequalities related to hoarding of wealth by an elite with little concern for the survival of the poor ; savannah and desert areas that constitute serious challenges to life in some states.

States considered in this project are at the center of global geopolitics with abundant natural resources and strong alliances with superpowers. Some of them constitute the transit points for significant trafficking circuits of all kinds, such as drug overly consumed by communities in the region. To this scourge, gets added the corruption, a practice that concerns the whole West African space and justifies the huge gap among social groups.

Environmental causes, including declining rainfall with increasingly precarious states, are also important factors of crisis.

Internal fractures are also sources of conflict in the subregion. These include borders that create territorial discontinuities in cultural continuity as is the case of the Gambia and Senegal; historical and cultural ties between the countries like Burkina Faso and Côte d'Ivoire, which explains the depth of the line drawn between states. Poor management of water points; the increase in school dropouts and discharged from military service after the statutory period under arms that fuel rebellions; the demographic dividend with a population of nearly 65% in less than 25 years; highly urbanized States resulting in the lack of spaces and often limited resources; the consolidation in the same populations of states with traditions and lifestyles which can hardly coexist such as nomads and sedentary: there are various sources of institutional instability which can easily lead the sub-region to collision if poorly managed.

It is with this background that the project on the Monitoring of Institutional stability and Human Security was put into place, inspired by ECOWAS 14 components of its Conflicts Prevention Framework ( ECPF) to develop a monitoring mechanism of institutional stability whose primary objective would be to enhance its ownership by members of civil society in accordance with their assigned mandate.

To assess the implementation of the ECPF, data collection was organized within six (6) ECOWAS countries whose focal point took part in the training offered on human security. These have been designated to collect data on all 111 indicators organized into 30 sub dimensions also grouped into 14 themes within the ECPF. In order to obtain the most accurate assessment of the ECPF, several actors (targets) have been interviewed by the focal points. In each country, the focal points held a set number of interviews based on the characteristics of actors organized as follows:



	Senegal	Cote d'Ivoire	Mali	Togo	Guinea	Guinea Bissau	Totale
Executive	10	10	10	10	10	10	60
Judiciary	10	10	10	10	10	10	60
Parliament	10	10	10	10	10	10	60
Civil Society Organizations (SCO)	15	15	15	15	15	15	90
Technical and Financial Partners (TFP)	5	5	5	5	5	5	30
Citizens	10	10	10	10	10	10	60
<b>Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>360</b>

The Analysis of the results is done in each country based on each theme or dimension. For each country, a series of graphs is produced to facilitate the reading of the results. On each graph, different scores are indicated depending on the theme. Unfortunately, due to various challenges faced by the focal point in Guinea Bissau such as language, information gathered in that country could not be collected and analyzed within the set time frame. All five (5) remaining countries whose data was collected and analyzed show some points of vulnerability in relations to the ECPF's various themes on conflict prevention. No country has achieved an average of 2.5 in the theme of the ECOWAS Conflict Prevention Framework. Nevertheless, some countries have fewer vulnerabilities compared to others. With the highest score on ten (10) out of the fourteen (14) ECPF dimensions, Senegal appears to be the least vulnerable of the 5 countries, followed by Côte d'Ivoire, Togo, Guinea and Mali.

The analysis of the various themes clearly highlights the various vulnerabilities of each country from one dimension to another. If Togo is third overall, it beats Senegal regarding the theme on «Media» with a score of 3.7 against 3.4 for Senegal. It is tied with Senegal in the dimension «Cross-border initiatives» with a score of 2.5 for both countries. Guinea, with a score of 2.4 for the dimension on «Standby Forces» is ahead of Senegal, which has recorded a score of 2.2.

Significant differences were noted with respect to the scores obtained by some countries for various dimensions. For the dimension «security governance», the difference between Senegal which got the best score of 3.6 and Mali which has the lowest score 2.1 is 1.5. Other countries obtained respectively 2.6 for Togo, 2.5 for Côte d'Ivoire and 2.5 for Guinea.

Some similarities are still observed among the countries. The five (5) countries have achieved satisfactory scores on the «Media» dimension. The lowest recorded score is 2.8 for Cote d'Ivoire and Mali. Guinea, Senegal and Togo respectively obtained 3; 3.4 and 3.7.

In contrast, all five (5) countries show some vulnerabilities in the «Cross-border initiatives» dimension. The best score of 2.5 recorded for this dimension was for Senegal and Togo. It is just average, considering that the highest rate possible is 5. A common vulnerability lies in the governance of natural resources sector where the highest score of 2.6 was obtained by Senegal. The other countries are below average with the following scores: 2 for Togo, 2.2 for Mali, 2.3 for Guinea and 2.4 for Cote d'Ivoire. These vulnerabilities have been observed for the dimension «ECOWAS Standby Forces.» Indeed, the only country that scored





above the average is Togo with 2.7. The other countries are below average with 2.0 for Côte d'Ivoire, 2.2 for Senegal, 2.2 for Mali and 2.4 for Guinea. The explanation probably lies in the fact that the populations mostly ignore this theme. Therefore, some measures must be taken within this framework at the state level. In regards to vulnerable groups, it seems that some efforts have been made by some of the countries. For the theme «Women, Peace and Security», the scores recorded by Senegal, Côte d'Ivoire, Togo and Guinea of respectively 3.4; 3.3; 2.8 and 2.8 are overall encouraging. The situation appears however unsatisfactory in Mali which obtained a score of 2.4.

For the dimension «Youth Promotion» scores by Senegal, Ivory Coast and Togo of respectively 2.8; 2.9; 2.7 appear acceptable despite the efforts still to be made. The situation however is far from being the best in Mali and Guinea, countries with scores below the average, with respectively 2.3 and 2.4.

A detailed report on the monitoring of institutional stability and human security on these five (5) ECOWAS countries is available.

## DEMOCRACY AND POLITICAL GOVERNANCE

	Senegal	Mali	Togo	Guinea bissau	Cote d'Ivoire	Guinea Rep
<b>Theme</b>	3,4	2,8	2,6		2,9	2,6
<b>Citizen participation in decision-making</b>	3,5	2,5	2,7		2,8	2,5
<b>Fair competition in the conquest of power</b>	3,6	3,3	3		2,9	2,8
<b>Efficiency of the separation of powers</b>	3	2,6	1,9		2,9	2,5

**Comparative table of results obtained by countries on the theme «Democracy and Political Governance»**



## Results achieved

Through the implementation of this initiative, the following results have been achieved:

- o Collaboration has been increased with members of civil society, including academics and other resource persons who took part in the training as well as data collection processes;
- o Trends in the countries involved in the project have been analyzed through the identification of the signs and root causes of conflicts;
- o Information has been gathered and capitalized through the production of a final document while solutions to the problems in the country have been prioritized;
- o The capacity of stakeholders has been built;
- o The security situation in West Africa has been assessed through the establishment of mapping disparities for the inclusion of improvements in the process;
- o An advocacy strategy has been implemented for civil society's highest form of involvement in the mechanisms of peace and security;
- o The ability to replicate the project in other countries has been considered;
- o The network has been consolidated through the six (6) countries of the sub-region and through the expertise given to the new civil society organizations taking part in this project;
- o The program's visibility has been assured through the focal points installed in the country as well as their activities in their respective countries;
- o Ownership is assured of the tools developed by stakeholders;
- o A periodic review of the institutional and political stability of the ECOWAS States is done through the evaluation framework of institutional stability and human security;
- o A strong contribution to peace in Africa is noted through the monitoring of institutional stability and human security in West Africa;
- o Strong Innovation is noted in the process put into place due to the capacity building tools and the approach developed.

### *Activity 1c: Research Project on the Nature of conflicts in southern Senegambia*

The research on the nature of conflicts in Southern Senegambia is a specific study focused only on this region. It contributes to the capacity building of civil society on institutional and political stability.

