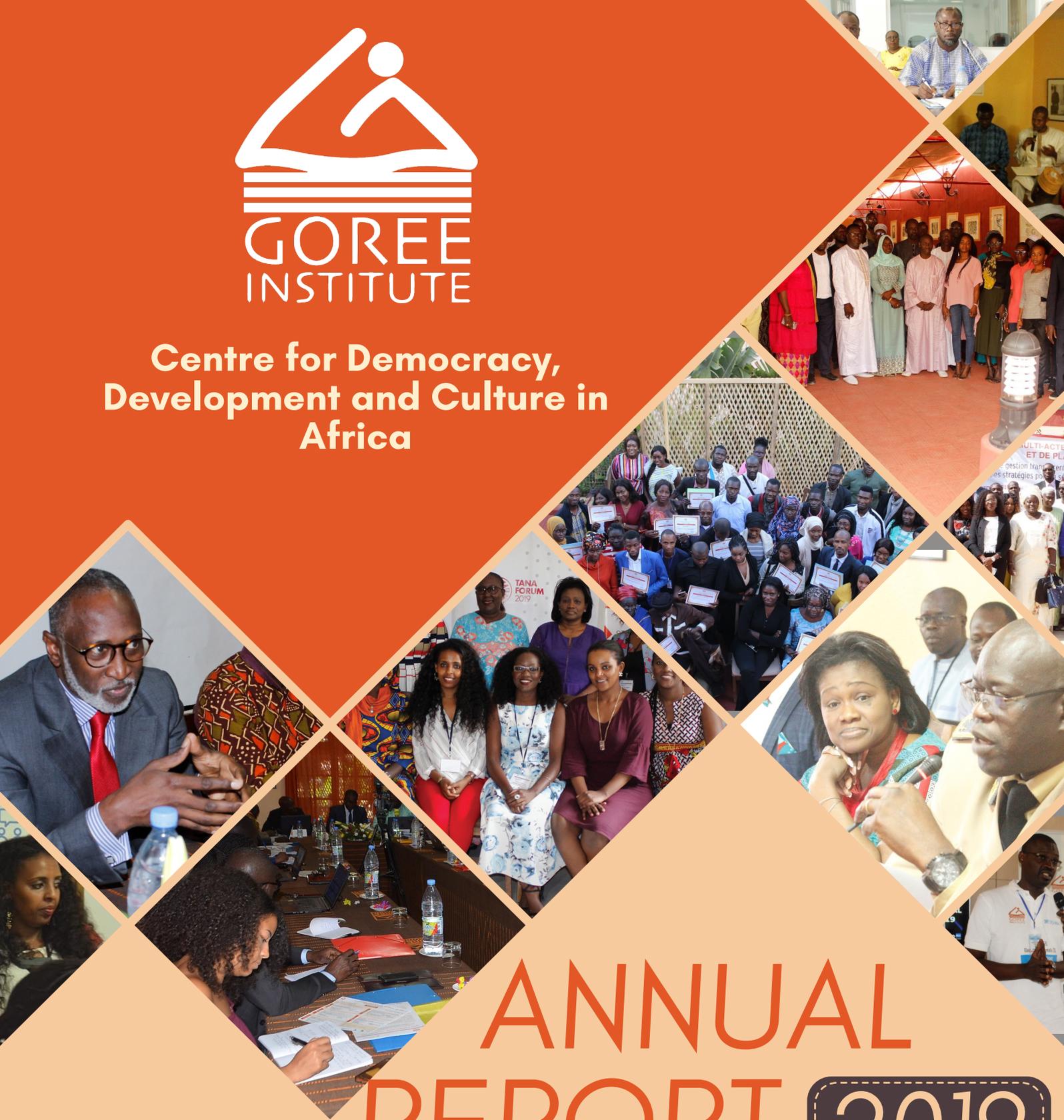




Centre for Democracy,  
Development and Culture in  
Africa



# ANNUAL REPORT 2019

Building collaborative partnerships to promote peaceful and secure communities in Africa



# 2019 in review



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# LIST OF ACRONYMS

AfCFTA	:	African Continental Free Trade Area
ACDEG	:	African Charter on Democracy, Elections and Governance
AMV	:	Africa Mining Vision
ANC	:	African National Congress
APSA	:	African Peace and Security Architecture
AU	:	African Union
AUC	:	African Union Commission
AYC	:	African Youth Charter
CENI	:	Commission Électorale Nationale Indépendante (National Independent Electoral Commission)
CMM	:	Chambre des Mines de Mali (Mali Chamber of Mines)
CNSC	:	National Concertation of Civil Society (Togo)
CPPC	:	Peacebuilding and Conflict Prevention Programme in West Africa
CSO	:	Civil society organization
CSR	:	Corporate Social Responsibility
ECOWAS	:	Economic Community of West African States
ECPF	:	ECOWAS Conflict Prevention Framework
EESC	:	Economic, Social and Environmental Council
FOM	:	Femmes occupez les médias !" (Women, fill up the media!)
FOSEL	:	Force de Sécurisation des Elections Législatives (Security Forces for Legislative Elections)
GTA	:	Grand Tortoise/Ahmetim
GTFJPS	:	Working Group on Women, Youth, Peace and Security
ICS	:	Industries Chimiques du Sénégal
IDEP	:	African Institute for Economic Development and Planning
IGE	:	State General Inspection
IPSS	:	Institute for Peace and Security Studies
IRPAD-Africa	:	Institute for Research and Promotion of Alternatives in Development
NGO	:	Non-governmental organization
OAU	:	Organization of African Unity
OFNAC	:	National Office for Combatting Fraud and Corruption (Senegal)
Panos AO	:	Panos Institute West Africa
PETROSEN	:	Oil Company of Senegal
PIO	:	Public Interest Organization
RECs/RMs	:	Regional Economic Communities / Regional Mechanisms
REPSFECO	:	Peace and Security Network for Women of the ECOWAS Area
RGM	:	Network of Parliamentarians for Good Governance of Mineral Resources
SENELEC	:	Senegal's National Electricity Company
SGO	:	Sabadola Gold Operations
SMEs	:	Small and Medium Enterprises
SO	:	Strategic Objective
PGPP	:	Governance and Policy Process Programme
SPN	:	Société Pétrolière Nationale
TFP	:	Technical and Financial Partners

# ABOUT THE GORÉE INSTITUTE

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

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

The Gorée Institute is an independent, pan-African public interest organisation (PIO) with diplomatic status guaranteeing its integrity. Neither its independence nor its integrity are negotiable: the Board of Directors, Pan-African in its composition, is the depository of the authority and decision-making power of the organization.

## VISION

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

## MISSION

Our mission is to promote the emergence of just, peaceful and self-sufficient societies in Africa. We achieve this by striving to expand the range of paradigms, tools, know-how and knowledge that can promote the emergence of peaceful and self-sufficient societies. To this end, we also strengthen the capacities of the institutions and individuals that make up these societies who can then work to improve their own societies. In so doing, we optimize the use of the continent's human, creative and financial resources, while exploiting and adapting best practices from elsewhere.

## VALUES

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

## STRATEGIC OBJECTIVES

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

- Strengthen political dialogue and the entrenchment of peace;
- Prevent conflicts as well as support individuals and institutions working at national, sub-regional and regional levels to develop an effective solution to social and political problems related to

peacebuilding;

- Improve political governance and electoral processes; and
- Enhance the continent's human, artistic and economic creativity.

## OUR APPROACH

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

## Our fields of intervention

Electoral governance and processes

- Media and conflict prevention
- Youth Leadership and Conflict Prevention
- Leadership, Women, Peace and Security
- Governance of natural resources and conflict prevention
- Violent extremism



# A WORD FROM THE EXECUTIVE DIRECTOR

2019 was a special year for the Gorée Institute, Centre for Democracy, Development and Culture in Africa, full of challenges and hope. Indeed, the Institute carried out its programmes in an African context profoundly marked by electoral challenges in many countries, especially in West Africa. It was a year that was also characterized in the subregion by a security crisis, with the resurgence of terrorist attacks in the Sahel and Nigeria as a palpable indicator, not to mention the scourge of migration and its impact on security.

Various events took place during the year 2019 in West Africa that reinforce the ultimate conviction that there is a need to disseminate and propagate the values of the Gorée Institute as extensively as possible. In this year, seven countries of the West African sub-region organized presidential and/or legislative elections (Benin, Burkina Faso, Guinea Bissau, Mali, Mauritania, Nigeria and Senegal). Six countries (Burkina Faso, Côte d'Ivoire, Ghana, Guinea, Niger and Togo) are organizing elections in 2020. The year 2019 was also characterized by the exacerbation of the security crisis in the subregion. Jihadist attacks have hit West Africa hard, particularly the Sahel countries. More than 4,000 deaths due to terrorist attacks were recorded in Burkina Faso, Mali and Niger in 2019 compared to 770 deaths in 2016, according to the United Nations. Insecurity in West Africa is sometimes caused by the actions of the Defence and Security Forces and self-defence groups. The intensification of this crisis is also fuelled by the lifestyles of some of our communities. Thus, and it must be said above, as soon as the stakes of the agro-sylvio-pastoral activities are brought up, community or inter-community confrontations and conflicts become a daily routine.

West Africa is very rich in mineral resources. Unfortunately, mine governance continues to fall short of standards of transparency, to instead be a source of illicit enrichment, corruption, political debate and sometimes conflict. While migration could be defined as the movement of one or more people to another place for economic, political and security reasons, its reality in the West African subregion reveals all its complexity and multidimensional stakes. The subregion is the part of the continent that receives the largest number of migrants from other West African countries and other parts of Africa. The number of migrants in this part of the continent is estimated at 8.4 million or 2.8% of its population, according to the August 2019 report of the United Nations International Organization for Migration (IOM). So-called 'third countries' in West Africa are among the main countries of origin and/or transit of migrants on their way to the Old Continent—hence the major interest that the European Union grants to West Africa in its policy of outsourcing the fight against sub-Saharan immigration.

All these events noted throughout 2019, beyond revealing the political, security, governance and migration issues in West Africa, prove to us that there is still a long way to go in sharing the values so dear to the Gorée Institute of democracy, transparency, peace and development. These events also show us the need for the democracy proponents of the world and the epistemic community in Africa and elsewhere to mobilize all their energies to implement those values and to prepare a West African subregion for future generations that is much less subject to the tensions that have plagued it in 2019.

In the light of this ambition, the Gorée Institute, with the support of its technical and financial partners, has carried out two programmes in 2019:



**Doudou DIA**  
Executive Director

- Peacebuilding and Conflict Prevention Programme in West Africa (CPPC);
- Governance and Political Processes Programme (PGPP).

