



# **International Conference on the Great Lakes Region.**

## **Regional Programme of Action for the Promotion of Democracy and Good Governance**

Project No. 2.1.1

REGIONAL CENTRE ON DEMOCRACY, GOOD GOVERNANCE,  
HUMAN RIGHTS AND CIVIC EDUCATION

September 2006

This project is dictated by the political will of the Heads of State of the Great Lakes region to promote common policies and strategies to rehabilitate citizens' confidence in their State, entrench the values of democratic good governance in the region and rebuild a peaceful and prosperous region.

The undertaking of this vision depends essentially on the setting up of mechanisms which would enable democratic principles to be established, entrenched and institutionalised to guarantee the promotion of sustainable human development in the region.

This project proposes to contribute to this with the setting up of a Regional Centre to promote democracy, good governance, human rights and civic education with the mission of strengthening institutional capacities in the different fields, through research, training, the promotion of observatories and facilitating frameworks for dialogue and consultation between the social and political actors of the region. The initiatives of this Regional Centre will allow institutions guaranteeing the rehabilitating of the rule of law to be developed. This will stimulate partnerships between the State and the other players (the private sector and civil society), but also external partnerships with the peoples and States of the region and to harmonise the policies and strategies between the different countries in order to respond effectively and equitably to the citizens' needs.

## FIRST SECTION : DESCRIPTION OF THE PROJECT

### 1. Analysis of the Situation

#### 1.1 Political context

The Dar-es-Salaam Declaration (DD) underlines that the causes and stakes of the profound crises which punctuate the countries of the region are practically identical and ensue essentially from systems of bad political, economic and social government. In fact, the massive violations of human rights, the policies of exclusion and marginalisation, the disparities between men and women, poverty and recourse to violence for political ends have constituted the main factors at the origin of the conflicts which are rife in the Great Lakes region. They are entrenched in the autocratic management systems of the post colonial State marked by the collapse of the rule of law and its means of action which are the institutions (including the administration) and the rules of management. They have been aggravated by the failure of attempts at democratisation characterised particularly by the absence of political pluralism and the instrumentalizing of the judiciary and the security services by the executive and which has translated into violent confrontation between the political and social forces which aspire to change, and the resistance of the leaders in place. The latter have not failed to have recourse to incitement to violence, intolerance and hate based on ethnic differences.

The internal and external factors of the conflicts are inextricable and interpenetrate: they are exportable, spread and feed on each other by reason of cultural, ethnic and linguistic ties. The rise in ethnic conflicts is pronounced in this region more than elsewhere with the rampant trend to ethnic cleansing or the extension of crimes of genocide. These conflicts have given birth to other forms of conflict, « the wars of resources or organised pillage », by armed opposition movements, neighbouring States or trans-national criminal groups. Some sub-regional assemblies and mechanisms which had been set up particularly to guarantee good neighbourliness, territorial integrity and the inviolability of frontiers have not escaped from the effects of the crisis. The problems tied to the conflicts of the region, and the ensuing challenges are exacerbated by the absence of an adequate and concrete response to the fundamental causes, and especially the impunity of the various crimes mentioned above which reflect the absence of the rule of law and a proper functioning of the judicial system and the security services in the greater part of the region's countries. -

The countries of the region that have not been touched by the violent conflicts have experienced advances on the level of democratization. However the dividends are not yet tangible and the populations do not appear to be optimistic. Some elected governments have a tendency to act like their authoritarian predecessors, depriving the citizens of their fundamental rights and freedoms, manipulating the constitutions as they wish or carrying on regardless of the constitutional limits to their power.

The restoration of law and order in the region requires numerous short and long term actions aiming to entrench democratic practices of government, such as the respect for constitutional order and popular sovereignty, the consolidation of political pluralism and democratic institutions, the strengthening of leadership capacities, the improvement of the effectiveness and the independence of the judicial system, and the support for the institutional reform of the security services. Even more it appears necessary to build dynamic and effective policies against impunity and to encourage the promotion and the protection of human rights and fundamental freedoms as well as African values and cultures.

Most countries have developed initiatives and instruments which reflect the will to re-establish peace and rebuild the economy, and which today constitute one of the pillars for effective reconciliation between the peoples. In fact most countries of the region organise transparent elections on a regular basis and respect constitutional legitimacy. Others have ratified the main international conventions on human rights and several among them have incorporated the principles adopted in their constitution and other national laws. Many initiatives have been developed in the region to fight genocide, crimes against humanity and violations of human rights. Initiatives for political negotiations and civic education programmes have been developed to stimulate spaces of peace, good neighbourliness and to restore confidence between the different population groups, between populations and leaders as well as between States. Five countries of the region have already expressed their wish to adhere to the NEPAD Peer Review Mechanism.

