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**Conference of Praia report
July 9 – 12 2012
Africa invents its governance**

**Africa takes control of its
destiny**

HORIZON 2060 INITIATIVE

**What does Africa want to be and to become?
How does it want to govern itself ?**

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I - Introduction

Initiative based on the belief that Africa has strengths to take its destiny in hand

In the years since many of its countries became independent, Africa has not been the true master of its destiny. Throughout the cold war, the continent was torn between opposing political blocks—in some cases practically made a ward of one block or the other—and forced to adhere to certain political and economic doctrines.. Today, whether with regards to economics or politics, Africa finds itself on the fringes of international relations. Not finding in their own countries or indeed anywhere on the continent the future perspectives to which they aspire, many young people--in particular the best educated--have continued to flee, depriving Africa of the talent and creativity it so sorely needs.

But Africa is now at a turning point in its political, economic and social history. Despite mixed results in State- and society-building, which clearly show how far the continent still has to go in terms of economic, political and social development, Africa does have what it takes to meet the needs of its peoples and play a more important role in the world. Democracy, strengthened by decentralisation and by civil society's contributions to improving State governance, is slowly but surely becoming consolidated; immense reserves of natural resources remain unused; rapid population growth is making the continent a promising market; regional integration processes are contributing to good governance and the creation of shared markets, and changes in international economic relations, with the emergence of new powers, are giving Africa more room to manoeuvre on world markets and providing opportunities to renew and regulate international relations.

Contribution for an Africa effectively independent at 2060

To turn these advantages into factors that truly contribute to its success, Africa needs a collective jump-start; it has to stop “sleeping on other people's mats” in the words of the well-known African historian Joseph Ki Zerbo. Across the globe, the construction of modern nations and the definition of development strategies have always taken time. Africa is no exception. Yet Africa is not a hopeless continent. It has energetic young people and the natural, cultural and intellectual resources it needs to emerge in the 21st century with its own world view, its own conception of governance and its own path for development.

This is what the Africa Horizon 2060 Initiative is all about.

The Alliance for Rebuilding Governance in Africa (ARGA) invites all African and non-African actors who believe that Africa can take control of its destiny to taken part in this initiative whose goal is to outline a new political, economic, social and cultural path towards emergence and to begin right now to construct a project for the next fifty years, so that the 100-year anniversary of African independence can be celebrated under the banner of true independence.

The Africa Horizon 2060 initiative will be implemented through a series of conferences on the following subjects:

- An Africa that invents its governance (Praia, Cape Verde – 2012)

- An Africa that invents its economy (2013)
- An Africa that renegotiates its place in the world (2014)
- *A project for 2060 (Addis-Ababa, Ethiopia, 2015).*



Conference objectives and expected outcomes

The Praia meeting that took place July 09 through July 12, 2012 is the Africa Horizon 2060 initiative first conference. Focused on the governance topic, its objectives were to contribute to :

- create durable spaces for sharing and giving values to Africa ongoing experiences, reflections and innovative public policies on governance ;
- a better synergy between institutions initiatives and those produced by civil society ;
- a better socialization of public policies issued regarding governance ;
- definition of propositions and a multi-actors and prospective strategy enabling Africa to truly taking its destiny in hand ;
- common initiatives definition for governance rebuilding in Africa.

Expected outcomes were :

- identification of main patterns of evolution and critical factors of governance positive transformation in Africa in the coming decades;
- identification of innovative initiatives of governance in Africa and defining strategies and tools for their wide diffusion and socialization ;
- exchanging and networking governance innovative experiences.

II - Conference proceedings, key conclusions and perspectives

II.1 Conference proceedings



93 participants from 30 countries did attend the conference. All Africa regions were represented and also the Diaspora and Africa friends : Morocco, Algeria, Tunisia, Senegal, Mali, Burkina Faso, Cameroon, Gambia, Benin, Congo, Ivory Coast, Guinea, Nigeria, Togo, Chad, Democratic Republic of Congo, Zambia, South Africa, Guinea Bissau, Botswana, Kenya, Sao-Tomé and Principe, Gabon, Angola, Cap Vert, France, Italia, United States of America, Switzerland and Portugal.

Participants were from following socioprofessionnal backgrounds: universities researchers, NGO, Government (workers and others), elected officials (members of parliament, local elected representatives), private foundation members, private sector, students, international organizations (UN Security Council and UNDP), religious and traditional leaders, medias, members of defense forces and partners for development, etc...

Countries and socioprofessionnal diversity of participants have been recognized as an element for the conference results legitimating. Debates did happen in an atmosphere of listening, mutual respect and permanent quest of a collective understanding of complex and very often controversial issues.

Opening official ceremony took place in the National Parliament plenary room under current Cap Vert Republic president and the former president who is current Amilcar Cabral Foundation president and winner of Mo Ibrahim price on governance. This is the reason and symbol why Cap Vert was chosen; this country is the perfect illustration of a peaceful democracy, used to run elections and have electoral peaceful changes. Moreover the current president speech did emphasize on the historical Cap Vert nation-building process as a one of the key factors explaining accomplished progress in domains such as living togetherness regulation and governance. The opening ceremony was also upgraded by the presence of 4 ministers coming from Senegal, Burkina Faso, Guinea and Togo and also ambassadors and head of international organizations who have bureau in Cap Vert.

Opening ceremony was followed by workshops held in four (4) half-days. The conference was framed around ten propositions dispatched in the following five workshops:

- [Workshop 1 : Building the « living togetherness » inside societies around shared values and principles](#)
 1. *Reestablish values in the heat of the political project and adopt an African charter of responsibilities*
 2. *Elaborate new fundamental principles of society management*

- [Workshop 2 : Get the best out of tradition and modernity](#)
 - 3. *Get the best out of tradition and modernity through legal pluralism recognition*
- [Workshop 3 : rebuilding postcolonial state through decentralization and regional integration](#)
 - 4. *Rebuilding states starting at the local level and rooting governance on the active subsidiarity principle*
 - 5. *Keep the African regional integration project alive*
- [Workshop 4 : promoting adapted and inclusive public affairs management](#)
 - 6. *Involving all society actors in public affairs management*
 - 7. *Inventing another conception in « city affairs management »*
 - 8. *Rely on civil society for an equitable public management*
 - 9. *Provide training to public managers committed to serve society*
- [Workshop 5 : Building security for all](#)
 - 10. *Building conditions of Security and sustainable peace for all*

Every workshop session has an introductive document presenting the theme and key questions to be discussed. Participants had also the choice to amend the document. Each workshop document was made on the basis of three types of resources: contributions send by a number of participants before the conference (more than 30 contributions), documents and research findings, public policies documents gathered by ARGA. Each workshop has the mandate to prepare a report on the discussed theme including:

- Major stakes and challenges
- Evolutive patterns for coming decades
- The continent advantages
- Strategic objectives to be reach and few structuring actions
- Actors roles and responsibilities

With Praia and Cidade Velha cities office and Cap Vert culture cabinet, a site visit was organized at Cidade Velha, slavery historical site.

The conference last day was focused to plenary restitution of workshops outcomes; this restitution was followed by a general debate and closing official ceremony was by Cap Vert National Parliament president with the presence of Praia Mayor and former Cap Vert president who is current Amilcar Cabral foundation president.

II. 2 Conference key conclusions

Debates did show that conference theme and propositions guiding workshops were relevant. They did emphasize in the need of a systemic approach regarding the issue of Africa development and to create linkage between themes, actors and governance levels.

Final declaration is taking into account numerous findings and setting sights for the future ; it is also rather a true manifesto than a classical declaration.



Key findings are as following:

1. **Governance should hold as the source and the solution** to all forms of crises, political, social, economic that African continent is experiencing;
2. the need for the continent to get an **endogenous, global and sustainable vision of its governance**, and this vision translated into a **shared and inclusive project** for all society actors;
3. the need for Africa **to participate actively in the globalization process and also share the leadership** of this process by using its numerous advantages(human resources, especially a well trained youth, huge natural resources, civil societies more and more organized and taking initiatives, institutions political will in general, states and regional integration organizations in particular, improving their functioning, strengthening their capabilities in providing services to citizens);
4. the need for African societies to **define, formalize and better promote shared values and principles** that should be at the basis of relationships between individuals and between communities, power controlling, exercising and transferring modalities when serving public interest, and also promoting equity when distributing and sharing resources and wealth; these public affairs regulation modalities should take into account pluralism of standards, institutional and social and include traditional regulation modes into a well-driven modernity project;
5. the need to **rely strategically on decentralization processes** to be considered not only as simple administrative reforms but also as true political project for rebuilding states, strengthening their legitimacy and efficiency and ensure better regulation of societies natural diversity;
6. the need to **reinforce regional integration processes** through giving value to the complementarities between institutional and intergovernmental dynamics and local social ones to enable integration to be a factor of development , peace and security, states strengthening and Africa integration in the world;
7. the importance of **African languages utilization** in educative, institutional and administrative systems;
8. the need to **build the vision and the African project of governance with « Africa**

partners »

Guidelines for an effective strategy of governance rebuilding in Africa have been identified by taking into account current context and trends :



1. **multi-actors partnership** should be the driven force for public policies elaboration, implementation and evaluation and also the legal and institutional framework; citizen participation and dialogue mechanisms should be strengthened at all level, local, national, sub-regional, continental and international;
2. **education and citizen consciousness and values** should be the lever for granting primacy to general interest over particular or groups interests, democracy and communities peaceful cohabitation;
3. **states defense and security forces should be republican forces, actors of development** who protect human security in an environment that **promote a shared approach on governance security**;
4. **constitutional processes should be more inclusive and enable better** political power and conflicts resolution and prevention **regulation modalities** to merge;
5. **regional integration institutions** should continue their efforts **in building a vision and regional integration project promoting effective regional citizenship, better socializing community policies, strengthening anticipation and pro-activity skills with other actors to prevent conflicts and ensure security**;
6. **governments should give value to national languages**, strengthen et deepen decentralization processes in a shared vision with territorial collectivities and all local actors;
7. The **African Diaspora** should participate in the governance rebuilding task in Africa;

II. 3 Perspectives: actions to be carried out and framework

The Alliance for Governance Rebuilding in Africa has received the mandate to propose an action plan to the conference participants based on guidelines selected in the final Declaration and strategic objectives and structuring actions proposed during workshops. The plan is defining key actions to be undertaken and tools to share and implement them and also a framework for the conference follow-up.

II.3.1 Key actions

1. **Enhance and strengthen the network for experiences exchanging and governance rebuilding initiatives sharing in Africa**

Participants did consider that even though the conference is a circumstantial event, it did allow to start a dialogue that needs to be maintained indefinitely in a framework to be defined and extended to all actors concerned with the issue of governance. New techno-

logies utilization should be reinforced due to the continental dimension of the initiative. Possible actions are:

a) **Creating a bank or virtual platform for governance experiences exchanging and valorization** ; this means that the JAGA website will be enriched to enable participants and all others individuals or organization interested to share and find in the same space experiences related to the JAGA thematic; this bank could be reinforced by partnerships contracted by participants after the conference and regular follow –up of institutions initiatives(governments, territorial collectivities, development cooperation, regional integration institutions) and other social actors.

b) **Creating a space for continuous dialogue** on the conference themes especially by implementing a blog to be access through the JAGA website.

c) **Creating information bulletins** on the JAGA follow-ups and the 2013 edition preparation; this will require to utilize the ARGA diffusion list that include more than 2000 contacts, and also participants contacts; this bulletin will be framed with narratives and video resources.

2. Promoting and strengthening initiatives on key themes identified by the conference

The conference did allow identifying key themes that will be decisive for Africa future. Participants can elaborate propositions or governance rebuilding projects through existing initiatives or new ones. They are free to define initiatives types but they should as much as possible inform the framework piloting the conference follow-ups to ensure their diffusion and consideration in all the Africa Horizon 2060 initiative steps. To illustrate we have selected among key themes the following:

- A multi-actor partnership in public policies processes (elaboration, implementation, control, evaluation...)
- Citizenry education and values promotion, corruption fighting...,
- defense and security forces role and security shared governance,
- constitutionalism and constitutions as power and diversity regulation tools,
- socializing and territorializing regional integration community policies,
- cross border cooperation promotion especially in public services domain,
- national languages valorization in administrative, education and training systems,
- Private sector involvement and consideration during local development stakes definition and realization and also for local entrepreneurship development.