The Gorée Institute, true to its values, will strive to achieve the objectives set by its Board of Directors for a peaceful, democratic, free and transparent Africa in the governance of public authorities. These values, to which the Gorée Institute attaches great importance, are becoming a major issue in this part of the continent and should leave no one indifferent. These values need to be consolidated and internalized among the populations as well as political actors and civil society.

We continue to make the Gorée Institute an inexhaustible crucible for the production of ideas and a powerful vehicle for spreading its values for a safer, more democratic, freer and more prosperous West Africa. Through our scientific research and publications, we contribute to making available to public decision-makers, political and civil society actors, teacher-researchers, students and journalists a wealth of useful information in their fields.

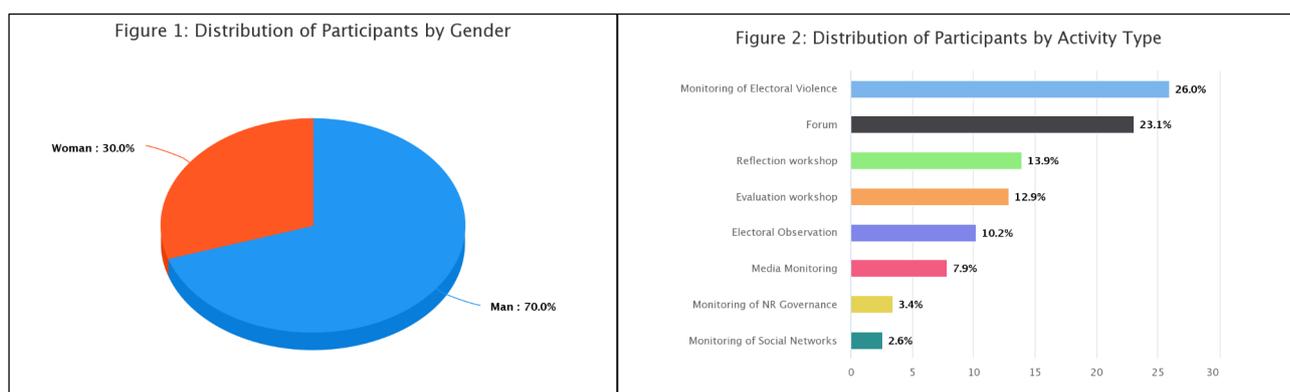
That is why the Gorée Institute has prioritized, throughout 2020, inclusive activities that bring together actors from all sectors concerned in achieving the ambition of a West Africa where peace, good democratic and economic governance and the improvement of the quality of life of its people will be a reality. Getting political decision-makers, civil society actors and populations to take ownership of these values will be the best way to guarantee their long-term success. The Gorée Institute will continue, in 2020 and the years to come, to fully play its part in consolidating the credibility of the electoral consultations, peace, good governance and contribute to giving substance to the 1979 ECOWAS Free Movement Protocol. This is our duty and responsibility towards the people of West Africa and for history.



# EXECUTIVE SUMMARY

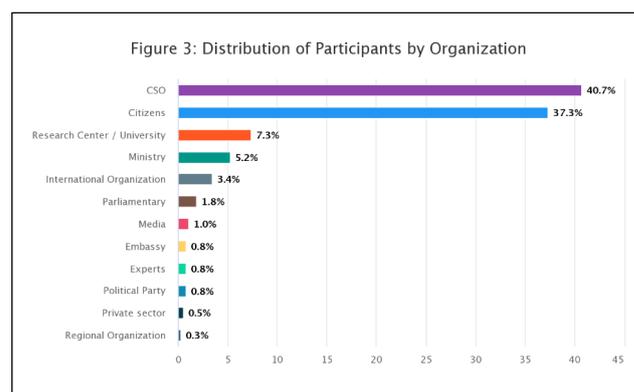
Throughout 2019, the Gorée Institute, with the support of its technical and financial partners, has carried out two programmes, namely the Peacebuilding and Conflict Prevention Program in West Africa (CPPC) and the Governance and Political Processes Program (PGPP).

The Peacebuilding and Conflict Prevention Programme in West Africa is being implemented in the context of an acute security crisis marked by the holding of national elections in seven countries, a



sharp increase in terrorist attacks, an intensification of the migration phenomenon and its corollary on security and, finally, problematic governance of mineral resources in West Africa.

In its work, the Gorée Institute has brought together actors from various backgrounds, including civil society, in order to achieve the desired objectives, namely, the pacification of the subregion by eliminating the causes and consequences of destabilization through reflection, research and field interventions.



- Gorée Institute organized a day of exchange and sharing on 23 July 2019, on the legislative, environmental and economic challenges of oil, gas and mining resources in Senegal, with a presentation of the natural resources governance monitoring system. In attendance were representatives of the Government, the National Assembly, the Economic, Social and Environmental Council (EESC), the Gorée City Council, members of civil society (CSOs, NGOs, think tanks, mining sector experts, etc.) and the private sector (extractive companies, trade unions, etc.).
- On 20 and 21 November 2019, the Gorée Institute in collaboration with Enda Lead Africa, the Civil Forum, Publish What You Pay and the Network of Parliamentarians for Good Governance of Mineral Resources (RGM) organized a two-day multi-stakeholder Dialogue and Advocacy Forum: "For a transparent and inclusive management of mineral resources: What strategies for the security and well-being of populations?"
- A documentary film on "multi-stakeholder dialogue on good governance of mineral resources in Senegal" was produced by the Network of Parliamentarians for Good Governance of Mineral Resources (RGM) in partnership with the Gorée Institute.
- The Institute for Peace and Security Studies (IPSS) and the African Institute for Economic Development and Planning (IDEP) in association with the Goree Institute held a Regional Multi-stakeholder Dialogue on "Migration, Peace and Security: What Role for Civil Society

Organizations (CSOs)?" on 9 and 10 October 2019 on the premises of the Goree Institute. The Forum was attended by representatives of AU Member States, AUC, RECs/RMs, experts, civil society, academics and development partners. An outcome document was produced and shared with the peace and security community.

Regarding the Governance and Political Processes Programme (PGPP), one of the strategic objectives is to promote and facilitate the creation of networks of civil society organizations, electoral management bodies and regional and sub-regional institutions for the facilitation of political dialogue, but also and above all the professionalization of electoral administration, management and observation in West Africa. To this end, the following activities have been carried out:

- In the area of electoral assistance and knowledge, the Institute, with the financial support of the OSIWA Foundation, in the context of the 2019 presidential election in Senegal, has implemented an Electoral Observation and Monitoring Programme. Thus, it contributed to a peaceful, free, credible and inclusive electoral process through the establishment of an effective and operational election observation and monitoring mechanism.
- From 27 June to 3 July, the Institute carried out an electoral expertise mission for the local elections in Togo. The purpose was to make contact with key stakeholders in the electoral process, to exchange with CSOs and with actors involved in the electoral process in Togo and to observe election day. Finally, an analytical document taking stock of the local elections process and also going beyond it to make an analysis of the socio-political and institutional situation in Togo with a view to the presidential election was produced.
- The Gorée Institute carried out research on the "State of Democracy and Human Rights in West Africa". This work, whose authors are academics and researchers specializing in social sciences, concerned Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. This book, published in 500 copies, will soon be available in digital version.
- In 2017, the Gorée Institute conducted research on "Governance Case Study: Regulation and Control Bodies in Senegal". This book, which is in the publication phase, will be published in 500 copies for dissemination.
- The ECOWAS Women's Peace and Security Network, after some fifteen years of existence, in accordance with the need for any organization to keep up to date, held a strategic planning workshop bringing together the 15 presidents of national sections present in the 15 countries of the ECOWAS region. The facilitation of this strategic planning workshop was entrusted to the Gorée Institute.
- The Institute was requested by the Working Group on Women, Youth, Peace and Security to provide technical support for participation in the 2019 presidential elections in Senegal as an observer.
- Within the framework of its collaborations, but with its experience and positioning in the field of Peace and Security, the Gorée Institute has been invited by the Centre des Hautes Etudes de Défense et de Stratégie, the operational arm of the Dakar Forum on Peace and Security, to take part in the Scientific Commission whose specifications are to prepare all the documentation defining the content, the main themes, and the framework notes relating to the holding of the Forum. Within this framework, the Institute took part in the preparatory work for the Forum.

Finally, it should be noted that following the annual meeting of the Board of Directors held from 12 to 13 September 2019, the President of the Board of Directors since 2008 in the person of Ayo Obe passed the hand to Ambassador Saidou Nourou Ba who was unanimously elected. Member of the Board since 2013, he who had been at the head of the Board since 2011 and a member since 1995.

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I

PEACEBUILDING AND  
CONFLICT PREVENTION IN  
WEST AFRICA  
PROGRAMME (CPPC)

# PEACEBUILDING AND CONFLICT PREVENTION IN WEST AFRICA PROGRAMME (CPPC)

The implementation of the peacebuilding and conflict prevention programme for the year 2019 took place in a West African context marked by an unprecedented security crisis combined in some areas with a glaring lack of governance.

The multiplication of terrorist attacks, the proliferation of jihadist groups and criminal activities, particularly cross-border activities involving drug and arms trafficking, piracy, tensions and abuses, endemic corruption, political and social differences, poverty and exclusion, the millions of people displaced by conflicts and the interweaving of these phenomena undermine the stability of the subregion and jeopardize development prospects.

The resource governance sector seems to polarize some of these security and governance phenomena. Simply possessing resources and mining them has shown that resources can be a risk to a country's stability and peace, leading to tensions and conflicts that are often linked to, among other things, corruption, resource grabbing and other negative externalities of resource exploitation.

The link between migration and security is another important issue related to the free movement of people in Africa that is of interest to the Institute. Three dimensions can be identified in this context: the issues of insecurity that can push a person to migrate, the security risks that the migrant may face and the last, often contested point, the migrant as a source of insecurity or perceived to be a threat to the national security of destination countries. The diversity of possible implications explains the interest of the Institute to promote the implementation of policies that, while ensuring the territorial integrity of host countries, also guarantee freedom of movement and ensure the security and respect of migrants' rights.

In order to achieve these objectives, the involvement and participation of all actors, particularly civil society, is more than necessary. That is why the Institute, through reflection, research and facilitation, has carried out its activities by taking care to promote access to information, to create multi-actor frameworks for dialogue, consultation, reflection and synergy of action, all while contributing to the strengthening of the capacities of the actors.

