



ANNUAL 20 REPORT 16

25 years

1992 - 2017

2016 in review...



Table of contents

ABOUT GOREE INSTITUTE	05
LIST OF ABBREVIATIONS	06
LETTER FROM THE EXECUTIVE DIRECTOR	07
I. PROGRAMME REVIEW	11
A. Peace Building and Conflict Prevention in West Africa	12
Prevention of radicalism and violent extremism in West Africa	12
Youth Leadership and Conflict Prevention in West Africa	15
Media and Conflict Prevention in West Africa	18
Natural Resources Governance and Conflict Prevention in West Africa	19
African Women in Action (AWA)	21
Outcomes	24
B. Alliance of African Initiatives for Peace and Stability in West Africa	25
C. Political governance and electoral processes	28
Reminder of Strategic Objectives	28
Results Achieved	28
Activities	30
D. Advocacy and partnerships	41
E. Research and publications	43
Research	43
Publications	44
Media Resources	44
II. TERAL: SELF-FINANCING INSTRUMENT	45
III. CONCLUSION AND PERSPECTIVES	49
IV. BOARD OF DIRECTORS	51
V. FINANCIAL STATEMENTS	53

About Goree Institute

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

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

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

VISION

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

MISSION

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

VALUES

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

STRATEGIC OBJECTIVES

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

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

List of abbreviations

AAPS :	African Architecture for Peace and Security
ANC :	African National Congress
AQIM :	Al-Qaeda in the Islamic Maghreb
AWA :	African Women in Action
CIRAD :	Internationale Cooperation in Agricultural Research for Development
CISC :	International Coalition of Sites of Conscience
ECOWAS :	Economic Community of West African States
CSO :	Civil Society Organisations
CORDAID :	Catholic Organization for Relief and Development AID
ECPF :	ECOWAS Conflict Prevention Framework
EU :	European Union
GORIN :	Goree Institute
GPPAC :	Global Partnership for the Prevention of Armed Conflict
INS-CI :	National Institute of Statistics of Côte d'Ivoire
IOM :	International Organization for Migration
ITIEG :	Extractive Industries Transparency Initiative in Guinea
LASPAD :	Laboratory of Analysis of Societies and Powers Africa-Diaspora of the Gaston Berger University of Saint Louis
NGO :	Non-Governmental Organization
ONDH :	National Organization for Human Rights
PBF :	United Nations Peace-Building Fund
PFPC :	Platform of Women for Peace in Casamance
PIO :	Public Interest Organization
REPSFECO :	Women's Peace and Security Network of ECOWAS
RESOCIT :	Senegalese Network of Citizen Observers
SIDA :	Swedish International Development Agency
UNDP :	United Nations Development Programme
UNO :	United Nations Organization
UNOWAS :	United Nations Office for West Africa and the Sahel
WANEP :	West African Network for Peace

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LETTER FROM THE
EXECUTIVE DIRECTOR

Letter from the Executive Director



M. Doudou Dia
Executive Director
Goree Institute

The year 2016 was a pivotal year in the area of global peace and security through the arrival of new security challenges.

Indeed, various terrorist attacks, which took place in Burkina Faso, Mali and then in Côte d'Ivoire, have proved the need to broaden the mechanisms for consolidating peace and preventing conflicts for better involvement of civil society as well as their increased collaboration with the defense and security forces.

This goal is in line with the mission of the Institute, as it has taken into account the capacity-building needs of civil society representatives over the past 25 years and accompanied them during their participation in peace processes.

The Institute has carried out continuous work in this domain under the aegis of its 2016-2018 action plan and has strengthened its relations with its implementing partners.

Thus, its electoral support mechanism has been able to benefit countries outside its West African intervention zone, such as the Union of the Comoros, highlighting the effectiveness of this strategy, which can be a legitimate tool of assistance to work alongside the electoral systems of several countries outside the continent.

The cycle of electoral assistance in Côte d'Ivoire has been completed and included skills transfer—an important step to ensure the sustainability of actions.

Capacity-building with its leading partners in West Africa has been a strong focus of the Institute that has enhanced election monitoring through the establishment of platforms such as the regional youth center and that of media actors. The creation of Women's Peace and Mediation Committees set up in the second half of the year will play a key role in alleviating tensions at the local level for the advent of democratic states through community mediation.

The 5th Annual Symposium was an opportunity to explore ways of working together through the reflection of key players from West African civil society and representatives of regional institutions. This symposium, a strategic meeting, allowed the organisation to measure its capacity to produce and share knowledge for a better positioning of its Center of Excellence.

The mobilization of stakeholders working in governance and peace processes in the respective countries has been a force through various field missions to Côte d'Ivoire, Ghana and the Republic of Guinea.

Advocacy was conducted with decision-makers, such as in Guinea Bissau, where political instability once again marked the atypical path of this country.

The Goree Institute has also proved its worth in the generation of resources in its TERAL program, where more than twenty activities have been carried out and new partners engaged.

In terms of institutional strengthening, the audit carried out by an institutional donor was a highlight in the consolidation of achievements and the evaluation of the institutional capacity of the Institute for better positioning in the field. A new partner joined the donors, namely the Ford Foundation, which believed in GORIN's institutional capacity to implement its electoral-monitoring mechanism in Ghana.

In the year 2017, the Goree Institute intends to better position itself to contribute to addressing new security challenges. The Institute's Monitoring and Evaluation System will be redefined and refined to contribute to a better mastery of results-based management.

The Institute also plans to strengthen the technical capacity of its staff through the implementation of a new learning cooperative system for knowledge sharing.

The year 2017 is a year that deserves special attention in the historical context. Indeed, June 2017 will mark the 30th anniversary of the celebrated Dakar meeting, the forerunner of the Institute, and the 25th anniversary of the organization's existence.

This will be an opportunity for the Institute to celebrate these occasions in order to better refine its vision and draw up a roadmap for another quarter of a century; a quarter of a century which is looming with the relocation of the Institute to its new premises located at the Residence Bibi, rue des Gourmets-BP 05, Gorée, Senegal.

The Institute is grateful to its financial partners, including the Swedish International Development Agency (SIDA), the United Nations Development Programme (UNDP), the United Nations Development Fund, the United Nations Peace-Building Fund (PBF) and the Ford Foundation, to name but a few.

The expertise of the entire team of the Institute cannot be forgotten in the achievement of objectives, despite the disappearance of one of its staff members at the end of 2016.

The unwavering confidence of civil society organisations, partners in the implementation of the Institute's activities, is vital and has continued to propel the Institute in its role of empowerment, facilitation and mediation.

The staff of the Goree Institute

Building collaborative partnerships towards promoting peaceful and secure communities in Africa.
This idea is the motto of the entire staff of the Goree Institute:

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PROGRAMME REVIEW

Programme review

The majority of Goree Institute activities carried out during the year 2016 took place in West Africa and occurred in the framework of the following programmes: **Peacebuilding and Conflict Prevention; Alliance of African Initiatives for Peace and Stability; Governance Politics and Electoral Processes**. In addition, several partnership and advocacy activities contributed to the consolidation of learning outcomes. Research has not been left behind with the publication of five books that contributed to the knowledge production of the Institute.



A. PEACE BUILDING AND CONFLICT PREVENTION IN WEST AFRICA

The Peacebuilding and Conflict Prevention programme aims to address the multiple causes and consequences of conflicts in West Africa through the planning and implementation of various reflection, research and capacity-building activities. To achieve this, a number of projects have been developed by the Institute.

Prevention of radicalism and violent extremism in West Africa

Insecurity has become a cross-border issue, sparing no country in the West African sub-region. In addition, terrorist groups are more than ever linked and their actions are no longer confined to pre-defined spaces. They have adopted modes of operation that embrace the new geopolitical situation and take advantage of the extreme porosity of borders. Such a reality that defies the very principles of sovereignty leaves this part of Africa even more open to danger. The terrorist threat has therefore never been more troubling. At the same time, religious extremism is gaining ground throughout the sub-region, including in countries that had so far seemed spared.

The terrorist attacks at the Radisson Blu hotel in Bamako at the end of 2015, claimed by the Al-Mourabitoune group, killed 22 people. Then on 15 January 2016 in Ouagadougou, another attacked killed 30 people, illustrating this growing insecurity. At the same time, they also reveal the multiplicity of armed and terrorist groups resulting from the increased radicalism that has been able to take root in the sub-region. The sub-region now faces the reality of violent extremism, due in some cases to the recruitment of youth through radical ideologies.

The Goree Institute, conscious of this situation that is worsening day by day, has taken the initiative of reflecting on the subject in a project entitled: «Religious Radicalism and Threats in West Africa: National and Regional Perspectives».

This seminar was based on theoretical approaches but used an inclusive methodology to arrive at practical recommendations. This activity was the first milestone for the sub-regional initiative to mobilize high-level experts, decision-makers and different strata of civil society on these issues. During the two-day workshop, in accordance with the regional approach adopted in the terms of reference, emphasis was placed on the West African region in general and particularly on six countries: Burkina Faso, Côte d'Ivoire, Guinea, Mali, Niger and Senegal.

In the various presentations and thematic workshops, major security issues, including terrorism, were discussed in relation to the issue of religious radicalism as a source or determining factor. Since this issue largely surpasses the framework of state action alone, a methodology was adopted from the very beginning taking into account the role of many actors in preventing and combating such a complex phenomenon.

Very early on during the workshop, it was acknowledged by those present that the conventional public strategies for resolving the issue of terrorism have shown their limits. This is all the more the case because the strictly security-related options have, to date, not produced satisfactory results. At least they have failed to stem the phenomenon of violent extremism that is gaining momentum in the West African sub-region.

Beyond the strictly religious dimension of the phenomenon, the widely held view was that radicalism also had its origins in the dysfunctions of the state and the incoherence of public policies that produced marginalization and frustration. Mali, where the state has concentrated on the development of the south, has seen the northern part of its territory remain in conflict, with the uprising of ethnic minorities leading to the proclamation of the independence of Azawad and facilitating the recruitment of soldiers by the Islamic State.