It is in the perspective of capitalising on these initiatives to build a common vision which rests on the entrenchment of the universal values and principles of democratic governance and human rights that the Great Lakes region envisages setting up a Regional Centre for Promoting Democracy, Good Governance, Human Rights and Civic Education. The mission of this Centre would be (i) strengthening the capacities in various domains of democratic governance, through research and training activities (ii) facilitating political dialogue, through support for the organisation of consultative forums for the different political and social players, and (iii) creating and stimulating Observatories on democracy and good governance, on the media, gender and civil society.

## **1.2 Specific problems to resolve**

The results of the initiatives developed to promote participative and inclusive political systems, peace and security in the region remain mitigated and the deficiencies in the matter of democratic governance remain profound. Indeed the countries of the region remain marked by the weakness of the capacities of democratic institutions. They suffer from weak leadership, from the control of legislative and judicial powers by the executive, by the politising of the security services and the public administration. Similarly, the fragility of the rule of law remains tributary to the culture of impunity and intolerance, especially ethnic, the persistence of massive violations of human rights and fundamental freedoms. This situation remains exacerbated by the institutionalising of phenomena of corruption and the illicit exploitation of natural resources.

In addition, the democratising processes remain vulnerable because of the absence of real political pluralism, by the weakness or ignorance of real basic democratic values which are widened participation, the transparency of electoral processes, the responsibility to give account, by the weakness of the constitutional legitimacy of the powers in being, as well as by discriminatory and marginalising practices with respect to women and marginal groups at all levels of decision making.

Finally, the consolidation of democratic governance in the Great Lakes region also comes up against the absence of an open political dialogue capable of tempering the tendency to export even regionalise internal political conflicts as well as the inexistence of mechanisms and instruments to control and monitor the situation which would be likely to anticipate blunders and enlighten relevant political choices.

So there is still a long way to go to overcome the problem of impunity, to restore democratic governance characterised by the proper running of the public administration, the independence and transparency of judicial and legislative systems, access to justice for all citizens, especially the vulnerable populations, the legitimacy of electoral processes and the respect for popular sovereignty, and finally to succeed in de-politizing and professionalizing the security services.

### **1.3 Main challenges to confront**

The peoples of the Great Lakes region aspire to live in a peaceful, inclusive and stable region which is democratic and respectful of human freedoms and rights, prosperous and safe.

That should come about essentially by effective political changes focused on the restoration of a regional space of political stability for national and regional institutions, by the entrenching of democratic values and cultures open to the world's progress, and inspired by the richness and diversity of the traditional values and dynamic cultures of the region's peoples and nations.

To do this, the main challenges still lie in:

- ***The persistence of practices, perceptions and conceptions in which public property is personal*** : how to change the paradigm of the State, of the common conception that the State is the private property of the Chief and his entourage, to a vision of the State as a set of impersonal and impartial institutions called on to serve the general interest. The problem is that in many cases, this culture strengthens or is already strengthened by corruption and misappropriation that has repercussions on the process of democratisation. The electoral processes are controlled by people who seek to cover and protect property acquired illicitly, and on the other hand by others who would like to use their political positions to get hold of material and economic resources.

- ***The non-respect of standards and principles of democratisation:*** For the populations, the democratic system should bring more social justice, wide opportunities, inclusive political participation, and effective involvement in the choice of political programmes which meet their needs. However the processes of democratisation still come up against the absence of a democratic culture and the persistence of political practices inherited from colonialism and authoritarian regimes, the low participation of the main social players in particular women and young people, the lack of transparency of electoral systems, the non-respect for popular sovereignty and the flagrant violation of human rights and fundamental freedoms. .
- ***The weakness of State institutions :*** The politizing of the public administration and security forces, the non-respect of the separation of the executive, judicial and legislative powers, the autocratic methods of management characterised by arbitrariness and impunity, the militarising of politics and the privatising of State institutions prevents the entrenchment of effective, responsible and participative democratic republican institutions.
- ***The non-respect of Human Rights and other international conventions and standards:*** The region is bogged down in conflicts essentially because of war lords lacking patriotism, of networks of economic criminality, of the persistence of war crimes, crimes against humanity, of crimes of genocide, of violations of human rights as well as of the use of rape as an instrument of war.
- ***The absence of a constructive socio-political dialogue between the different players of the region:*** Instead of building political transformations on compromise and dialogue, the greater parts of the countries of the region have followed the logic of war. The greatest challenge in the matter of regional democratic governance lies in the will and the capacity of governments to change the current relationships between States. These relationships are made of distrust, suspicion and rivalry for regional leadership. The governments should create a regional framework for safe political dialogue and discussion, shared regional development and social and cultural interaction.