## 1. Programmatic Results Achieved

In 2019, the following results were achieved under this programme:

- Strengthening of the multi-stakeholder framework for reflection, dialogue and consultation between national stakeholders on the governance of mineral resources in Senegal;
- Development of a grid of indicators for monitoring the perception of the impacts of mineral resource exploitation;
- Production and dissemination of a document monitoring citizens' perceptions of the impacts of mineral resource exploitation in Senegal;
- Development of a technology platform on the governance of mineral resources;
- Production of various documents and reports on mineral resource governance; and
- Formulation and dissemination of recommendations on the role of Civil Society Organizations (CSOs) in migration, peace and security in partnership with the Institute for Peace and Security Studies (IPSS).

## 2. Reminder of programme objectives

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

Plus spécifiquement, le programme vise les objectifs suivants :

- Contribuer aux efforts internationaux, sous régionaux et nationaux en faveur de la prévention et la lutte contre la radicalisation, l'extrémisme violent et le terrorisme en Afrique de l'Ouest ;
- Contribuer à une plus grande participation des jeunes et des femmes à la consolidation de la paix et la prévention des conflits violents aux niveaux national et communautaire ;
- Contribuer à promouvoir la bonne gouvernance, l'équité et la justice dans le secteur des ressources naturelles en vue de prévenir des conflits liés à ces ressources.

## 3. Theory of Change

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

## 4. Priority areas for action and operational strategy

### Priority areas for action:

- Media and conflict prevention;
- Prevention of radicalization and violent extremism;
- Youth and women's leadership in conflict prevention;
- Transparency and accountability in the governance of natural resources;
- Migration and insecurity;
- Prevention of inter-community conflicts.

In pursuit of the specific objectives mentioned above, projects and activities have been carried out in two (02) of the following priority areas of action:

- Transparency and accountability in the governance of mineral resources
- Migration and insecurity

### Operational Strategy

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

- At the sub-regional level, special emphasis is placed on capacity building, experience sharing and networking of key civil society actors, particularly in the following nine (9) countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Niger, Senegal and Togo. Young people and women represent both the priority target groups and the privileged beneficiaries of

this component of the programme.

- At the national level, the programme gives particular importance to the creation of platforms for exchange and dialogue between stakeholders on the major challenges relating to peacebuilding, human security and social cohesion. This component ensures the sustainability and impact of the Gorée Institute's actions in the field, as it contributes to developing synergies between the different organisations working on the same issues.





## PROMOTING GOOD GOVERNANCE OF NATURAL RESOURCES IN WEST AFRICA

Transparency and accountability in the governance of mineral resources

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

### Reminder of project context

This project was set up with the financial support of the Ford Foundation to "promote the fair and equitable sharing of benefits from mineral and petroleum resources in Senegal through research, training, forums and an online platform to inform local communities, non-governmental organizations and members of parliament". Senegal is on its way to becoming an oil- and gas-producing country. Indeed, if the beginning of the exploitation of these resources can be traced to the 1950s, it is only from the year 2014 that world-class reserves were discovered. Since 2014, four (04) oil field discoveries have been made in the Deep Sangomar Block. The SNE-1 discovery has been fully evaluated with reserves between 346 and 998 million barrels of oil. The Grand Turtle/Ahmeyim gas field, straddling the Senegal-Mauritanian border, is considered the largest field in West Africa with estimated reserves of 450 billion m<sup>3</sup>. **According to the Director General of the Petroleum Company of Senegal (PETROSEN), Mamadou Faye, the exploitation of the two fields SNE and Grand Tortue will bring total revenues of more than 150 billion US dollars or more than 84,000 billion CFA francs.**

However, international experience has shown that a country's possession of such resources can be an opportunity for development but also a risk to the country's peace and stability. The majority of African countries rich in natural resources are still in the grip of this phenomenon of the "paradox of abundance" or the "resource curse" described by Terry Lynn Karl in one of his books published 20 years ago. Indeed, the most recent case studies have shown that there continues to be a strong correlation between the mineral resource exploitation and poverty, corruption, socio-economic and environmental challenges, inequality and political instability. It is for this reason that the governance of oil and gas resources appears crucial and must be placed on the sustainable development agenda.

### Reminder of project objectives

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

More specifically, the project aims to :

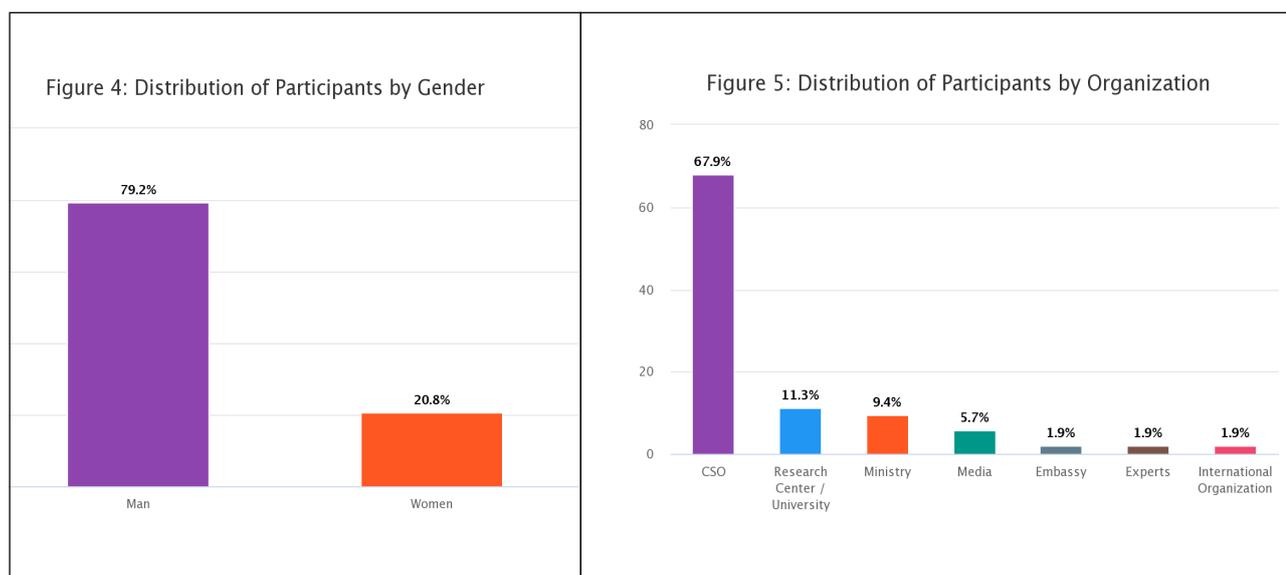
- Establish an open consultation framework and a digital platform online to exchange information on issues related to the governance of mineral resources in Senegal;
- Strengthen the capacities of Senegalese parliamentarians on issues related to fiscal justice, transparency and accountability, so that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

## MULTI-STAKEHOLDER WORKSHOP FOR EXCHANGE AND SHARING ON LEGISLATIVE, ECONOMIC AND ENVIRONMENTAL ISSUES AND CHALLENGES RELATED TO OIL, GAS AND MINING RESOURCES IN SENEGAL

On 23 July 2019, a day of exchange and sharing on the legislative, environmental and economic challenges of oil, gas and mining resources in Senegal was held at the Gorée Institute, followed by a presentation of the monitoring mechanism of the governance of natural resources ([see video report](#)). This meeting was attended by representatives of the Government, the National Assembly, the Economic, Social and Environmental Council (CESE), the Gorée town hall, members of Civil Society (CSOs, NGOs, think tanks, mining sector experts, etc.), the private sector (extractive companies, trade unions, etc.). The objective of this meeting was to exchange on the legislative, economic and environmental stakes and challenges of the extractive sector and to present the new monitoring mechanism for the governance of mineral resources.

### Results and recommendations

The governance of natural resources poses a number of issues and challenges that need to be addressed for sound and transparent governance in which all parties can find benefits in an equitable manner. The workshop identified the main legislative, economic and environmental issues and challenges related to the exploitation of mining, oil and gas resources, as well as possible courses of action to address these issues ([see HERE](#)).



### Legislative course of action

- Associate de jure control, attributed to the State in the Petroleum Code, with de facto control;
- Allow the State through the National Oil Company (SPN) to acquire positions of DGA and / or PCA in the operating companies that receive shares;
- Review the calculation of the R-factor in the allocation of resources;
- Better regulate the procedures for awarding titles and contracts by providing for exclusion clauses relating in particular to their technical and financial capacities or the non-domicile of oil companies or companies in a tax haven;
- Strengthen the supervisory power of the responsible minister by rehabilitating the co-signatory for extractive contracts;

- Adapt the Environmental Code and other Codes from a resource-development perspective;
- Take the necessary measures to better equip local enterprises to provide local content, in particular with a better supervision of the technology transfer framework by specifying more precise modalities;
- Strengthen the support for local content in the Code: National Committee for Monitoring Local Content;
- Provide for a trust account as in the Mining Code;
- Promote the positioning of civil society at the level of the National Local Content Monitoring Committee for the implementation of the local development plan;
- Regulate social spending and business investment;
- Elaborate specific legislation on the modalities of technology transfer;
- Elaborate specific legislation on the modalities of human capital formation;
- Elaborate a precise legislative text that defines the content, format and modalities of local content;
- Elaborate a law fixing the modalities of use of the social expenses and investments of the company within the framework of local content;
- Regulate job creation in research, exploitation, transport and processing in more detail;
- Reorganize local mining content and ensure job and labour creation;
- Put in place measures to monitor the allocation of support and equalization funds for local authorities and the local development fund;
- Review the calculation of the R factor, in particular on production sharing;
- Amend the rules of procedure of the National Assembly with the creation of a specific oil and gas committee;
- Strengthen institutions to fight corruption and bribery;
- Reduce the discretionary powers of government authorities in the allocation of securities;
- Involve national representation in the validation of contracts for the exploration and exploitation of natural resources.

### **Environmental course of action**

- Adopt precautionary measures in the installation of platforms;
- Adapt environmental legislation;
- Reform the Environmental and Water Codes;
- Raise awareness of CSR;
- Regulate CSR;
- Promote sound practices in the installation of environmental platforms;
- Establish environmental and social safeguards for the management of exploration and exploitation operations;
- Integrate natural dynamics and ecosystem services in the design of offshore operating units;
- Direct development financing in coastal areas towards innovative solutions for the economic

development of populations;

- Offer training in the fields and professions dedicated to the oil and gas sector;
- Reorient scientific research and technological innovation;
- Reconcile industrial development, protection of natural resources and the environment;
- Optimize the contribution of natural resources, particularly oil and gas, to the national economy;
- Raise people's standard of living;
- Determine practical modalities for sustainable management of natural resources and improved governance of natural resources;
- Encourage funding for the development of appropriate tools for sustainable ocean management such as marine spatial planning and regular reporting on the state of the marine and coastal environment;
- Establish an environmental protection fund to be financed by a percentage of oil and gas revenues.