An intrinsic link between this phenomenon and issues related to governance was therefore raised by workshop participants. On this very point, observations were made in the direction of an obvious relationship between radicalization and violation of economic and social rights. The populations of the various countries of the sub-region are increasingly exposed and their rights and freedoms sometimes flouted in the name of their defense, which further complicates their life conditions with reduced economic activities in some countries.

This situation is currently prevalent in Niger, particularly in the Lake Chad region. The fight against Boko Haram has hampered economic activities such as the trade in foodstuffs such as fish and pepper. This activity represented the main source of income for women from Diffa in Niger but also from Maiduguri and the islands of Lake Chad. As a result, entire fringes of the population are subject to security hazards and the ambient economic downturn, which in itself is a risk factor for enrolling many young people into the ranks of Boko Haram.

This dimension of the question greatly influenced the orientation of the debates, highlighting the need for a multidimensional and interdisciplinary approach to the problem of radicalization. In addition, it exposed the shortcomings of the security approach when it is taken alone, highlighting instead the need to take into account the element of economic development and emphasizing the importance of inclusive approaches.

In the various presentations, it was clear that, as with all governance issues, the involvement of civil society actors—or in other words an inclusive strategy—has the merit of avoiding proposing inadequate solutions that populations will find it difficult to appropriate and implement on the ground. Thus, the involvement of civil society has been discussed in a transversal way, both in upstream actions in terms of prevention and in the definition of strategies to combat violent extremism which is spreading in the sub-region.

In the various interventions and debates that followed the presentations on the six countries studied (Burkina Faso, Côte d'Ivoire, Guinea, Mali, Niger and Senegal), good practices were shared. A critical approach was used, comparing various approaches to the phenomenon and discussing the many factors involved. This exercise, which was applied to working practices and hypotheses, made it possible to revisit and reconsider draft solutions. For example, meetings organized around this theme and related activities, led by several organizations such as the Catholic Organization for Relief and Development AID (CORDAID) and the Global Partnership for the Prevention of Armed Conflict (GPPAC), were cited as examples.

After reviewing the theoretical paradigms through presentations and discussions, the workshop of the Goree Institute focused not only on the causes of extremism with an operational approach, but also on its consequences.

These reflections, carried out with a focus on a regional approach, aimed to start from the reality on the ground through case studies in the six countries mentioned above. Such an approach had the advantage of being able to start from the realities of the countries as analyzed by researchers who were from these countries to lead to a broad panorama of the different currents and trends that cut across the sub-region.

As a reminder, this workshop, which brought together actors from African civil society, academics, researchers and practitioners, allowed for a profound analysis of religious radicalism. Thus, it identified security threats and issues, the multidimensional causes and factors of violent extremism, but also the politico-security challenges of religious radicalism in West Africa.

Indeed, religious radicalism is a reality in West Africa and poses a real threat to human security and the democratic process. The recent terrorist attacks in the Malian and Burkinabe capitals are proof that no country is immune. This is an issue that today goes beyond the rulers of these countries alone and that

requires the involvement of all West African actors, especially those from civil society, including women's organizations. Armed responses have demonstrated their limitations, so we must move on to other mechanisms to eradicate the phenomenon.

The workshop showed the importance of this issue that is very troubling for our world and whose combat requires the commitment of many. To this end, the initiative taken by the Goree Institute was welcomed in the concluding remarks and appeals were made to enable the States of the sub-region to appropriate the results of the discussions. It was strongly recalled that States and their partners should use ground-based relays, since civil society, researchers and research institutes on security issues can provide channels for raising the alert about radicalization.

The workshop also identified an effective means to combat terrorism: a policy of prevention through education and capacity building; the reduction of inequalities; and the promotion of spaces of socialization that would offer an alternative to the religious and/or ethnic spaces that can promote conflict. Acting upstream is more profitable than asymmetric military interventions that arrive too late, long after terrorist groups redeploy into new areas of lawlessness to threaten fragile states again.

Finally, the workshop made it possible to formulate recommendations distilled from the different ideas that were expressed during the concluding session and at the end of the presentations, with the aim of enabling non-governmental actors to contribute to the search for solutions to eradicate the phenomenon of violent extremism. They are part of a preventive approach, the observation having been made that military interventions, far from definitively settling the problem of radicalization, in themselves bear germs of later conflicts.

A detailed report on the workshop is available in hard copy on request or in electronic format at www.goreeinstitut.org.

Youth Leadership and Conflict Prevention in West Africa

The project «Youth Leadership and Conflict Prevention in West Africa» was set up with the aim of strengthening youth leadership and participation in conflict prevention, peace-building and the fight against violent extremism within countries across the West African sub-region. The project has two complementary components:

- The technical component is devoted to capacity building and the transfer of skills in analysis, peaceful management and conflict prevention, as well as organizational leadership to enable young people to contribute effectively to the peace process in their countries;
- The advocacy component seeks to create strong synergies around issues related to youth, peace and security, through the establishment of the «Citizen Platform for Dialogue for Peace, Security and Social Cohesion in West Africa».

This project contributes to the achievement of the objectives set out in the sub-regional, regional and international instruments on «empowering youth and their involvement in peace and security processes». These include: the ECOWAS Conflict Prevention Framework (ECPF), adopted by the ECOWAS Mediation and Security Council in January 2008, the African Charter on Youth adopted by the Conference of Heads of State and Government and the Governments of the African Union in July 2006 and, lastly, Resolution 2250, adopted by the United Nations Security Council in December 2015.

Sub-regional Workshop on «Youth facing the New Security Challenges in West Africa», July 20-22, 2016

With a view to preparing the sub-regional workshop, the Goree Institute went on an exploratory mission to Abidjan, Côte d'Ivoire from 25 June to 3 July 2016. The main objective was to mobilize all stakeholders working on the peace process under way and on social cohesion in Côte d'Ivoire¹, ECOWAS, the



United Nations Development Program, civil society and several national and international organizations dedicated to the promotion of youth, peace and security in the ECOWAS area. Recommendations were gathered from these many parties in order to better understand the realities on the ground: the preparatory mission enabled the Goree Institute to present the project, the operational approach and then the terms of reference for setting up the Youth Platform for Peace, Security and Social Cohesion in West Africa in an optimal way. The relevance and coherence of the Institute's approach have made it possible for all the actors and institutions involved in the project to adhere to its principles, and to gather their input and recommendations to better understand the realities on the ground.

This workshop, the fourth in the series of annual capacity-building sessions for youth in leadership and conflict prevention, was a continuation of the activities carried out over the last five years for the «Youth Leadership and Conflict Prevention in West Africa» project. Under the co-sponsorship of two Ivorian ministries, the workshop, attended by some 40 young people from civil society organizations

1. L'atelier a été coparrainé par le Ministère de la Solidarité, de la Cohésion sociale et de l'Indemnisation des victimes, et le Ministère de la Promotion de la jeunesse, de l'Emploi des jeunes et du Service civique.

from Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo, aimed at strengthening the capacities and skills of young programme beneficiaries in the areas of analysis, peaceful management, conflict prevention and organizational leadership. Ultimately, it is a question of helping these young people to contribute effectively to the peace process in their own countries.

Young people account for 77.3 %² of the total population of the Côte d'Ivoire, which is recovering from a decade of political crisis with devastating effects for many. Despite this high percentage of youth in the general population, their participation in the on-going peace and social cohesion processes in Côte d'Ivoire remains marginal. Thanks to work in this country dating back to 2006, the Goree Institute has a good command of the local context in the capital and in the field. This sustained collaboration, particularly with Ivorian CSOs, already led to the establishment in October 2015 of the Platform of Women and Youth for Monitoring Peaceful and Credible Elections in Côte d'Ivoire.

The primary targets of this training were young people aged 18 to 35, active members of CSOs, non-governmental organization (NGO), youth associations, national youth councils, youth centres, etc. from the following countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo. Of the 100 candidates who expressed interest in this workshop, 52 young people were selected. These youths had already participated in activities conducive to conflict prevention and peacebuilding, either within the framework of their own structures or at the invitation of an organization in their own country or abroad.

These young people were thus recognized as potential leaders, often called on to intervene on the ground on behalf of CSOs and local or national NGOs, but they were nevertheless poorly equipped to carry out their actions and achieve results at the level that would have been desired. Indeed, strengthening the capacities of 52 young people who are more or less influential towards their peers at the local level, or even at the national level, helps to increase the direct results of the workshop and the continuity of the capacity-building activity at the grass-roots level, in order to reach as many secondary targets as possible: by sharing the knowledge gained, even if only at the level of their own structures, these direct beneficiaries will contribute to the creation of a critical mass of conscientious youth aware of their responsibilities and their role in conflict prevention, peace-building and social cohesion.

The workshop aimed to strengthen the capacity of these 52 young direct beneficiaries and to equip them in terms of organisational leadership skills, analysis and conflict prevention capacity, then to facilitate the establishment of a Citizen Platform for Peace and Social Cohesion Dialogue in West Africa with a focal point in each country represented. These young peace actors thus had capacity- building activities are today considered sufficiently equipped to contribute effectively to conflict-prevention and peace-building efforts in their communities and countries wherever they are in West Africa. In addition to the learning, new knowledge and competencies acquired, these youths were networked together in order to lead their activities jointly and to develop a collective dynamic locally, nationally and even throughout the sub-region.

2. Selon les résultats du « Recensement Général de la Population et de l'Habitat (RGPH) 2014 », publiés par l'Institut National de la Statistique de Côte d'Ivoire (INS-CI) le 5 août 2015, les jeunes représentent 77,3% de la population totale du pays.

The Platform for Youth for Peace, Security and Social Cohesion in West Africa was launched during this workshop, and the agreement adopted unanimously are both manifestations of the commitment and responsibility taken on by these youth: they commit to the necessity and recognition of the essential role of youth in peace, reconciliation and social cohesion processes in West Africa.

Media and Conflict Prevention in West Africa

The project «Media and Conflict Prevention» has the global objective of strengthening collaboration between media and civil society.