The research assumes that the various conflict management tools used by a large number of civil society actors do not adequately reflect the real problems raised by the Movement of Democratic Forces of Casamance (MFDC) whose main request is the independence of Casamance. The direct consequences of this claim are, after thirty-three (33) years of conflict, a series of abandoned villages and an increase in the number of displaced persons and refugees, particularly on the bordering countries.

The research conducted to determine the nature of conflicts in this part of the sub-region was done in order to provide adequate tools for the management of the conflicts that arise in this area. It was done in six months by a multidisciplinary team from the University Cheikh Anta Diop of Dakar, the University Assane Seck of Ziguinchor, the University of Banjul in the Gambia and the Research Institute of Guinea-Bissau.



The deep analysis of the research, launched in 2014 by the Goree Institute on the theme «The Casamance conflict: its geopolitics, profusion, media treatment and the role of religion» has led to dealing with the question of land. The publication «Conflict and Peace in Casamance: local and cross-border dynamics» which highlights the outcome of this research is an excellent book which can help understand the evolution of the conflict in Casamance. If the causes of the conflict are more or less well known, internal and border dynamics are not. Throughout the years, the evolution of the conflict has made it spill over the neighboring countries, giving it a sub-regional dimension. The rebellion has become «a strategic resource in the politico-military game of Guinea-Bissau and the Gambia.»

Through a holistic approach, the project has reviewed the management of land between tradition and modernity, through its inconsistencies and influences (Badji, 2015: 70). It has covered the humanitarian issues it raises, the geopolitics of the conflict, the influence of traditions and religion, the problem of refugees and displaced persons, as well as the way the media has covered the issue. The approach aims at providing information to some of ECOWAS country leaders to take another look at the conflict in Casamance while offering members of civil society conflict management tools which would be more in line with the reality in that zone.

After more than thirty years of conflict, the land which is at the heart of the irredentists claim keeps being at the forefront while being multifaceted. Aside from the traditional conflicts at the community level over land, the return of the displaced, spread out over the Senegalese territory, as well as that of the refugees mostly located in the Gambia and Guinea-Bissau will not fail to raise this issue considering that the lands abandoned by some have been occupied by others.

The book is in its printing phase and will be a good working tool for the members of civil society interested in the Casamance conflict and also for policy makers whose main goal is to find a solution to this crisis.

### Results Obtained:

- o The nature of the conflict in Southern Senegambia is better understood;
- o Synergy is created through the networking of researchers from the universities which took part in the research;
- o A book on the Casamance conflict has been elaborated.

## 2. African Women in Action (AWA)

Since the approval by the United Nations Security Council of the Resolutions 1325, 1820, 1888 and 1889, the issue of «Women, Peace and Security» has been consistently included in the international agenda without giving significant results. However, these provisions have the merit of constituting concrete steps forward as they attack the view that women are mere victims of war while recognizing their resilience and their key role as agents of peace.

Nevertheless, it is clear that to date, more than a decade after the unanimous adoption of UNSCR 1325, the promotion of initiatives for women and their representation in decision-making in favor of peace and justice remains elusive. Despite the measures taken by the technical and financial partners, some states' political will as well as actions in the field from several networks and African civil society organizations, very few achievements have been made so far.



Therefore, much work remains to be done in this area and efforts need to continue in the medium and long term, if concrete and sustainable results are to be achieved.

For the Goree Institute, the management of the specific needs of women is paramount in the work of building sustainable democracies in Africa. Thus, in the pursuit of its mission and its strategic objectives, the Institute considers women as key partners in particular regarding conflict prevention and peace building in the continent. It is in this spirit that the project Women, Peace and Security in West Africa: «African Women in Action (AWA)» was established.

Through this project, the Goree Institute aims to strengthen and promote the leadership of West African women at all levels of the peace process, to help end “gendered» discrimination and develop inclusive methods of conflict prevention and management. Clearly, the purpose of the project is to contribute to substantially increase the participation of women in decision making in order to reach sustainable peace, both within communities and at national and sub regional levels.

Overall the Goree Institute, putting an special emphasis on the expertise and leadership of women in the process of conflict prevention and peacebuilding, took a strong call directed by three urgent needs, namely : to strengthen women’s leadership in conflict prevention and peacebuilding in West Africa; to promote initiatives of women and traditionally marginalized groups of women in peace-building efforts as well as accountability mechanisms to prevent conflicts in the sub-region; to strengthen the technical and organizational capacities of women working for peace-building as well as for the promotion of justice and human rights in West Africa. Strengthening the technical and organizational capacities of women is particularly important for the Goree Institute, since they have always played a key role in conflict prevention processes, peacebuilding and building viable democracies in Africa. It is in this spirit that this project started with a training workshop for a small group of women leaders on conflict analysis and prevention tools in order to equip them for leadership and encourage them to play their full role in finding solutions for peace and stability in West Africa.

### ***Activity 2a. Capacity Building on «women’s leadership in conflict prevention and peacebuilding in West Africa»***

This training workshop was held from 4 to 6 February 2015, for 25 women leaders from nine countries in West Africa: Benin, Burkina Faso, Côte d’Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo. The participants mostly came from the Women’s Network on Peace and Security in the ECOWAS Region (REPSFECO) as well as its various branches; most of its focal points in the 9 countries were represented. This target group is all the more important as it also consists of women leaders of local or national organizations promoting gender equality. Various other women’s organizations working for peace and security were also represented.

The overall objective of this training session was to strengthen the capacities of the 25 women beneficiaries on leadership in conflict prevention and peacebuilding, to encourage them to increase their participation and influence decisions making processes in favor of peace at the national and sub-regional levels.



More specifically, it not only equipped the 25 beneficiaries with the tools necessary for the comprehension and analysis of their countries' various security threats, but also raised awareness on the importance of leadership in the prevention and mediation of violent conflicts at the community, national and sub-regional level.

## Results

- o The capacity of 25 participants has been strengthened in the analysis of the security problems that are a threat to peace and stability of their countries as well as in the West African sub-region;
- o The understanding of the peace process as well as the importance of women's involvement early on in the negotiation process of has been harmonized;
- o Awareness has been raised on the importance of women's leadership in the prevention and mediation of violent conflicts at the community, national and sub-regional level;
- o Networks have been strengthened through experience sharing;
- o The challenges to women and girls' greater involvement in conflict prevention and peace building have been identified;
- o Ownership of mechanisms has been assured through the participants' commitment to translate the lessons learnt into practice in their respective countries and to develop a plan for a strong monitoring and evaluation mechanism on the ground.

### 3. Peacebuilding and Conflict Prevention in West Africa

The «Peacebuilding and Conflict Prevention» program aims to address the multiple causes and consequences of conflicts in West Africa, for the planning and implementation of various activities of reflection, research and capacity building. In pursuing this objective, the program combines two complementary approaches: structural prevention and the operationalization aspect of conflicts. On one hand, the program places special emphasis on strengthening the technical and organizational capacities of West African CSOs and NGOs.

In this component, priority is given to the creation of platforms for experience sharing; strengthening the expertise of actors at the grassroots level and the establishment of national committees for conflict prevention and peacebuilding networks which could represent focal points to Goree Institute and serve as relays in the field. In addition, the program promotes reflection, research and the production of knowledge on building initiatives best suited for peace in the West African context, as the most appropriate policy and institutional reforms to meet the sub-region's security challenges. The focus is therefore on the documentation and publication of good practices drawn from various African experiences at local, national and regional levels.

In this context, the peacebuilding and conflict prevention program requires consistent actions from all actors, whether state or non-state. The effectiveness and sustainability of measures to address the causes of conflict, at the community, national, sub-regional or regional levels necessarily involves the pooling of various fields of competence and expertise.