### **Economic course of action**

- Constitution of a development strategy taking into consideration the future exploitation of oil and gas or adapt the PES by integrating the oil exploitation dimension;
- Monitoring transfer pricing to avoid overcharging of operating companies;
- Mastery of international tax treaties;
- Limitation of interest expense deductions;
- Implement a capital gains tax on asset transactions (last WHT);
- Ensuring the separation of tax functions (tax base, settlement and collection) from regulatory functions and avoiding conflicts of interest as well as clarifying the role of PETROSEN;
- Transparency of contracts and publication of beneficial owners (registry of beneficial owners);
- Integration of transparency of contracts and beneficial ownership into the EITI process in line with new international standards;
- Institutionalization of the publication of oil and gas contracts and calls for tenders in the Code;
- Extension of the process of negotiating oil and gas contracts to other decision-making spheres such as the Ministry of Economy and Finance and especially the National Assembly;
- Framework of the confidentiality and stability clauses of the new Petroleum Code;
- Rationalisation and better targeting of tax exemptions and incentives through the adoption of a mechanism for identifying subcontractors and a mining or oil list.

### **MONITORING THE EXPLOITATION OF MINING RESOURCES IN SENEGAL**

The Gorée Institute has decided to monitor mining resources for three categories of resources: gold, phosphate and zircon in three regions : Kédougou, Matam and Thiès. This effort is to help improve the governance of mining, gas and oil resources through a better knowledge of the socio-economic and environmental impacts related to extractive activities in Senegal and thus contribute to increasing

State revenues and maximizing the positive benefits for the affected populations Thus, 12 monitors received training from the Gorée Institute on 22 July 2019 as a prelude to the multi-stakeholder exchange and sharing workshop on 23 July in which they also participated.

Following the training, fieldwork began over a period of one month from 28 July to 27 August 2019 in the localities of Darou Khoudoss, Mboro, Taiba Ndiaye, Méouane and Diogo in the region of Thiès; Ndendory and Hamady Ounaré in the region of Matam and communes such as Khossanto, Sabadola and Mako in the region of Kédougou. In each locality covered by this study, the targets interviewed were local authorities (local elected officials and village chiefs), religious or customary authorities, administrative authorities (prefects, sub-prefects), members of youth and women's associations, members of associations and civil society organisations involved in the extractive industries, managers of mining companies, particularly those individuals in charge of CSR, transporters and citizens.

The report of the study resulting from the monitoring of citizens' perceptions on the exploitation and management of mineral resources in the regions of Thiès, Matam and Kédougou was edited, published on the Gorée Institute sites and shared with all stakeholders, particularly during the multi-stakeholder forum organised by the Institute on 20 and 21 November on the theme "For transparent and inclusive management of mineral resources: What strategies for the security and well-being of populations?". Overall, the study reveals an imbalance between the positive benefits expected by the populations living in the areas of exploitation and the associated disadvantages, whether in terms of employment, commercial opportunities, development of health, education or road infrastructures, while environmental degradation is observed. In short, the changes expected following the adoption of the new 2016 Mining Code are slow to materialize and the study will help raise awareness of the phenomenon.



The report can be downloaded via the following link: <http://bit.ly/rmgrn>

## DESIGN AND IMPLEMENTATION OF AN ONLINE TECHNOLOGICAL PLATFORM FOR DOCUMENTATION AND INFORMATION (<http://gorenaa.org/>)

The technology platform has been developed to serve as an interface for citizens, journalists, companies, investors, academics and policy makers to inform and analyse the policies and practices used by different stakeholders to govern the mining sector. Civil society organizations, citizens and the media will be able to use the resources of the database in their advocacy and thus contribute to improving the governance of natural resources for the benefit of citizens.

The model of the platform was shared during the sharing workshop on 23 July in order to improve its format and content, to gain the support of all stakeholders in the governance of resources and to provide synergy for civil society organizations. It was launched to stakeholders at the Multi-Stakeholder Forum organised by the Institute on 20 and 21 November.

### **The platform is structured in such a way that the user will be able to find:**

- A database designed to facilitate access to information and reliable data relating to the governance of the mining and petroleum resources sector, including the project's outputs but also documentation on regulations in the field, contracts, scientific and technical information

(cf. studies, reports and publications, press articles, policy briefs, etc.);

- A heading with the map of Senegal representing the zones in which the existence of resources is noted by specifying the type of resource and some data relating to it.
- A mapping of the actors intervening in the field (institutions, public enterprises, private sector, technical and financial partners, civil society and NGOs);
- A lexicon of terms related to the extractive sector.

## **NATIONAL FORUM ON THE THEME "FOR A TRANSPARENT AND INCLUSIVE MANAGEMENT OF MINERAL RESOURCES: WHICH STRATEGIES FOR THE SECURITY AND WELL-BEING OF THE POPULATIONS?"**

The Gorée Institute in partnership with Enda Lead Africa, the Civil Forum, Publish What You Pay and the Network of Parliamentarians for Good Governance of Mineral Resources (RGM) organized on 20 and 21 November, a two-day multi-stakeholder dialogue and advocacy forum on the theme: "For a transparent and inclusive management of mineral resources: What strategies for the security and well-being of populations?" ([See the video report here](#)).

The issue of natural resources governance is more acute today, particularly because of the discovery of five major deposits containing reserves estimated at 450 million or 500 million barrels of oil. While these discoveries open up new prospects for the Senegalese economy, it is legitimate to ask how natural resources could generate economic growth for the benefit of all populations, including women and young people.

This raises the question of the fair and equitable sharing of revenues from mineral resources in Senegal and the concern of transparency and accountability in the governance of the extractive sector in general.

In line with the Africa Mining Vision (AMV), the aim is to promote the equitable and optimal exploitation of resources for broad-based sustainable growth and socio-economic development. This vision is embodied at the national level through Article 25-1 of the Constitution of Senegal, which states that natural resources belong to the people, that they are used for the improvement of their living conditions and that the exploitation and management of natural resources must be transparent and conducted in such a way as to generate economic growth, promote the well-being of the population in general and be ecologically sustainable.

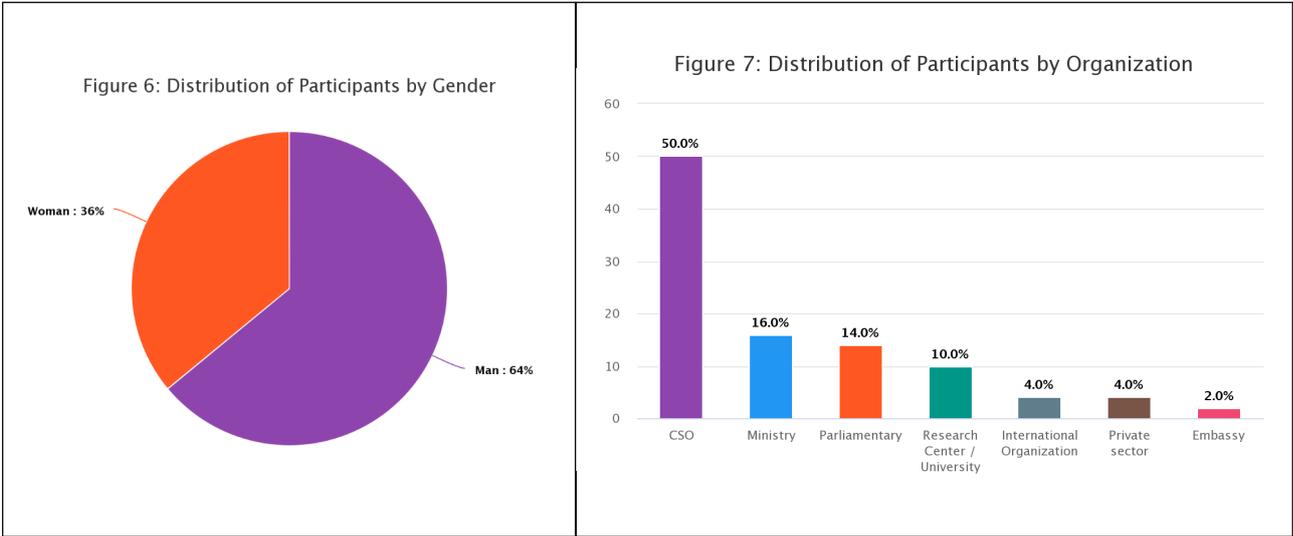
However, this vision, both continental and national, faces multiple and varied challenges, including transparency in the process of allocating exploitation titles, equity in revenue sharing, social and environmental impacts, respect for human rights, and the management of security issues.

Thus, in order to ensure the security and well-being of the populations, a certain number of prerequisites will have to be taken care of that imply the involvement of all stakeholders, namely the State, civil society, the private sector, universities and training and research centres, national and foreign operating companies, and citizens.

With more than 50 participants, this forum aimed to reflect on strategies and actions for a responsible and transparent exploitation for the benefit of the populations and to have a cross view between governments, civil society, the private sector, parliamentarians, etc.. More specifically, the aim was to evaluate the policies put in place in this field, to discuss the role that stakeholders and citizens could

play in this area, ways and means to mitigate the negative impacts of exploitation but also to maximize the positive impacts. ([Download the summary document here](#)).

**Results and recommendations**



**National oil and gas vision: The issue of inclusion and participation**

- Promote Consultation and Inclusion by means of a policy that takes into account the contribution of the actors concerned and establish the appropriate conditions for this purpose;
- Overcoming the communication deficit, a source of incomprehension and mistrust, which does not make it possible to take up the achievements of the State of Senegal such as the subsidy paid by the State of Senegal to SENELEC to the tune of 145 billion to facilitate access to electricity;
- Put in place a communication strategy aimed at preventing tensions and threats affecting the sub-region;
- Ensure transparency at all levels of mineral resource management.

**Optimizing government revenues in the extractive sector: State of play, issues and challenges**

- Emulate Nigeria in terms of job creation and value chain as well as local content in hydrocarbons;
- Help SMEs to take advantage of business opportunities;
- Think about national development priorities;
- Strengthen the domestic private sector;
- Build the capacity of Senegalese staff to know the number of barrels of oil and the weight of mineral substances that companies exploit;
- Review the position of the investors' clubs that require 20 years of experience to the firms, to allow Senegalese firms to benefit from the incomes of this sector;
- Promote young talent to replace expatriates in the oil and gas industry;
- Develop an annual local content plan;
- Require oil companies to prepare a balance sheet and perspective on local content;
- Streamline tax exemptions in the GTA project;

- Align the GTA with the provisions of the new 2019 Petroleum Law;
- Give private companies the opportunity to participate in shareholding.