Sub-regional Workshop on the theme «Press Freedom and the Responsibility of the Media in Conflict Prevention in Africa»

From 2 to 4 November 2016, a capacity-building workshop for journalists was held at the Institute's premises that focused on the analysis and understanding of conflict data. It was also an opportunity to encourage good professional practices in conflict prevention and peacebuilding.

Implementation of the project began in September 2013 with a research component, the results of which were published in the book «Evaluation of Media Participation in Peacebuilding, Conflict Prevention and Human Rights in West Africa: Diverse perspectives of academics and professional journalists». Two main conclusions can be made from this study. First, the media act more as a catalyst for crises and violence rather than as information and awareness-raising tools in West Africa. Second, the majority of journalists in the field are not trained in «conflict-sensitive reporting» techniques that would allow them to freely and objectively inform, without inciting misunderstanding, hatred and rejection of the other. Following this publication, a training module was developed in accordance with recommendations made to the Goree Institute.

The first two training and exchange workshops were held in November 2014 and April 2015. Thirty journalists and media professionals from Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo were trained on the analysis of conflicts and mechanisms for the peaceful resolution of crises. The workshop from 2 to 4 November 2016 was therefore a continuation of the series of capacity-building and advocacy activities initiated by the Goree Institute since 2013 to help stem the phenomenon of «hate journalism» in West Africa.

This training focused on hands-on exercises with participants writing a critical analysis of media productions related to conflicts or crises coverage in Africa, based on a corpus of articles selected by the workshop participants and facilitators. These articles were discussed, corrected and annexed to the final report of the workshop.

RESULTS ACHIEVED

- Participants became more aware of the importance of impartial information reporting in conflict prevention and peacebuilding;
- Participants know how to conduct a proper conflict analysis and inform the public about conflict and crisis situations without inciting hatred or defending violence;
- They have been put in an editorial situation and have demonstrated their ability to produce articles, both individually and collectively, on situations of conflict, by meeting the criteria of impartiality and objectivity;
- A group dynamic was launched and the participants created a «WhatsApp» group where they exchange information on a regular basis.

Natural Resources Governance and Conflict Prevention in West Africa

The project «Governance of Natural Resources and Conflict Prevention», established by the Institute as of 2013, aims to achieve the following three objectives: first, research on and documentation of the causal link between the natural resources (their exploitation and management) and conflicts in West Africa, with a mapping of the conflicts related to these resources and a typology of the actors and their positions in the ECOWAS area; second, identification and delimitation of opportunities or areas for action that could improve the effectiveness of various national, regional and international initiatives for peace and security in Africa; and lastly, a contribution to strengthening the technical and institutional capacities of West African CSOs for more effective monitoring and advocacy in favor of a more inclusive, transparent, accountable natural resource governance that is freed from important conflict-generating elements.

The project began with a field study conducted between September 2013 and November 2014 aiming to identify the structural causes of conflicts in the extractive communities of the Mano River Union countries: Sierra Leone, Liberia, Guinea and Côte d'Ivoire. Through this initial research, the Goree Institute was able to assess the dynamics and magnitude of conflicts relative to the exploitation and management of natural resources in these particularly vulnerable countries and the need to develop strong synergies and develop effective strategies. Specific recommendations made to the Goree Institute and its partners are detailed in the book published in February 2015 and have been implemented.

The Goree Institute has adopted a participatory and inclusive approach focused on capacity building, stakeholder dialogue, and advocacy. A first sub-regional workshop was held from 4 to 6 May 2015 on Goree Island in Dakar for some 20 civil society actors from the following seven countries: Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger and Senegal. This first three-day session enabled beneficiaries to learn about analytical tools and deepen their understanding of conflicts over natural resources. The workshop also identified «hotspots and at-risk areas» which require monitoring of crises related to the exploitation or management of natural resources at community, national and regional levels.

However, it is important to emphasize that capacity building is only part of the work to be done to ensure a real impact of the project on the ground in relation to beneficiaries and desired changes. It is also necessary to establish a more open dialogue between the stakeholders: state authorities, mining companies, civil society, riparian communities, etc. It is therefore necessary to establish a permanent framework for dialogue between national actors for the advocacy of good governance of natural resources and conflict prevention in West Africa.

- **Preparatory mission to the Republic of Guinea**

From 11 to 21 December 2016, a preparatory mission to the Republic of Guinea in advance of a multi-stakeholder regional workshop on natural resource governance scheduled for March 2017.

This mission made it possible to meet the different stakeholders, present the project and the approach to them as well as the expected results. The consultation of the actors who work in the field was important—the competent State authorities, international institutions, Guinean civil society organizations—and to collect their concerns, their proposals and even possible criticisms with regard to the project.

The choice of the Republic of Guinea to host this workshop was motivated by several factors, two of which are particularly worthy of note. Indeed, according to figures from the Extractive Industries Transparency Initiative in Guinea (ITIEG), mining accounts for more than 80% of the country's exports, 25% to 30% of government revenues and 17% to 20% of GDP. Mining companies are an important source of wage employment, while artisanal gold and diamond mining involves a significant portion of the rural population, notably in Upper Guinea and Forest Guinea. This choice was also relevant to the Goree Institute's experience in Guinea, which dates back several years, and enabled it to develop a strategic partnership with Guinean CSOs and NGOs. For example, in 2013 the Institute created a framework for long-term collaboration with stakeholders in the democratic process through the establishment of the Guinean Women's and Girls' Coalition Electoral Watch Hut for the September 28th legislative elections 2013.

While continuing to build the capacity of CSOs in conflict analysis, the second phase of the project gives priority to multi-stakeholder dialogue and advocacy for good governance of resources as an instrument of peace and stability. It is in this sense that the sub-regional workshop will take place in March 2017 in Conakry, Republic of Guinea. A preparatory mission also allowed the organization of a workshop to share the results of research carried out in 2013 as well as results of Phase 1 of the Monitoring of Institutional Stability and Human Security. The 60 participants were able to increase their knowledge of the governance of natural resources as a source of instability in Guinea.

RESULTS ACHIEVED

- The aggregation of information is in line with realities in the field, making it possible to adapt the tools of the Goree Institute to these realities as much as possible;
- Information sharing with stakeholders, including Guinean CSOs, has optimized the integration of their needs and provided technical support for the implementation of projects in the natural resource sector;
- The results were also optimized during the preparations for setting up a multi-stakeholder platform for monitoring natural resource governance in West Africa;
- Information gathering was organized pertaining to stakeholders, specific themes and key issues to be addressed for the 2017 multi-stakeholder dialogue workshop on natural resource governance in Guinea and the sub-region.

African Women in Action (AWA)

Through the AWA program, the Goree Institute intends to support and promote the leadership of African women at all levels of the peace process, with a view to helping to end «gender-based» discrimination and to develop inclusive prevention and peaceful conflict management. The ultimate goal is to achieve equal participation of women and men in formal decision-making processes for peace, both within communities and at the national and sub-regional levels. Strengthening women's organizational capacities is particularly important for the Goree Institute, which works to help women's organizations achieve the goals they set out in their action plans.

In the long term, this project aims to implement the provisions of UN Security Council Resolution 1325; relevant provisions of the ECOWAS Revised Treaty, in particular Article 63; the relevant provisions of the ECOWAS Conflict Prevention Framework (ECPF) and the African Architecture for Peace and Security (AAPS); as well as the provisions of Articles 40 to 43 of the Additional Protocol on Democracy and Good Governance in Africa. In the short to medium term, the project will build the capacity of a critical mass of women in organizational leadership and conflict management. It will also enable the largest possible number of CSOs and women's networks in the sub-region to integrate activities related to conflict prevention and peacebuilding into their strategic planning.

This project started in February 2015 with a first training workshop for 25 women leaders from CSOs and networks in nine West African countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo. These women CSO leaders were mostly from the Women's Peace and Security Network of ECOWAS (REPSFECO) or its branches in the nine countries represented, as well as women leaders of local or national organizations promoting women, gender equality or other women's organizations working for peace and security. This year, women leaders from civil society in the Comoros Islands were added to the participants, which was innovative for the Institute. Having recognized that a single workshop would not be sufficient to achieve the overall objective of this project, this second workshop followed the logical sequence of the previous one.

The overall objective of the seminar was to strengthen participants' capacities in organizational leadership by providing knowledge, know-how, technical tools and practical means to enable them to share experiences; to develop recommendations for States and civil society; and to develop an action plan for effective advocacy for full participation in peace processes at the local, national and regional levels.

Participants benefited from a presentation on conflict management and conflict-resolution strategies. The characteristics of a good leader were presented, in particular the mastery of certain analytical tools, such as the «onion diagram», stakeholder mapping and introspection, or the ability to motivate and instil confidence among subordinates. Changing contexts and new security challenges were also addressed. The workshop provided an opportunity to define different concepts related to conflict resolution such as negotiation and mediation and to address issues related to stakeholder interaction.

This seminar demonstrated the need to break with the image of women as victims of conflict and to see them as full-fledged social actors. It is recognized that women have always played an important role in restoring peace and maintaining the cohesion of communities in Africa, but that, unfortunately, most of their initiatives have remained invisible. With a view to increasing the participation and recognition of women in the field of peace and security, it is necessary to initiate synergy between the different women's organizations working on these issues.

Discussions and testimonies that took place, as well as shared individual and collective experiences, highlighted the major challenges that women will face in collaboration with development partners in order to achieve maximum peace and security participation.

Training Workshop: «Women's Leadership, Conflict Mediation and Peacebuilding: Good Practices and Lessons Learned in the Francophone Countries of West Africa»



The sub-regional training workshop was organized as part of the «**African Women in Action program for Peace and Security**» from 11 to 13 May 2016. This is the second element of a series of activities under the AWA programme to help strengthen women's leadership in peace processes in Africa.

RESULTS ACHIEVED

- The technical capacities of the participants were strengthened in the analysis of conflicts and new security threats, particularly linked to violent radicalism in a national and sub-regional context; organizational leadership, a gender approach and conflict mediation in West Africa;
- The initiative was opened up to the involvement of the Comoros in the process;
- Women shared their experiences, best practices and lessons learned from their participation in peace processes in Africa and around the world;
- They made joint recommendations to States and civil society and took initiatives in the form of advocacy for Guinea-Bissau through a Portuguese language statement on social networks;
- Networking was initiated and reinforced through a communication platform in the form of spontaneous and frequent exchanges by email with the participants of the first training workshop;
- The implementation of this training session was made active through the involvement of women in the setting up of mediation committees at the community level.