Faced with the recurring conflict and growing insecurity in West Africa, Goree Institute set up in the framework of this program specific projects to contribute and adapt its action to the complex problems and challenges faced by the people and governments of the sub-region. Through these projects, various activities have been implemented to increase the Institute's effectiveness and contribution to Conflict Prevention in the ECOWAS region.

Strengthening technical and organizational capacities of CSOs and West African NGOs is an important part of this program. Thus, during 2015, special emphasis was placed on the training and development of youth skills, media players and CSO groups monitoring and fighting against corruption in the area of natural resource governance.

## **PROJECT 1: Youth Leadership in conflict prevention and peacebuilding**

### ***Activity 3.1: Youth Capacity Building Workshop on «leadership, conflict prevention and peacebuilding»***

The Goree Institute, as part of its 2012-2015 action plan, has been actively working with its partners to increase youth participation in peacebuilding, the prevention and management of conflicts and their education for non-violence in West Africa. During this period, the project was set up to provide youth groups with knowledge and skills in order to help them contribute to conflict prevention and the consolidation of peace at all levels.

Through this project, the Institute has devoted part of its actions to the youth to contribute to their education while encouraging them to participate in a peaceful manner, in political processes which have an impact on their future and that of their communities. The Institute also works on their awareness in regards to freedoms, rights and responsibilities whose respect must be demanded for the rule of law.



By working with and for young people in West Africa, the Goree Institute expresses its loyalty to a commitment that goes back to the date of its creation in 1991 and the ideals that led to it, namely: Giving young Africans their freedoms and rights by providing a framework for the free expression of opinions and ideas; Strengthening the capacity of the youth to participate in political as well as decisions making processes which affect them as well as the future of their communities; Strengthen youth leadership so they could become promoters of peace and development in Africa and in the world.

It is in this context that 22 West African young leaders were trained during a workshop held from 25 to 27 March 2015. The beneficiaries were from organizations and national youth networks. They were also issued from women's organizations and networks, local NGOs working for peace and Human Rights in the following countries: Benin, Burkina Faso, Cote d'Ivoire, Republic of Guinea, Mali, Senegal and Togo. This training was part of a series of the activities the Goree Institute has been conducting since 2013, in order to «promote youth leadership and their effective participation in peace processes in West Africa.»

The workshop's general objective was to build the beneficiaries' capacity in leadership and encourage their non-violent participation in political processes, including conflict prevention and peacebuilding. The training session was specifically held to provide participants with the knowledge, tools and technical expertise needed to develop strategies to promote the culture of peace and non-violence. It also aimed to get young people to understand the issues related to peace and stability in order to fully play their role in conflict prevention and peacebuilding. Nevertheless, it is imperative to keep encouraging young people to take responsibility vis-à-vis their peers and their communities. To this end, it is necessary to give them the knowledge and skills which would enable them to contribute to conflict prevention and peacebuilding in their respective countries and throughout the African continent.

## Results

- o A better understanding of notions and concepts related to conflict and their management as well as leadership and peacebuilding was acquired through a participatory and interactive competency-based facilitation method;
- o The specific concepts related to conflict, peace and security, leadership, political participation and citizenship were mastered;
- o Knowledge related to mechanisms for conflict analysis and prevention was increased;
- o Synergy was created among participants through networking;
- o Youth' awareness on the values and concepts related to peace and stability was raised;
- o Constraints and challenges related to the «culture of peace» and the socio-cultural development process of their countries were identified;
- o Resilience was increased through the development of conflict prevention and management strategies taking into account the values as well as national and regional mechanisms for peace and security.
- o Ownership was assured of the lessons learned by participants through the restitution of the training at the local level.



## PROJECT 2: Media and Conflict Prevention

### *Activity 3b: Building the Capacity of the Media in conflict prevention, peacebuilding and the promotion of human rights in West Africa*

For the Goree Institute, the participation of the media in the peace process is not only down to the ability of individuals to present a more or less reliable information; but it also requires compliance with ethical standards and principles in their daily professional practice. It also implies ownership and the practice of «ECOWAS Standards for the press to promote peace and security in West Africa.» Furthermore, it requires very specialized skills in the field of «conflict sensitive journalism» or «peace journalism». Through these concepts, the Goree Institute calls for the type of journalism that advocates for peace and social cohesion, which does not just stop at covering wars and other socio-political crises. It also helps analyze the crises in order to prevent them. From this point of view, a reporter for peace is «an observer, an informant but also a calming agent». Conflict sensitivity is the ability for an information professional to understand the context in which he made his report, analyze the effects of his professional activity in this context and act in light of his understanding of this context.

These three elements are fundamental and structure any conflict-sensitive type of journalistic work. Thus the purpose of this project. It is dedicated in large part to the media and has the purpose of strengthening the capacity of players in the West African media arena in conflict analysis, to raise awareness about the crucial role they can play in promoting peace and safety while exercising their profession.

It is within this context that a training session was held from 20 to 23 April 2015 for sixteen (16) participants specialized in the West African media, namely Senegal, Guinea Bissau, Benin, Togo, Côte d'Ivoire, Mali, Niger and Burkina Faso. The Goree Institute conducted this training in order to enhance media practitioners' skills in conflict prevention, peacebuilding and the promotion of human rights in West Africa. Throughout the training, the stakeholders were identified, as well as the motivations that underline their behaviors. The participants became aware of the fact that during times of conflict, journalists are not only just spectators, but they are also actors capable of influencing the escalation of the conflict and could therefore influence peace processes, either through good or bad practices.

### Results Achieved

- o Increased understanding of data analysis methods as well as the challenges of the production and dissemination of information in a context of conflict involving various actors;
- o Raised awareness on the importance of media coverage of conflict and its impact on public opinion's perception;
- o Raised awareness on the essential role the media can play in conflict prevention and peacebuilding through the dissemination of unbiased and useful information;
- o The importance of sharing good practices in conflict has been recognized;
- o Synergy has been acquired through networking





## PROJECT 3: Natural Resources and Conflict Prevention

### *Activity 3c: Capacity Building of CSOs in the prevention of conflicts over natural resources*

Natural resources are no less problematic, since the various conflicts often have a component related to either their access or management such as some minerals, fisheries and forestry. Indeed, a comprehensive study conducted in 2013 by the Goree Institute has identified the structural causes of conflict in the mining communities of the four countries of the Mano River Union which are Sierra Leone, Liberia, the Republic of Guinea and Ivory Coast. The high level of exploitation for some of these valuable resources, whether oil, gas, minerals or timber, has often been associated with the beginning or surge of violent conflicts that undermine the development of the sub-region.

This study has generated knowledge on the link between natural resources and conflict, with documentation on best practices, identifying risk factors and mechanisms that could reduce them. Through this research published and disseminated in October 2015, the Goree Institute was able to assess the dynamics and key issues related to conflict prevention and peacebuilding in the targeted countries.



Specific recommendations were made in the research report in regards to the strengthening of CSOs and local NGOs in the prevention of conflicts over natural resources in West Africa. It is based on these recommendations that a workshop themed «Overcoming the curse of natural resources for peacebuilding in West Africa» was held for about fifteen participants from 07 West African countries: Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, and Senegal. The 15 participants from CSOs and NGOs were carefully selected based on their active participation in ensuring transparency in the management of natural resources within these target countries and throughout the West African region.