### **Parliament in mineral resource governance**

- Strengthen the capacities of parliamentarians, better equip them and thus counter "mechanical" votes;
- Review the criteria for the selection of MPs;
- Provide solid information and encourage certain good practices;
- Provide parliamentarians with resource persons who are experts in the field and in public policy in general;
- Harmonize legislation and mechanisms at the regional level, taking into account good practices;
- Ensure succession with the training of young people for future legislatures;
- Create community-based networks for the Parliamentary Network for Good Governance of Mineral Resources;
- Become aware of the implications of the presidential majority and find mitigation voices as in France with national level discussions before the passage of legislation (les débats préalables).

### **Control of corruption in the governance of mineral resources.**

- Provide stakeholders with monitoring tools to guarantee transparency and reduce corruption in the judiciary by reforming the management of magistrates' careers;
- Reform the administrative framework, in particular the OFNAC, IGIE;
- Involve CSOs in the adoption of laws, taking into account some of their proposals in the drafting of the new Mining Code;
- Provide parliamentarians with tools for better tools for monitoring and evaluating mining and oil revenues and promote frameworks for exchanges between civil society and parliamentarians;
- Create a real decision-making chain from local authorities to the President of the Republic;
- Reform legislation and contracts, starting with the renegotiation of mining contracts already granted, such as the ICS (Industries Chimiques du Sénégal) contract;
- Establish, beyond the licences granted by the State, a social licence to allow the population to give their opinions and consent;
- Favour warning and protest actions by civil society, instead of promoting the co-supervision of the sector with the State, civil society should also encourage African litigation by referring cases to the African Court of Human Rights;
- Guarantee access to information, freedom of expression and demonstration.

### **Protecting the rights of communities living near extractive sites: reparation strategies and conflict prevention**

- Set up a reference framework that can put into practice rules for the State and companies with the effective participation of stakeholders;
- Harmonize CSR plans to have more positive impact and help the acceptability of social projects;

- Revise the 1976 Compensation Act;
- Implementation of an environmental tax (green tax) to repair and not simply punish;
- Adopt a local convention;
- Bringing a solution to the divergence of interests between the State and the communities;
- Engaging civil society to play a role in community empowerment;
- Involve women in the process because they no longer have income-generating activities and their daughters, who are obliged to care for children, are at risk of dropping out of school;
- The need for the State to have a strategy so that mining can participate in the opening up of areas.

## **COLLABORATION WITH THE NETWORK OF PARLIAMENTARIANS FOR GOOD GOVERNANCE OF MINERAL RESOURCES (RGM) OF SENEGAL**

The Gorée Institute, because of the important role that Parliament could play in ensuring a fair and equitable sharing of mineral resources, has been collaborating since the beginning of the project with the Network of Parliamentarians for Good Governance of Mineral Resources (RGM). This collaboration aims to strengthen the capacities of Senegalese parliamentarians on issues related to fiscal justice, transparency and accountability, so that they are more autonomous and able to carry out effective advocacy for transparent, inclusive and accountable governance. For the year 2019, beyond previous achievements, collaboration has led to the implementation of a number of activities.

### **FIELD VISIT OF THE NETWORK OF PARLIAMENTARIANS FOR GOOD GOVERNANCE OF MINERAL RESOURCES (RGM) TO KÉDOUGOU AND MATAM**

From 21 to 25 July 2019 the Network of Parliamentarians for Good Governance of Mineral Resources (RGM) in the framework of its collaboration with the Gorée Institute and some civil society actors made a field visit to Kédougou and Matam to evaluate the implementation of the new Mining Code at Sabadola Gold Corporation and SOMIVA respectively. This visit was an opportunity for the participants not only to learn about the evolution of the implementation of the code, but also to learn about the concerns of the populations. The visit allowed through various interviews with local authorities, company managers and the organization of forums with the impacted populations to identify a number of recommendations that were subsequently shared with parliamentarians during a workshop and the report of the visit was also shared with stakeholders.

### **FIELD VISIT OF THE NETWORK OF PARLIAMENTARIANS FOR GOOD GOVERNANCE OF MINERAL RESOURCES (NGGMR)**

Six honourable members of the Network of Parliamentarians for Good Governance of Mineral Resources (RGM) and one person from the Gorée Institute carried out a mission to Bamako from 20 to 24 October 2019 to visit and exchange with their counterparts in the Mining Commission of the National Assembly of Mali and other stakeholders in the exploitation of mineral resources in Mali.

With a visit to the gold panning site in the village of Kokoyo, meetings with the mining commission of the National Assembly of Mali, the Chamber of Mines of Mali (CMM) and the Institute for Research and Promotion of Alternatives in Development (IRPAD-Afrique), They participated in strengthening the dialogue between parliamentarians of the sub-region and giving a new impetus to the African Mining Vision, revitalizing the local network of parliamentarians for good governance of mineral resources and were able to exchange on good practices in the area of governance of mineral resources and conflict prevention.

## PRODUCTION OF A DOCUMENTARY FILM

The network of parliamentarians for the good governance of mineral resources (RGM), again in the framework of the partnership with the institute, produced a documentary film on "the multi-stakeholder dialogue on the good governance of mineral resources in Senegal". This film goes beyond a review of the history of resource exploitation and the establishment of the network, which covers 13 West African countries, and addresses the issue of the role of parliamentarians in the governance of natural resources. The film can be viewed here. <https://bit.ly/GiFilm>

## REGIONAL MULTI-STAKEHOLDER DIALOGUE: MIGRATION, PEACE AND SECURITY: WHAT ROLE FOR CIVIL SOCIETY ORGANIZATIONS (CSOS)?

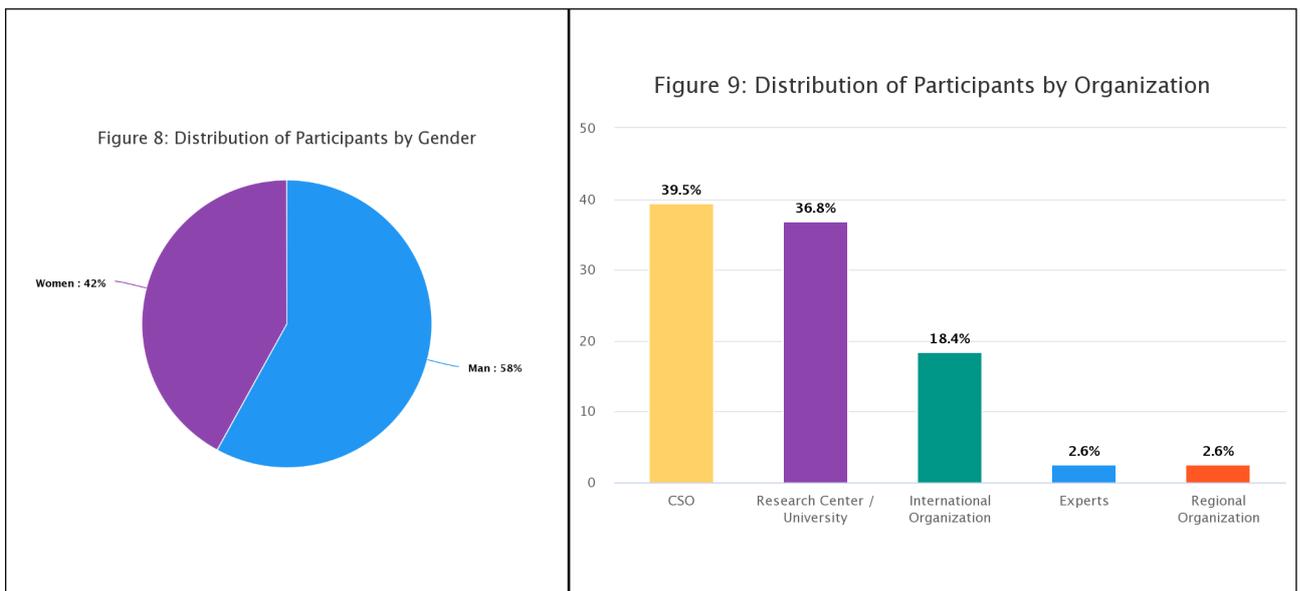
A "Regional Multi-stakeholder Dialogue on "Migration, Peace and Security: What Role for Civil Society Organizations (CSOs)? "was co-organized by the Institute for Peace and Security Studies (IPSS), the African Institute for Economic Development and Planning (IDEP) and the Gorée Institute on 9 and 10 October in Dakar (Senegal), more precisely on the island of Gorée on the premises of the Goree Institute. (Report of the Forum to be watched here). <https://bit.ly/GiTana>

With the participation of representatives of AU Member States, AUC, RECs/RMs, experts, civil society, academics and development partners, the overall objective of this "Post-TANA 2019" was to "analyse migration and the free movement of people at the level of regional integration, to address the pros and cons of the current discourse on the subject, as well as to provide practical recommendations applicable to the AU, Member States, RECs/RMs and other stakeholders working on the subject and related areas".

### The specific objectives were :

- Assessing the migration and displacement situation in Africa and the challenges ahead;
- Discuss strategic approaches protecting the human rights of migrants and refugees and their human rights in countries of destination, transit and origin, and cultivate an environment that enables countries and communities to benefit from migration through locally enforceable laws;
- Identify the critical role of CSOs on the issue.

An Outcomes report of the Forum was produced and shared with the peace and security community ([Outcomes report to download here](#) )



## Some recommendations

### Current situation of migration and displacement in Africa

- Making a typology of migrants in Africa;
- Promote youth awareness and employment projects;
- Developing African integration and ensuring sovereignty over natural resources;
- Develop collective responsibility and economic potential of CSOs.

### Strategic governance approaches to migration, refugees and displacement

- Strengthening the dialogue between civil society and governments;
- Require host countries to respect the rights of African migrants, in particular through the development of reciprocity in the issuance of visas;
- Working towards good governance and transparency in the management of public funds;
- To ensure the collection of statistical data specific to African States on migration;
- Develop a performance in job creation;
- Develop national strategies for migration management.

### Migration and free movement of people in peace and security: what role for CSOs?

- Encourage the willingness of African States to ensure the effective implementation of the AfCFTA Agreement;
- Work towards the effective implementation of the African passport and the generalisation of the ECOWAS identity card;
- Ensure the registration and identification of travellers on the African continent.

### Migration, peace and security; what role for CSOs?

- Strengthen the capacities of CSOs and the media;
- Raise awareness in local languages about the harms of irregular emigration;
- Strengthen dialogue among CSOs, and between CSOs and governments and development partners;
- Fight violent extremism;
- Lobby governments to adapt legal frameworks for migration to the current regional and global context;
- To work for access to credit for young people and the industrialization of the African continent.