Establishment of eight Peace and Mediation Committees

Following the training of women in Organizational Leadership, Mediation and Conflict Prevention Mechanisms, the Goree Institute initiated the setting up of Peace and Mediation committees in nine countries, to continue the dynamic of accompanying women's organizations in the transfer of their skills on the ground. The purpose of these committees is to put women's networks in synergy at the national level in order to identify conflicts at the community and national levels. The various organizations can help to appease conflicts through the tools they received during the training workshops. The purpose of the committees is to gather information destined for a transmission of knowledge to others. At this stage, eight countries have set up their Peace and Mediation committees and have drawn up and shared their annual action plans.

RESULTS ACHIEVED

- Increased synergy between national CSOs from nine ECOWAS countries;
- Better knowledge through the consolidation of prior learning.



Outcomes

The Peacebuilding and Conflict Prevention Programme has put in place the projects and activities necessary to achieve its objectives:

- Establishment of a Youth Platform;
- Synergy among media professionals from the ECOWAS area;
- Creation of Peace and Mediation Committees for Women in eight countries;
- Creation of a communication dynamic within the networks of young people and women;
- Mobilization of several actors of Guinean civil society as well as members of the government related to conflicts pertaining to the governance of natural resources;
- Capacity building of more than 250 West African civil society actors in conflict prevention and mediation mechanisms;
- Extension of the ECOWAS Conflict Prevention Framework (ECPF) to 1080 actors;
- Consolidation of achievements and strengthening of links with regional and international institutions;
- Contribution to knowledge generation through the publication of research

B. ALLIANCE OF AFRICAN INITIATIVES FOR PEACE AND STABILITY IN WEST AFRICA

The Institute organized training in 2015 as part of its **Alliance of African Initiatives for Peace and Stability in West Africa** programme. Monitors from six West African countries (Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Togo and Senegal) had the task of collecting data on the basis of 111 grouped indicators. On the basis of this information, the data were then retrieved, analyzed, processed and published in a periodic report on institutional stability and human security.

Training and Upgrading Workshop for Monitors

This training workshop, organized from 6 to 8 June 2016 on Goree Island, is part of this continuity and aims at upgrading instructors. It was organized with the aim of expanding this initiative in Burkina Faso, Benin and Niger in order to carry out a more in-depth comparative analysis on the subject. This was an opportunity to strengthen the capacity of the instructors already trained and to initiate those of the new countries in order to allow all the instructors (twenty in total) to acquire the same level of understanding and knowledge of the stakes and expectations.

After a presentation of the concepts of institutional stability and human security, participants discussed several aspects of institutional and democratic instability in their respective countries: sources of institutional and democratic instability are indeed multiple and internal factors deserve to be distinguished within West African States. Thus, political-legal and social challenges were mentioned, the lack of effectiveness in terms of defense and security, religious authorities that can enter into competition with state authorities and the deficit in the functioning of institutions were all discussed.

However, factors of instability are not always intrinsically linked to institutions, they can also come from the outside. For example, drug trafficking, the proliferation of small arms and light weapons, transnational terrorism, interference by developed countries, or policies implemented on the recommendation of international institutions such as the IMF and the World Bank are all possible factors. In recent years, West Africa, which has become a veritable international and sub-regional drug trafficking hub, has been the target of several terrorist attacks perpetrated by groups such as Boko Haram or Al-Qaeda in the Islamic Maghreb (AQIM) in Mali, Burkina Faso and Côte d'Ivoire.

Discussions on institutional stability and human security have led to a deeper reflection on the very nature of civil society organizations—the role they play and the means to achieve their goals. Interestingly, there are divergent perceptions. Civil society has strong responsibilities: it must be a regulator to consolidate democracy. However, there is some concern about some of the positions taken by civil society members. Civil society includes a variety of structures and not all are legitimate participants on all subjects and cannot be judge and jury. It is necessary to reflect on the meaning that civil society must have in order to have a real impact on the consolidation of peace and democracy and to promote human security. This can be translated into action to influence public policies to conform to the objectives identified.

The ECOWAS Conflict Prevention Framework (ECPF) was also the subject of several presentations. Established in 2008 with the aim of strengthening human security architecture in West Africa, this

structure was established to enhance cooperation between ECOWAS and its member states to put conflict prevention and peacebuilding onto the political agenda. The ECPF consists of the following fourteen components: Early Warning; Preventive Diplomacy; Democracy and Political Governance; Human Rights and the Rule of Law; Media; Natural Resource Governance; Cross-Border Initiatives; Security Governance; Practical Disarmament; Women, Peace and Security; Youth Empowerment; ECOWAS Standby Force; Humanitarian Assistance and Peace Education (Culture of Peace). Within each of these dimensions are a number of indicators that serve as the basis for the study of institutional stability and human security.

The presentation of the indicators gave rise to a number of remarks concerning their organization, number and relevance. The Institute worked on reviewing the number of indicators that were reorganized and regrouped to reach a little over 70. Many themes are present in the background and were studied during the analysis. While institutional-stability and human-security challenges may arise differently from country to country, preventive logic requires that the different dimensions of the ECPF are followed in all countries.

The focal points identified at the workshop were given a deadline in the beginning of July to administer questionnaires and input the data on the technology platform, which was then analyzed by a statistician and then by experts in geopolitics.

The workshop provided an opportunity for the participants to acquire new knowledge for a better mastery of the ECOWAS Conflict Prevention Framework questionnaire as well as a better appreciation of the answers given by the targets for the improvement of the reporting process and analysis of reliable and useful data. The workshop thus made it possible to better prepare the instructors for the second phase of the project which ran from July to September 2016 thanks to the sharing of experiences of the monitors of the initial phase who were able to discuss the difficulties they were confronted with and give advice to improve the process.

Launch of Phase 2 of the Monitoring Project

Phase 2 of the Monitoring of Institutional Stability and Human Security in West Africa project was launched in July following the capacity-building workshop for monitors in Benin, Burkina Faso and Niger and the harmonization of knowledge and experience sharing with those who took part in the first phase of the process.

Some 30 monitors were deployed in nine ECOWAS countries. On the basis of a questionnaire based on the 111 indicators of the ECOWAS Conflict Prevention Framework (ECPF), grouped into 73 themes and organized around the 14 components, the monitors interviewed 120 targets in each of their respective countries. These targets, members of civil society, state actors, and technical and financial partners have been able to advance in the collection of information that has been introduced into a technological platform. A total of 1080 targets across the countries involved were interviewed and the majority of them were also made aware of the ECPF.



Once all the data were collected, they were processed by a statistician before undergoing a geopolitical analysis - the results of which revealed the situation of institutional stability and human security in West Africa. A score was established for each country on the basis of the scores assigned to the fourteen dimensions of the ECOWAS Conflict Prevention Framework. This score determines the country's position in relation to the ECOWAS Peace and Security Index for which the scale is 1 to 5, with one (1) reflecting a situation of chronic institutional instability and five (5) an ideal situation of a stable institutional framework. Thus, the order of ranking of countries covered ranges from more stable to less stable: Senegal (2.72), Côte d'Ivoire (2.5), Burkina Faso (2.43), Togo (2.42), Guinea (2.4), Benin (2.38), Mali (2.37), Niger (2.31), Guinea Bissau (2.3).

RESULTS ACHIEVED

- Improved knowledge on institutional stability and human security in West Africa;
- Increased synergy through the collaboration of different monitors and focal points from different organizations for the collection of information;
- Improved knowledge of the ECOWAS Conflict Prevention Framework at the level of targets interviewed;

C. POLITICAL GOVERNANCE AND ELECTORAL PROCESSES

As part of the implementation of the 2016 Action Plan, Axis II: Governance Policy and Electoral Processes has been deployed internationally, with a strong experience in electoral matters, but also with the relevance of the model of electoral assistance as proven since 2012 throughout West Africa, Central Africa, and finally in the Indian Ocean. In the same context, the Institute organized and also participated in several meetings dealing with electoral matters and electoral processes in Africa.

At the outset, it is very important to point out that all the actions of the Institute and all initiatives in the electoral field (Electoral Knowledge, Electoral Know-How, Training, Observation, Electoral Assistance) are dedicated to attaining peace and political stability in Africa. The «design» of the electoral accompaniment model, including a whole range of monitoring and observation tools is thus part of this logic of contributing, through monitoring and observation, to a peaceful and politically stable Africa. On the other hand, one of the activities of the Institute, which is also its «trademark», is research and publication, which remain the tools that enable it to encapsulate and make its relative scientific contribution to the issues of peace, security, democracy and development in Africa.

Finally, through the initiation and organization of a yearly continent-wide event through the Annual Symposium on Governance, Peace and Security in Africa, the Goree Institute intends to continue its mission of opting for multifaceted facilitation: dialogue, research, networking, etc.

Reminder of Strategic Objectives

The first objective is to contribute to the development of integrated electoral systems in Africa through the establishment of multi-stakeholder exchange, training and interaction frameworks, including States, technical partners, civil society, election management bodies, regulatory bodies, etc.

The second objective is to contribute to a better understanding of contemporary African phenomena by creating spaces for dialogue, reflection and research.

RESULTS ACHIEVED

Facilitation organization: the Goree Institute, through its meetings that are national (RESOCIT's Capitalization Workshop), sub-regional (Electoral Conflict Prevention Workshop), and continental (Annual Symposium), strengthens its position as a facilitation organization in that several civil society organizations, government institutions, experts in several fields, regional integration and cooperation bodies, etc. meet and have touched on many themes and explored solutions to the scourges and challenges of the day.

Contribution to Peace and Stability in Africa: this contribution involves defining a model of electoral assistance, setting up an Electoral Assistance Unit, identifying and training electoral experts, publishing documents, etc. All these initiatives have resulted from observations made in recent years, of obvious «Pavlovian» links between badly organized elections and peace and stability in Africa.