## 2. **Project strategy**

The project of creating a Regional Centre to promote Democracy, Good Governance, Human Rights and Civic Education responds to the will expressed by the Heads of State of the Great Lakes region through the Dar-es-Salaam Declaration to build a common destiny based on the values and principles of democratic governance and on the respect and effective exercise of human rights and fundamental freedoms. The first approach would then consist in restoring the confidence of the populations in the institutions of State in the region, rebuilding a regional space of peace and security to which the citizens aspire, a space which stimulates the sustainable development which the citizens would wish to forge in dignity. The project advocates an integrated and participative methodological approach.

The strategy consists of a double entry: on the one hand, the project aims to build a framework for communication and information, for frank and dynamic dialogue which

involves all the political and social players in an inclusive and participative way. The international conference process has paved the way for a dynamic of inclusive reflection and consultation on the key questions common to the whole region. This dialogue should be perpetuated through forums and other mechanisms of consultation and cooperation to entrench the pillars of regional solidarity. On the other hand, the project seeks to strengthen the political pluralism, the leadership capacities of the democratic institutions and organisations as well as the electoral systems and processes. For this it proposes to promote research and training in democracy and good governance in order to promote competent responsible leadership capable of inspiring and conducting relevant political choices, of developing strong institutions based on ethical judicial and political values.

The centre would like to serve as a framework for monitoring the undertakings made through the DD to strengthen democratic governance through stimulating observatories and various forums for promoting democracy, good governance, human rights and civic education in the region. These monitoring, observation and dialogue structures will enable the capacities of governments and the different segments of society to better appreciate the relevance and the impact of the political strategies implemented to be strengthened. Above all they will allow citizens to be provided with the appropriate tools for participating in political debates and for undertaking effective supervision of the exercise of power, thus contributing to increasing the transparency of the State and its contribution to resolving the problems with which they are confronted.

Finally, the Regional centre envisages encouraging the adhesion of all the countries of the region to the NEPAD African Peer Review Mechanism (APRM). To do so it proposes to promote an awareness strategy towards the different countries and to strengthen their capacities to submit themselves to the APRM through appropriate technical assistance.

In summary, the regional centre should contribute:

- i) to strengthening democratic principles and values within the region, including respect for constitutional order and the rule of law;
- ii) to strengthening the standards and principles of the independence, the impartiality and the autonomy of the judicial system;
- iii) to monitoring and observing elections;
- iv) to supervising and monitoring the respect of human rights, particularly those of marginalised groups;
- v) to promoting the fight against discriminatory ideologies, policies and practices and all forms of violence (genocide, terrorism, massacres, ethnic cleansing) which ensue ;
- vi) to the follow up and monitoring of the realisation of the MDG's ;
- vii) to promoting the NEPAD African Peer Review Mechanism in the region..

## **2.1 Expected results**

The major objective of this project is the setting up and the effective operation of a Regional Centre for Promoting Democracy, Good Governance, Human Rights and Civic Education through: (i) drawing up a conceptual note taking the place of statutes and

its adoption by the IC/GLR, (ii) working out and adopting programmes of action dictated by its mission. The Centre will also have to ensure the different observatories are made operational. The observatories will be the monitoring and assessment structures that will be lead by independent scientific committees. These are (a) the Regional Observatory on democracy, good governance and human rights, (b) the Regional Observatory on gender, (c) the Regional Observatory on the media, (d) the Regional Observatory of the NGO's,

Apart from its observation function, the Centre will also facilitate and organise, at their request the activities of the structured forums:

It may also organise frameworks for dialogue and exchange for the various Civil Society organisations, structured or not, such as political parties, trade unions, traditional institutions, local entities, etc.

Finally, thanks to the support of the Centre, the different countries of the region will be able to adhere quickly to APRM and use its instruments for improving internal democratic governance.

## **2. 2 Strategic directions**

A conceptual note taking the place of statutes will be drawn up to explain the nature, the objectives and the functioning of the Centre. It will serve as a high level intellectual framework for research, training, observation and accompaniment of the activities of public organisations and NGO's working for the promotion of democracy, good governance, human rights and civic education at the level of the region. Created by the ICGLR, the Centre will have to enjoy administrative and financial autonomy in order to fulfil its mission effectively.