### "The Role of CSOs in the African Security Agenda"

- Provide CSOs with an observer or consultative status in the AU, RECs/RMs;
- Organize the participation of CSOs and the media in the formulation, implementation and evaluation of public policies on migration, peace and security;
- Put local more vulnerable populations, especially women and children, at the heart of migration, peace and security strategies;

- Involve CSOs in the fight against transnational organized crime;
- Strengthen the legal and institutional framework for the fight against terrorism in Africa;
- Develop a strategic partnership between CSOs and national militaries, with a view to strengthening the latter's understanding of new security issues;
- Develop local responses to global problems, which refers to the famous adage: "Think global, act local";





ANNUAL REPORT 2019

III

GOVERNANCE AND  
POLITICAL PROCESSES  
PROGRAM (GPPP)

# GOVERNANCE AND POLITICAL PROCESSES PROGRAM (GPPP)



## 1. Reminder of the objectives of the GPP program

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

**Overall, the programme has two strategic objectives:**

- SO 1: Participate in the advent of integrated political and electoral processes in Africa through the establishment of frameworks for exchange, training and interaction between multi-stakeholders: State, technical partners, civil society organizations, electoral management bodies, regulatory bodies, etc.
- SO 2: Contribute to a better knowledge of contemporary African phenomena through the establishment of spaces for dialogue, reflection and research.

## 2. Specific objectives

- Contribute to the implementation of national and community strategies in the target area, aimed at conflict prevention and resolution, through monitoring, capacity building, technical support, research and intervention;
- Identify, through research, certain issues related to good governance for an effective contribution to the strengthening of political and good governance processes in Africa;
- Provide technical assistance to civil society organisations to strengthen their institutional capacity;
- Initiate collaborative approaches with a plurality of institutions dedicated to peace, security, development and the strengthening of democratic processes in order to contribute directly or indirectly to the achievement of sustainable development;

- Contribute to the identification of potentially "conflict-generating" factors in Africa and propose preventive measures;
- Establish a framework for exchanges bringing together researchers and practitioners from civil society, international organizations, state institutions and the media working on issues of governance, peace and security;
- Make intelligible, through several approaches, certain emerging issues that may impact on peace and stability in Africa;
- Establish an annual regional meeting, bringing together researchers and practitioners from civil society, state actors, the media, etc. in order to take stock of the progress of their work and research, the programmes initiated, the actions carried out and the prospects for the future.

### 3. Theory of Change

The Gorée Institute's contribution to peace and security in Africa is effective if the dynamics that bring about lasting change, focused on issues related to governance and political processes, are stimulated through multifaceted actions (technical support, strategic intelligence, research, networking, synergy, facilitation and intervention) on a regional and continental scale.

### 4. Tools and Instruments Targeted

The Gorée Institute is aware that the implementation and impact of any action is meaningful only if it is part of strategic approaches already defined at the national, regional, sub-regional, continental and global levels, in accordance with its mission and vision.

The strategy is therefore linked to the following instruments and strategy documents:

- The Sustainable Development Goals;
- United Nations Resolution 1325 and related resolutions, the most recent of which is 2242;
- The African Charter on Democracy, Elections and Governance (ACDEG), adopted by the Eighth Ordinary Session of the Assembly of the African Union held on 30 January 2007 in Addis Ababa;
- Protocol A/SPI/12/01 on Democracy and Good Governance supplementary to the Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security;
- Resolution 2250, adopted by the United Nations Security Council in December 2015;
- Programme 2030, adopted by the United Nations General Assembly in September 2015;
- Agenda 2063 approved by the African Union Golden Jubilee Summit in May 2013;
- The Conflict Prevention Framework (CPCC) adopted by the ECOWAS Mediation and Security Council in January 2008;
- The African Youth Charter (AYC) adopted by the Assembly of Heads of State and Government of the African Union in July 2006.
- The African Peace and Security Architecture (AAPS/APSA), created at the Lusaka summit in July 2001.



## ELECTORAL ASSISTANCE AND ELECTORAL KNOWLEDGE

### OBSERVATION AND MONITORING PROGRAMME PRESIDENTIAL ELECTION 2019 : CITIZEN SYNERGY FOR PEACEFUL AND CREDIBLE ELECTIONS

With the financial support of the OSIWA Foundation, the Institute, in the context of the 2019 presidential election in Senegal, implemented an Election Observation and Monitoring Programme.

#### Overall objective

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

#### Specific objectives

- Synergize women and youth civil society organizations to contribute to a free and fair electoral process;
- Strengthen citizens' capacities in media monitoring, violence monitoring and social network monitoring;
- To initiate a process of collection, analysis and production of information on the electoral process;
- Designing and making operational a technological receptacle for centralizing information, collecting and sharing information;
- Impulse a dynamic of capitalization and documentation of the electoral process.

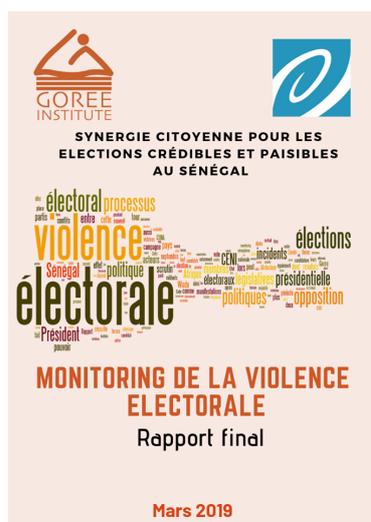
#### Programme components and activities carried out :

- Sponsorship monitoring;
- Monitoring electoral violence;
- Monitoring of social networks;
- Media monitoring;
- Contribution to the operation of the Election Watch Structure on D-Day;
- Contribution to the functioning of the components of the electoral monitoring structure;
- Realization of a document of capitalization of the electoral process in Senegal;
- Holding a capitalization workshop.

#### Results

- Capacity building and deployment of 100 sponsorship monitors throughout Senegal;
- Conducting a survey of the public's perception of the Sponsorship Act;
- Publication and dissemination of a monitoring report;

- Capacity-building and deployment of 100 violence monitors throughout the country;
- Production and dissemination of 3 interim reports and 1 final report;
- Produced several reports providing information on the nature of the electoral climate;
- Capacity building of 10 bloggers in the monitoring of social networks;
- Holding of a methodology review workshop;
- Production and dissemination of 3 monitoring reports and a final report;
- Capacity-building of 30 journalists in media monitoring, in partnership with the Centre for Advanced Studies in Information Science and Technology (CESTI);
- Implementation of a technological platform;
- Launch of a website exclusively dedicated to the programme and monitoring activities;
- Monitoring of the vote on D-Day;
- Production and distribution of a final monitoring report;
- Realization of a capitalization document;
- Holding a capitalization workshop.



## EXPERT MISSION - LOCAL ELECTIONS 2019 TOGO

From 27 June to 3 July, the Institute carried out an electoral expertise mission in the context of the local elections in Togo.

The aim was to make contact with the key stakeholders in the electoral process, to exchange with CSOs and TFPs operating in Togo and to observe the holding of the elections on polling day.

During the stay, the following institutions and personalities were met:

- The Concertation Nationale de la Société Civile, which is our strategic partner in Togo (CNSC);
- The Chairman of INEC;
- The French ambassador to Togo;
- The first counsellor of the Senegalese embassy in Togo;
- The Coordinator of the United Nations System in Togo;
- The Secretariat of the Office of the High Commissioner for Reconciliation and National Unity.

In addition, the following actions have been carried out:

- Take part in the Exchange and Information Session on the elections jointly organized by the Ministry of Territorial Administration, FOSEL, CENI and the Ministry of Foreign Affairs of Togo.
- Discuss with the coordinator of the observation mission of the Ecumenical Council for Justice and Peace (Church) which was to deploy 3000 observers with the support of OSIWA, but whose application for accreditation was rejected by the authorities.

As for observation on election day, a tour of the polling centres to assess the general environment, as the State rejected the applications for accreditation of CSOs.

Finally, an analytical document taking stock of the local government process and also going beyond it to analyse the socio-political and institutional situation in Togo with a view to the presidential election has been produced.

## PARTICIPATION IN THE ELECTORAL PROCESS IN CÔTE D'IVOIRE: BRIDGE TRAINING FOR THE BENEFIT OF STAKEHOLDERS

Since 2015, and with the support of UNDP, the Gorée Institute: Center for Democracy, Development and Culture has been able to implement several electoral support programs to strengthen the capacities of civil society organizations. As a prelude to the October 2020 presidential election, the Gorée Institute, also the BRIDGE Hub in West Africa, organized a series of BRIDGE training sessions to build the capacity of stakeholders in the ongoing electoral process in Côte d'Ivoire.

During this series of trainings, the following stakeholders were strengthened :

- Ivorian civil society
- The media

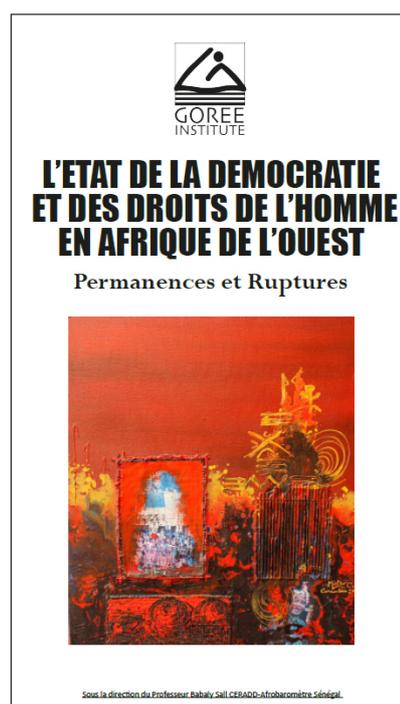
Political parties The training of members of the Ivorian Electoral Commission is scheduled for March 2020.