The piloting framework has received the mandate to identify, centralize and update all initiatives and determine the conditions of linking them to the Africa Horizon 2060 initiative. This will be done based on information provided by participants and other researches.

3. Develop an advocacy using the conference results and the Africa Horizon 2060 project

Through the socioprofessional background of participants, the Praia conference has the goal to reach the maximum number of participants. However conclusions and results should be enriched and hold by all social categories in Africa and in the rest of the world. Beyond taking conclusions and results toward participants' networks, the conference did emphasize on political advocacy and the need to mobilize decision making spaces to adopt and be aware of the conference conclusions and debates. Two series of activities can be conducted:



- keep up the partnership already started with political officials who attended the conference, especially the Cap Vert presidency, government and Parliament, Praia municipality and ministers from Senegal, Burkina Faso, Guinea, and Togo and cooperation for development actors ;
- Inform and commit for the Praia conference follow-ups and the second conference preparation other institutional actors especially regional integration or pan-african institutions; ARGAs will therefore mobilize presidents who are in his network (current and former Cap Vert presidents, former Guinea Bissau president who is ARGAs Board of Trustees president).

4. Elaborate and publish in a booklet format, a document capitalizing the conference contribution to governance future in Africa

The rich debate requires that conference key conclusions be diffused at a wide scale and not only be written in a report. Moreover it is already possible to anticipate on the document of synthesis to be produced at the end of the 4th conference planned for 2015. That's why it was proposed to elaborate before the second conference, an analytical document as the contribution of the first conference on governance future in Africa. This document will be presented during the 2013 conference in a booklet format.

II.3.2 Management framework

A steering committee for the first conference outcomes monitoring has been implemented. Under ARGAs Coordination it comprises five organizations, each of them representing one region in the continent, one person representing the Diaspora and another one major partners. This committee has the mandate to take any initiative that could contrib-

ute to implement the actions plan. The Committee also proceeds to a regular monitoring and evaluation of planned activities and is allowed to have meeting when it is necessary and funds available. Meetings then are convened by ARGAs.

Annexe 1 : Praia declaration



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PRAIA DECLARATION

Organized under the Alliance for Rebuilding Governance in Africa initiative, the first edition of Annual Days for Governance in Africa (JAGA) with “Africa reinventing its governance” theme was held in Praia (Cap Vert Republic) from July 9 to July 12, 2012. This first edition has inaugurated a cycle of four prospective thinking conferences whose ambition is contributing to help Africa take its destiny into its hands by the symbolic horizon of 2060 corresponding to the century of first African independent states. It gathered participants from all social and professional backgrounds, from all Africa regions, the Diaspora and friends of Africa.

The conference objectives were: contributing to create a sustainable dialogue space, needed to give value and share experiences, reflections and most innovative ongoing public policies on governance in Africa; contributing to create better synergy between institutions initiatives and civil society ones; contributing to better governance public policies socialization; developing proposals and multi actor strategy and prospective enabling Africa to take back its destiny into its hands; contributing to effective governance rebuilding initiatives implementation.

Debates did focus on fundamental governance themes: building the « living together » inside societies around shared principles and values; using the best of both tradition and modernity by recognizing judicial pluralism ; rebuilding postcolonial African state through decentralization and regional integration ; promoting adapted and inclusive public affairs management ; building security conditions and sustainable peace for all.

Debates enabled **participants to sort out strong consensus on the following points:**

- Greater account of governance as the source and the solution to multifaceted crises (political, social, economic) that African continent is experiencing;
- The need for the continent to have an endogenous, global and long term vision of its governance, and this vision translation into a shared and inclusive project of all society actors;
- The need for Africa not only to participate actively in the globalization process but also to share the related leadership by utilizing its numerous advantages (human resources, especially a well trained youth, huge natural resources, civil societies more and more organizing and undertaking, institutions political willing, especially states and regional organizations to improve their functioning and services delivery to citizens empowerment);
- The need for African societies to define, formalize and better promote shared values and principles that would be at the relationships between individuals and between communities foundation, devolution, exercising and power controlling procedures for public interest and also equitable resources and welfare distribution procedures ; those public affairs regulation procedures should take into account social, institutional normative pluralism and include traditional regulation procedures not in a backward looking project but rather in well-handled modernity.
- The need to lean strategically on decentralization processes, not to be considered as simple administrative reforms but as meaningful political rebuilding project of states that strengthen their legitimacy and efficiency and ensure a better regulation of natural diversity in societies ;
- The need to strengthen regional integration processes through valuing complementarities between institutional and governmental dynamics and grassroots social dynamics to make integration be a key factor for development, peace and security, strengthening states and Africa integration into the world;
- The importance of African languages utilization in educational, institutional and administrative systems;
- The need to build a vision and an African governance project with Africa partners;

From these consensuses, participants convinced that their dream for Africa can be a reality:

- x Consider that multi actor partnership should be the engine for public policies development, implementation and evaluation and legal and institutional framework and citizenry mechanisms for participation and dialogue between all actors should be empowered at all level, local, national, sub-regional, continental and international;
- x Consider that education and citizenship values and consciousness strengthening should be the shifters to guarantee general interest primacy over particular or groups interests, democracy and peaceful cohabitation among human communities;
- x Consider that it is urgent and essential for measures to be taken to make states defense and security forces, republican forces, actors of development who protect human security and to promote an approach and a shared security governance;
- x Consider that constitutional processes should be more inclusive; help emerge better political power regulation procedures and conflict prevention and resolution;
- x Urge regional integration institutions to continue their efforts toward building a vision and a regional integration project that promote effective regional citizenship, territorialize more community policies, strengthen capacities for anticipation and reactivity with other actors to prevent conflicts and ensure security ;
- x Urge states to value national languages utilization, strengthen and deepen decentralization in a shared vision with territorial collectivities and all other actors;
- x Urge African Diaspora to participate actively in the governance-rebuilding task in Africa.

Participants undertake after the conference to:

- Broaden and strengthen the network for exchanging experiences and sharing governance strengthening initiatives in Africa;
- Contribute to the advocacy, especially toward states and regional integration organizations, but also toward populations and civil society organizations to encourage them to take advantage of the conference works;

- Work for the continuation and contributions enrichment of the project
« Africa Horizon 2060 »

The participants congratulate the Alliance for Rebuilding Governance in Africa and all his partners, Africans and friends of Africa that enable this conference to be held and urge to carry on the conferences cycle.

Participants give warm thanks to Amilcar Cabral Foundation, Cap-Verdean authorities, especially the Republic presidency, the National Parliament, the government through the Exterior Affairs Ministry, The Praia City Mayor Office and urge them to be the “Africa Horizon 2060” project relays within their African peers.

Done in Praia July 12, 2012

Annexe 2 : Workshops



Workshop 1 : Building the « living togetherness » inside societies using shared values and principles

Synthesis

Context / problems

- Traditional African society was supported by an ethical values system. Each individual was characterized by his role and responsibilities inside his family and community. These types of values still very present but the postcolonial African state functioning , the relationship to power, foreign hegemonic influence, huge migrations patterns, especially toward cities, confrontation with other cultures and individualism promoted by consumer society and concurrence have progressively eroded the common life system.
- This situation is leading very often to public good disrespect, power positions abuse illustrated by corruption and current generations lacking concerns about their deeds impact on future generations.
- The difficulty for rebuilding the living-together inside societies around shared values and principles and collective society project is one of the major of the struggle to construct politically stable societies, pacified social relationships between human groups (ethnic, clanic, religious, etc..) and prosperous economies. Though a community-value based institutionalization and consensus construction on fundamental functioning principles and societies management is a factor of progress.
- States and regional integration organizations have set major steps toward implementing institutional and judicial mechanisms around the fundamental values and principles for managing societies. One can notice African Union example who chose to have a governance architecture including the shared values problem ruled by the collective responsibility principle (see 2011 summit, African charter for democracy, elections and governance) and ECOWAS who adopted many important texts of law that can be a common constitutional body for West African states (for ex-

ample the additional protocol on democracy and good governance).

- To enable these tools to play fully their role and lead to remarkable governance improvement, most of the continent countries should face many challenges such as :
 - Diversity regulation, especially the community diversity inside nations-states who have been built during independance era under national unity obsession ; this challenge is nowadays revealed by the issue of Islam place in democratic processes in North Africa and some countries in Subsaharan Africa ;
 - The fight against counter-values promotion (absence of civic spirit, corruption, privatization of goods and public spaces, power patrimonialisation...) ;
 - To identify shared values that are structuring the living-together inside societies who are in permanent change and where evolution is correlated closely to open process of values globalization ;
 - Definition of better methods of accessing, exercising and limiting power inside societies.

Issues for discussions:

- What are today shared values and common principles that enable the living-together inside African societies?
- How can we invent rules based on these shared values that can satisfy contemporary but changing expectations of societies?

- | | |
|--|---|
| <ul style="list-style-type: none"> • What are the more tailored tools to formalize and realize effectively such rules? A charter of responsibilities? Constitutions? • What are today shared values and common principles that enable the living-together inside African societies? • How can we invent rules based on these shared values that can satisfy | <ul style="list-style-type: none"> contemporary but changing expectations of societies? • What are the suitable ways to put power in Africa in a more sustainable perspective of strengthening democracy, human rights respect, state rule of law and constitutionalism institutionalization? |
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Draft report for workshop 1 (version read during plenary)

1. Why the « living togetherness »?

- Concept **definition** and quotation marks explanation, referring to Fustel de Coulanges and Ernest Renan.

Idea generated: We are obliged to live together, let's do it in a harmonious and not conflictual way.

- **Stakes:** one participant from Burundi attending the workshop did remind us Rwanda (genocide), another participant from Ivory Coast spoke about the Ivory Coast conflict origin and the Mali situation was also discussed...

Obviously, numerous examples did remind us that the stake is to accept differences, the other, the otherness...otherwise living in societies will be impossible.

- **Challenge:** Since we are condemned to live together why not doing it in a harmonious way.

2. How to « live together » in a harmonious way?

- By accepting otherness, difference, the other, through conceiving « the other as ourselves ».
- Our differences could become **advantages**, mutual enrichment source, but also (unfortunately) source of conflicts: it depends on us. Take a look at the Cap-Vert example who is welcoming us (which story was revisited with brightness at the opening ceremony by His Excellency the president of Cap Vert Republic and other Cap Verdeans participant did refer to it. One can observe in the street how they did succeed in transforming diversity into worth).
- There is a need to put in order the multiple, pluralism without denying diversities, through preserving each community own identities.

- How to proceed? (**STRATEGY**) : through nobody's exclusion. All actors should be involved in decision making to feel involved and concerned: the "institutional" and the "non institutional", the "weak" and the "strong".
- In short, **CITIZENRY SHOULD BE REBUILD** to make it a concrete reality, because beyond our differences, beyond the difference between universal and relative aspects, there is the « irreducible human thing » which is the same everywhere and do aspire to inherent dignity of every human being.
- How to rebuild citizenry (to allow a harmonious « living togetherness »)?

During the workshop the citizenry notion has been debated with passion. We did reach a consensus: « etymologically, citizen is from the latin word *civitas* which means « to have the right to live, to settle in the city », today this implies obviously rights given to a state inhabitants; and therefore the right to participate to the collective project of "living together".

- **Findings** : there is a citizenry crisis because :
 - The decisions elaboration (laws) does exclude most part of the population.
 - Official languages are not understood by a huge category of the populations.
 - There is a gap between « dynamics from the top » and « dynamics from the bottom », between the top and the bottom of society.