The overall objective of this training was to build the capacity of the various civil society organizations (CSOs) present while giving skills to their representatives on conflict analysis and prevention over natural resources in West Africa. It was also to map out points of conflicts over natural resources in West Africa and to identify key actors in the sub-region. Ultimately, it is important to emphasize that although important to transfer essential skills, «capacity building» is only one aspect of the work that is to be done in the field for a real impact to be noticed. Thus, the Goree Institute is aware of the importance of this operational aspect. It goes without saying that funding projects for the trained actors is an absolute necessity, as it will allow them to be more efficient and to achieve tangible results while producing beneficial effects on populations

## Results Obtained

- o Increased understanding of the issues through the identification of key stakeholders, their interests and positions as well as prevention and mediation mechanisms through the development of the typology of conflicts in West Africa;
- o Basic knowledge has been deepened and the right tools necessary to understand conflicts over natural resources assimilated;
- o Sustainability of the partnership has been assured through the participation of the majority of participants in GORIN's electoral assistance technical missions during elections in Togo, Burkina Faso, Côte d'Ivoire and Guinea.
- o Participants' increased experience through their involvement in the field of conflict prevention.

All actions carried out under this program were put in place in order to bring about lasting change by giving knowledge and tools to beneficiaries working for the prevention and management of conflicts and peacebuilding. Particular emphasis was put on the social groups that are the least involved in peace processes in West Africa, those being the youth and women in particular, as well as the media and CSOs playing an important role on the monitoring of the governance of natural resources.

These activities were included in the continuity of the work the Goree Institute has done in recent years. This is particularly the promotion of youth leadership and women in peacebuilding; media's accountability in conflict analysis and prevention; and the strengthening of CSO's capacity for the monitoring of the good governance of natural resources.



## Program Perspectives

The activities planned within this program will, in the short and medium term, contribute to achieving the following objectives:

- o Promote local, national and regional initiatives related to the management of natural resources, gender equality and youth empowerment;
- o Encourage women to play a leading role in the design, development, implementation and evaluation of initiatives related to conflict prevention, resolution and peacebuilding while strengthening national as well as regional systems geared towards their protection and promotion;
- o Promote and strengthen youth capacity to produce autonomous actors, socially responsible and accountable for their actions while discouraging all behaviors and actions likely to lead to violence and insecurity in communities within the sub-region;
- o Help create a West African media landscape of freedom, transparency and accountability within which the electronic and print media play the role of watchdogs for peace and security, and serve as a platforms of mobilization and debate to promote human rights;
- o Continue to ensure that the natural resources management process, including the search for and exploitation of mineral resources, as well as the attribution of contracts and the disbursement and use of the profits they generate, are transparent, equitable while being environmentally friendly.

Goree Institute, through this program must continue to play its full role in the analysis and prevention of conflicts likely to undermine national and sub-regional development efforts. Now that the sub-region is repositioning itself to avoid the proliferation of conflicts, it is important for the Goree Institute to continue to promote the implementation of structural and operational measures for the prevention of conflict and foster initiatives to counter violence. In other words, it is imperative to put into place a medium and long term prevention and anticipation mechanism to be better prepared for conflicts and crises. This calls for a review of the relationship between internal factors which cause violence and the use of ECOWAS' instruments, including the Conflict Prevention Framework (ECPC).

## B. DEMOCRATIC GOVERNANCE AND ELECTORAL PROCESSES

The concept of democratization has become universalized. Governance has also become a flagship concept, driving all of the national and international institutions' actions. Bilateral and multilateral relations are also defined on the basis of that instrument which helps measure these institutions' level of performance, on the basis of which trust agreements can be sealed or broken. The phenomena and contemporary issues related to democracy, governance and political processes are annually reviewed and connected to the African States' efforts, especially those in West Africa within the framework of the Institute's activities. The strategic focus «Democracy, Governance and Political Process» addresses the issue through action, research, intervention, and facilitation. All the activities implemented in the course of this year need to be understood in light of this assessment.



With the universalization of democracy, electoral processes have become a leading indicator against which the performance level of political systems and processes is measured. As the Center for Democracy, Goree Institute develops several activities and initiatives to make intelligible the phenomena and analyze trends in the context of the implementation of public policies. Also several monitoring, observation, and evaluation tools are developed to a certain extent to «certify» the electoral processes that have been observed and monitored by the Institute, through its Electoral Assistance Unit.



In wanting to be a 3rd generation civil society «intermediary organization», Goree Institute has identified a strategy to diversify its partnerships. With respect to international institutions, African civil society organizations, research laboratories, and state institutions, Goree Institute has developed actions and is part of a sustainable and constructive cooperation dynamics.

The year 2015 was an election year, particularly in West Africa (Guinea, Benin, Burkina Faso, Côte d'Ivoire and Togo). The Institute, through its Electoral Assistance Unit, was solicited and able to successfully intervene in Côte d'Ivoire, Burkina Faso, and Togo. The exploratory missions done ahead of all electoral processes to meet with stakeholders and to carry out a good situation analysis helped propose activities in line with the needs and expectations. Through these missions, the Institute continues its anchoring in the areas of advocacy and lobbying while consolidating its position as an African institution aware of its responsibilities in the public space, helping to prevent electoral conflicts and thus contributing to the establishment of a peaceful Africa, which is a prerequisite for development.

Moreover, true to its organizational profile and investing itself in research, the Institute keeps this dynamic and strengthens its position in this area through the implementation of a number of research. This is done to provide intelligence about the voters' behavior and electoral events using the raw electoral data collected as part of the electoral assistance missions in order to understand the contemporary phenomena that may influence the orientations of African states in terms of governance, political stability, human rights, etc.

The implementation of the 2015 annual action plan is to be read through the prism of a recognition of Goree Institute's electoral support model whose assessment proves that it was confronted with various political contexts ranging from democratic strengthening/consolidation (Togo, Côte d'Ivoire) to a political transition situation (Burkina Faso). This model with very strong ICT influence, greatly contributed to the peaceful and fair electoral processes in Africa.



The “Democracy, Governance and Political Processes” program’s objectives are to take part in the advent of electoral systems conducted with integrity in Africa through the establishment of platforms for experience sharing, training and multi-actor interactions. The program also aims at supporting the political process in Africa through a better understanding of contemporary phenomena and the establishment of dialogue, reflection and research

## PROJECT 1: Elections and Conflict Prevention

In West Africa, if the «wave» of democratization in the early 90s gave rise to great hope among the people, it is clear that good examples of change after a free and fair election remain rare as it has been the case in Benin, Cape Verde, Ghana and Senegal. However, this is not a West African exclusivity: elections on the African continent in general are often contested usually result in waves of violence as noted in Kenya in 2007 and in Gabon in 2009.

In the long run, the consequences of electoral contestation as well as the violence resulting from it for the most part are unpredictable and harmful to peace and security in the sub-region. Indeed, a regime elected through contested elections inevitably has a fragile legitimacy with more or less a large part of the population feeling taken advantage of by a «parody election». Under these conditions, the restoration of social peace and national cohesion is even more difficult.

Furthermore, the risks of experiencing attempts of destabilization, which could generate to a coup are increasing. Each flawed election considerably undermines people’s trust in their leaders and thus reduces their political involvement. This results in an unstable social contract, social and political frustrations compounded by economic difficulties, and the installation of an «electoral paranoia» that neither promotes the entrenchment of democracy nor a climate of sustainable peace. The 2010-2011 Ivorian «post-election crisis» still pervades the minds: about 3,000 dead and millions of displaced after an election which was supposed to reunite the country. In Nigeria, the election of April 2011 resulted in a surge of violence in Northern provinces, killing more than 800 people in just three days. There could be many more examples to be cited.





Instead of stabilizing the political system and establishing governance for economic and social development, elections are now a factor of destabilization and destruction of the African countries' social, economic, political, and even cultural organizations. This is an ongoing issue which led Goree Institute to organize a training workshop from 5 to 7 August in order to discuss a number of issues, including: Why do elections cause violence and how to avoid it? Why are some elections followed by strife? How to avoid tensions and conflicts before, during and after elections? What strategies and programming forms should be adopted to anticipate and prevent violent conflict, for successful elections in West Africa in the coming years?