Positioning in and recognition for electoral expertise: this positioning stems from experience working in the electoral field in the last two decades. In successive annual action plans of the institute in the future various election-related activities will again be included: electoral expertise, electoral knowledge and know-how, electoral observation, training and electoral assistance.

Intermediary institution: The Institute, entrusted with large-scale programmes whose strength is to build capacities, to stimulate networking dynamics, the Institute has taken on the role of an «intermediate» organisation, Interfacing between CSOs and international institutions (UNDP, EU, etc.).

Consolidation on a continental scale: an electoral assistance programme has been implemented in the Union of the Comoros. This experience comes to enrich the Institute from a geographical point of view (a new project in the Indian Ocean) and in terms of content (a new electoral model). Similarly, by conducting a mission to share experiences in Ghana in the run-up to the presidential election there, the Institute is also exploring new spaces and opportunities. All these elements constitute a dynamic of consolidation of openness and its aspiration to be a regional authority in the fields of peace, security, democracy, development and culture.

Institutional credibility and legitimacy: Through its expertise in a number of areas, proven initiatives, initiated research programmes, established alliances, etc., the Institute has contributed to a number of debates whose aims are to contribute to stability, peace and security in Africa. These contributions constitute an element of credibility and consequently legitimization of the Goree Institute within several spaces. The illustration of this legitimacy is the proven capacity of eight of the nine election management bodies to participate in the workshop on electoral conflict prevention organized at the Goree Institute.

Initiation of an element inherent to its mission as a catalysing organization: although support for the institutional strengthening of African CSOs has been present for years through his publication «Managing for Self-Sufficiency» (Gérer pour l'autosuffisance), the Goree Institute, within the framework of the completion of the Electoral Assistance Programme for the Platform of Women and Youth for Monitoring Peaceful and Credible Elections in Côte d'Ivoire, proposed a training module dedicated to institutional strengthening. This is an activity that will contribute to clarifying the outlines of the Platform thus established and will help it to project itself beyond the electoral issue.

Symbol of successful South-South collaboration: through the programmes of accompanying, capacity building, and sharing of experiences between Southern institutions, intended for organizations of the South, the Goree Institute pursues its will to promote South-South collaboration.

Research is a raison d'être of the Institute and several programmes in this area are discussed. In 2016, through an extensive research on the problems of democracy and human rights in Africa, the Institute reinforced its position as a space for the promotion of research, an essential activity for a good understanding of the phenomena.

Activities

Electoral Assistance Programme, Union of the Comoros, January - April 2016

The Election Project includes two components that allow (1) for the operational implementation of this project and (2) for the opportunity to provide greater context to behaviors, phenomena, electoral paradigms, etc. This is reflected concretely by: the Electoral Assistance Unit (component 1 – the implementing mechanism); and the Electoral Knowledge Project (component 2—reflection, research, documentation in electoral matters). For several decades, the democratic project has seen a phase of universalization globally. Indeed, most of the States throughout the world have adopted democracy as a system for the management of citizens and institutions: without being perfect, it seems best suited to the administration of contemporary structures and the management of citizens.

At the beginning of 2016, the Union of the Comoros was in a final stage of its electoral cycle. These were major elections because they were to replace two important offices (Governors and President). These elections were the yardstick against which all efforts to strengthen democratic gains were to be gauged. In addition to assessing the quality and level of performance of the institutions and the electoral management body itself, it was also necessary to judge the involvement of civil society organizations and the adherence of all Comorian citizens to the electoral process. It was within this framework that UNDP implemented the Project to Strengthen the Involvement of Women in the Electoral Process. In this framework, the Goree Institute was the technical partner that supported a group of Comorian civil society organizations with a view to observing the electoral process.

The overall objective of this mission was to enhance the capacity of women and youth to prevent or to manage potential incidents of electoral violence in order to ensure credible elections in a peaceful socio-political environment with the establishment and use of a situation room to monitor the presidential election and the elections of the governors of the autonomous islands held in February and April 2016 in the Union of the Comoros.



The specific objectives of this mission were to bring together all civil society actors who have a real competence in electoral observation; establish a women/CSO/youth platform to analyze information from the field, develop strategies and a plan to anticipate potential incidents to respond quickly and in a coordinated manner; establish the physical election-monitoring structure and optimize an early warning system on polling day; and to help correct any dysfunction observed on election day by calling on the authorities and institutions responsible for organizing, supervising and managing the electoral process.

Despite the success noted in the implementation of this initiative, the long-term mission in the Union of the Comoros was also a constraint because it obliged the programme coordinator to ensure a continuous presence there. However, this was also an expansion of the knowledge network and allowed for outreach beyond the Institute's usual geographic area of intervention. It is also in continuity with Goree Institute efforts for a peaceful and self-sufficient Africa. Indeed, the elections in the Comoros had at a relatively high potential for conflict.

RESULTS ACHIEVED

- Strengthening the expertise of civil society organizations in electoral matters;
- In the context of electoral reform, Comorian civil society had a critical mass of information (recommendations), making it an important stakeholder;
- The elections were held in a calm atmosphere despite controversy over the publication of the results and some incidents of violence noted during the first round of governors and the presidential elections;
- The presence of several hundred electoral monitors was a persuasive and dissuasive factor in establishing a climate of trust;
- The participation of women in the prevention of conflicts took place through the implementation of this electoral accompaniment programme.

Capitalization Workshop of the Réseau des Observateurs Citoyens (RESOCIT), 17-18 June 2016

Senegal and its civil society, because of its strong and prominent leadership, have not been on the sidelines of building a political model of democracy. The contribution of civil society in the consolidation of political processes in Senegal has taken various forms: it has strengthened itself with the universalization of the democratic project, in particular through the emergence of a third generation of more rigorous and well researched contributors alongside the presence of eminent, prominent and pro-active figures confronting public policies. From the establishment of RESOCIT (bringing together the Civil Society Collective for the Elections and Goree Institute) at the beginning of the electoral process in 2012, Senegal's civil society acted as a broad platform integrating all initiatives dedicated to the observation and monitoring of presidential and legislative elections. In so doing, its immense success was seen as an example throughout Africa.

In the context of future elections and in the framework of debates related to the strengthening of democratic achievements, civil society is mobilizing to carry out activities and assessing the impact of previous initiatives. RESOCIT, in collaboration with all the civil society organizations that took part in the 2012 elections in Senegal, organized a meeting in order to draw lessons from the previous collaboration, to make take stock of the 2012 efforts in order to create a thorough evaluation of the monitoring of the 2012 electoral process, to lay the groundwork for more formal collaboration in the future and to enable citizens to assist with future electoral events. In order to avoid a fragmentation of civil society organizations involved in observing and monitoring elections and to avoid the duplication of activities, it is important to clarify roles in relation to involvement in electoral processes in Senegal and to discuss its boundaries and finalities. Thereafter, a conciliation process should be initiated with a view to further synergy of actions.

On 17 and 18 June 2016, RESOCIT met at the Goree Institute to institutionalize this informal network and to define the strategic objectives for the period 2016-2020. The purpose of this meeting was to note the lessons learned by RESOCIT between 2012 and 2015 and to identify the major stakes of the next elections in Senegal.

The overall objective of this workshop was to continue the dynamics of accompanying the electoral process through the evaluation of the activities of the Platform of Civil Society Organizations, initiated by Senegalese CSOs in 2012. The specific objectives were to evaluate Initiatives to observe and monitor electoral processes in Senegal as implemented by civil society organizations; to formalize the collaboration of organizations in view of the forthcoming elections (Formal RESOCIT collaborative framework); adopt a Code of Conduct and Ethics Charter within the framework of RESOCIT; to define common components of action in the run-up to the forthcoming elections (Joint Civil Society Programme 2017-2019); to explore avenues of collaboration with the institutions in charge of organizing, managing and supervising the electoral process in Senegal, and finally to establish a framework for monitoring the 15 points of the referendum. During the workshop, the Ethics Charter was validated.

Various recommendations were made, namely the implementation of organizational capacity-building programmes and the need for RESOCIT to position itself as a public interest organization on specific themes.

This evaluation meeting was an opportunity for RESOCIT to meet, to make an inventory of its achievements in 2012 and to identify its limits. It also provided an opportunity to review best practices and to identify the prospects for intervention in electoral observation and monitoring in Senegal as well as in the sub-region. Moreover, during this workshop, the inherent limits of RESOCIT was mentioned because of its non-existence from a legal point of view. It was therefore important to correct this situation. The adoption of a Memorandum of Understanding must be understood in this light and a Constituent Charter was widely discussed and confirmed in most areas. The next step will be its finalization and adoption at a General Assembly. Finally, a work plan with assigned responsibilities was distributed among the different members of RESOCIT in the perspective of future elections, the most imminent of which are legislative elections in 2017.

RESULTS ACHIEVED

- The observation and monitoring of electoral processes implemented in Senegal by civil society organizations were evaluated;
- The collaboration of the organizations in the run-up to the forthcoming elections was strengthened through the formal RESOCIT Framework;
- A Code of Conduct and Ethics Charter within the framework of RESOCIT were adopted;
- The common themes of action have been identified in the run-up to the forthcoming elections, through the initiative to develop a Joint Civil Society Programme for 2017-2019;
- Possibilities for collaboration with the institutions responsible for organizing, managing and supervising the electoral process in Senegal have been explored;
- A framework for monitoring the 15 points of the referendum has been established;
- A clear vision has been drawn up for better involvement of RESOCIT in the peace and security processes.

Training Workshop on Leadership and Conflict Prevention

Electoral violence in Africa is the source of many downward spirals and conflicts - affecting women and children first and foremost. The information gleaned from the electoral project and the inventory developed following the organization of several electoral consultations throughout Africa reveals the difficulties encountered by most African States in organizing a flawless election according to international standards with no problems in the different stages of the process. In the process of consolidating or strengthening electoral achievements, civil society has proved to be an indispensable partner: with its role complementing that of the State, it has a position of strengthening the state's powers and is solicited from many areas in its mission of electoral monitoring and early warning. Civil society primarily has an observation role, short or long term, national or international. Observation helps to strengthen electoral integrity, strengthen citizens' confidence and reduce the risk of conflict over elections.