As described above, the Regional Centre proposes to undertake study and research activities in the fields of democracy, good governance, human rights and civic education. In addition, the Centre will be responsible for stimulating observatories, facilitating the activities of structured forums and initiating frameworks for consultation, dialogue and exchange of experience between non-structured institutions and organisations such as traditional institutions, decentralised communities, the private sector, etc.

*Concerning the Observatories*, the Regional Centre plans to create four observatories as soon as it is set up, but the number may vary depending on the need. The observatories are structures for monitoring and observing the consolidation of democracy and good governance in the Great Lakes Region. Their main role is to draw up inventories on the development of democracy and good governance as a system of political values favourable to social cohesion, the strengthening of good governance and human rights as well as the promotion of socio-cultural values and democratic behaviour by means of civic education. To fulfil their functions, the observatories will be constituted as research cells responsible for drawing up appraisals, statistical data and indicators on democracy, good governance, human rights and civic education, and as structures for continuous training and for facilitating the activities of organisations under their mandate.



- *The Regional Observatory on Democracy, Good Governance and Human Rights* will serve as a support for the research, training, observation and facilitating activities of the regional Centre in the matter of democracy, good governance, and Human Rights. It will also have the mission of monitoring Human Rights to encourage their protection and promotion, with the collaboration of national observatories, which it may moreover contribute to create.
- *The Regional Observatory on Gender* will have the objective of monitoring the progress realised in relation to the empowerment of women, and the promotion of equality between the sexes in the region. As a cell for research, training, observation and facilitating the rights of women, the Observatory will also concern itself with the promoting and ratifying or implementing the Millennium Declaration, Resolution 1325 of the United Nations Security Council, the Convention on the elimination of all forms of discrimination against women (CEDAW), the Beijing Platform, the African Charter on Human and People's rights, the Protocol on the Rights of Women in Africa and the implementation of the Solemn Declaration of the Heads of State of the African Union on Gender Equality in Africa.
- *The Regional Media Observatory* will concern itself with the monitoring of media activities, promote an early warning system on human rights violations in media and draw up appraisals of the media both public and private throughout the region, especially in terms of professional ethics and their responsibility for circulating credible information and educating the population about the values of tolerance, respect for diversity and human rights.
- *The Regional NGO Observatory* will have the objective of monitoring and observing the activities of the NGO's in order to direct their work in the path of promoting democracy, good governance, human rights and civic education. It will also concern itself with creating NGO networks and particularly the NGO electronic directory.

*Concerning the mission to facilitate political dialogue,*, the Regional Centre on democracy, good governance, human rights and civic education proposes to create a technical secretariat for the regional forums responsible for organising their meetings in case of need, or following up other programmes such as studies and analysis and developing analysis tools at their request. The forums will be independent frameworks of concertation at the regional level established to harmonize strategies and policies, to implement the tools for the promotion of democracy and good governance.

**3.** The Centre will initiate **other frameworks of consultation, dialogue and exchange of experience for the attention of non-structured institutions and organisations** but

which play an important role in processes of peace, democratisation, governance and the resolution of conflicts in the region. These are for example traditional institutions, decentralised communities, trade unions, the private sector both formal and informal, political parties, etc.

The Centre will be stimulated by well known experts, and will organise its work on the basis of a network of institutions promoting democracy and good governance existing on the regional level. The Centre will have an interest in developing cooperative relations in the framework of its activities with institutions having more experience at the level of the Continent or elsewhere to guarantee the quality and the credibility of its research and training work.

### **2.3 Target beneficiaries and zones of intervention**

This project covers all eleven countries of the Great Lakes region and will have three levels of beneficiaries. It aims in the first place at the political players, the executives and officials of the administration and the private sector, as well as the leaders of the NGO's including groups of women, young people and marginalised groups, who will benefit directly from the activities of research, training and facilitation stimulated by the Centre. In the second place, the work of the Centre will be useful for the strata of society who will benefit from the civic education developed with the help of the Centre through the media, primary and secondary education, and other forums. Finally, the project will benefit the whole population by the impetus of promoting democracy, good governance, human rights and civic education in the Great Lakes region.

## **3. Modalities of financing and management**

### ***3.1. Financing mechanisms***

The Centre will be financed by the contributions of the States, the assistance of traditional sponsors such as the UNDP, the World Bank and others, but also by gifts and donations from groups of friends. The Centre will also provide income-generating services which will ensure its autonomy and effectiveness. It will also raise finance through the organisation of meetings for forums, research and training carried out on request.