### ***Activity 1.1: Training workshop on “Leadership and Prevention of Electoral Conflicts in West Africa”***

This training session which focused on the theme «Leadership and electoral conflicts prevention in West Africa» was attended by 22 participants from the following countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Niger, and Senegal. The choice was placed on these countries due to the scheduled presidential elections which took place between October 2015 (Burkina Faso, Côte d'Ivoire, Guinea) and early 2016 (Benin, Niger). The purpose of the workshop was to bring participants to contribute to conflict prevention and electoral violence, through the identification of structural or short-term deficiencies that might prevent the holding of transparent, free and fair elections, based on the principles governing democratic elections. It was also to draw as many lessons of good practice as possible, based on the discussions, experience sharing and case studies shared during the three days, taking into account that these countries took different political paths since their accession to independence.

#### **Results:**

- o Enhanced comprehension on the universal principles, rules for managing the electoral processes, and a good mastery of electoral governance in a climate of tensions;
- o Increased knowledge of the strategic approaches and forms of programming to anticipate and prevent election-related conflicts in West Africa;
- o Enhanced comprehension of the experiences and models of leadership in Africa in the field of election administration and conflict prevention;
- o Increased knowledge on electoral conflict analysis and prevention tools.

This workshop jointly organized with the program “Peacebuilding and Conflict Prevention in West Africa» contributed to building capacity and raise awareness of state actors and members of civil society organizations in the selected countries on organizational and strategic leadership; conflict prevention and electoral disputes; the main principles and democratic management rules regarding electoral processes; control of electoral governance in a climate of political tension and crises; human rights, democracy, citizen participation and the role of civil society.



Moreover, the two programmes concretely demonstrated complementarity in their actions whose ultimate goal is to increase Goree Institute's efficiency in the pursuit of its mission: to «Contribute to the establishment of peaceful, fair and self-sufficient societies in Africa, strengthen political dialogue for the peaceful resolution of conflicts, contribute to the consolidation of democratic processes and institutions». Ultimately, the exemplary cooperation between Goree Institute and its partners was welcomed by participants and officials present at the closing ceremony.

## PROJECT 2: Exploratory Missions for Elections

The objective in the context of these exploratory missions is to introduce Goree Institute's model to the stakeholders in the electoral processes in the respective countries and explore the possibilities of intervention and participation in the establishment of electoral systems conducted with integrity in Africa.

However, each mission keeps its specificity according to the context, the stakeholders' expectations and pre-election stakes. In fact, the actions taken differ depending on the nature of the election (presidential, parliamentary, local, etc.) and on the scope of the initiatives. In Côte d'Ivoire, Togo, Burkina Faso, Benin, contact missions were carried out in the course of 2015, ahead of their respective elections. While in Burkina Faso a network of a hundred organizations was set up (Network of civil society organizations for citizens' election observation - RESOCEL), in Côte d'Ivoire and Togo, contacts were made and several stakeholders met.

Beyond the electoral support component, these missions are opportunities seized by the Goree Institute to share the fruits of its research and annual reports; to expand its field of intervention; to integrate new active networks in similar fields; to explore new avenues of cooperation with all stakeholders to the current political processes in African countries. Pre-electoral exploratory missions also allowed Goree Institute as part of its governance and political processes program:

- o To produce analysis reports on the pre-election political situation in Cote d'Ivoire, Benin and Burkina Faso;
- o To assess the capacity of the institutions responsible for organizing the elections and the role of key stakeholders involved in the electoral process in Cote d'Ivoire, Benin and Burkina Faso;
- o To understand the electoral laws and processes encouraging citizen participation and the holding of free, fair and peaceful elections;
- o To identify the needs of building stakeholders capacity including civil society organizations by creating synergy among them;
- o To identify possibilities for facilitating, coordinating and managing monitoring mechanisms as well as early warning and rapid response structures in order to prevent electoral conflicts while using ICTs.



### ***Activity 2.1: Exploratory Mission for Elections electoral processes in Burkina Faso***

Two exploratory missions were carried out in Burkina Faso during the political transition period marking the pre-election phase. Indeed, in January 2015, a mission to make contact was held and as a continuity, a networking workshop gathering thirty civil society organizations was facilitated by Goree Institute's Electoral Assistance Unit. Thus, after this meeting, the Network of civil society organizations for citizens' election observation (RESOCEL) was established.

The networking workshop resulted in the finalization of a Memorandum of Understanding and a Constituent Charter, documents marking the birth of RESOCEL and the commitment of all RESOCEL's member organizations to be involved in the observation and monitoring of the electoral process.

Following the establishment of RESOCEL, a second mission was conducted, this time jointly with the United Nations Office for West Africa and the Sahel (UNOWAS) and the High Commissioner for Human Rights (OHCHR) to keep the momentum initiated by the Institute through the establishment of RESOCEL. The objectives remain the introduction of monitoring tools available to the Institute for the stakeholders in the electoral process, sharing experiences and information, exploring opportunities to implement Goree Institute's electoral support model. The joint UNOWAS - Goree Institute mission was successful to the extent that it helped meet the key stakeholders in Burkina's electoral process while putting an emphasis on gender for a greater involvement of Burkina Faso women in the electoral process.

### ***Activity 2.2: Exploratory Mission for Electoral Processes in Benin***

In its desire to forge strategic partnerships with international institutions, Goree Institute with the United Nations Office for West Africa and the Sahel (UNOWAS) and the High Commissioner for Human Rights (OHCHR-BRAO) also conducted an exploratory mission to Benin in view of the parliamentary elections which were to be organized in that country. Goree Institute intervened as a specific technical partner as the political aspect was to be borne by the two (2) partner institutions.

During this mission, the Institute met with the UN resident agencies involved in the preparation and support of elections, the authorities in charge of the organization, management and supervision of the electoral process; and technical as well as financial partners in order to exchange on the concept of elections monitoring mechanisms and touch base with civil society organizations, implementing partners in the project.

The mode of operation and the results of the Monitoring Platforms for peaceful and credible elections, previously achieved in different countries were presented to them. The technical scheme to be implemented, given the national context and specificity of the country, was selected and finalized and all requirements concerning the implementation of such a platform could be evaluated. Women and youth groups were also prepared to work together to monitor the elections.

Particular interest was expressed with respect to the establishment of an electoral monitoring structure in Benin as part of the legislative as well as the 2016 presidential elections.

It should be noted that Goree Institute/UNOWAS/OHCHR joint missions enshrine to some extent, a form of recognition of the credibility of Goree Institute's model by its partner institutions. Indeed, they recognized Goree Institute's credibility as a strong, knowledgeable and reliable technical partner for the electoral support systems in Africa.





### ***Activity 2.3: Exploratory Mission for electoral processes in Côte d'Ivoire***

The presidential elections held in October 2015 in Côte d'Ivoire, were also challenging to the extent that this was the first general election (apart from the legislative elections) following the 2010 election that was strongly conflict-generating and whose «legal» turmoil can still be felt. The stake of this presidential election was therefore to consolidate all the efforts made for a viable democracy. At the request of the Women Peace and Security Network in the ECOWAS region, a second contact mission (following the one of July 2014) was conducted in Côte d'Ivoire to explore the possibilities of implementing the electoral support program in particular through the establishment of a women's monitoring structure, a tool for electoral disputes prevention and resolution, mediation, facilitation and information production pertaining to the election.

During this mission, the Institute supported the Women, Peace and Security Network in the ECOWAS region's regional office to network with other Ivorian women's civil society organizations and to officially launch the «National Alliance of Women for the implementation of a Common Agenda».

At the end of the mission, a charter was drafted, marking the beginning of a dynamic cooperation among Ivorian women's civil society organizations within the presidential election's context.