3. Recommendations:

- « Co-develop » with the bases (here civil society actors role is crucial)
- On the issue of languages: the debate was passionate and fascinating, we do reach a consensus. There is a troublesome lack of pertinence in desiring to organize "the living togetherness" in societies when in the meantime populations do not understand the official language of their own countries! That's why local languages or national ones should be utilized to build with populations. At the 2060 horizon, we should ensure that African languages are counted up in the international arena. In the meantime, it will be absurd to deny that languages that were initially European ones have become ours. This conference could not take place at a right manner without our respective uses of Portuguese, French, and English. By the way the Alliance philosophy is rooting and openness. We should use our fluency in many languages as an enrichment that allows us an opening to the world.
- Following this perspective, education does play a crucial role: it helps overcome in the midterm elementary problems of subsistence. It is also through education that citizen feeling is transmitted.

And this cannot be done without **shared values and principles**.

We underline the word « shared » implying that citizens, inhabitants, individuals, actors will identify together and when appropriate, build together these values and principles. (In the idea of sharing are included ideas of knowledge, acceptance and participation).

4. What are these shared values and principles?

- How to identify or eventually build, « invent » these values and principles?
- The workshop response: (**STRATEGY**) « by getting the best out of tradition and modernity ».
- The « exercise » **result** : the following values were selected are being « African » ones :
 - Solidarity: it is the commitment and mutual dependence between people hold toward others.
 - Tolerance: it is the virtue to accept what one should not accept spontaneously. (Respect for the other and his convictions).
 - Justice : legal and moral fundamental principle that enable to provide positive or negative sanction based on the merit rooted in law and moral(this involves social justice, equality, chances equality, equity, ethics...)
 - Responsibility (individual and collective...): the duty to be accountable (to be « co-developed » with populations. Governance is only possible at this condition).

5. How to share these values and protect them?

- An obvious **finding**: One cannot protect and share efficiently in exogenous language and concepts. It is imperative to call for local endogenous knowledge without losing languages and concepts initially imposed but ours today.
- **Strategies** :
 - **Co-build** values and get populations involved in the need of **diffusing** and **protecting** them.
 - How to do so? By using traditional channels and structures: traditional and religious chiefdoms...
 - Involving women and youth...
 - **Formalization**: it is necessary to write the results in a declaration that could lead to a code of conduct, a charter and give birth later to standards (constitutions, laws and rules).

- Diffusion: the creation of a network of civil societies organization (binding to these values) was proposed (a Convention) in order to share and consolidate the workshop outcomes.
- Protection
- **Institutional regulation** is unavoidable. There is a need for a « lobbying » to obtain national legislations improvement to better protect these values. Courts could be seized in cases of non respect.
- **Non-institutional regulation** should be « invented »:

An African civil societies Convention could implement cells to measure regularly the principles respect; organize dialogues and conciliations when the “living togetherness” is threatened, being ahead of conflicts and alerting public opinions, public powers and traditional authorities where appropriate. (Example of Rwanda, South Africa, Ivory Coast).

Final Drop:

- Objectives: Good governance, democracy, state of law, human rights respect ...to lead to a better collective and individual well-being
- A « living togetherness » example of success : the Cap Vert



Workshop 2 : Use the best of both tradition and modernity by recognising judicial pluralism

Synthesis

Context / Issues

The spread of judicial models across the world is nothing new. It has of course been accelerated by globalisation, which brings to light the basic issue of dialogue between judicial cultures, but Africa has long been confronted with this problem as a result of its specific history of colonisation. Efforts undertaken to 'modernise' and unify legal systems have not led to the complete disappearance of other systems already in existence before the creation of independent States. Alongside State legal systems, which have often been imported¹, many custom-based legal systems, in particular, are still in existence. These systems, made up of standards supported and implemented by authorities remain more or less vigorous depending on the country and field (for example in land and property rights, personal status or business matters).

The coexistence of legal systems leads to a highly complex pluralistic system which calls into question the legitimacy of imported judicial models. It gives rise to dynamic inter-standard phenomena within which legal systems are not set in stone, but in fact are in continual transformation as a result of changes in actors' practices, social requirements and social values. The concrete practices of actors, through a process of *hybridisation*, create bridges between judicial orders or result in '*standards mixes*' that render obsolete certain approaches opposing tradition and modernity in the field of law. The relationship between the various systems in existence does not in fact

correspond to the dichotomy often depicted. Supposedly ideal customs are not up against a diabolical State system. Nor, on the other hand, is the centralising, civilising and homogenizing State system up against retrograde customs that are obstacles to national unity, development and modernity. On the contrary, customs are not frozen in time, but are living phenomena that arise as a result of a power struggle or changing social need. At the same time, the State judicial system cannot be summed up as a set of unchanging standards; it also evolves over time as the result of its application and interpretation in various periods or in special circumstances.

Legal regulation becomes a source of insecurity when it is unable to take into account these situations of legal pluralism. A look at land and property rights clearly demonstrates this risk of insecurity: insufficient regard for the diversity of values and standards and the actors who apply them often leads to inextricable conflicts in this field. Similarly, with regard to the protection of women's and children's rights, most States find it difficult to adopt and implement the reforms they have undertaken despite having signed and ratified international agreements.

Thus African legal systems must meet a two-fold challenge:

- internally, the challenge is to preserve the unity of law while also making room for diverse legal cultures that take into account various standards and the authorities responsible for applying them; the goal is to build a new legal order that includes multiple systems, in order to encourage what has been called '*coordinated pluralism*', '*constructive interaction*', '*inter-*

¹ The process of importing legal standards continues today (example: OHADA, the organisation for harmonisation of business law in Africa).

culturalism', 'organised pluralism' or 'cooperative pluralism';

- on the international level, the challenge is compatibility between—on the one hand—internal changes to States resulting from their experiences of pluralism and—on the other—an organisation in keeping with international standards, i.e., a viable combination of values (such as equality of the sexes, individual property rights, etc.), coordinating principles and means of implementation that can be modulated and adapted to suit national and local contexts.

An analysis of pluralism from the angle of cooperation and coordination of legal systems focuses more on the practical interaction between standards and the authorities that apply them, in fact between State law and customary law, between State justice and 'customary justice' (particularly social mediation). Such an analysis also attempts to identify the reciprocal acculturations that could improve the quality of the relationship between the two systems and enrich them both. This change in perspective allows us to place the same requirements on the different systems and to look for their compatibility, legitimacy and efficiency in the use of standards and their *complementarity* in the deliverance of justice. So what we need to ask ourselves is *how can we create a harmonious pluralistic framework in which:*

- Citizens are guaranteed real, just and fair access to justice, regardless of the legal system to which they have recourse;
- Legal, State and extra-State institutions and authorities fulfil the requirements

necessary for their legitimacy and are subject to the Law;

- Citizens are guaranteed legal and judicial security and Law that protects their rights regardless of the applicable legal system.

Questions for discussions and debate:

- Do legal systems, both State and customary, guarantee real, just and fair access to justice, and how can the complementarity of multiple judges be highlighted, in order to strengthen this accessibility? Is it possible, for example, to use customary 'justice systems' to complete the insufficient offering of State justice, by improving the conditions under which customary 'justice systems' operate and by thereby creating the conditions needed for a qualitative equivalency between the legal systems?
- How can the legitimacy of each institution or authority responsible for delivering justice be strengthened by removing the asperities that interfere with this legitimacy? How can we make sure that each legal order is subject to the Law, and is based on legal standards that respect joint, nationally-defined standards in conformity with international texts?
- How can citizens be guaranteed equal legal and judicial security in all legal and judicial orders? How can we guarantee that decisions rendered by each judicial order are based on standards that can be foreseen and are not questioned? How can legal systems be combined in such a way that they cannot be intertwined and used to the detriment of citizens' rights?

Report workshop 2

1- Stakes and challenges

Main stake : How to conceive and implement legitimate and efficient governance methods enabling development in a normative institutional pluralism environment?

Stake 1 : Fostering African states development:

Building useful infrastructures, realizing huge investments and a balanced national territory planning or ensuring food security and fighting against poverty and unemployment to realize sustainable development do require that state actors and non state actors reach a shared understanding and control over the land tenure issue. Unfortunately this land tenure issue is currently “suffering” from a legal and institutional pluralism that is mismanaged.

Stake 2 : Fostering in African societies social peace and genuine political stability:

- Regarding family matters for example, taking in account legitimate methods of family conflicts resolution will foster peaceful family conflicts and litigations
- Consideration of diversity or traditional regulation modes will ensure better power regulation, especially political power
- Taking into account traditional regulation modes will foster better access to justice and law
- Taking into consideration positive aspects of both traditional and modern regulation modes will enhance better protection rights for social categories such as women and children
- Legitimate institutions and norms implementation will foster better citizenry institutionalization, tolerance, diversity acceptance and enable to build unity with respect to the right to be different
- Better prepare African youth to become a constructive actor in a dynamic and plural world

Challenges:

- Taking into account African societies specificities and realities coping with international standards
- reconcile different perceptions of concepts roles and functions such as power, land, family and justice
- avoid ethnic, regional particularisms instrumentalization that could harm political stability and social peace
- adapt regulation modes by taking into account societies fast evolutions

2- Patterns and evolutions

- Persistency of phase shift between official systems and social practices
- contemporary world characterized by societies fast evolution in matters such as demography, migrations, urbanization, education, literacy training and globalization
- Official systems lacking capacity to regulate all types of conflicts, leading individuals to resort to traditional regulation modes
- On the land tenure domain : land grabbing for speculative and investment purposes
- Patterns to legislate more for responding to international demand and for imitating than taking national realities into account
- Global competition between judiciary systems(example, common law versus romano-germanic heritage system)
- in some cases weakening of traditional regulation structures without any control over its consequences (example : weakening of religious structures leading to integrism)
- Adoption of regional norms of constitutional convergence and community law development

3- Advantages

- Existence of shared cultural heritage among most of countries, despite situations diversity, could serve as bases for common legislation
- There is an emerging awareness and national and international willingness to search for efficient problem solving regarding issues such as land tenure, mining resources that can enable to integrate diversity, legitimacy and efficiency concerns in new norms and institutions created
- The existence of two parliamentary chambers in most African countries is providing the opportunity to take into consideration diversity in political institutions
- Efficient ancient regulation modes cannot be integrated into modern systems but their function can be considered

4- Strategic objectives and structuring actions

- **Strategic objective 1** : Contributing to traditional regulation modes and institutions knowledge and recognition
 - actions related to this strategic objective:

- Investing in interdisciplinary research projects focusing on traditional regulation modes and institutions
 - Integrating in education systems curriculum related to traditional regulation modes and institutions
 - Utilizing national languages in education, administration and others systems
 - Identifying common norms heritage in order to refer to them when building new regulation norms at national, regional and international level
- **Strategic objective 2** : Utilize decentralization processes as the driving force for diversity regulation.
- actions related to this strategic objective :
 - Decentralize the norms creation function in a framework build on accepted principles
 - Find mechanisms that enable complementarities between states and traditional conflicts resolution modes
- **Strategic objective 3** : Develop better political power regulation modes enabling to get the best out of tradition and modernity
- actions arising from this strategic objective :
 - Make African constitutions efficient prevention and resolution tools for political litigations by drawing the best out of tradition and modernity
 - Integrate in African constitutions political conflicts prevention and resolution by involving non political actors (wise people committee for example)
 - Adoption of political leaders selection modes that will take into account executive power control, power sharing between political groups while preserving inside the system, real control and criticism capacities needed by any society that is willing to achieve good governance

5- Actors roles and responsibilities

- The **State** should **regulate** diversity ; share standards creating power in particular and regulation power in general with others actors (territorial communities, family cell, traditional and religious communities...) ; state should also guarantee a true decentralization and allow as much as possible freedom of choice regarding legislation ; state should also be **protective** in view of threats that are affecting societies (land tenure protection, vulnerable categories protection such as women and children facing sometimes obsolete regulation types ;

- **Regional integration institutions** should play a regulation role through their common standards creation competency (example: in constitutional domain, democratic principles respect, public affairs management transparency...) or common political guidance in domains such as common resources protection and management and resources exposed to world competition (example land).
- **Grassroots communities (territorial communities, grassroots communities)** should be able to exercise standards competencies in few matters (example: land tenure, environment and resources management, some family matters), participate to **conflicts resolution**, be **represented in state institutions** (example: second chambers of parliament), weighing in social and **economic policies definition**; they also have a particular role to play in educating to citizenry and positive values promotion (responsibility, public good respect...)