As soon as the project is adopted by the Heads of State of the Great Lakes Region, each State will have to make its financial contribution to the initial endowment of resources to the Centre. The Centre might then help the party States to organise meetings with the partners with a view to presenting all the projects ( the observatories, training, studies and research) to the sponsors and call for their financial contributions.

### ***3.2. Respective roles of the project's partners***

This regional project involves the eleven countries of the Great Lakes region and will bring in a certain number of partners to implement it. Their roles will be :

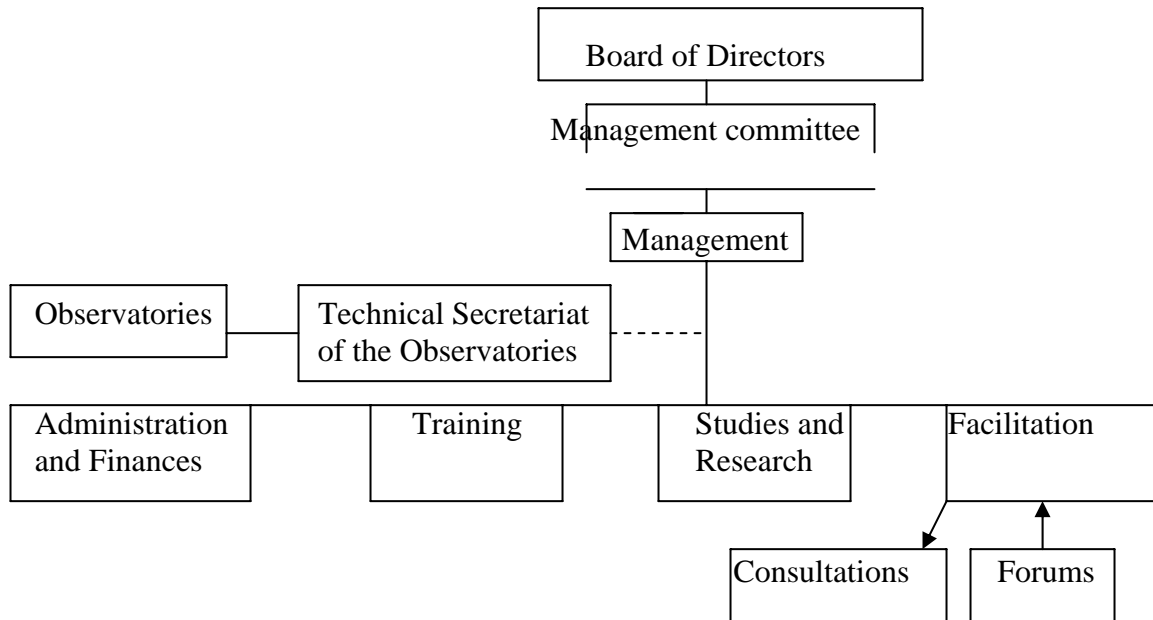
- *The governments:* approve the creation of the Centre and contribute to its financing. They also make the legal or political provisions necessary for

- implementing the recommendations and conclusions of the components of the Centre at the national level through (i) mobilising the national players concerned, (ii) participating in the management bodies such as the Centre's Board of Directors, (iii) initiating the required reforms, (iv) collaborating with the Centre's experts, particularly by making available to them the necessary documents and information, (v) setting up a framework for dialogue with the organisations involved in the forums and observatories.
- The national institutions in charge of the promotion of democracy, good governance, human rights and civic education, will collaborate with the Regional Centre to insure experiences exchange and good practices.
  - *The civil society organisations interested and concerned by the activities of the Centre:* will have to make the populations aware and educate them inspired by the information, indicators and research work developed by the Centre. The same organisations are thus invited to play their role of an opposition in overseeing the actions of the executive, relaying the action of the forums and observatories to inform the populations and to denounce all anti-democratic acts and behaviour.
  - *The development partners:* will have to provide financial and technical assistance. As an example, *the United Nations Centre for Democracy and Human Rights at Yaoundé* will be called on to give its experience and collaboration in the matter of training and the setting up of observatories.
  - *Specialised international organisations:* will have to provide tools and analytical information on the different phenomena interesting the activities of the Centre and make their contribution to strengthening the capacities of the components and projects of the Centre as well as activities developed on the national level.