## **PROJECT 3: Electoral Support Project: The concepts of e-monitoring (ICT and Elections) for Peace and Security in Africa**

This project is to some extent the «laboratory» of the Electoral Knowledge project which gives a certain intelligibility to electoral processes, based on data and facts, collected beforehand through facilitation, observation, monitoring, and preventive mediation activities under the electoral support project.

### ***Activity 3.1: Workshop on Capitalization and evaluation of the tools used for the monitoring of electoral processes***

Goree Institute has succeeded in positioning itself as an electoral knowledge regional center and a Hub for the Bridge in West Africa. With this positioning, Goree Institute has gradually refined its strategy of intervention in the electoral field and especially in the electoral support system. The finalization of an electoral support model is the main element of completion of the ambition that the institute has set to support political and democratization processes in Africa. Interventions in Senegal, Togo, Guinea Bissau, Republic of Guinea, and Congo allowed Goree Institute to submit its approach to different field realities and to test several hypotheses to ultimately claim, without any pretensions, an electoral support model it designed and can defend.

A long maturation, experimentation, conceptualization, and practical implementation process has presided over the completion of this model.

In this model, there is a very strong influence of information and communications technology. This choice is motivated by the Institute's will to be in line with a rigorous dynamic of centralization of the information produced, to update the approach and make it more understandable due to the tools «trendy» aspect, to inform on a scientific and credible basis the observation and monitoring phases and to reduce any form of manipulation of the information produced.



### The workshop allowed:

- o To maintain the capitalization dynamics through the review of the tools available to Goree Institute in terms of electoral support;
- o To draw up an evaluation of the electoral support experiments conducted by Goree Institute in Africa;
- o To submit the monitoring tools available to the Institute at a critical technical review;
- o To diagnose Goree Institute's electoral support model for its improvement;
- o To review the procedures for the operationalization of elections headquarters for better performance when needed;
- o To explore new ways of actions for electoral support in order to strengthen the Institute's position in this field.
- o To open a perspective of quality certification of all the monitoring tools and the electoral support model of Goree Institute.

### *Activity 3.2: Goree Institute's International Observation Mission in Togo*

In 2013, an electoral support program of the Togolese civil society was implemented by Goree Institute during the parliamentary elections. The opportunity for an international observation mission during the presidential election in Togo in 2015 was a completion of the countless support initiatives the institute has developed since 2012 related to the political process (capacity building for more than 800 civil society actors and other stakeholders in the electoral process; effective expertise transfer in electoral matters; development of a critical mass of actors and electoral experts).

The objectives of such a mission were to contribute to ensuring transparency and integrity of the electoral process while respecting fully the State's sovereignty and the framework of the existing national law; to impartially testify with voters and the international community the electoral process (presidential elections); to rigorously observe the democratic process in order to help foster a climate of confidence, peace and credibility; to encourage the wide participation of Togolese citizens to the April 25th, 2015 election; to contribute to strengthening democracy in Togo and Africa; and to establish Goree Institute as a major player in regard to the consolidation of democracy in Africa

### Results

Through this international observation mission of the Togolese presidential election of April 25th 2015, Goree Institute has contributed, while respecting the State's sovereignty and national legislation, to the transparency and integrity of the election process in Togo, in particular through:

- o The establishment of a Contact Group which helped to instill a positive dynamics in the Togolese political dialogue;
- o The deployment of eighty (80) international observers throughout the country;
- o The production of a final observation report and a documentary film which can leverage the work done.



Furthermore, Goree Institute has seized the opportunity, by conducting this mission to position itself in the group of international observer missions in Togo. Indeed, Goree Institute, along with international observation missions of the African Union, ECOWAS, UEMOA, OIF and CENSAD has succeeded to constitute a Mediation Group to resolve the main bone of contention between the opposition, the power and the Independent National Electoral Commission which was the mode of data transmission. Similarly, the Institute has been mandated by the Mediation Group with the OIF to monitor and supervise the centralization and verification of the minutes received by the CENI for the announcement of results

### ***Activity 3.3: Goree Institute's Technical Mission support for the establishment of a monitoring mechanism in Côte d'Ivoire***

In view of the presidential elections in October 25th 2015, Goree Institute has been selected by the United Nations Development Program as a partner to provide technical support to prevent and fight against electoral violence. It should be recalled that Goree Institute's approach, as part of its electoral support model, can be summarized as follows: electoral monitoring tools for conflicts prevention and resolution.

To this end, the Institute has conducted the following activities:

- o A networking workshop which helped finalize the dynamics of synergy concerning the women and youth organizations of the Ivorian civil society already initiated during the exploratory mission. During this workshop, a Memorandum of Understanding was signed by all the member organizations of the initiative while the founding charter of the platform was drafted and the steering committee set up;
- o An exchange meeting with the Special Representative of the UN Secretary General;
- o The establishment of a women and youth monitoring platform to promote peaceful and credible elections in Côte d'Ivoire;
- o The establishment of the website (<http://www.elections-ci.org>), a Facebook page (Elections-CI), the facilitation of a Twitter account to join social networks worldwide and inform in real time on the Ivorian electoral process;
- o The training and deployment of 600 M-observers and 50 analysts;
- o The optimization of a monitoring structure to contribute to the prevention and resolution of electoral disputes by warning early the authorities in relations to noted problems;
- o Deployment of a High-Level Contact Group led by His Excellency Mr. Traore, former interim president of Mali;
- o Production of progress reports on Election Day

The support program, emphasized by the establishment of the monitoring structure was led by Goree Institute's Electoral Assistance Unit team. For the purpose of raising the bar within the election headquarters, the Institute brought a sense of innovation by using tablets within the monitoring structure's technical room. With support from the United Nations Development Program in Côte d'Ivoire, Goree Institute has been able to put in place an electoral support program whose main implementing partners were: the Association of Women Lawyers of Côte d'Ivoire, the Women Peace and Security Network in the ECOWAS region, the Ivorian Network of Young Leaders for integrity, Côte d'Ivoire's Youth Parliament, the Mano River Union Youth Parliament, the sociologists and anthropologists Students Network.

These different organizations, as part of a broad group called the Women and Youth's Monitoring Platform for peaceful and credible elections in Côte d'Ivoire, received technical support from Goree Institute in election monitoring and the establishment of a monitoring structure with all activities revolving around its success.



The main objective of participating in the establishment of a peaceful election is achieved through monitoring, observation, mobilization of the Contact Group, the optimization of an early warning and rapid response system (Monitoring Structure) as well as contacts with the authorities. The Women and Youth Monitoring Platform for peaceful and credible elections in Côte D'Ivoire was able to correct many deficiencies and thus qualitatively improve the electoral process.

From a symbolic point of view, it is important to note that:

- o The Women and Youth Monitoring Platform for peaceful and credible elections in Côte d'Ivoire managed to provide a dynamic through the legitimization civil society's monitoring and observation activities;
- o The Women and Youth Monitoring Platform for peaceful and credible elections in Côte d'Ivoire has been able to assert its institutional legitimacy;
- o The implementation of Goree Institute's technical support program intended for the Ivorian civil society organizations is a symbol of successful South-South cooperation;
- o The election support project has positively influenced the Ivorian civil society as well as the institutions involved in the elections;
- o By its professional and appropriate management, its innovative and context-adapted approaches, the electoral support project was a good example of added value.

### ***Activity 3.4: Goree Institute's Electoral mission in Burkina Faso***

Goree Institute, in partnership with the Network of civil society organizations for citizens' elections observation (RESOCEL) and the financial support of the International Francophone Organization, implemented a technical support program for the observation of the presidential and parliamentary elections in Burkina Faso.

This was done following the various contact missions it conducted in Burkina Faso, which allowed respectively to set up a network of civil society organizations and interact with all the stakeholders in the electoral process.