Workshop 3 : Rebuilding postcolonial African state through decentralization and regional integration

Synthesis

Context / problems

Africa is experiencing a governance crisis strongly related to state crisis. The state functioning and existence in Africa is experiencing difficulties to produce and implement development policies that could ensure societies stability and prosperity and then populations security and well-being.

This structural crisis is calling for a state rebuilding that is requiring roles and relationship between actors rethinking at different local, national and regional scales. In fact the African postcolonial state should be rethink and re-defined with reference to decentralization and regional integration.

Then state rebuilding, decentralization and regional integration should be elements of a global change dynamic.

Traditionally, governance topics are analyzed in a partitioned way between local, national and regional level. This explains in many ways the weak performance of integration policies at either national or regional level. It is imperative to change the perspective: local governance be a key to find solutions for social, political and economic to faced challenges. By its potential capability of legitimating and creating linkage between public affairs management systems and modes at all level, local government is for sure the most strategic level for governance rebuilding. Through local government valorization, Africa could answer the legitimacy crisis experienced by the postcolonial state and then consolidated regional integration.

Rebuilding postcolonial state through decentralization

Local government is credited for having rebuilding virtue for the postcolonial state through local democracy and territorial development. This explains surely that even though they have different itineraries for diverse reasons, most of African countries have launched in the mid-90 administrative reforms where one can find decentralization and local development policies.

Indeed real progresses have been realized consisting in the decentralization principle affirmation and institutional setting especially local collectivities. However despite affirmation and constant hypothesis recall by actors, decentralization processes do not seem to be definitively appropriated. At least, institutions and practices they have generated so far are not always appropriated for legitimate local governance realization. Finally reforms did experience resistances and a few difficulties.

One can underline a few major situations :

- Decentralization models are very often copies of foreign models. Local governance still fundamentally institutional and local deliberation modalities do not provide participation guarantees and diversity concerns at a local level
- Guided by more politician consideration than political one, local territories configuration do not allow very often economic development spaces emergence or relevant sociocultural areas
- Exchange and dialogue absence between local territories at the national, sub regional

and panafrican level is real while decentralized cooperation with Northern countries local collectivities is increasing even though terms of this cooperation are not well defined

- Chronic and generalized weakness of local resources is a fact. It is explained less by scarcity than by governance actors practices and perceptions. This situation is contrasting with the scope and number of missions transferred to local collectivities
- Transferred competencies to local government do not correspond very often to populations and local communities capabilities. They are focused on jobs types where local public powers do not have any expertise or real experiences
- The issue of decentralization means and instruments is strictly related to the governance issue. This explains why public service culture and representation is very often designating as clientelist perception of local specific interest. This leading to a non suitable, not articulated, sometimes not performant public service. The crisis will appear in a singular way through many basic public services collapsing.

Issues for discussions:

- How can decentralization « socialisation » be guaranteed and enable us to get out of the « administrativist » approach?
- How can citizen participation be effective and beneficial to local public affairs?
- What types of judicial, political, economic and financial relationships between State and local government?
- How local public action efficiency be consolidated?
- How can local territory be more defined and inserted into context(national, regional, transboundary, international etc.) ?

Rebuilding postcolonial African state through regional integration

Regional integration is an ideal to be realized for the continent development, for peace and stability and finally for a better place of Africa in the world.

Isolated national development leads to impasses. Regional market is the most important potential of activities for the future. Increasing regional exchanges should also be based on regional demographic perspectives in the long term. Facing these challenges should enable the continent to win the security, tolerance, peace and stability challenge. To do so the continent should be organized as a balanced, coherent and performing body through regional integration. Also a strong and integrated African community could play as a strong force of negotiation in the world and should allow the continent to participate in a new system and having the power to influence decision in the international arena.

Such integration process too long to implement, efforts costly and too demanding for vision and strategy requires strong technical and institutional mechanisms supported by a truly regional governance policy. In this sense, African Union has been created and has a governance agenda; some regional communities have made real efforts to define a vision of integration (Visions 2020 of UEMOA and ECOWAS) ; despite all that resistances and difficulties are still persistent.

- Beyond formal creation of integration structures, beyond speeches, declarations of intentions and Institution sessions and meetings attendance, states are failing to observe compliance vis-à-vis the African Union
- This « lack of interest » by states is illustrated in many domains such as sovereignty transfer, membership fees payment, judicial instruments ratification or panafrican projects appropriation and true and effective participation for their implementation
- States are showing total indifference toward eventual sanctions which are applied or could be applied to them. Beside the fact that the African Union does not have real powers of constraint upon states, it appears that African states are more sensitive

to sanctions defined by international organizations

- Regional and sub regional institutions built by states are elaboration and realization framework for community policies and also symbols but are weakly connected to African people
- That's why despite significative evolutions (but unequal based on regions) especially in free circulation of goods, business law, currency, African public opinion has the perception that institutional regional and sub regional actors are very often disincarnated, expensive and inefficient structures without any grip on reality
- Communitarian institutions are confronted to a legitimacy problem explained by many reasons, especially the absence of participative democracy in their composition and functioning, their insufficient opening, the lack of communication and information policies, weak influence on world affairs, difficulty to evaluate and measure their ac-

tions or the fact that they are collecting the expression of tensions between states, etc.

Issues for discussions :

- How to ensure regional integration « socialization » to get out the institutional approach of community construction?
- How can we ensure an effective and beneficial citizen participation in regional public affairs?
- What strategies should be implemented to realize a solid and coherent community construction?
- Through what process and mechanisms can a legitimated vision and efficient African policies be developed?
- Through what process and mechanisms an integrated Africa could be able to influence decision making in world affairs ?

Report workshop 3

1- Context and problem

Viewed from its geographical location (in the different sub regions) in the continent or its administrative culture (francophone, portuguese, arabspeaking, english), the African postcolonial state is **lacking legitimacy** proven by its real struggle to ensure cohesion and stability and people irreducible needs. This leads to a gap between state institutional realities and societies dynamics. This state crisis finds its source in many causes especially in the fact that:

- postcolonial state is an imported model which implementation in Africa has very often ignored the need for an imperative adaptation to societies sociocultural personality et people participation to its construction
- postcolonial state has been monopolized and perverted by political elites who have emptied the imported model from its substance, by misusing the spirit and sense, by hijacking its purpose and powers with a type of patrimonial management of public affairs

- postcolonial state is caught in a long economic crisis that has been deepened in the 70s and is considerably limiting its intervention capabilities toward social demand and development
- The postcolonial state has been set in an ideological and financial dependency, in such a tenacious and pernicious dependency vis-à-vis foreign countries. Addressing its internal difficulties, the postcolonial state has given favor to foreign solutions (international financial institutions, former colonial powers, liberal doctrine) to the detriment of populations mobilization and endogenous solutions search
- The postcolonial state has changed to become an hermetic system (formal democracy, and partisan approach) who has very often only coercitive tools and violence as means for action when assessing populations aspirations and claims

Today the relationships between the postcolonial state and African societies seem to enter into a third stage (hope within independences era, reject within crisis, renewed interest within “democratization wind” and the “Arab spring”). To enhance this tendency, **the state should be rebuilt to be :**

- **A visionary and smart State.** it should be capable of having a vision, which to enable itself to get out of the short term and logic of emergency and provide itself with a collective project, inclusive in the long term, while ensuring its action's coherence
- **A state capable of managing and resolving** social, economic and ecological **crises** through regulation modes rooted in African societies values and mechanisms while at the same time integrating universal values and international mechanisms of crisis resolution
- **state capable of addressing populations needs** and who can provide them with perspectives and scientific, cultural, socio-economical development opportunities etc.
- **An inclusive state** who will involve all social categories in decision making and whose action will be profitable to all, without any exclusive
- **A state that is functioning on the basis of fundamental principles** such as consensus, solidarity, equity and transparency

This state construction should be fueled by a truly prospective dynamic and permanent thinking-with « think tank » or « ideas enterprises institution- which should go far beyond short terms of political mandates and their objectives of maintaining power.

It should also be done through two essential pillars: **decentralization and regional integration.**

A - Rebuilding postcolonial state through decentralization

In the state rebuilding undertaking, decentralization should be in the heart of the process. Though in other parts of the world, states have been built through centralization before decentralizing a few centuries later, it seems that in Africa, states under construction-which centralization has increased difficulties-should though try to build themselves starting **from the local level**.

However if decentralization should come to the rescue, it will only happen when it is conceived as a project for a new society with a collective vision and a shared understanding of related stakes, a highly collective, inclusive and prospective project :

- that includes **all society components** through its conception and implementation(overcoming then administrative and technicist decentralization as practiced today), from the state to individuals
- targeting **deepen changes** in a social, political, economical, cultural and environmental framework etc.(not limited to a simple transfer of competencies and resources between state and local collectivities)
- acting **as a real territorial policy and local economic development lever** (convergence between state, local collectivities and private sector for huge investments and structuring equipments)
- thinking and impacting the **rebuilt state new role** with actors, territories and resources of all types(not leading to civil servants and politicians resistances whose power is threatened in one side and local collectivities « under perfusion » in the other side
- that should be a **multi-level decentralization**(local collectivities at the grass-roots level, and intermediate local collectivities, between them and the state) taking into account the pertinence at every level and being aware of pertinent co-operation and efficient complementarities between them
- That should not be **a model to duplicated** in all countries, but every state should accomplish hits own decentralization through its own realities and specific objectives

Obviously, current decentralization processes in most countries in the continent are going nowhere, because of not being able to change relationships and dynamics between central state , local collectivities and societies, unable to change relationships between centre and periphery, unable to impulse territories socioeconomic development and governance in general(regulation, religious and traditional leaders involvement, participative democracy etc.)

If decentralization is lacking in contributing to better populations well being and improving relationships between different categories of actors, i twill appear soon as a useless policy. Moreover, a recentralization of public affairs management could be on the agenda, as it is already insidiously practiced through some central tools and mechanisms

of financing decentralization and local development. Ultimately, recentralized states should probably face perpetual social and political conflicts, even dislocation risks.

Today, Africa has strong assets to rebuild in his turn decentralization policies especially:

- **Diverse decentralization experiences** with diverse inspirations and variable progress level. These experiences could be capitalized, shared and diffused, allowing then every country to learn from success and failures
- **a civil society dynamism and populations awareness**, showing more and more interest toward public affairs management and requesting for bigger participation
- **formalized proclamation** (especially within constitutions) and a **declared commitment of governments** for a decentralized type of organization
- **a greater awareness of integration institutions regarding interest for local affairs** and decentralization policies (UA with the local governance charter and African convention on cross borders cooperation, UEMOA with territorial collectivities platform etc.)

Based on the vision and assets described below, the following **strategic objectives** could be targeted :

Building inclusive decentralization policies that are capable of holding objectives for change within african societies:

- the dismantling of all resistances and misunderstanding regarding decentralization (founding of a collective vision and a shared understanding of decentralization ; an independent steering of processes)
- national languages integration into decentralization institutional arrangements, conception and implementation
- participative democracy deepening inside local territories (spaces and mechanisms implemented for exchange between local collectivities and different categories of actors ; and regulation and management modes that create confidence between all actors)

a.1) Improving institutional engineering and decentralization processes steering:

- state capabilities of action and strategic resources strengthening to initiate et produce decentralization processes (political will, strategy, agenda, funding)
- local collectivities capabilities of action and strategic resources strengthening (political, judiciary, financial (tax reform, equalization), and administrative autonomy for local collectivities)
- local collectivities effective participation in national policies for socioeconomic development elaboration process through state institutions (specific institution or parliament)

a.2) Promote a decentralization that impulses social and economic development of territories:

- local private sector involvement in the development stakes definition and realization
- local Small and Medium Enterprises/Small and Medium Industries and local entrepreneurs development to hold development

B - Rebuilding postcolonial state through regional integration

Regional integration is a major policy to implement in order to rebuild African postcolonial state. Based on world dynamics and new directions given by its partners, **Africa has to choose between « desired integration » and « dictated integration »**. In a context of globalization and dominating liberalism, lacking integration will expose African states to jeopardize their sovereignty and condemn them to confront foreign powers and large groups of countries in other continents.