### **3.3 Modalities of implementation**

To set up the operational structures of the Centre, a Board of Directors will be appointed by the ICGLR and will be composed of representatives of the States coming from the different structures covered by the Centre and development partners. . It will be the political organ which decides the policies and strategies of the Centre. It will draw up and adopt programmes of action, mobilise the resources and adopt the annual plan of activities and the budget of the Centre. It will be supported in its tasks by a Management Committee which will supervise all the activities of the Centre and will report to the Board of Directors. The Management Committee will be composed of specialists in the matter of democracy and good governance. For day to day management and leadership, a manager will be appointed who will act under the supervision of the Management Committee.

## Organisation chart



The Regional Centre on Democracy, Good Governance, Human Rights and Civic Education comprises four departments: (i) administration and finances, (ii) studies and research, (iii) training and (iv) forums facilitation.

The Centre is an autonomous and independent structure. The States which created it are represented on the Board of Directors. It is at this level only that they give the broad operational directions, that they approve the projects and that they assess the state of execution of the activities programmed by the Centre in its various components. The Board also supports the research and the mobilising of financing but the Centre itself can take initiatives in this field.

The direct management is entrusted to a management committee composed of experts on the great components of Democracy and Good Governance but not representing political interests.

Concerning the Observatories, the Centre plays a role of stimulation and not of control.

Composed of experts in their subjects and recruited on the basis of competence and integrity, they will need to enlighten the States, Civil Societies, opinion and the partners on the real state of the situation and on the measures which must be put in place to anticipate or correct the blunders. Study missions will be commissioned by the Centre and executed by experts recruited by the Observatories on the basis of technical offers, open to all the countries of the region, members of the Conference. The work may be analytical, critical and programmatic and consequently cannot be subject to the control or

supervision of the States or their representatives. The coordination of the activities of the observatories will be ensured by scientific and technical committees which will be composed of experts in their specific areas. On the other hand, to be able to run properly, the observatories will need the financial and administrative support of the Centre which will intervene via the Technical Secretariat which will be the technical and logistic tool for the observatory. The observatories will have a light structure and their activities can be supported by expertise from the National Observatory. Their monitoring, study, research and data bank projects could even be a framework for raising financial resources for the Centre.

As for the Forums, they are completely independent in their organisation and operation. They are linked to the Centre through the technical secretariat of the Facilitation department for the services provided. The forums are not heavy, costly bureaucratic structures. They are consultation frameworks which can meet once, twice or three times a year. They depend on existing national initiatives (national forums and existing associations) to provide them substance and synergy. The forums will finance their own activities and the Centre will only intervene to provide services which are in line with its mission, but it may also help its clients to raise finance for the activities it is called on to execute. .

The centre will take initiatives to organise meetings for consultation, dialogue and exchanges of experience on behalf of institutions, organisations and players whose role in the processes of building democracy and good governance is thought to be important. For various reasons, these players are not yet structured in Forums and such frameworks could lead to this. These are for example traditional institutions and decentralised entities involved in democratisation, governance and the resolution of conflicts at grass roots level. These are also political parties targeted as such as major players in the political processes, or the private sector which is very interested and concerned by the subjects dealt with by the Centre's components, such as corruption, the illicit exploitation of resources, criminality, human rights, etc..

### ***3.1 Coordination and supervision of the activities***

To ensure the proper functioning of the Centre, the following coordination is envisaged:

***At the level of the Centre :*** A Board of Directors which lays down the policy of the Centre, directs its activities, and assesses their impact on the national and regional level having regard to the objectives set by the IC/GLR in the matter of « Democracy and Good Governance ». For this, it adopts the annual work plan, mobilises the resources, fixes the budgets and supervises their execution through a Centre management Committee to be set up. A management organises the research and training activities, stimulates the observatories and monitors the Forum support services.

***A the level of the components:*** While being autonomous in their work philosophies and in the products developed, the Observatories are completely supervised by the Centre and consequently depend on it administratively. On the other hand, the coordination, the technical control of the quality of the activities developed depend on

the Scientific and Technical Committees. There will be one per observatory given their specialisation.

On the other hand the Forums are completely independent from the Centre, to which they are only attached, at their own wish, by the mechanism of the facilitation of activities. They therefore have their own administrative and institutional organisations at the regional and national level (see specific Forums Projects).

#### **4. Project supervision and assessment**

##### ***4.1 Financial and activity reports***

The Centre has management autonomy. The budgets and their breakdown are adopted by the Board of Directors on the basis of the action plans of the Centre's components. The same Board supervises their execution. On this occasion, the Centre prepares stage reports, half way reports and final reports on the projects undertaken at the Centre. An internal regulation specifies the relationships between the management Committee, the Management, its departments, its observatories, and its facilities Forums.