## RESEARCH "STATE OF DEMOCRACY AND HUMAN RIGHTS IN WEST AFRICA".

Democracy is not a reiterative project. After several decades of implementation, particularly in Africa, a mixed picture of the state of democracy in West Africa should be highlighted. Like development theories and its aporias, the democratic project has turned the African continent upside down, highlighting its potential, its resources, the profiles of its actors and, above all, plunging Africa into approaches of standardization, standardization of trajectories and processes. An inventory of the state of democracy in West Africa, in particular, provides sufficient information on a situation that is half runaway, half grape, as it is possible, on the basis of electoral performance, but also political, economic, social, etc. results, to identify the main challenges and opportunities for the continent. - because there are obvious links between these dimensions - to classify countries. Indeed, taking into account several endogenous forces, states have experienced different trajectories, even if on close examination of these trajectories, similarities emerge, making it possible to categorize countries. This book covers Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. In this book, coordinated on the basis of a scientific and rigorous approach, bringing together academics and researchers specializing in the social sciences on the state of the functioning of democracy and human rights, a critical look is cast on the ownership of the democratic project, particularly in West Africa, the successes, the reasons for these fortunes or misfortunes. This leads to an observation that points out the major trajectories in this democratization process (Part I) and highlights the changes that are taking place (Part II). In the same vein, it is important to stress that democracy and human rights (but also other issues) interact and mutually enrich each other. Thus, indirectly through a rigorous and scientific treatment of the state of democracy, a filigree treatment of the human rights problems of others, annexes, will be made.

The Gorée Institute: Centre for Democracy, Development and Culture in Africa is a pan-African public interest institution whose vision is to work for the development of just, peaceful and self-sufficient African societies. In order to achieve its vision, an important transversal axis emerges from its approach: research. This study continues a process that began in 2005 with the publication of a first study on the state of democracy in West Africa. It broadens the spectrum by enriching it with a human rights perspective, integrating recommendations for all stakeholders in the process of achieving a political process that meets the expectations of the people and, above all, works for their well-being, which is the essential motivation for all human action in principle.



## RESEARCH "GOVERNANCE CASE STUDY: REGULATION AND SUPERVISORY BODIES IN SENEGAL".

A concept that has been in vogue since the early 1990s, seeking to show that the dynamics of government and social regulation have changed as a result of globalization, social change and a new perception of political power. Generally speaking, governance most often refers to contemporary forms of collective regulation that are developing on the basis of relations between public and private actors, and within plural, more open and stable institutional and territorial frameworks.

Governance, with its constellation of principles, is part of this permanent quest for better management of structures and people. The term "multi-level governance" is a perfect illustration of the intertwining of issues, the plurality of actors intervening in the public arena and, above all, the interdependence of debates and issues.

The term and concept of "democratic governance" includes the idea of integrating and linking economic and political-institutional reforms. As with any concept used by a multitude of actors with diverse representations and interests, its meaning is widely misused and often contested. On the one hand, technical and financial partners do not have a clear doctrine for analysing indisputable national difficulties. On the other hand, the countries of the South are particularly critical of an idea likely to justify forms of interference by the countries of the North in political affairs.

On this point, international organizations and technical and financial partners respond that the improvement of democratic governance cannot be the result of an overly imposed process but only one of appropriation by the governments of developing countries of the objectives set in this area, which implies adapting democratic governance policies to national contexts. It should be stressed that despite the semantic vagueness, the notion has the merit of promoting the democratic process and the fight against poverty in an inseparable way.

The Gorée Institute: Centre for Democracy, Development and Culture in Africa has been committed to the promotion of embodied and practical approaches since its inception. Concepts only make sense if they are applicable and the best are those that are most operational. Through research, facilitation and intervention, the Institute has been able to carry out many activities in the fields of peace, security, democracy, elections and culture. The cross-cutting nature of certain concepts has made it possible to mobilize several approaches for a better handling of certain problems. For example, through research, the Institute has succeeded in identifying major challenges in a specific field. These challenges have been transformed into solutions that are debated and tested with an informed public.

In the field of governance, the Gorée Institute has adopted the approach described above, focusing its intervention on the following points:

- Research;
- Discussion and critical appraisal;
- Development of a training module;
- Actual training in Democratic Governance.

In 2017, research on governance was carried out focusing specifically on the issue of regulation and control bodies. This research is in the publication phase and will be published in 500 copies for dissemination.

PROJECT  
3

## STRENGTHENING INSTITUTIONAL CAPACITIES AND GOOD GOVERNANCE MECHANISMS

Capitalizing on several years of successful electoral support interventions, the Gorée Institute has seen its positioning gradually develop and change from a classic sub-regional civil society organization to an organization with the profile and quality of an intermediary organization. Indeed, as a result of requests made by the community of technical and financial partners, non-state actors and grassroots community and civil society organisations, the Institute has developed expertise in institutional support. Moreover, having gone through several stages of its institutional life, the Institute has been able to develop "resilience", braving obstacles with institutional solutions and by developing approaches that have enabled it to capitalize, from an institutional point of view, on "good practices" that it would be good to share with civil society organizations that are in their development phase. Indeed, it is not easy to make a dichotomy between the programmatic support to an organization and the managerial and institutional qualities of the organization that has to carry the implementation of the latter program.

Thus, for the 2018-2019 biennium, a shift in institutional focus has been made through support to two organizations of regional scope. This support is at the crossroads of two important areas for the Institute, namely gender and institutional capacity building.

### REPSFECO STRATEGIC PLANNING

After some 15 years of existence, in accordance with the need for any organization to keep up to date, the ECOWAS Women's Peace and Security Network (REPSFECO), held a strategic planning workshop



bringing together the 15 presidents of national sections present in the 15 countries of the ECOWAS region. The facilitation of this strategic planning workshop was entrusted to the Gorée Institute.

The main objective of this meeting was to proceed with the institutional strengthening of REPSFECO through the review of its status and the conceptualization of its three-year strategic plan for a better involvement in conflict prevention and peacebuilding processes in accordance with its mandate.

More specifically, it was about :

- To review and validate the statute and internal regulations of REPSFECO;
- Make a quick review of tools such as the ECOWAS Conflict Prevention Framework (CPCC); R1325, the ECOWAS Supplementary Act on Gender Equality for Sustainable Development;
- Elaborate then validate the three-year strategic plan 2018-2020 of REPSFECO;
- Draw up an action plan in conjunction with PIC;
- Strengthen the synergy of action between the members of the group.

Following a participatory process of facilitation, consultation, reflection and validation, the following results were achieved:

- Facilitation of a three-day Strategic Planning Workshop;
- Completion of a new three-year strategic plan;
- Elaboration of a strategy document based on the Three-Year Strategic Plan.

## **ASSISTANCE AND TECHNICAL SUPPORT TO THE WORKING GROUP ON WOMEN, YOUTH, PEACE AND SECURITY - 2019 PRESIDENTIAL ELECTION IN SENEGAL**

For more than two decades, Africa has experienced fierce electoral violence of unpredictable scope. Institutional instability in Togo in 2005 following the presidential election resulted in nearly 500 deaths and thousands of injuries, while in 2011, Côte d'Ivoire experienced a crisis that resulted in 3,000 deaths and several injuries, along with Nigeria in the same year when President Good Luck Jonathan stepped down, resulting in 800 deaths and several injuries .

According to the Africa Center, while 20 percent of elections held in recent years in Africa have resulted in violence, 95 percent of such violence occurs prior to elections . This demonstrates the need to focus on the establishment of early warning mechanisms to prevent them.

In a multi-ethnic, multicultural space with the porous borders that this region has, electoral periods are either a time of continuity or a moment of materialization of latent tensions . While democracy has evolved and elections have become more and more unavoidable over the last 50 years, elections remain a moment that reveals the fragility of states, the weakness of institutions and the dysfunction of electoral commissions, the lack of respect for the rule of law and the non-inclusion of citizens in the process.

Of course, elections should be "instruments of legitimization for society as a whole. They facilitate the transition of leadership from one party to another within a legal framework in a structured, competitive and transparent manner . They should be inclusive and participatory and bring the voice of the people on a holistic level. For women, elections are a time for their voices to be heard and represented at all levels.

Women's participation in electoral processes spans several spheres. It takes into account their

involvement in the drafting and voting of laws put in place for the respect of their rights, their involvement in election management institutions, their massive representation within political parties, their leadership positions in these bodies and their access to resources.

The successive United Nations Women's Conferences organized by the United Nations in Mexico (1975), Copenhagen (1980), Nairobi (1985) and Beijing (1995), reinforced by the 23rd Special Session of the General Assembly Beijing+5, have emphasized the importance of increasing support for women's involvement in electoral processes

For almost a decade, the participation of women in these electoral processes has become an essential



initiative for the political stabilization of states during electoral periods.

The participation of women is part of the Prevention and Participation components of United Nations Security Council Resolution 1325 (2000). In addition to R1325, other regional instruments confirm the need for women to be involved in electoral processes such as the Supplementary Protocol on Democracy and Good Governance (Dec. 2001) which, in its Article 2(3), requires that "Member States shall take all appropriate measures to ensure that women have equal rights with men to vote and to be voted for in elections, to participate in the formulation of government policies and the implementation thereof and to hold public offices and public functions at all levels of governance". In addition, Article 15(4) urges both short-term and long-term Election Observation Missions to include women . The African Charter on Democracy, Elections and Governance, which came into force in February 2012, as well as the ECOWAS Conflict Prevention Framework (ECPF) adopted in Ouagadougou (January 2008) are other important instruments. The Supplementary Act on Equal Rights between Women and Men for Sustainable Development in the ECOWAS Space (2014), through its Articles 4, 12, 27 and 33, reinforces its contribution as a Strategic Framework for Gender and Elections.

Women set up several election-monitoring mechanisms to contribute their efforts on the continent in elections in Liberia, Senegal, Nigeria, among others.

In addition to women, youth participation is an important aspect as well. Their participation can help to stabilize the participation of their group, one of the most often manipulated and instrumentalized groups during elections. Their efforts can be in line with various instruments such as the African Youth Charter (2006) as well as Resolutions 2250 (2015) and 2419 (2018).

Taking this context into account, the Institute has been asked by the Working Group on Women, Youth, Peace and Security to provide technical support to:

- Strengthen the capacity and deployment of 100 members of the GTFJPS for election observation and monitoring on election day;
- Operationalise an election monitoring structure and the production of observation reports;
- Produce situation documents on election day and draft statements providing information on the quality of the presidential election in Senegal.

Collaboration and networking are important and interdependent axes that have allowed the Institute, for a very long time, to expand both its agenda of actions and its forms of collaboration with a plurality of actors and institutions in the Institute's fields of intervention.

Thus, on the strength of relevant and effective communication and a strong collaborative approach, the Institute has invested in facilitation, implementation and participation in several initiatives and frameworks whose aim is to strengthen democratic processes, peace, security and development in Africa.



## COLLABORATION AND NETWORKING

### SCIENTIFIC COMMISSION OF THE DAKAR FORUM ON PEACE AND SECURITY

Within the framework of its collaborations, but with full conscience of its experience and positioning in the field of Peace and Security, the Gorée Institute: Centre for Democracy, Development and Culture in Africa was invited by the Centre des Hautes Etudes de Défense et de Stratégie, operational arm of the Dakar Forum on Peace and Security, to take part in the Scientific Commission whose terms of reference are to prepare all the documentation defining the content, the main themes, and the framework notes relating to the holding of the Forum. Within this framework, the Institute took part in the preparatory work for the Forum.