Firstly at the development level, national economies weakness and internal markets small scale do not enable to face stakes and challenges. In a short term, these two cumulated incapacities could lead to Africa « recolonisation » through foreign armies presence-forced to intervene in Africa to ensure their remote state security- and productive sectors and natural resources monopolization by foreign powers.

Therefore, Africans should take initiative to conceive and implement **a true sub regional and regional integration simultaneously built from the « top » and the « bottom » and being:**

- **a development factor**(with more efficient integration institutions and whose interventions will have positive outcomes for populations living)
- **a peace and security factor** (with institutions capable of getting out states of armed confrontation logic and managing crises through dialogue and mediation)
- **a state strengthening factor** (economies of scale, complementarities and pooling of resources, co-management of shared resources)
- **an integration factor** into the world(a negotiation and propositions force vis-à-vis the rest of the world)
- An integration in **which populations and African societies** will recognize themselves (institutions and integration policies known and accepted by the populations who know how profitable they are and who participate in their elaboration and implementation)

In this project, despite hurdles experienced since community construction process launching, Africa still holds considerable advantages, especially:

- **social and cultural links** that transcend inherited colonial frontiers
- African **populations mobility**, especially in cross borders areas
- **Exchanges dynamism** even though informal on both sides of frontiers (trade, services, employment etc.)
- **diverse integration experiences** in different sub regions and the AU path are given lessons for considering the future
- **integration experiences in other parts of the world** that can enrich the continent and different sub regions integration project
- the states **declared commitment and its formalized application** –especially into the constitutions- to realize sub regional and regional integration

In the integration project to implement harmonized and efficient groups, and rebuilding postcolonial state, it is crucial to reach following **strategic objectives**:

b.1. Improve perceptions sub regional and regional integration strategies through:

- a « re-conceptualization » of notions such as state and integration based on new vision and integration objectives (getting out of conception such as « state=government, and « integration » = institutions and instruments for a state and an integration referring to folks)
- community and integration policies territorialization (provide sense and life to the strong link existing between decentralization and regional integration)
- socialization of processes and sub regional and regional integration institutions democratization (parliaments election, different categories of actors representation)
- integration culture building (schools program including problematic, secondary and university level mobility)

Transparency in integration implementation and sub regional and regional organizations functioning through a tailored communication and ongoing information regarding processes, projects and achievements

b.2. Strengthening institutional engineering and sub regional and regional steering through:

- sub regional and regional organizations means of actions and strategic resources strengthening to lead integration policies and processes
- state means of actions and strategic resources strengthening to join and participate sub regional and regional integration policies and processes

- socioprofessional and thematically spaces and networks implementation to be connected to territories and sub regional, regional and national institutions (private sector, university, political parties)

b.3. Achieve regional and sub regional integration focused on the continent and territories development especially through :

- structuring equipments and territorial projects development in favor of a harmonized and balanced development profitable to all
- cross borders cooperation development and basic public services delivery improvement in these areas

2- Roles and responsibilities

- **state** should initiate, steer, facilitate and endorse change processes desired by all actors
- **private sector** should continue to do business while contributing to address public policies stakes by integrating financing issues related to these policies in its « doing business » manner
- **intellectual elites** should stand as « think tank » for an ongoing prospective and thinking on stakes and challenges Africa is facing and elaborate propositions to address them
- **civil society** should ensure populations awareness and stand as a monitoring, controlling and questioning force also making propositions
- **religious and traditional authorities** should ensure regulation, mediation and awareness
- **political parties** should integrate integration and decentralization topics in their project and sensitize their fellows
- Sub regional and regional **integration organizations** should ease and steer integration processes in compliance with desired change by all actors



Workshop 4 : Promoting adapted and inclusive public affairs management

Synthesis

Context and problems

Issues related to public affairs management have been for a long time monopolized by a small minority group composed of administrative, political, intellectual and economic elites. This marginalization of a large number of people was playing in favor of the political game with its quite closed systems, from the administrative system that is imitating and giving priority to administrative technicians who are deciding about everything without consulting or involving concerned populations. Therefore relationships between rulers and population obeying were significantly commanding and obeying relationships, with the consequence of weakening state legitimacy and public policy efficiency.

It is obvious that governance cannot be accommodated with any type of exclusion. Societies and generated legitimacies, organizations and representatives they give themselves, political parties and representatives they are choosing, state and its institutions, every citizen who has the wish should be able to get opportunities and guarantees to express himself and act on public affairs matters, then participating actively to the definition and accomplishment of the collective governance project.

The governance notion is giving sense to the public policy regulations polycentricism where government modes elaboration is not handled by state hegemony considered as the only public action actor.

Partnership between actors are indeed in the heart of modern governance, whether it is for ensuring basic services access-water, sanitation, security, education, health, etc.- or for economic development.

1 - Associating all society actors to public affairs management

Every governance mode to be legitimated should be built on inclusive processes. Therefore it is essential to break the “ghettoisation” and governance isolating system that is distinguishing actors categories and legitimacies types. It is important then to be aware that governance is not exclusively public institutions – local, national and international- and social political dominant groups. In a correlative way, there is no passive actors, simple receivers and consumers of public policies or moreover legitimacy types that are confined in the “non formal” governance while they still very significant inside society.

Issues for discussions:

- How can we prepare and strengthen every actors category to participate in public affairs management and ensure responsibilities with ethics and efficiency are undertaken?

2 - Inventing another approach for « city public affairs management »

Representative democracy is supposed to organize diverse interests and opinions representation among different levels of power (executive and parliament); but in many countries its current way of functioning is reducing this representation principle: ballot marginalizing minorities, political change mechanisms locked, majority omnipotence inside institutions etc.

Africa should find a new way of elaborating political perspectives. Programmes cannot be elaborated by political parties apparatuses that are

in many cases used as power conquering tools in the hands of leaders whose only agenda is accessing power and enjoying public goods. Society projects and political programmes who are issued should reflect what society needs. Tailored public affairs management methods are needed. In a game where the winner-takes-all **syndrome is used, priority is given to** partisan interests upon state interest. That's why state continuity is perceived as uncertain even though political changes are happening.

Issues for discussions:

- How can we strengthen representative democracy viability and sustainability in a participative democracy development context?
- How can we ensure gender parity, minorities and vulnerable groups representation inside representative bodies ?
- What are the suitable representation systems for African societies, with especially religious and traditional legitimacies?
- How can consensus be built between all categories, at all levels around shared concerns?

3 - Working with an active civil society for equitable public management

Government and public administration action is supposed to search for citizen satisfaction. And this can be appreciated, measured and realized only when citizen involvement, aspirations are taken into account from public policies elaboration stage to the execution stage.

Then citizens through organizations they are creating in the civil society development process should obtain the right to participate in public policies elaboration and evaluation. To make this right of participation efficient and effective citizens should have enough actions resources such as strong recognition of this right coupled with the right for information and other additional citizen rights.

Issues for discussion:

- How can civil society be rationalized and its institution be empowered (knowledge and recognition by other categories of actors especially public institutions)?
- How can civil society actors action and participation capabilities be reinforced especially regarding elaboration and public action control?
- What types of information and training tools for civil society actors? How to optimize NICT for example regarding public policies evaluation?

4 - Training public managers serving society

Public service needs for its functioning at all levels capable agents who know and understand their society, and who have a civil servant culture, serving their society, and moving according to their society needs and challenges adjusted to world changes. Training should play an important role in this case.

Most of public affairs training institutions in Africa were created in the authoritarian states context and were training public elites using conservative prisms leading them to have a "commander" behavior vis-à-vis citizens rather than a civil servant behavior.

This training sector is still in the hand of governments. Reforms implemented are done without citizen control encouraging then conservative pattern reproduction. With the neo liberal wave, private investments in the training sector are more oriented toward the market, forgetting public affairs.

Issues for discussion:

- What values and principles should be introduced in public agents training to create a more tailored, rationalized and efficient public interest management?
- How can be created an interafrican network training system on public affairs that could work with the African Cities Association (CGLU-Afrique), centers and institutes in training territorial agents, and national administration existing schools?

Report workshop 4

1- Context and problems

Public affairs management in Africa is analyzed in different ways; sometimes it is described as duplicated from colonial model, more often weighted down by community allegiances or entirely being characterized by such opacity.

Public affairs in most African countries are managed by an administrative and political elite who is very often tempted to use it as situation of rent and then excluding the citizen who is however the legitimate beneficiary of public service.

A tailored and inclusive public affairs management in Africa requires taking account of following stakes and challenges :

- State reappropriation by citizens. In many African cases, populations continue to perceive the state not as public services distribution apparel, but as a foreign body whose “utility” is not understood
- Current political system available in most countries foster corruption development especially social and political corruption rooted in public goods and positions monopolizing strategies. Substantial reforms should be undertaken in order to question populations representation mechanisms and system at public institutions level. This will be done through local, legislative, senate ballots modes review and representation institutions types to be selected
- Public goods patrimonialization and monopolizing ban
- Public policies effective evaluation
- Administration neutrality and non-vassalisation of parliamentary institutions and judiciary administration
- Citizen education and effective codes of conduct adoption
- Promoting transparency and fighting corruption and concussion...Efficient laws are needed and also citizens should develop perfect behavior and state of law being effective. At the same time it is necessary to work on changing citizens behaviors related to bad practices. Values related to ethics, integrity, honor, responsibility, and the sense of respect for common goods, dignity...ICTs utilization to implement transparent administrative and financial transactions allowing citizens to access information and therefore enabling them to play their control and watchdog role. Following this perspective, African values promotion could be a mean to fight against corruption
- Accessing information still a problem experienced by civil society. In fact African states are using very often the « classified documents » alibi to deny civil society access to information

2- Challenges to adapted and inclusive public affairs management in Africa

While promoting tailored and inclusive public affairs management, many African countries should take on numerous challenges such pushing public institutions to take into account traditional legitimacies that influence governance.

The other challenge is to successfully bring African populations to state institutions appropriation. In fact in many cases, the state and the political system still considered as exogenous by populations.

Autonomous funding of CSO (Civil Society Organizations) to ensure their sustainability and independence is another challenge. This challenge is linked with citizen economic needs taking care through endogenous financing of citizen participation process.

3- Evolution patterns observed do show colonial paradigm characterized by hegemonic state, public servant in charge of commanding and the passive and obeying citizen is fading due to globalization effects and new local dynamics that have the tendency to reduce its power.

The other pattern observed shows a structuring dynamism in African civil society components and functioning. After distinguishing four types of civil society (governmental civil society, opposition civil society, civil society for intelligence, civil society of conviction), it is important to assess grassroots organizations of citizens and citizen movements increasing number, which illustrates a new citizenry emergence. These grassroots organizations should be the true driving forces to make civil society credible and legitimate.

Even though grassroots organizations role is important, one should not deny political parties important position for power exercise and conquest. But their action and functioning should be better organized especially inside a political system to be reformed.

4- Numerous advantages contributing to reinvent another way of conceiving public affairs management in the city have been identified in ongoing sociopolitical dynamics in the African space. Some of these advantages are related to multi actors principle implementation as the right public affairs process enabling to generate a participative and transparent public affairs governance.