Africa has a number of instruments whose main objectives are to prevent electoral conflicts and instil a spirit of peace such as the ECOWAS Conflict Prevention Framework (ECPF), the African Charter for Democracy, Elections and Governance and ECOWAS Additional Protocol for Governance and Elections. These instruments are not always respected in their vision as evidenced by many practices noted in an often systemic way. A strategic analysis of the African context, which is plagued by several forms of instability—including electoral crises, has motivated the Goree Institute's positioning in the area of electoral assistance in line with its vision of working for open, peaceful and self-sufficient African societies.

The Electoral Assistance Unit seeks to combine action with reflection. It has therefore developed a range of tools to deal with certain phenomena related to electoral matters, including electoral violence and related conflicts, and to define concrete intervention strategies. The annual «Leadership and Prevention of Electoral Conflicts» module, developed since 2014, has been administered to some fifty West African actors.

The workshop was designed to strengthen the technical capacity of some 20 participants from electoral management bodies and civil society organizations from Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo, in the prevention and management of election conflicts in West Africa. It was also a matter of recalling the rules of management of an electoral process and the control of electoral governance in a climate of tension; propose strategic approaches that anticipate and prevent violent conflicts related to elections; to present the electoral accompaniment model of the Goree Institute whose primary purpose is to prevent and resolve electoral conflicts; to exchange experiences and knowledge; to improve knowledge through the referencing of best practices, failures and problems related to electoral processes and electoral disputes; develop strategies to prevent and control violent conflict before, during and after elections; to critically analyze the current situation and problems known to West African countries; and to find mechanisms to use elections as a means of strengthening democracy and good governance in Africa.

RESULTS ACHIEVED

- The sharing of experiences has taken place;
- Eight West African election management bodies were trained during the meeting;
- Presentation and discussion of the conflict index developed by Goree Institute;
- Goree Institute electoral accompaniment model presented and discussed;
- Positioning of the Goree Institute on election matters is recognized.

Field missions and activities

- Report of the International Observer Mission in Togo / Presidential elections in 2015

As part of its Electoral programme, the Goree Institute was originally requested to participate in Togo in 2013. The Goree Institute's electoral assistance program with the Togolese civil society was successfully implemented during the presidential election in 2015. The objectives of the mission were: to contribute to the improvement and credibility of the Togolese electoral process through considering it from a sub-regional perspective; to deploy an international observer mission to Togo in the context of the 2015 presidential election; to observe, monitor and evaluate the electoral process against international norms and standards; and then to produce an international observation report after the presidential election.

As a result of this mission, the Goree Institute deployed an international observer mission of 80 observers from the States of the West African sub-region throughout the country, and produced a final observation report. In order to comply with the commitments made to the financial partner, the Council of Understanding (Conseil de l'Entente), a new mission was carried out in Togo from 25 to 31 July 2016 to share the results of the report, targeting in the first place all stakeholders in the electoral process.

- Participation in the Global Forum of the Citizen Observer (Belgium) / European Union

The European Union has been an essential partner in the process of setting up and ramping up the Electoral Assistance Unit of the Goree Institute. To consolidate achievements and capitalise on collaborations undertaken, the EU invited the Institute to the World Forum of the Citizen Observer.

During this high-level meeting, the Executive Director, Mr Dia, made a presentation on the technical and methodological challenges of observation and the Goree Institute's support model.

- Participation in the Electoral Processes Review Workshop (Union of Comoros) / United Nations Development Programme for the Union of the Comoros

In the framework of its accompanying activities of the Electoral Assistance Unit of the Goree Institute, an Electoral Assistance Programme was implemented at the request of UNDP Comoros.

The Presidential and governors elections in the Union of the Comoros marked an important milestone in its political history. Indeed, as a result of the electoral reforms begun in 2001, a new cycle is underway. Due to a morose economic context and a relatively complex electoral system, the implementation of the Electoral Assistance Program aimed at preventing electoral and post-election conflicts in the Union of the Comoros. It can be said that the specific objectives were achieved.



An evaluation session is being organized by UNDP Comoros in the run-up to the implementation of public policies in the post-electoral phase. The Institute intervened on three sessions and contributed qualitatively to the improvement of the agenda of the meeting. Similarly, thanks to the very pertinent recommendations made in the Goree Institute's mission report, the Institute was entrusted with the moderation of workshops on future electoral reforms in the Union of the Comoros. Good prospects for collaboration are on the horizon, particularly in the implementation phase of public policies.

- Mission to share experiences in Ghana

The democratic project is never finished. Elections constitute an essential yardstick of the achievement of the democratic project, against which democratic vitality, an expression of citizenship, the adherence of the majority to democratic principles, but also the relevance and performance of the political system in force.

There is a clear link in Africa between a vital civil society and a consolidated democracy. This reality is not absent in Ghana, a country that has had many years of autocratic governance before becoming more democratic. Punctuated by a period that can be described as a transition period, Ghana is moving towards a major electoral process. Indeed, this is a presidential election confirming the role as a leader that it is occupying in the West African sub-region in terms of the viability of its democracy or the decline of this system.



In the run-up to the 2016 presidential elections for the consolidation of democratic achievements and the expression of citizenship, the Institute first worked on comprehending the pre-electoral context through monitoring, mobilization and observation. To this end, the Institute: met with stakeholders in the electoral process to share information; presented tools for observation and electoral monitoring; identified the key players in the electoral framework of Ghana to explore the prospects for collaboration; and organized a sub-regional meeting to share experiences, bringing together the institutional and implementing partners from all the countries that had hosted an Electoral Assistance Programme of the Goree Institute. It thus fully played the role of facilitating organization and contributed to the consolidation of democracy and the establishment of peace and stability in Ghana and West Africa.

- Capitalization and transfer of skills to the Platform of Women and Youth for Monitoring Peaceful and Credible Elections

At the end of the various elections and with a view to perpetuating the Women's Observation Platform, the Goree Institute has transferred skills to Ivorian civil society: the Association of Women Lawyers of Côte d'Ivoire, Women's Peace and Security Network of the ECOWAS Area, Young Leaders Network for Integrity, Network of Sociology and Anthropology Students and Youth Parliament of the Mano River Union.

The sustainability of this initiative will only be possible if the relevant national actors appropriate it and their capacities are strengthened to enable them to stimulate and animate the Platform without external assistance.

It was therefore decided to finalize the accompanying dynamic launched during the 2015 presidential election by a transfer of skills and by the constitution of a pool of electoral experts within Ivorian civil society.

The Capitalization and Transfer of Skills Workshop at the Platform of Women and Youth for Monitoring Peaceful and Credible Elections was able to:

Train participants in statistical techniques for electoral, scientific and well documented monitoring;

- Train the participants on geolocation techniques, the establishment of a technological platform and webmastering for a transparent electoral process and feedback of electoral information in real time;
- Strengthen the participants' capacities for mastery of electoral administration through the HYBRIDGE training module;
- Transfer skills related to analysis, monitoring and planning of monitoring and election observation programmes;
- Make available to the participants all the concepts and techniques necessary for the optimal animation of an Electoral Monitoring Structure.

Over five days, 25 training modules were presented to participants. The pedagogical objectives of the training made it possible to promote empowerment and to reinforce the platform both from an institutional and electoral expertise perspective.

This training was essential for the Platform of Women and Youth for Monitoring Peaceful and Credible Elections in Côte d'Ivoire as a relevant yardstick to gauge the level of interest in the Electoral Monitoring Programme during the Presidential election. It also explored other themes beyond the support of electoral processes in Côte d'Ivoire, including the monitoring of public policies.

It was also an opportunity for the Platform to meet and review the activities carried out in order to determine the responsibilities of each participant, beyond the primary objective of transferring skills on the management of electoral processes.

In order to consolidate this acquisition of skills and their perpetuation, a guide to good practice in observation and monitoring will be developed. Finally, better coordination and synergy with other platforms was recommended and participants called for further institutional strengthening of the Platform.

As a reminder, during the 2015 presidential election in Côte d'Ivoire, thanks to the financial and technical support of the United Nations Development Programme in Côte d'Ivoire, the Electoral Observation Platform was implemented thanks to technical support from the Goree Institute. The Observation Platform is a process that mobilizes women and youth to ensure their active, peaceful and democratic participation in electoral processes, in accordance with UN resolutions 1325 and 1820. It involves electoral actors committed to ensuring peace before, during and after elections. In the Observation Platform, actors are involved in actions to promote peace, mediation, coordination, political analysis, observation and documentation. The platform offers the opportunity to apply diplomacy and a form of conflict resolution between political actors and stakeholders to defuse conflicts by reducing anger, fear and tension and by improving communication and mutual understanding between actors.

The Observation Platform is, however, only the final activity of a project whose overall objective was to contribute to the organization of calm and credible elections in Côte d'Ivoire by strengthening civil society. This overall objective was broken down into four specific objectives:

- To bring together all civil society actors who have developed competencies in electoral observation and to keep an active watch on the entire electoral process, especially during pre-campaign, campaign, election and post-election periods;
- Establish a women / CSO / youth platform to analyze information from the field and develop strategies to anticipate and respond quickly to potential incidents in a coordinated manner;
- Set up a physical Observation Platform and to optimize an early warning system for election day;
- Contribute to correct any dysfunction observed on election day by seizing the appropriate authorities and institutions in order to reduce the potential for electoral conflict.

Thus, thanks to the electoral assistance provided by the Goree Institute, many citizens have been able to benefit from a set of tools for their effective involvement in the electoral process. However, such an accompanying activity only makes sense if sustainability is possible through a transfer of skills in view of the empowerment of the Platform of Women and Youth for Monitoring Peaceful and Credible Elections in Côte d'Ivoire.