##### ***4.2 Periodic supervision of the project***

Within the Centre, an internal supervision mechanism will be set up. External supervision missions may be asked for concurrently by the Board of Directors, the Management Committee or the Management. The Board of Directors may ask the Management Committee at any time for management reports. The management which monitors the activities directly may ask the components of the Centre to prepare intermediate reports, for example quarterly. The Scientific and Technical Committees of the Observatories will give the states of progress of the studies and research or appraisals of the training courses dispensed. At the end of every year, general assemblies of the Centre can be envisaged. These would be a series of meetings: self-assessment at the level of the components, then assessment by the Board of Directors. Reports will be prepared at each level.

At any time, whenever the need is expressed by the management or 2/3rds of the members of the Board of Directors, other supervision missions may take place during the life of the project.

##### ***4.3 Final assessment***

As any project, the Regional Centre will be the subject of a final assessment on the basis of a comparison between the objectives, the realisations and their impacts, so as to draw lessons and reveal the best practices. For this purpose, an independent mission will be set in motion according to the terms of reference which will be drawn up in good time.

#### **5. Legal and institutional framework**

The « Regional Centre on Democracy, Good Governance, Human Rights and Civic Education » is a product of the Governments of the eleven countries of the Great Lakes region. These States have entrusted the supervision of activities to the Board of Directors in which they are themselves represented. The International Conference on the GLR designates the Chairman and the members of the Board. The Board will elect the Centre's management Committee within which the Manager will be designated, while experts will be recruited according to a modality which will be specified in a technical note to be drawn up by the Board.

The project will support the countries directly in terms of strengthening capacities by training, will stimulate the observatories, conduct studies and research on democracy and good governance, facilitate the activities of the Forums, organise frameworks for consultation of the various organisations, institutions and key players key components.

The implementation of the project will be supported by the development partners who will be called on by the different countries in the framework of the basic Agreements. For this purpose, this description of the project could constitute the basic instrument which will be the subject of the assistance Agreement between the countries of the Great Lakes region and the partners concerned.

## **6. Opportunities, constraints and risks**

The first opportunity seized by the project is the political will of the Heads of State of the regions expressed through the Dar-Es-Salaam Declaration to respect the standards and principles of good governance, to build in the region a space of peace and security, of dialogue, of exchange, of cooperation and sustainable and integral development based on the values and principles of democracy and good governance. This wish corresponds to the strong awareness at the level of States (Governments, Civil Societies and populations) of the disastrous consequences of the absence of the rule of law, of the gangrene of phenomena of corruption and the illicit exploitation of resources, deficiencies in communication and information and in general of the lack of competent and responsible leadership, of democratic institutions and good governance, of electoral processes and systems encouraging the wide and equitable participation of all citizens.

The second opportunity is that, thanks to democratisation, Civil Society is becoming aware of its role and is starting to develop actions to make the populations aware of and mobilise them around themes related to democracy and good governance. This Civil Society only asks to be strengthened in terms of training exchange of information and drawing up action strategies.

The third opportunity is that the development partners increasingly undertake to support programmes strengthening democracy and good governance in Africa. Similarly, the international community less and less supports regimes built by force, living on violence and arbitrariness in the rules of State management. The condition that democracy and good governance must be realised for access to financial and diplomatic credits is even applied. Indicators and measurements of the level of good governance such as the MDG's, the NEPAD African Peer Review Mechanism, the Corruption Perception Index – CPI, indices on the expenditure and investment priorities, etc, serve as tools for financing institutions and organisations for developing incentive policies in favour of democracy and good governance.

However, the success of the « Regional Centre on Democracy, Good Governance, Human Rights and Civic Education » project could experience constraints and even run the risk of failure if some problems do not finally find solutions. There are firstly the defiant attitudes and behaviour of some of the region's leaders which threatens the risk of a resumption of hostilities. Despite the Dar-Es-Salaam undertakings, mistrust and even defiance between some States continue to be observed. Moreover, even if all the States of the region are resolutely engaged on the path of democratisation, there remain non-democratic cultures within the political elites. The peace and democratization processes are controlled to protect interests and are stimulated by violently charged ethnic mobilisation.