Good governance principles adoption such as elections candidates, presidents and others elected officials statement on their assets do contribute to reduce public funding embezzlement, illicit financial transactions while contributing to institutionalize transparency practices into public affairs management as new norms ;

Another advantage identified is related to the uniformisation and adoption of public markets regulation systems by UEMOA. This initiative realized through joint, tripartite, multi actors regulation authorities creation, is an example of best practice to be popularized and strengthened.

Also dynamic citizen movements and credible social movements in some African countries can play a driving role and as a beachhead for citizenry strengthening in Africa.

5- Strategic objectives and structuring actions

In order to include all society actors in public affairs management and then ensure equitable public management by working with an active civil society, it is imperative to amend constitutions and provide a well defined role and status to civil society.

Among identified objectives there is one that resuming in conciliating democracy and technocracy by giving favor to public administration independence through state continuity and CSO strengthening for public policies monitoring, execution and evaluation.

Another strategic objective is focusing on participative democracy strengthening through permanent political dialogue mechanisms implementation at the grassroots level between decisions makers, elected officials and citizens.

It also strategic to develop a strategy enabling citizen control over public policies and at the same time to reinforce citizen capabilities in order to set, durable and ethical behaviors needed for an efficient management. This however can be achieved through educative systems and curriculum reforming for a new, active, patriotic and panafricanist citizenry.

It is also imperative to legislate and enshrine in constitutions mandatory control and evaluation over public policies. As well public action control by citizens and funding procedures of CSO actions have identified as strategic objectives to be achieved for setting an adequate and inclusive public affairs management in Africa.

It was recommended to operate a redefinition of African civil society conception and function. This will promote CSO of conviction which action is based on citizen commitment at the expense of state, opposition or intelligence Civil Societies Organizations types. This type of civil society organization due to its closed relationship with populations and its equidistant position within political parties and others actors with private interests can play, at times, regulation role between protagonists-actors around power stakes.

Strategic objectives mentioned above need for the achievement in the African space to be endorsed structuring actions as following.

6- Selected structuring actions

One of the first structuring actions identified is **information diffusion in an accessible language** in order to strengthen education about budget functioning. In this case, community radios do play an important and strategic role to be enhanced further.

Citizen participation in all stages can be realized through participation mechanisms (social communication, accessible language, using local committees).

It is also important to give priority to a transformation process that will resume working at the global political system level in one side and at actors, citizens and representatives level in the other side. For example the Forum Civil in Senegal is implementing a strategy focused on institutions strengthening and citizen commitment to obtain a durable impact public affairs management system.

Procurement contracts regulation adopted by UEMOA and translated **into multi actors, tripartite, joint regulation authorities is a best practice to be enhanced and strengthened.**

It is also important to encourage sectoral surveys on governance; this can be done through **multi actors forum organization** at the local level (local state representative, parliamentarians, mayors, populations, etc.)

One major structuring action is **participative governance and accountability mechanisms implementation.** There are existing best practices initiatives to be strengthened (participative governance centre, legal assistance, local collectivities certification by citizens, cooperation framework, participative budget institutionalization in Cap Vert; legislation for churches and CSO local collectivities representation in Angola.

In order to prevent and fight opacity that characterizes funding for political parties searching for vote, one proposition was made to think about a **public financing system for elections.**

In order to **fight corruption**, it might be important to adopt a funding system for political parties and electoral campaigns, but also to make administrative documents obtaining, automated. **E-government promotion** can be materialized, for example, by cell phones messages utilization to provide citizens with information regarding budgets.

Youth education to active citizenry (Forum Civil-Senegal) and against corruption (REN-LAC-Burkina Faso) is also considered as a decisive structuring action in an adequate and inclusive public affairs management upcoming in Africa.

Structuring actions can also resume in the **use and application of petitioner law in constitutions** to enable direct participation of citizens to legislation. Actions can be the promotion of independent administrative authorities (such as CENI for example) and public affairs regulation or generalization of asset declaration for high administrative positions holders.

Government procurement contracts with private sector should be monitored by parliament and citizen control to avoid corruption and bribe.

Finally it appears decisive to help the administration become an ethical administration of development for citizens; this requiring **training modules revision** to tailor them to citizens needs. In fact there is a need to reinforce curricula by integrating modules rooted on principles such as ethics, patriotism, responsible citizenry, good governance and management of quality.

Public administration agents training in ICT do contribute to ensure more efficiency in public service delivery.

7- Actors responsibilities and roles

Institutions such as state (executive, legislative, judiciary, army), political parties, CSO, local private sector, religious and cultural institutions are normally emanation of the people who generate them. However when realizing their missions, these institutions do not fulfill correctly their roles and missions. At this level, the task will be to reform these

institutions in a way to take into account collective interest and help these institutions get closer to the citizen through animation rules and procedures implementation.

It is also question to strengthen citizens capacities to enable them to be respectful of principles and rules of public affairs management whatever their positions are in the governance global system.

→ The state:

State role is to monitor transparency of laws and procedures, equity principles, accountability in public service of quality delivery.

State should also give priority to capacities strengthening, competencies and means for its administrative bodies in charge of public spending control and monitoring.

A third important state role is to develop a culture of public policies evaluation.

→ Political Parties:

Political parties should ensure their members training; they also should respect and enforce laws and rules related to electoral processes creation, functioning and participation.

→ Civil society organizations:

These organizations should work on an information, sensitizing, education and citizen mobilization task but also ensure strictly and with neutrality efficient citizen monitoring. They should participate and contribute as strategic actors in the whole public policies process: from elaboration to public policies evaluation.

The SCO should play an important role for developing their credibility and legitimacy to be the voice of citizens. This is possible through the search of their own perennisation and independence vis-à-vis the others actors.

Lastly, CSO should develop technical capabilities through research and their members training.

→ Traditional and religious institutions:

These authorities have a monitoring role to play regarding principles and social values respect; this can be done through youth socialization and social regulation.

They also should contribute to effective application of these principles and values in public affairs policies and mechanisms formulation.



Workshop 5 : Building security conditions and sustainable peace for all

Synthesis

Context and problems

Africa is facing political, security, social and economical challenges that ignore frontiers and are extending their scale at a global level. Even though progress have been noticed in the governance domain with the relative political game pacification, especially the path toward democracy and state demilitarization, there is a need to underline genuine security challenges persistence. Conflicts and crisis and crisis are getting complex and extending their scale with political rebellion, electoral violence, social troubles, terrorism, drug trafficking, money laundering, etc. Globally Africa is confronted with state weakness, therefore, security peril. African continent is one of the most violently shredded continent by conflicts. These conflicts have a double dimension as internal civil war and foreign interference. Natural and mining resources instead of being sources of prosperity for the continent are fueling directly or indirectly most of conflicts. Concurrences generated by land use and sharing, aggravated by population growth and foreign powers solicitation and land fertility loss are underlying most of conflicts called ethnic or opposing community. The weak states legitimacy makes a very fragile shield against violence irruption if it is not the first cause. International community has developed a whole state reconstruction philosophy after its failure but neither utilized methods nor weak interventions duration did contribute to its success. And despite appreciated African Union and sub-regional organizations efforts, they are very rare conflicts resolved without “international community” intervention.

However, holding millenary traditions Africa has its own conflicts resolution peace building tools and they should be examined and confronted to international experience in order to develop a

new doctrine. It is obvious that governance is a fundamental determinant for crisis and conflicts in the continent. Then state collapse is illustrated also in real difficulties to settle peace for all and security for each individual and his assets. This collapse is also expressing in the historical failure to conceive and set functioning rules, institutions and political, economic and social regulations modes that could guarantee stability and African societies harmony, therefore peace and prosperity. According to Archibald MacLeish, one the UNESCO Constitution founding fathers « peace is a process and a condition, not a static goal periodically obtained or lost. It is a situation mutually shared of confidence, harmony, and goals that allow free women and men to live a decent life where war is rejected in an affirmative way, with the support of a dynamic and deliberated social and human order between people of the world and war encouragements are subjugated by human and spiritual progress realized”. Also efforts made by African countries to strengthen peacekeeping capacities should be noticed. Also African Union (UA) and Economic Community of West Africa(ECOWAS), both of them have created a mechanism, respectively in 1993 and 1999 in order to get institutional means necessary to manage crisis and conflicts. With these initiatives, African intervention instruments for managing security are increasing.

Issues for discussion

- What are the principles and modalities for rebuilding conflicts prevention and management mechanisms in Africa?
- What are the modes, mechanisms and conflicts prevention and management traditional tools to be revisited?

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| <ul style="list-style-type: none"> ➤ How to better modern conflicts prevention and management tools, modes and mechanisms by referring to traditional African heritage in this domain? ➤ What are the conditions and security systems to ensure peace and stability in Africa, especially in political, social, economic and military domains etc.? | <ul style="list-style-type: none"> ➤ What kind of place and role should play different categories of actors in conflict prevention and management in Africa? (Governments, political leaders, security and defense forces, traditional, religious authorities, citizens, civil society, regional and sub regional organizations, international community etc. |
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Report workshop 5

1- Context and problems

In compliance with terms of reference, the workshop N° 5 focusing on security conditions for all had to answer mainly to 5 questions. However to create active participation to the reflection, the group did adopt a working methodology allowing participants to share their experiences and points of view on each question in one side and in another side on the issue of conflicts prevention and management. Therefore the reflections did allow :

- assessing security threats and sources of conflicts, sharing knowledge on existing prevention, management and resolution mechanisms efficiency and their impact on the field and daily realities
- noting patterns, evolutions and advantages
- identify major stakes and challenges, strategic objectives of change and also structuring actions
- and lastly identify different actors and define their roles and place in creating security conditions for all and sustainable peace

As a major issue, due to crises that are shaking many african countries, the security and sustainable peace issue is today a major governance stake because it is questioning institutional foundations of postcolonial nation-states.

Governance rebuilding goes along with the issue of security and peace without which any economic and social development effort is in advance jeopardized.

This synthesis is summarizing debates on each of issues above. It is structured in three sections based on the grid proposed by conference organizers: findings, stakes and major challenges and strategic objectives and structuring actions propositions; and finally roles and responsibilities of all actors categories.

2- Findings

From the workshop reflections and debates, it appears that, despite relative political game pacification through democratization of processes, the security and peace issue still a concern for states whose institutions are struggling to provide security to citizens. Institutional processes resulting from societies democratization have not been successfully able to create sustainable security conditions endorsed by conflicts prevention, management and resolution mechanisms adequate to address peace threats and social and political stability.

These threats, related sometimes to institutional processes built without real reference to African societies realities, principles and values, become very often open and violent conflicts in many countries.

Modern resolution, management and prevention mechanisms do not have so far expected effects. At the same time, traditional mechanisms available in African societies before colonization are not utilized enough as alternative.

Furthermore, citizenry construction processes did not enable to build strong belonging feeling to a same community of destiny among populations.

Finally in a changing, threatening, unpredictable and concerning world African states do experience many difficulties to fight against ambient poverty (see precarious living conditions for the majority of population) and institutionalize governance. Competition for resources and power (from local to national level) is creating very often attitudes and confrontation logics extremely harmful for peace and human security due to the lack of shared and recognized regulation mechanisms for conflicts prevention, management and resolution between different actors categories Globally, Africa is threatened by an increasing urban and semi-urban banditry, intercommunity conflicts related to land-use, natural resources scarcity and unbalanced environment, increasing cross borders and transnational criminality dominated by drugs, weapons and human trafficking and especially rampant international terrorism regenerated by its contact with poverty and misery.

Such context is jeopardizing human security and social and economic development by weakening states and democratic processes and by destroying progressively the “living togetherness” with consequences such as inequalities and social injustice and an ineffective state and authority.

According to the workshop group, this situation is resulting from 4 major deficits: i) vision ii) strategy iii) communication iv) means.