RESULTS ACHIEVED

- Good practices and difficulties encountered in the Ivorian electoral process have been identified;
- Competence in election observation, monitoring and advocacy was transferred to the member organizations of the Platform of Women and Youth for Monitoring Peaceful and Credible Elections in Côte d'Ivoire;
- A joint programme with Ivorian Civil Society, a member of the Platform, has been defined in the field of electoral monitoring and beyond in the field of governance and monitoring of public action.

Annual Symposium on Governance, Peace and Security in Africa

Governance, Peace and Security interact and enrich each other. Poor governance inevitably impacts peace and security within a given environment of a given country.

In order to contribute to the successful implementation of the African Charter on Democracy, Elections and Governance of the African Union and ECOWAS Protocol A/SP1/12/01 on Democracy and Good Governance (Supplementary to the Protocol relating to the Mechanism For Conflict Prevention, Management, Resolution, Peacekeeping and Security), in which peace and security are presented as major challenges for development, the Goree Institute organized the 5th Annual Symposium on Conflict and Security Issues in West Africa to support the search for innovative and sustainable solutions to the challenges of peace and security on the continent. This symposium, organized from 24 to 25 November 2016, brought together some 50 experts from the sub-region to reflect on the issues and challenges of security in Africa.

As a reminder, one of the objectives of the Symposium is to provide an opportunity for a wide range of stakeholders from civil society, the government of Senegal, and international institutions, to be part of the process of producing the content of an inclusive and multi-stakeholder dialogue capable of advancing the appropriation of African solutions to governance, peace and security in West Africa.

The Goree Institute Symposium is an annual forum for the exchange of researchers and practitioners from civil society, international organizations and the media working on governance, peace and security issues to serve as a reference framework for states, CSOs and international organizations. Since its inception, the Goree Institute has been a facilitator and a forum for the expression of ideas. The annual symposium is a continuation of all initiatives taken in the mediation and facilitation of several conflicts in Africa. In an open and diverse setting, it is a question of initiating a political dialogue, a place for anticipating concepts and paradigms, and possible conflicts in order to foresee solutions. In addition, in order to document these annual meetings, publications have accompanied these exchanges.

The 5th Annual Symposium completes a five-year approach of exchange, sharing of experiences, study and foresight in relation to many concepts

Similarly, this annual regional (or sub-regional) meeting provides an opportunity to take stock of the state of progress of research, programmes initiated, and actions undertaken or under way. At the end of the symposium, a publication was produced on the research work which was the subject of debate in order to facilitate decision-making for the various actors concerned. The following issues and themes were treated: current trends in democracy and human rights in Africa; security challenges accompanying democratization in Africa; a status report on security threats in Africa including events, stakeholders and perspectives; women and youth in the face of new security challenges in Africa; religious radicalism and security challenges: towards a form of globalization; the management of natural and environmental resources as a potential factor of instability in Africa; and links among the challenges and perspectives on peace, culture and democracy in Africa.



D. ADVOCACY AND PARTNERSHIPS

Various advocacy activities have been conducted through the programmes of the Goree Institute.

- ***Regional Advocacy on Political Instability in Guinea Bissau***

Following the dissolution of the Government of Guinea-Bissau last May, civil society organizations that are members of the institute's network developed a declaration under the coordination of the institute to raise awareness of the state of the security situation in Guinea-Bissau. This declaration was developed by members, translated into Portuguese and shared within the respective networks.

- ***Regional Advocacy on the Implementation of the ECOWAS Conflict Prevention Framework (ECPF)***

Advocacy was also conducted on 23 and 24 August at the ECOWAS level during the regional meeting organized by ECOWAS and the West African Network for Peacebuilding (WANEP). This was an opportunity for the Institute to share its experience on the implementation of the ECPF through the presentation of the data analysis document collected during phase 1 of the institutional stability and human security monitoring project.

RESULTS ACHIEVED

- Increased awareness of the security situation in Guinea Bissau;
- Strengthening of solidarity through the synergy created in the development and sharing of the declaration on the security situation in Guinea Bissau;
- Increased knowledge of the ECPF regionally through the Goree Institute's experience sharing and lessons learned in the implementation of the ECPF in phase 1 of its monitoring project;
- Leadership of the Institute strengthened through its recognition by ECOWAS of its capacity to use a regional instrument.

- ***Establishment of a National Working Group for the Implementation of the ECOWAS Conflict Prevention Framework (ECPF)***

Advocacy on the implementation of the ECPF provided the Institute the opportunity to coordinate the establishment of the national-level working group under the impetus of ECOWAS. To do this, five organizations and platforms of organizations were invited to Goree island on September 26, 2016 for an initial meeting of reflection. The National Organization for Human Rights (ONDH), Partners West Africa, the Gaston Berger University of Saint Louis through its Laboratory of Analysis of Societies and Powers / Africa-Diaspora (LASPAD), the West African Network for Peace (WANEP) as well as the National Platform of the Network of Civil Society Organizations worked with the Goree Institute on the concept.

- ***Celebration of the International Day of Peace***

- **Peace Day in Casamance**

The Goree Institute, with its experience in research and knowledge production, took part in the celebration of the International Day of Peace organized by the Platform of Women for Peace in Casamance (Plateforme des Femmes pour la Paix en Casamance, PFPC). The purpose of the meeting was to consolidate the achievements of the tripartite action plan between the women of Casamance, Guinea Bissau and the Gambia, and to strengthen ties between the various actors. It was also to support the awareness, anticipation and threat-management process of the sub-regional space and Casamance in particular and to increase awareness among populations on issues related to the peace.

This was an opportunity for the Goree Institute to renew its partnership with the women of the Platform through the presentation of a panel on «The security challenges in West Africa and Casamance: what roles for women's organizations and young people» by the Institute's Gender, Peace and Security Coordinator. Given the richness of the debates and the relevance of the themes, the Goree Institute was invited to a limited working session to identify highlights of the work accomplished for the development of the Women's Roadmap for their contribution to the prevention of conflicts related to new security challenges.

The Goree Institute has thus renewed its commitment to support women in their contribution to peace in the sub-region.

- **Peace Day at the United Nations Office for West Africa and the Sahel (UNOWAS)**

The Goree Institute, in its leadership role in capacity building, took part in the organization of the International Day of Peace in partnership with the civil society organizations that constitute the Working Group on Women, Peace and Security coordinated by the United Nations Office for West Africa and the Sahel (UNOWAS). This was an opportunity for the Institute to contribute to increased knowledge through the dissemination of its publications on peace and security issues for the strengthening of peace in Africa.

E. RESEARCH AND PUBLICATIONS

Research

Various research projects were carried out during the year 2016:

«The State of Democracy and Human Rights in West Africa»

- Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea Bissau, Liberia, Mali, Nigeria, Niger, Republic of Guinea, Senegal, Sierra Leone, Togo.

In 2008, the Goree Institute had conducted a study in which it reviewed the state of democracy in Africa. Four years later, it became necessary to update the data collected. However, with a view to producing exhaustive and comprehensive information, the study was extended to include the theme of human rights, given the close link between democracy and human rights.

The main objective of this study is to provide an exhaustive overview of the state of democracy and human rights in West Africa by summarizing the economic and structural realities of each West African state. More specifically, these are:

- Identify the different stakeholders in the democratization project;
- Conduct a sectoral review of each country that can provide information on the state of democracy and human rights in West Africa;
- Highlight the roles of the different actors of the process;
- Conduct an analysis of the national situation from an institutional and legal point of view;
- Identify the achievements and setbacks of each state in relation to democracy and human rights issues;
- Identify the specificities of each country, which can be part of a «con-sociational» democracy;
- Give intelligibility to national phenomena which are responsible for dynamics of change and which can have a lasting impact on the process of democratization;
- Identify good practices in relation to democracy and human rights;
- In the process of co-production of public policy, make proposals or recommendations that could lead to an improvement or reinforcement of public policies undertaken, linked to the themes concerned by the study.

The first results of the study were presented at the 5th Annual Goree Institute Symposium on Conflict and Security Systems held from 24 to 25 November 2016. Publication of the research is planned for the end of June 2017.

Publications

The Goree Institute had several publications during 2016:

- Comparative study - Electoral violence in Guinea, Senegal and Togo (97p.)
- Report of the sub-regional workshop - Theme: «Religious Radicalism and Security Threats in West Africa: National and Regional Perspectives» (94p.)
- Electoral accompaniment guide - Model of the Goree Institute (89p.)
- Conflict and Peace in Casamance: local and cross-border dynamics (238p.)
- Synthesis report of the symposiums of the Goree Institute (86p.)



As a reminder, all Institute publications are available online and in hard copy.

Media Resources

In 2016, the Goree Institute developed the computerization of its productions, notably by putting its multimedia library online. It is now possible to access all its studies, reports and publications on the site www.goreeinstitut.org in the sections «Resources» and «Media library». The public can thus stay informed about the various news of the Institute, backed up by a photo, video and audio gallery. A document center is also in the course of elaboration, on which can be found all the contents of the library of the Goree Institute.