As part of this mission, the Electoral Assistance Unit was able to:

- o Train and deploy 300 national observers;
- o Train 25 electoral data entry operators and electoral data analysts;
- o Build a accessible website accessible and run a Facebook page;
- o Optimize an early warning and rapid response system through the establishment of an election monitoring group;
- o Mobilize a contact and coordination group to contribute to a peaceful and credible electoral process.



## PROJECT 4: Research and Publication

### *Activity 4.1: Publications*

Along with the above activities, four studies have been finalized and are available:

- o The «4th Symposium Acts» on Democratic stability: a solution for peace building in West Africa
- o “Goree Institute’s synthesis report on the 4th Annual Symposium»;
- o The «Electoral support Guide»;
- o The book «Comparative study on electoral violence in Senegal, Togo and Guinea» is in the process of being printed.

All these studies are available on Goree Institute’s website and in its documentation center.

### *Activity 4.2: Research on «The State of Democracy and Human Rights in West Africa»*

Following the success of the previous study on «The state of democracy in West Africa», a new study was started on the same theme and extended to a Human Rights component. The study covers the following countries: Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, Gambia, Ghana, Guinea Bissau, Republic of Guinea, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone and Togo. This study will provide an overview on the state of democracy and human rights in West Africa as well as recommendations for the improvement of democracy and human rights, based on the emerging national specificities.



As part of this research, a methodology workshop gathering several resource persons, under the coordination of the CERADD (laboratory representing Afrobarometer in Senegal) was organized to discuss the methodology to be adopted. The study is ongoing and will be soon available to the scientific community, partners, civil society organizations, etc

## Program's Results

The results achieved are of various kinds, both quantitatively and qualitatively:

- o 2 civil society organization networks are established in Burkina Faso respectively (Civil Society Organizations Network for Citizens' Observation of Elections (RESOCEL) and Women and Youth's Monitoring Platform for peaceful and credible elections in Côte d'Ivoire;
- o 1000 Burkina Faso and Côte d'Ivoire civil society actors are trained in M-Observation, classic observation, electoral data analysis and processing, etc.;
- o 80 players in the West African Civil Society (Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Guinea Conakry, Mali, Niger, Senegal) are mobilized for an international observation mission in Togo;
- o 4 Publications are made available to the Institute's partners including in the areas of democracy, governance, elections, etc.;
- o 5 contact missions were conducted during which all stakeholders in the ongoing electoral processes were met and sensitized on Goree Institute's activities and positioning in the field of elections as well as on the Institute's vision and mission;
- o 2 workshops respectively on capitalization and methodology gathering technicians, experts and resource persons in the areas of elections and democracy were organized; this has strengthened the Institute's position as a catalyst and a structure that fosters spaces for meetings and for the creation of synergies.

From a qualitative point of view:

- o Goree Institute's international observation mission in Togo, put the Institute in the position of facilitator. This was acquired through the central role it played in the dialogue which led to an agreement between political actors as well as the transfer mode it used to convey the results of the presidential elections;
- o The positive results achieved in its initiatives to strengthen to West African civil society organizations networks confirms the institute in its positioning as a stronger intermediary organization;
- o The use of ICTs, through which all monitoring and observation activities are performed, demonstrates perfectly the Institute's will to be part of an innovative dynamic through the adoption of modern tools, as well as the integration to the monitoring programs and activities implemented;
- o The Institute's position as an interface organization between civil society and technical and financial partners is increasingly strengthened through the supported initiatives and activities implemented;
- o Successful interventions in Togo, Burkina Faso, and Côte d'Ivoire remain a symbol of continuity and also recognition of Goree Institute's expertise as a center for the electoral Know-How. They also contribute to giving it its legitimacy as an intervention institution;



- o The principle of successful South-South cooperation remains a conclusive outcome because of the support missions. It also symbolizes the concept of self-sufficiency and peer-learning which is very important to Goree Institute;
- o Finally, the publications produced during the year strengthened the institute in its position as a pan-African institution which aims to achieve intellectual self-sufficiency through the production of scientific, credible, and strategic documents impacting development in Africa and the rest of the world.

The democracy, governance and political processes program's annual action plan, which also hosts Goree Institute's Electoral Assistance Unit could not be achieved without the support of the institute's various departments, resource people and the thousands of West African citizens mobilized as observers, monitors or technicians. Overall, most of the planned activities were realized. The occasional requests related to the support missions conducted add to them while marking a form of recognition of the Institute's expertise. Furthermore, the diversification of partners is an opening to many opportunities for collaboration. In 2016 the projects launched in the field of research will be completed while the institute will explore the possibilities for the certification of its tools as well as its electoral support model. As several electoral processes will be taking place throughout the continent, proposals for support programs will be offered.

Finally, the governance component will be strengthened through the implementation of a field research and action program, although in practice, governance is a cross-cutting issue and still remains, because of the pervasive nature of the Institute's activities. Indeed, all the actions related to electoral processes can be considered as a form of governance monitoring in the electoral field.



## C. IMAGINE AFRICA: ENCOURAGING ARTISTIC AND LITERARY CREATIVITY

### Peace by Force

In 2013 and 2014, Goree Institute's cultural program trained artists in printmaking techniques during two workshops, one on «Advocacy for Peace» and the other on the theme «Women, Printing, Peace and Security». These training activities resulted in the production of two portfolios that have enriched the institute's printing collection which visually reflects the idea of Peace in Africa. The exhibition of the Institute's last two portfolios at the National Gallery of Art in Dakar was inaugurated on April 20th and lasted until May 2nd 2015.



More than an exhibition, it is an effective advocacy event around issues of peace, security and conflict prevention in West Africa. This event clearly expresses the institute's commitment to artistic creativity as an essential resource for peacebuilding and conflict prevention.

The institute was able to encourage and improve the participant's existing skills, while increasing their comprehension of peace debates. These artists were given the opportunity to adapt their artistic approach to the language of peace, under a mutual artistic effort to advocate for socio-economic issues such as poverty, repression and violence. Through this exhibition, Goree Institute looked to help change the perception of visitors, allowing them to see Africa as a continent with great potentials



# III

## III. TERAL : MECHANISM OF FINANCIAL STABILITY OF GOREE INSTITUTE





# III

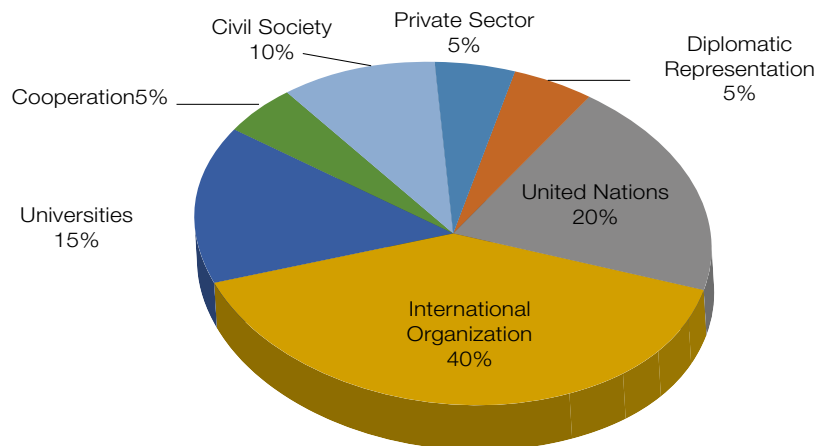
## III. TERAL : MECHANISM OF FINANCIAL STABILITY OF GOREE INSTITUTE

TERAL, established in 1994, is Goree Institute's self-financing instrument through which it promotes its vision of a self-sufficient and effective Africa. The TERAL Department, through the services it provides, contributes to about 20 to 30% of the Institute's operating expenses.