Furthermore from workshop debates and reflections, it appears that main conflict sources in Africa are as following :

- **bad governance** that exclude the majority from public action management, benefit and control(exclusion and marginalization in accessing common services and goods)
- **weakness of active subsidiarity** between states(at regional level) and between the state and local collectivities
- **manipulation and “politisation” of security and defense forces** by leaders

- **Competitions for accessing power and resources** (elections, leaders political culture and practices, land use, mining and hydraulic resources, etc.)
- **intolerance and refusing diversity** (ethnic and/or religious conflicts, displaced populations, migrations)
- **traditional values** and individuals socialisation processes **crumbling**
- **political disputes** or types of representation in crisis (political leadership, etc.)
- inefficiency or social **regulation modern mechanisms crisis** (which seems to be lacking appropriate anticipation and reaction capacities)
- **terrorism**
- **religious intolerance**
- **different types of trafficking** (weapons, drugs, human beings, etc.)
- **predation and natural resources looting** with sometimes multinationals companies complicity
- Etc.

3- Major challenges and stakes

Security stakes go beyond national boundaries level. They require linking territorial levels (local, national and regional) to take into account actors diversity, their participation and accountability in security policies reflection, elaboration and implementation. From the workshop discussions we can retain 5 major stakes:

- state of law rebuilding, rooting and construction with strong and stable republican institutions
- economic development construction in order to ensure population access to social and economic rights and avoid natural resources predation and looting by multinationals companies
- rebuilding security sector by bringing together modern and traditional mechanisms to make them legitimate and operational through a control over political and institutional environment and all actors
- inclusive and constructive dialogue opening between actors in order to reach collective commitments at all governance levels
- African and regional institutions strengthening to provide them with a compulsory power, the right and duty to intervene in preventing crises at anytime if public authorities are deviating from state of law trajectories

Thus, one can keep in mind that beyond findings, the workshop has emphasized on prospective reflection in order to bring answers to the quite gloomy context presented above. This reflection requires at first a good understanding of the real stakes. From those stakes arise strategic objectives and structuring actions propositions that take account of actors diversity and necessary inclusiveness of approaches and strategies. The group has also tried to define actors roles and responsibilities.

4- Structuring actions propositions, actors roles and responsibilities

Based on these stakes and challenges, the workshop has proposed strategic objectives and structuring actions and lastly actors roles and responsibilities.

These propositions are classified according to 4 actors categories: institutional actors (state and its institutions, territorial collectivities, etc.); non institutional actors (civil society, private sector, religious and customary communities, traditional actors, key resources persons, etc.); regional and African bodies (UEMOA, ECOWAS, SADC, AU, etc.) partners and international community.

Propositions are as following:

a) at institutional actors level : state and territorial collectivities :

- make an inventory situation of existing traditional mechanisms, their terms of adaptation and activation
- conflicts areas mapping based on their typology and identify solutions
- create confidence conditions between security and peacekeeping forces and populations
- redefine actors roles by taking into account all territorial levels
- Training citizens who become aware of republic, nation and citizenry values
- identify, document and institutionalize traditional mechanisms constitutive of efficient and adequate conflicts prevention, management and resolution tools
- create a good bridging between modern and traditional mechanisms
- distinguish principles and methods that can be used to operate, rebuild and reinvent
- preparing and implementing real educative systems enabling to create responsible citizens aware of their roles and responsibilities, conscious of living together values and principles and security and defense requirements
- train security and defense forces to become actors of development through new expertise in economic and social constructions
- build strong, legitimate and operational security and defense institutions
- create legal and institutional environment allowing to reduce natural resources predation and looting by multinationals companies

b) At non institutional actors level

- put youth and women in the heart of development and human security promotion policies, the prerequisite for sustainable peace
- contributing to enhance positive values and endogenous conflicts prevention, management and resolution mechanisms
- inform, educate, sensitize and contribute to create public opinions capable of commitment for human security promotion and preservation
- educate children to develop skills in preserving and protecting human security
- supporting and diffusing their roles , knowledge and know-how in conflicts prevention and resolution

c) At regional and African bodies

- create specialized structures with divisions at national level for religious, ethnic and land tenure issues, etc.
- strengthen regional bodies anticipation and proactivity skills to prevent conflicts and ensure all states security elaborate a common defense and security vision and strategy
- facilitate closed collaboration and synergy between defense and provide regional and African bodies with injunction, appropriation and implementation capacities of existing instruments in some regional bodies
- appropriation and implementation of existing tools in some regional bodies

d) At technical and financial partners and international community level

- integrate security in global democratic governance and social and economic development at national and regional level
- accompany and support Africa in building a security vision, strategy and operational plans combining traditional and modern mechanisms
- supporting training of new security and defense forces who are aware of stakes and who are properly equipped

Annexe 3 : Participants list

Nom	Genre	Pays de l'adresse	Courte présentation	Participation à l'atelier
Abdenmour, Azeddine	M	Algérie	Enseignant universitaire, consultant freelance algérien en management public et expert dans le domaine de la gouvernance publique	A3
Adjai, Cica Anna	F	Benin	Ancienne Présidente de la Cellule de la Moralisation de la Vie Publique, elle est chargée de Mission du Médiateur de la République du Bénin .Membre du Conseil de l'Alliance.	A2
Afandé, Koffi	M	Pays-Bas	Ministre Conseil. Equipe du Conseil de Sécurité des Nations Unies/Mission permanente du Togo auprès des Nations Unies, New York	A2
Ajufoh, Samson		Nigéria	Coordinator of Action for community development	A4
Akplogan-Dossa, Huguette Aurore Sèna	F	Benin	Technicienne en Gestion	A4
Alves Barbosa, Candido José	M	Cabo Verde	Consulat de Guinée Bissau	A5
Andrade, Maria Aleluia Barbosa	F	Cabo Verde	Mairie de Praia a.i.	A3
Atchadam, Tikpi	M	Togo	Juriste et Anthropologue - Spécialiste et formateur des formateurs en droits de la Femme et de l'Enfant. Expert en évaluation des projets, Secrétaire Général du Club Afrique Debout, militant pour la renaissance de l'Afrique, l'intégration de l'Afrique sur la base de l'histoire et de la culture. Médiateur pour la Togo de l'Alliance pour refonder la Gouvernance en Afrique.	A2
Ba Tall, Oumoul Khayri	F	Mauritanie	Secrétaire Générale de l'Association Mauritanienne de suivi-évaluation	A4
Ba, Cheikh	M	Sénégal	Membre du Conseil de l'Arga et de l'organisation Symbiose	A1
Badet, Segnon Gilles Auguste	M	Benin	Juriste, Consultant en gouvernance. Chargé de de programme au Haut Commissariat à la Gouvernance Concertée. Auteur/co-auteur de certaines publications: – Rapport sur l'évaluation des 20 ans Renouveau démocratique au Bénin – Cours Constitutionnelle et régularité des élections – Réflexion sur la révision de la Constitution du Bénin	A2
Baptista Carvalho, Hermenegildo Cristiano	M	Cabo Verde	Présidence du Cap Vert	A2

Barros, Jandira	F	Cabo Verde	Conseiller auprès du Président de la République pour les questions sociales	A4
Ben Kahla, Karim	M	Tunisie	Directeur de l'Institut Supérieur de Comptabilité et d'Administration des Entreprises	A4
Bendjelloun, Omar	M	Maroc	Avocat à la Cour - Docteur en Droit	A4
Bertrand, Pierre-Yves	M	France	Responsable du pôle « réforme de l'Etat et gouvernance territoriale » DGM/ ECODEV/ Mission de la gouvernance démocratique. Ministère des affaires étrangères et européennes.	A2
Bonifacio, Avelino		Cabo Verde	Ancien Secrétaire d'état de l'économie; Coordinateur de L'institut Afrique de L'ouest.	A3
Borges Lopes da Costa, Gilson Celestino	M	Cabo Verde	Etudiant en langues appliquées.	A4
Butedi Nzolani, François	M	Botswana	A été directeur exécutif du Collectif des organisations congolaises en Afrique du sud. Il vient d'être nommé chargé de programme Gouvernance, Paix et Sécurité entre la SADC et le Conseil des Organisations non Gouvernementales	A5
Centeio, Euclide	M	Cabo Verde		A1
Chipenzi, McDonald	M	Zambie	Executive Director Foundation for Democratic Process (FODEP)	A3
Cissé, Abdoul Wahab	M	Sénégal	Membre du centre de ressources de l'Arga, il est Docteur en Sciences Politiques. Il partage ses activités entre l'enseignement, la recherche et la consultance.	A4
Cissé, Falilou Mbacké	M	Sénégal	Spécialisé en décentralisation et en management du développement territorial, je suis un militant du « Local ». Membre du centre de ressources de l'ARGA depuis 2004, chargé de l'appui aux dispositifs nationaux de travail (missions transversales de suivi, d'évaluation et d'appui méthodologique aux médiateurs, aux groupes d'initiatives, aux discussions sur les cahiers de propositions) et point focal du Groupe d'initiative « Gouvernance, décentralisation et développement local ».	A3
Compaore, W. K.Raissa	F	Burkina Faso	Journaliste à la Chaîne de Télévision Panafricaine Africable dont elle est la représentante au Burkina Faso. www.africable.net	A4
Coulibaly, Ma	F	Mali	Secrétaire administrative de la CAFO (Coordination des Associations et ONG féminines du Mali)	A4
Coulibaly, Robert	M	Mali	Comptable de formation, et Assistant Administratif et financier. Gère la comptabilité analytique de l'ARGA.	logistique

Crabett, Didier	M	Mali	Chef du projet dénommé: Renforcement de la gouvernance démocratique au Mali, qui vise à renforcer la gouvernance démocratique au Mali dans le cadre d'un processus participatif en appui au processus de réforme de l'État : Composante 1: la création d'un espace public de dialogue, d'observation et d'échange d'expériences sur les questions de gouvernance démocratique au Mali, ce qui a été réalisé à travers le Forum multi-acteurs, mis en oeuvre par l'ARGA/Mali ; Composante 2: renforcer les capacités des acteurs institutionnelles de la gouvernance	A4
Daff, Sidiki Abdoul	M	Sénégal	Membre du Centre de Ressources de l'ARGA. Historien de formation il est par ailleurs président du Centre de Recherches pour l'Action Citoyenne (CERPAC), membre du Réseau « Démocratiser radicalement la Démocratie » (pour la mise en réseau des expériences sur les budgets participatifs) et coordinateur de l'Alliance Internationale des habitants AIH-Afrique (droit à la ville et à l'habitat)	
Danquá Boa Morte, Wualdyner	M	Sao Tomé e Príncipe	Mestrando em Ciências Política / ISCTE-IUL	A3
Dantas, Alvaro	M	Cabo Verde	Fondation Amilcar Cabral	A1
Diallo, Aboubacar	M	Mali	Titulaire d'une maîtrise de sociologie de l'université de Bamako dont le thème était :Gestion des conflits entre agriculteurs et éleveurs relative à la transhumance dans le cercle de Nioro du Sahel. Il s'intéresse aux questions de gouvernance, de démocratie et de développement Il est présentement membre actif de l'Alliance Mali sur le processus de l'assemblée malienne des citoyens	A2
Dièye, Cheikh Abiboulaye	M	Sénégal	Ministre de l'aménagement du territoire et des collectivités locales	Cérémonie d'ouverture
Diop, Ibrahima Gabar	M	Sénégal	Général des armées, Sénégal	A5
Dos Santos, Roberto Andre Manuel	M	Cabo Verde	Ministre Conseiller de l'Ambassade de Angola à Praia	A1
Drujco Joao	M	Cabo Verde	Conseiller Militaire du Président de la République	A5
Fayinkeh Mamahadou	M	Sénégal	Représentant du Président Djibo Bagna du ROPPA, Réseau des agriculteurs et de producteurs agricoles des organisations de l'Afrique de l'Ouest	A5
Fonseca, Florentino	M	Cabo Verde	Etudiant en langues appliquées.	A5
Ganga, Aurélie	F	Congo	Directrice de MNTV MNRADIO	A5