A N N U A L R E P O R T 2 0 1 6

II

TERAL: SELF-FINANCING
INSTRUMENT

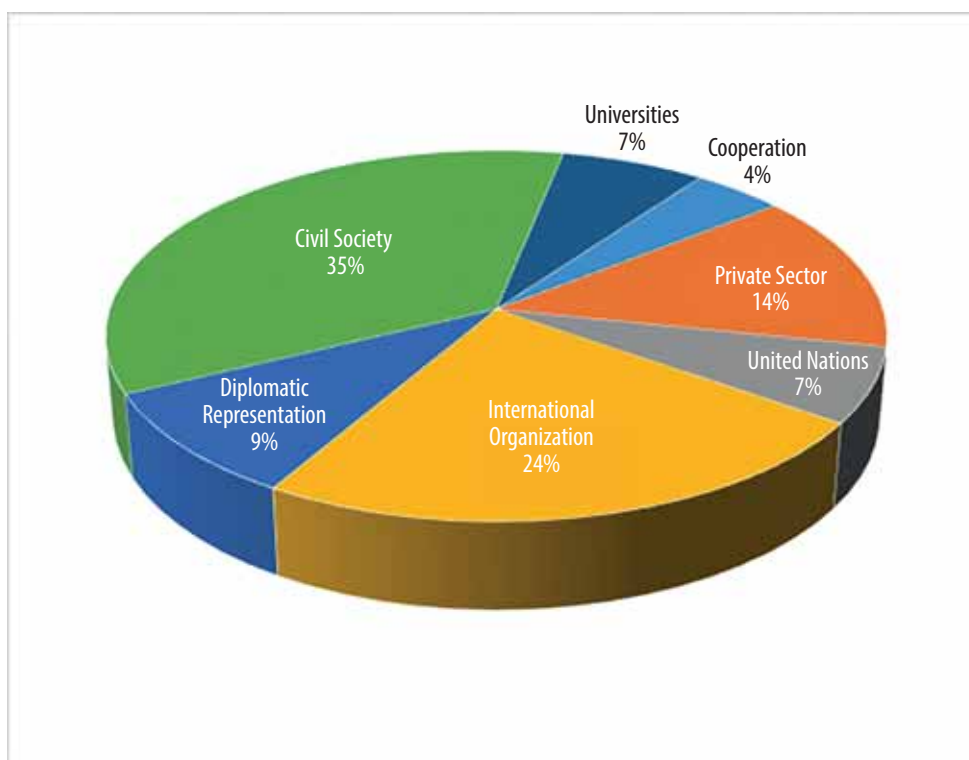
TERAL: self-financing instrument

The TERAL department is Goree Institute's self-financing instrument which enables to reduce its dependency regarding to its financial partners. Through its services of facilitation of conferences, seminars and workshops for other organisations, TERAL contributes to the funding of the Institute while consolidating its vision of a self-sufficient, peaceful and prosperous Africa.

In 2016, the conference services facilitation provided to small groups (from 05 to 50 people), enabled TERAL to cover more than 25% of the operating expenses of Goree Institute. Indeed, TERAL aims to support the involvement of the Institute in a dynamic of a regional and international collaboration and to strengthen its financial security and stability by contributing to its operational and programmatic expenses.

The department mainly targets the international institutions, non-governmental organisations at the regional and international level, universities, research institutes, and the private sector. Opened to the outside world, TERAL is an intermediary and indispensable instrument, enabling Goree Institute to build alliances, networks and partnership between the beneficiary institutions and its Programme department. TERAL department exploited its skills to welcome many institutions and organisations on Goree Island. During the year 2016, it collaborated with multi-sectoral customers to organise 29 seminars and professional meetings. Thanks to its activities, TERAL contributes to Goree Institute's visibility and facilitates the diversification of its partners' portfolio.

In 2016, TERAL's customers were mostly international organisations and NGOs. For instance, the International Committee of the Red Cross has been working with TERAL for more than 15 years to provide trainings on the standards of international humanitarian law to aid workers in Africa. Likewise,



TERAL facilitated the seminar activities for international institutions such as the IOM, the World Bank, the European Union delegation and the embassies of Switzerland, the Netherlands, France, Great Britain, Germany, Canada, the United States, and South Africa.

Moreover, armed with a national and international prestigious reputation as well as highly satisfactory outcomes, TERAL is opened to private sector companies such as Orange, Deloitte, Auchan and Bayer, mostly regarding team building seminar organisation.

Based on the principles that led to the creation of the department, the Programme department of the Institute remains TERAL's first partner. In 2016, six programmatic activities were facilitated by TERAL, i.e. Religious radicalism, Conflict mediation, a workshop for the training of monitors, Leadership and conflict prevention, Peacebuilding and the annual Symposium which welcomes around 80 participants on the island every year.

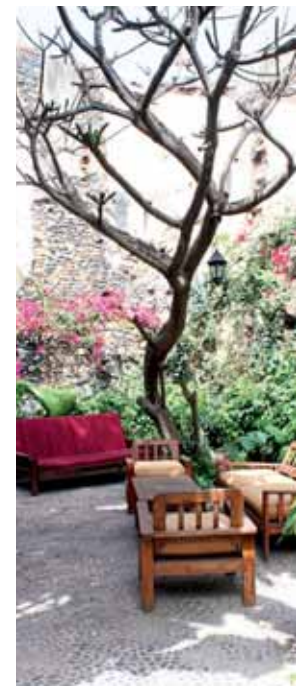
During its external activities, such as the sub-regional workshop on "Youth leadership and conflict prevention in West Africa" which took place from July 20 to July 22 in Abidjan, TERAL department's help was solicited for public relations, participant management and logistical support.

In 2016, 1158 visitors essentially coming from Africa, Europe, and the United States benefited from the department's facilitation services. This shows the organisational capacities of Goree Institute to host and facilitate large-scale conferences and seminars.

In spite of a highly competitive environment, the demand for seminar facilitation rose in 2016. As a reminder, TERAL facilitated more than 29 seminars with 59% for NGOs and international organisations, 14% for diplomatic delegations, 7% for universities and research institutes and 20% for the private sector.

In 2017, TERAL plans to increase its conference activities, not only through seminar facilitation for partner institutions, but also by creating new projects, particularly with universities and consulting services in the frame of the governance and institutional strengthening programme for African organisations. Those new projects are aligned with the creation of a Centre of Excellence by 2020 and will contribute to diversify the service portfolio provided by the department and, in that way, consolidate the achievements of the department.

Our infrastructures



A N N U A L R E P O R T 2 0 1 6

III

CONCLUSION AND PERSPECTIVES

Conclusion and perspectives

Through Goree's electoral programmes that include electoral observation and monitoring tools, the Goree Institute is now at its ninth experience of electoral accompaniment, thus testing an electoral assistance model whose aim is to prevent and resolve electoral conflicts, which are the causes of lasting and structural instabilities in Africa. The Institute thus remains in the dynamic of electoral accompaniment but above all the capitalization of good practices during the year 2017.

Moreover, in its quest for a self-sufficient Africa, the Institute is continuing its activities of providing knowledge and know-how in several fields. Ultimately, as in the case of electoral assistance, it will be a question of exploring the possibility of setting up a «Think and Do Tank», an area that will allow a real level of performance in knowledge production and multidisciplinary know-how.

A brief «round-up» of the implementation of the different electoral support programmes across Africa allows us to gauge the premises of the positive impacts of these interventions on post-election (peaceful) situations in these respective countries. Thus, the pursuit of the goal of a peaceful Africa remains especially significant.

Through all the meetings organized in 2016, Goree Institute continues to promote the ideals for which it was established—as a facilitator and change agent.

In 2016, more than 800 citizens from West Africa and the Indian Ocean were trained on various topics. One can say that the Goree Institute intervenes by concentric circles, influencing each other, thus establishing a system of networks sharing the same values and ideals as those of the Institute.

Through research and publications, the Institute confirms its desire to give intelligibility to contemporary phenomena and debates by providing information and data that may be of interest to decision-makers but also to the scientific community and stakeholders, but also to political parties and development processes.

For 2017, the focus will also be on capacity building and advocacy at the national level, particularly in the target countries, to ensure real follow-up of our actions on the ground and thus to lead to a certain impact. As a reminder, the Goree Institute's intervention model can be summarized as a typical empowerment program, based on three facets: Access (to information and knowledge), Action (an organization's ability to use knowledge Acquired), and Achievement (the ability of an organization to effectively address identified problems). This recurrent string of results, reflecting the Goree Institute's programme, is an accurate representation of the theory of change that deserves to be supported and reinforced.

In the course of 2017, while pursuing its efforts in research, capacity building and facilitation of political dialogue at the sub-regional level (ECOWAS area), the Goree Institute aspires to support the full participation and representation of women and young people in the processes of democratic change, conflict prevention and peacebuilding in West Africa.

A N N U A L R E P O R T 2 0 1 6

IV

BOARD OF DIRECTORS



Board of directors

The Institute's Board of Directors met on the Goree Island on 2nd and 3rd September 2016. Following a review of the annual activities, they discussed and adopted the 2017 action plan. Themes related to research as well as partnership strengthening were also discussed.



Andy Wynne
Angleterre
Public Sector
Financial Management Specialist
International Auditor



Ambassadeur Saïdou Nourou Ba
Sénégal
Diplomate Consultant
in Cooperation and
International Relations



Ms. Ayo Obe
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Lawyer, Activist for Human Rights and
Democracy



Ms. Francesca Bomboko
Democratic Republic of Congo
Founder of the Bureau of Studies, Research
and Consulting International (BERCI)



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Journaliste, Reagan-Fascell Democracy Fellow, Forum
international pour les études démocratiques, National
Endowment for Democracy



Lucy Mutumba Muyoyeta,
Zambie,
Sociologue, Ancienne
Présidente de l'APRM



Mr Breyten Breytenbach
South Africa
Special Advocate for Advocacy and Special Projects
Writer, artist, professor at the University of New York



Mr Michael Savage
South Africa
Professor Emeritus in the
Department of Sociology at the University
of Cape Town

A N N U A L R E P O R T 2 0 1 6

V

FINANCIAL
STATEMENTS



FINANCIAL STATEMENTS

Statement Of Revenue and Expenditure

Reporting period : from Jan 2016 to December 2016

Currency : FCFA

Exchange Rate 1Euro = 655,957 FCFA

STATEMENT OF EXPENDITURE						
						Amount
1	Salaries					182 047 264 F
2	Maintenance					13 789 599 F
3	Utilities					19 779 210 F
4	Administration					40 642 489 F
5	Governance					14 499 192 F
6	Equipment					18 594 808 F
7	Programs and Teral Activities					553 187 549 F
Total						842 540 111 F

Fund Received						1 095 502 400 F
1	Fund received and Revenue					690 079 730 F
	SIDA 2012/2016					203 607 734 F
	PNUD COTE D'IVOIRE 2015					21 476 700 F
	PNUD COTE D'IVOIRE 2016					23 550 000 F
	PNUD COMORES 2016					133 704 078 F
	INSTITUTE OF INTERNATIONAL EDUCATION					25 868 675 F
	TERAL					281 922 543 F
	REGULARIZATION					-50 000 F
2	Beginning Balance(01/01/2016)					405 422 670 F
Balance in 12/31/2016						252 962 289 F