### TANA FORUM 2019 : GORÉE INSTITUTE A PRIS EN TANT QUE PERSONNE NE RESSOURCE AU FORUM DE HAUT NIVEAU POUR LA STABILITÉ NATIONALE ET RÉGIONALE DANS LA CORNE DE L'AFRIQUE

This High-Level Forum organized by the Institute for Peace and Security Studies (IPSS) brought together high-level decision-makers on peace and security from the governmental/political sphere, non-AU regional institutions, the private sector, civil society, and peace and security resource persons. The Gorée Institute, which works for peacebuilding in Africa, took part in this meeting, which is considered one of the main African forums for discussion on peace and security issues on the continent. Building on this partnership with IPSS, the Post Tana of 2019 was held at the Gorée Institute.

## 6. Programmatic Results Achieved

- Diversified collaborative approaches through institutional support;
- Strengthened its position in the field of electoral research and assistance;
- Continued to explore new tools in the area of governance, drawing on the approach taken in the area of electoral assistance;
- Enriched its electoral support model by developing an instrument for monitoring social networks;
- Opened up to new types of collaboration with specialized agencies (Panos);
- Defined multi-impact actions in the wake of the implementation of several instruments and strategy documents;
- Built partnerships with institutions working in the fields of peace, security and development;
- Dedicated actions to the achievement of sustainable development objectives, to the promotion of women and youth;
- Contribute to the implementation of the strategy instruments mainly carried by global, continental (Africa) and regional bodies for the promotion of peace, security and sustainable development in Africa in particular.

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TERAL: A SELF-FINANCING MECHANISM

# TERAL: A SELF-FINANCING MECHANISM

The TERAL Department, created in 1994, is the self-financing instrument of the Gorée Institute. Through the seminars and trainings it facilitates, TERAL, thanks to the services it provides, supports the programmes in the vision, mission and strategic objectives of the Gorée Institute, contributing 30 to 35% of the Institute's operating expenses.

TERAL offers an ideal setting for exchanges, interaction, but also relaxation by offering several services ranging from the organisation of seminars and conferences to the coordination of recreational activities on the symbolic island of Gorée.

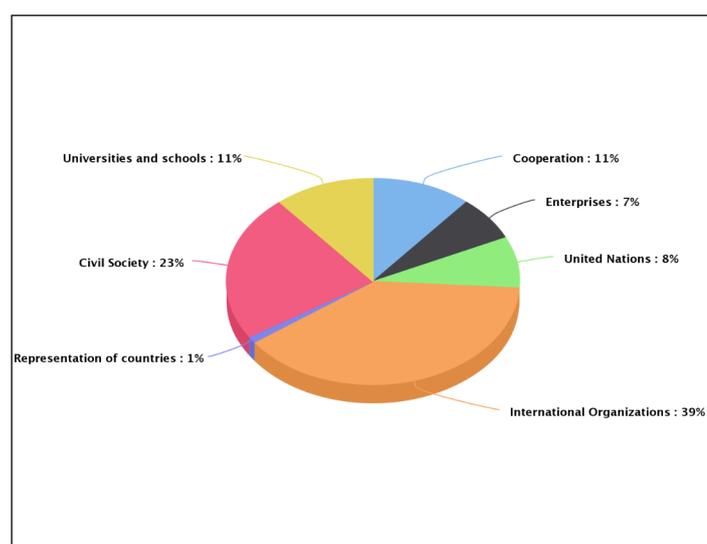
The TERAL Department mainly targets international organizations, the donor community, institutions dedicated to issues of interest to Africa, but also the world, researchers, leaders of organizations, artists, businessmen, economists, scientists, etc..

The Objectives of the TERAL Department are :

- Support the Institute's commitment to regional and international collaboration;
- Strengthen the security and financial stability of the Institute by contributing to current expenditure and operating costs..

For the year 2019, the TERAL Department facilitated eleven (11) internal seminars consisting of Institute projects and nineteen (19) external seminars for the benefit of partner organizations or institutions. In total, 770 people (an increase of 3% compared to 2018) through different meetings or seminars benefited from TERAL's services. Below is the typology of organisations benefiting from TERAL services during the year 2019.

For 2020 - 2022, TERAL's ambition is to expand its range of products and services and to invest in :



▪ SABBATICALS (cf. welcome personalities from the world of arts and entertainment, academics, etc.).

▪ BOOKSHOP (cf. access to GORIN publications and the Centre's bibliographical resources, resource and documentation);

▪ Partnership projects with universities, national and international schools (serving as a resource center for universities for training and study trips).

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# IV

## FINANCE AND ORGANIZATIONAL STRENGTHENING



# FINANCE AND ORGANIZATIONAL STRENGTHENING

As a pan-African civil society organization, the Gorée Institute remains a responsive learning organization committed to continuous quality improvement of its programmes, processes and organizational capacity. To this end, it is important that we are able to reinvent ourselves to improve our performance and broaden and deepen our influence in a geopolitical context marked by profound social, institutional and political transformations. Organizations such as the Gorée Institute, in the face of new socio-economic issues and challenges, are changing to ensure their institutional and financial viability. During 2019, efforts have been made to improve organizational capacities and performance, particularly by organizing the annual meeting of the Board of Directors and mobilizing resources.

## 1. Annual Meeting of the Board of Directors

Following the annual staff retreat of the Gorée Institute, the Board of Directors held its annual meeting from 12 to 13 September 2019. The Board, which is the supreme decision-making body of the Institute, is responsible for providing strategic and policy guidance, recommending and overseeing work, validating plans and making decisions for the strengthening of governance structures and institutional sustainability. The meeting validated audit reports, financial statements and, most importantly, the 2020-2022 strategy paper. The President of the Board of Directors since 2008 in the person of Ayo Obe handed over to the unanimously elected Ambassador Saidou Nourou Ba. He has been a member of the Board since 2013, succeeding Ms. Obe at the head of the Board since 2011 and a member since 1995. Mrs. Obe, who remains a member of the Board (with Bruno Zidouemba, Breyten Breytenbach, Francesca Bomboko), thanked the Management and all the staff of the Institute for their work in contributing to the emergence of an independent and politically strong Africa over the past 27 years. Convinced that she had given the best of herself for eight years, the now former Chairperson of the Board of Directors considered it essential to give the organization new leadership. Her successor announces a "collegial presidency" to join the horizontal management of the Institute. "I don't believe in miracles. I believe in effort, in honesty and in what one believes", are the words of the new President of the body guaranteeing the Institute's legitimacy, who invited the staff of the Institute to stick to the editorial line for which the Gorée Institute is renowned. In addition, Ambassador Hatem Atallah of Tunisia, former Executive Director of the Anna Lindh Foundation for the Dialogue between Cultures in the Euro-Mediterranean Area (Alexandria, Egypt), whose candidacy was accepted in 2018, also took part in the board as a new member.

## 2. Perspectives

The Gorée Institute, as a centre of competence and capacity building, a catalyst and facilitation organization, a place of reflection and research aimed at facilitating dialogue and exchanges, aims to create a Centre of Excellence by the end of 2020, a set of tools and skills, but also the improvement and promotion of our networks of skills and actions in Africa and the rest of the world. The ambition of creating the Centre of Excellence is to support the work of researchers, decision-makers, opinion leaders, artists, institutional leaders and practitioners working for the emergence of a peaceful, prosperous and self-sufficient Africa.

Through a combination of conferences, meetings, reflections and residential capacity-building programmes, the Centre of Excellence will continue to bring together experts, opinion leaders and other key actors to promote the ideals of justice, peace and social progress in Africa. The aim is the

formation of new alliances, partnerships, financial commitments and regional and international initiatives in favour of Africa as a protagonist of its own future.

With this in mind, the sabbatical residences at the Gorée Institute managed by the TERAL department will continue to host the work of researchers, artists, writers and academics from the continent and elsewhere. The peaceful setting on Gorée Island, a UNESCO World Heritage Site, with its linguistic and cultural diversity, putting forward experience in peace, conflict prevention, governance, elections, institutional strengthening and future achievements, remains a forum for fostering positive social change for the citizens of Africa and the world.

The year 2020 will of course be a year of transition, and the priority remains the mobilization of resources and a strategic partnership for the period 2021-2025.



### 3. États financiers

#### Statement of Income and Expenditure

Period: January 1, 2019 to December 31, 2019

Currency: FCFA Exchange Rate 1 Euro = 655.957 FCFA

#### STATEMENT OF EXPENSES

		<b>AMOUNT</b>
<b>1</b>	SALARIES	171 057 642 F
<b>2</b>	MAINTENANCE	13 543 136 F
<b>3</b>	UTILITIES	14 757 474 F
<b>4</b>	ADMINISTRATION	27 608 337 F
<b>5</b>	GOVERNANCE	8 976 027 F
<b>6</b>	EQUIPMENT	2 794 898 F
<b>7</b>	PROGRAM ACTIVITIES AND TERAL	189 868 153 F
<b>TOTAL</b>		<b>428 605 667 F</b>

#### STATEMENT OF REVENUE

<b>1</b>	FUNDS RECEIVED AND REVENUES	216 769 951 F
	FORD FOUNDATION	34 980 000 F
	OSIWA	56 892 682 F
	TERAL	126 289 369 F
	UN WOMEN GB	1 621 700 F
	UNDP CI	-3 013 800 F
<b>2</b>	BEGINNING BALANCE (01/01/2019)	259 406 454 F
<b>BALANCE IN 12/31/2019</b>		<b>47 570 738 F</b>

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BOARD OF  
DIRECTORS AND  
STAFF

# CONSEIL D'ADMINISTRATION

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



## TRIBUTE TO PR MICHAEL SAVAGE: A MAN DEVOTED TO THE CAUSE OF THE GORÉE INSTITUTE HAS GONE AWAY

The Gorée Institute pays tribute to Professor Michael Savage who passed away in March 2020. He was an eminent member of the Institute's Board of Directors who left his mark through his humility, dedication and commitment to the Gorée Institute's cause since the 1987 Dakar conference.

Professor Emeritus in the Department of Sociology at the University of Cape Town in South Africa, Professor Michael Savage was a man of action and projects, respectful of differences and inclusion, determined to contribute to "Re-imagining Africa" through the Gorée

Institute's channels of thought and action. On this very sad day, the management and all the staff of the Gorée Institute extend their sincere condolences to his family.

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Pape Ousmane **SY**