Goasmat, Karine	F	France	Directrice associée d'Exemole, elle contribue au développement de l'ARGA à travers les outils et méthodes de travail (mise en place, formation) et la gestion décentralisée des cofinancements.	logistique
Godinho Gomes, Patricia	F	Italie	Researcher in African Studies at the University of Cagliari . Graduated at the University of Lisbon in International relations (1995) and Doctor in History and Institutions of Africa (PhD, 2003), University of Cagliari, Italy. Research carried out mainly in the West African region She has published the book on Guinea-Bissau liberation struggle "Os fundamentos de uma nova sociedade. O PAIGC e a luta armada na Guiné-Bissau, Torino: Harmattan Italia, 2010. Member of the African Borderland Research Network (ABORNE)). .www.unica.it	A3
Gomes da Graça, Evodia	F	Cabo Verde	Étudiante en doctorat en Linguistique au Portugal	A1
Gomes, Crispina	F	Cabo Verde	Fondation Amilcar Cabral	A1
Guèye, Babacar	M	Sénégal	Professeur agrégé de droit public et de sciences politiques, il enseigne à l'Université Cheikh Anta Diop de Dakar. Il a dirigé la Commission Cellulaire chargée en début 2005 de faire au Président de la République des propositions pour la mise en place d'une Commission électorale nationale autonome. Spécialiste des questions de gouvernance et d'intégration régionale, il est chargé du volet gouvernance au sein du Forum Civil, organisation de lutte contre la corruption.	A3
Häenseler, Abaa Rosa	F	Suisse	Network & Project assistant, Globethics.net, Geneva. Project collaborator "Ethics & Governance in Cameroon", Globethics.net Geneva	A1
Hopffer Almada, Ana Cristina	F	Suisse	Attorney at Law. Programm Manager of the AIF.	A1
Kahenga Tambwe, Pierre	M	République démocratique du Congo	Partenaire de l'Alliance ans le projet gouvernance des mines au Katanga	A3
Kananura, Paul	M	France	Docteur en Aménagement et Urbanisme, et Diplômé d'Economie Régionale. Il est spécialiste de Géopolitique et des politiques publiques. Il a effectué toutes ses études supérieures à l'Université Michel de Montaigne - Bordeaux 3, où il fût membre du Conseil Scientifique, du Conseil Doctoral Histoire-Géographie et de la Commission des moyens. Admissible à l'ENA en 2003. Consultant International au Cabinet Afrique en Perspectives (CAP), il développe ses actions de consulting et de conseil en stratégie en direction de l'Afrique. Il est l'initiateur et Directeur scientifique du Colloque International « Afrique en perspectives » qui réunit tous les grands acteurs du continent africain	A4
KANE, Elimane Haby	M	Sénégal	FORUM CIVIL - Executive Director	A4

Keller, David	M	Suisse	CEO of the African Innovation Foundation.	A2
Khouma, Ousmane	M	Sénégal	Docteur en en droit public et enseignant chercheur à la faculté des sciences juridiques et politiques de l'université Cheikh Anta Diop (Dakar). Il est auteur de plusieurs publications dont « la conditionnalité démocratique en Afrique-2010 »; « la légitimité du pouvoir de l'état en Afrique Subsaharienne-2009 »; « libération, justice sociale et institutions-2011); « l'enjeu de l'élection présidentielle en Afrique -2012)	A1
Konaté, Néné	F	Mali	Titulaire d'un diplôme d'Ingénieur des Sciences appliquées : spécialité Élevage de l'Institut Polytechnique rural de Katibougou du Mali. Elle est membre active dans des associations et organisation de développement dont l'ONG APIDEC: Association pour la Promotion des Initiatives de développement Communautaire. Depuis juillet 2007, elle est la médiatrice nationale, de l'ARGA/ Mali	A3
Koné Sanogo, Solange	F	Côte d'Ivoire	Figure importante de la société civile ivoirienne, elle est de tous les combats. Droit des femmes, paix, dette, accès à la santé. Elle est présidente de l'Association de soutien à l'autopromotion sanitaire urbaine (ASAPSU).	A1
KONIG, Claus-Dieter	M	Sénégal	Directeur du bureau régional Afrique de l'Ouest de la Fondation Rosa Luxembourg	A2
Kourouma, Sékou	M	Guinée	Haut Commissaire pour la réforme de l'Etat et la modernisation de l'administration en Guinée Conakry.	A4
Lefko-Everett, Kathryn	F	Afrique du Sud	Senior Project Leader at the Institute for Justice and Reconciliation in Cape Town, where she manages the national Reconciliation Barometer survey and edits a quarterly newsletter and blog. Her research interests include governance and public participation, elections and migration policy, and her analysis regularly features in the print press, radio and other media. She has also published widely, including a number of book chapters and academic articles.	A1
Lima Marça, Artur Jorge	M	Cabo Verde	Maître de l'éducation artistique	A1
Linjuom Mbowou, Claude Richard	M	Cameroun	Chercheur sur les questions relatives à l'analyse des conflits et la démocratisation du processus d'intégration en Afrique Centrale. Il a été Vice-président et Porte parole de l'Association pour la Défense des Droits des Etudiants (ADDEC) (2001-2004) et Coordonnateur de la Mutuelle de Solidarité des Etudiants du Cameroun (2004-2006). Rédige actuellement un essai autobiographique qui est une réflexion à partir d'un parcours de vie, sur les combats de ma génération et les transformations de l'Afrique.	A3
Lopes de Carvelho Sanches, Graça Maria	F	Cabo Verde	Deputé Nationale, President de l'Asssocation des Jeunes Chercheurs du Cap Vert	A1
Macé, Françoise	F	France	Chargée de programme au sein de la Fondation Charles Léopold Mayer, actuellement en particulier sur la Méditerranée (ACM – Assemblée des Citoyens et Citoyennes de la Méditerranée)	A5

Mbaye, Assane	M	Sénégal	Coordonnateur de l'ARGA. Enseignant à la Faculté de droit de l'Université Cheikh Anta Diop de Dakar depuis 1996. Spécialisé en droit de l'environnement et de l'aménagement du territoire, en droit international et en droit privé. Consultant sur des questions de droit de l'homme et de gouvernance.	A2
Mbodji, Abdoul Aziz	M	Sénégal	Doctorant en droit	A1
Mendjana, Linus Toussaint	M	Cameroun	Principal Civil Administrator, General Director, High school of Administration & Governance - Cameroon	A3
Moulaye, Zéïni	M	Mali	un expert en sécurité. Auteur,et co-auteur de plusieurs écrits sur la thématique sécuritaire, il est actuellement coordonnateur du	A5
Mvom Abolo, Emmanuel	M	Cameroun	Collaborateur de M. Linus Toussaint	A1
Ndim, Djibril	M	Sénégal	Colonel de la gendarmerie Sénégalaise, formateur à l'École sous-régionale de la paix (Bamako)	A5
Nkiranuye, Jean Emile Vincent	M	Côte d'Ivoire	Directeur de l'Institut de la dignité et des droits de l'homme (CERAP)	A5
Nzeyimana, Zenon	M	Burundi	Membre du Comité de l'Observatoire de lutte contre la Corruption et les Malversations Économiques « OLUCOME »	A1
Ogunde, Stephen	M	Kenya	Expert in the IT Service Delivery sector having worked for leading international financial services institutions such as Barclays and Stanbic Bank. He is currently consulting in the area of improving public service delivery and citizen relationship management through deploying the use of automation. This should result in improved governance within the public sector in Kenya.	A4
Ouattara, Soungalo	M	Burkina Faso	Ministre de de la fonction publique et de la sécurité sociale	Cérémonie d'ouverture
Ouedraogo, Ayassia	M	Burkina Faso	Administrateur de la composante gouvernance politique et administrative de la politique Nationale de bonne gouvernance.	A3
Ouédraogo, Boureima	M	Burkina Faso	Sociologue - Journaliste et Directeur de publication du Bimensuel Le reporter, il est médiateur national de l'ARGA/Burkina depuis 2004. Premier Prix de lutte anti-corruption 2010 décerné par le réseau national de lutte anti-corruption (REN-LAC) il collabore aussi avec l'Association construisons Ensemble- Laboratoire de recherche sur les citoyennetés en transformation (ACE-RECIT), en tant que Chargé de communication et d'animation de réseaux.	A5
Ouedraogo, Saïdou Etienne Wendzoodo	M	Burkina Faso	Monsieur l'Abbé de Ouagadougou	A1
Oyane-Ondo, Paulette	F	Gabon	Avocate et députée ; a été ministre au Gabon.	A3

Patrocinio, José Antonio Martins	M	Angola	Intervient dans le renforcement des capacités des organisations de base pour faire face aux démolitions arbitraires du logements	A4
Pereira, Dunia	F	Cabo Verde	Député Nationale	A4
Rocha Monteiro, Maria Da Luz	F	Cabo Verde	Assemblée Nationale	A2
Roselma, Evora	F	Cabo Verde	Conseiller du secrétaire d'État à l'Administration publique	A3
Roulland, Gilles	M	Cabo Verde	SCAC – Institut Français	A3
Santos, Carlos	M	Cabo Verde	Coordinateur de L'Unité de Coordination de la Reforme de L'État auprès du Premier Ministre du Cap Vert	A3
Sarr, Baba	M	Sénégal	Vidéaste et ingénieur de son mis à la disposition de l'ARGA pour gérer la mémoire audio et vidéo des activités	tous, vidéaste
Sawadogo, Raogo Antoine	M	Burkina Faso	Acteur du développement local depuis les années 1980, ancien ministre de l'administration territoriale et de la Sécurité, ancien Président de la Commission nationale de la décentralisation, Antoine Rago Sawadogo est depuis avril 2003, le Président fondateur de l'Association Construisons Ensemble-Laboratoire de Recherche sur la Citoyenneté en Transformation (ACE-RECIT). Officier de l'ordre nationale Burkinabé, et chevalier de l'ordre du mérite français, il est membre du comité d'initiative de l'Alliance et auteur d'un livre et de plusieurs articles	A3
Sène, Abdoulaye	M	Sénégal	Président du Conseil de Fatick, secrétaire général de l'Association des présidents de conseil régionaux. Il est aussi député à l'assemblée nationale du Sénégal. Il fut directeur de l'hydraulique et du projet des vallées fossiles du Sénégal. Il est depuis 2007 membre du conseil de l'Alliance.	A2
Sequeira Carlos	M	Cabo Verde		A5
Silva Cardoso, Alécson Fredy	M	Cabo Verde	Etudiant en langues appliquées.	A1
Silva Mendes, Elisabete	F	Cabo Verde	PNUD	A3
Sitack, Yombatina	M	Tchad	Enseignant-Chercheur à l'Université de N'Djaména.	A2
Sougou, Dior	F	Sénégal	Assistante coordinateur de l'ARGA	logistique

Sy, Mohamadou	M	Maroc	Journaliste-Economiste, Rédacteur en Chef « African Business Journal »	A1
Sy, Ousmane	M	Mali	Chef de mission de la décentralisation, ancien Ministre de l'Administration Territoriale et Gérant Associé du centre d'expertise Politiques et Institutionnelles en Afrique CEPIA. Membre du conseil de l'Alliance.	A5
Sylla, Ndongo Samba	M	Sénégal	Membre du bureau régional de la Fondation Rosa Luxemburg en Afrique de l'Ouest	A1
Taderera, Dadisai	F	Afrique du Sud	Project Manager Global Integrity (South Africa), organisation mondiale luttant contre la corruption	A4
Toé, Richard	M	Mali	Consultant indépendant, sociologue de formation, il est un membre engagé de l'association Nko qui promeut la valorisation des langues locales. C'est un spécialiste en matière de gestion des conflits qui a une bonne maîtrise de la gouvernance traditionnelle.	A2
Were, Peres	F	Kenya	Founder and lead consultant at Cascade Global – a leading BPO consulting firm based in Nairobi, Kenya. She has worked closely with the Kenya Government on developing policy to position Kenya as a preferred outsourcing destination and has served as a member of the BPO/ITES Working Group at Office of the Prime Minister of Kenya. Also founder member and Vice-Chair of the Kenya BPO & Contact Centre Society, which is the industry association that represents the interests of the BPO industry in Kenya.	A4