Through a wide range of domestic and international conference services, TERAL offers an ideal framework for exchange and interaction by targeting mainly international organizations, the donor community, researchers, artists, businesses, economists, scientists, etc.

Through the creation of the TERAL department, the Goree Institute has established an instrument whose internal usefulness is well established and which remains available to the external people.

In 2015, through its conference services facilitation mission, TERAL department was able to serve several institutions and organization, contributing to Goree Institute's communication strategy. It is actively works on the diversification of its partners' portfolio, which includes embassies and institutions among which United Nations organizations, international organizations based in Senegal or not, universities and others. The graph below shows the different types of partners that benefitted from TERAL conference facilitation services throughout the year.



Based on conference facilitation services performed during 2015 for the benefit of Goree Institute's partner institutions and organizations, TERAL department contributed to about 20.77% to the overall budget. This is to say that TERAL continues to strengthen the Institute's financial security and stability. Similarly, diversification of the Institute's partner portfolio via TERAL department beyond the African continent (Europe, America and Asia) helps strengthen Goree Institute's partnership networks. This year, TERAL established new partnerships especially with UNITAR Hiroshima Office in Japan, Newfield, Art Collaborating, Urgent Action Fund, WACREN, ICVA, IFC and CALIFORNIA UNIVERSITY.

Through TERAL, the Institute reinforces its regional and international collaboration dynamic allowing on one hand, a better understanding of its mission and on the other hand to ensure the Institute's scientific and political autonomy through the search for innovative financing.

TERAL has therefore established itself as a major player in the Institute's mandate both in public relations and in the resources generating mechanism.

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# INSTITUTIONAL STRENGTHENING





# IV

## Institutional strengthening

### 1. Partnership and Networking

Throughout the year, the Institute has strengthened its partnerships at sub-regional, regional and international levels.

Internationally, the Institute successfully collaborated with international organizations such as the Swedish International Cooperation Agency (SIDA), the United Nations Development Programme (UNDP), the United Nations Institute for Training (UNITAR) - Hiroshima Office, the United States Institute of Peace and Ford Foundation. These collaborations have been either in the form of financial or technical support.

At the regional level and in the African sub-region, the Institute has strengthened its ties with ECOWAS as well as the African Union, especially with their Political Affairs department and Electoral Assistance Unit. The partnerships have also included sub-regional civil society organizations such as WANEP, Women Peace and Security Network in ECOWAS, and the “Conseil de l'Entente” to name a few.

At the sub-regional level, Goree Institute has established strong partnerships with civil society organizations, universities and government bodies in Guinea, Guinea Bissau, Mali, Togo, Benin, Côte d'Ivoire and Burkina Faso. The Institute has facilitated the creation of civil society organizations platforms for peaceful and credible elections.

In terms of partnership and networking, several activities were carried out while lobbying actions were undertaken to establish the Institute's visibility and impact.

Partnerships and networks established by the Institute with national institutions as well as regional and international organizations helped:

- Improve the operational efficiency and implementation of programs;
- Mobilize additional resources;
- Facilitate access to information;
- Access to decision-making and influence policy through advocacy, facilitation and mediation;
- Build new skills, experiences and contribute to the sustainability of achievements;
- Pool resources and harmonize intervention strategies by adopting a multi-actor and inclusive approach.



## 2. Fundraising

With the exception of SIDA, the institute's main financial partner, considerable efforts have been made regarding fundraising, particularly in terms of electoral assistance and services provision through Téral department.

Regarding SIDA, the cooperation agreement was renewed following the annual review meeting held in May 2015. Apart from SIDA, the Institute has signed funding agreements with the «Conseil de l'entente» and UNDP for electoral assistance respectively in Togo and Côte d'Ivoire. Téral secured new partnerships with institutions such as UNITAR and ICRC, which provided Goree Institute with substantial financial resources. Compared to 2014, there's an increase in funds raised for 2015.

It is certain that the Institute should continue to diversify its portfolio of donors to avoid dependence on a limited number of financial partners. For this, the Institute plans to establish more joint venture partnerships with strong and reliable institutions while boosting its financial Stability Instrument (Téral).

## 3. Staff Capacity Building

Two of the institute's staff members took part in a training funded by SIDA on peace and security in Africa known as PASA. This training lasted 18 months and is divided into 5 phases: Phases 2 and 4 are study visits in Sweden for three weeks and in South Africa for two weeks. Between these two phases, the participants who are constantly monitored by mentors, must prepare a project. During the study visits, high level personalities came to give lectures. These trips were punctuated by visits to historical sites which were followed by discussions.

The PASA training, which is conducted under the SIDA International training program is a very rewarding event allowing actors and institutions dedicated to peacebuilding on the continent and in regional organizations to establish networks and work together. It gives them the opportunity to change perspectives on conflicts and to learn to develop a project. At the end of the program, a degree of the University of Uppsala, Accord, Indevelop and Sida is awarded to all participants who have successfully completed their projects.

Also, in order to reinforce the capacity of its staff, the Institute intended to bring in new support through the recruitment in the first quarter of 2016 of a Gender, Peace and Security Program Officer, as well as a Head of the knowledge Management department. This will not only help the Institute strengthen its position in the Peace and Security arena by taking into account the aspects of gender, but will also greatly contribute to its capitalization process. The capitalization of tools can be a starting point towards creating a center of excellence for training, research and advocacy.



## Prospects

### **At the management level:**

- Strengthen the institute's governance by continuing to co-opt new Board members to improve its functioning and structure;
- Mitigate risk management;
- Continue to improve the monitoring and evaluation system and report preparation;
- Intensify resource mobilization strategy;
- Implement the 2016-2018 Action Plan.

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BOARD





# IV

# Board

The Institute's Board of Directors met on 26-27 November on Goree Island. After a review of the activities conducted from January to November 2015, the Board members discussed the 2016 action plan and budget and unanimously adopted it.

**Andy Wynne**

**Angleterre**

Public Sector

Financial Management Specialist

International Auditor



**Ambassador Saïdou Nourou Ba**

**Senegal**

Consultant in Cooperation and International Relations

**Ayo Obe**

**Nigeria**

Lawyer, activist for Human Rights and Democracy Columnist



**Rafaël Marques de Morais**

**Angola**

Journalist, Reagan-Fascell Democracy Fellow, International Forum for Democratic Studies, National Endowment for Democracy



**Lucy Mutumba Mulyoyeta,**

**Zambia**

Sociologist, Former President of the APRM

**Breyten Breytenbach**

**South Africa**

Special Adviser in charge of special projects and advocacy



**Michael Savage**

**South Africa**

Professor Emeritus in the Department of Sociology at the University of Cape Town



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# FINANCIAL STATEMENT





## 1. Financial Statement 2015

### Income and expenses statement

Period: from January 2015 to December 2015

Currency: FCFA

Exchange rate: 1 Euro = 655,957 FCFA

EXPENSES						
						Amount
1	Salaries					189 845 628 F
2	Maintenance					12 059 763 F
3	Utilities					19 800 252 F
4	Administration					41 752 832 F
5	Governance					15 530 377 F
6	Equipment					3 995 749 F
7	Programmes and TERAL Activities					579 379 110 F
<b>Total</b>						<b>862 363 711 F</b>

Funds Received						1 267 786 381 F
1	Funds received and income					1 115 338 750 F
	SIDA 2012					460 223 682
	EUROPEAN UNION 2012-2013					30 731 789 F
	UNDP CONGO 2014					20 470 200 F
	CONSEIL DE L'ENTENTE					309 879 494 F
	UNDP COTE D'IVOIRE					50 112 300 F
	ONG3D/USAID 2014					12 163 532 F
	TERAL					231 757 753 F
2	Opening Balance (01/01/2015)					152 447 631 F
<b>Balance au 12/31/2015</b>						<b>405 422 670 F</b>