## SECTION TWO: FRAMEWORK OF RESULTS AND RESOURCES

Expected effect : <b>Active partnership between the political authorities, the key institutions, the private sector and the population with a view to promoting democratic values, good governance, human rights and civic education throughout the Great Lakes region.</b>			
Effect indicators :			
<ol style="list-style-type: none"> <li>1. <b>Democratic values and standards institutionalised within the States of the region.</b></li> <li>2. <b>Capacities for good governance strengthened within the State and the region</b></li> <li>3. <b>Defence, promotion and protection of human rights ensured across the region.</b></li> <li>4. <b>Civic education ensured permanently in the matter of democracy, good governance and human rights.</b></li> </ol>			
Partnership strategy : <b>The implementing of the project implies an effective partnership between the State, civil society, the private sector and all the outside partners wishing to accompany the region in the search for peace and sustainable development.</b>			
Project title : <b>Regional centre for promoting democracy, good governance, human rights and civic education.</b>			
<b>Expected results</b>	<b>Indicators</b>	<b>Activities</b>	<b>Resources</b>
1. Regional centre set up	1.1 Conceptual note on the centre and its action programme drawn up and adopted  1.2 Centre's operational structures put in place	1.1.1 Drawing up the Centre's conceptual note 1.1.2 Submitting the note for the approval of the ICGLR  1.2.1 Creating a piloting Committee to set up the Centre 1.2.2 Designating a facilitator for setting up the Centre 1.2.3 Establishing the Centre's operational structures	An expert to draw up the note  A expert facilitator  Manager, Director and support staff
2. Centre's Programme established	2.1 Research units put in place	2.1.1 Putting the research units in place 2.1.2 Drawing up a research coordination strategy on the regional level 2.1.3 Developing the cooperation framework with existing centres	Experts of the research coordination cell

	<p>2.2 Virtual and classic training modules</p> <p>2.3 Service responsible for the observatories</p> <p>2.4 Liaison office with the public bodies and the NGO's</p>	<p>2.2.1 Drawing up training modules 2.2.2 Putting training tools in place 2.2.3 Recruiting training counsellors</p> <p>2.3.1 Putting an observatory administrative coordination service in place</p> <p>2.4.1 Creating an office to support forums and ensure liaison with public bodies and the NGO's interesting the Centre</p>	<p>Experts of the training coordination cell</p> <p>Permanent observatory Secretary</p> <p>Liaison officer</p>
<p>3. Regional observatory on democracy, good governance and human rights put in place.</p>	<p>3.1 Operational structure of the observatory put in place</p> <p>3.2 Monitoring and observation programme on democracy and good governance at the regional level implemented</p>	<p>3.1.1 Putting the operational structure of the observatory in place 3.1.2 Defining the observatory's mode of operation within the Centre and its action programme.</p> <p>3.2.1 Developing reliable indicators and reporting periodically on the strengthening of democratic values in the region, including the respect of constitutional order and the rule of law. 3.2.2 Developing indicators and reporting on the strengthening of standards and principles of the independence, impartiality and autonomy of the judicial system 3.2.3 Ensuring the monitoring and observation of elections and the training of election observers 3.2.4. Ensuring the surveillance of human rights in collaboration with national observatories 3.2.5 Developing indicators and reporting on the</p>	<p>Experts of the observatory coordination cell</p>

		<p>promotion and the protection of human rights, particularly those of marginalised groups</p> <p>3.2.6 Promoting by research and publicity the fight against discriminatory ideologies, policies and practices as well as all forms of ensuing violence</p> <p>3.2.7 Ensuring the follow up and monitoring of the realisation of the MDG's in the region..</p> <p>3.2.8. Encouraging the countries in the field to adhere to the APRM and supporting the strengthening of their capacities to participate in the assessment process and to draw up their national programme.</p>	
4. Regional observatory on gender set up	<p>4.1 Observatory's operational structure put in place</p> <p>4.2 Monitoring and observation programme on gender adopted</p>	<p>4.1.1 Putting the observatory's operational structure in place</p> <p>4.1.2 Defining its mode of operation within the Centre and its action programme</p> <p>4.2.1 Developing indicators on gender and making annual reports on the empowerment of women in the region</p> <p>4.2.2 Promoting the campaign for the ratification by the States of the Protocol on the African Charter on Human and Peoples' Rights and that on the Rights of Women</p> <p>4.2.3 Supporting, by research, training and facilitation the implementation of the Solemn Declaration of the Heads of State of the African Union on the Equality of Gender in Africa.</p> <p>4.2.4 Providing all other useful assistance to the Forum of women and to other feminist organisations in the fight for the emancipation of women and the equality between the sexes in the region.</p>	Experts of the observatory coordination cell
5. Regional media observatory set up	5.1 Observatory's operational structure put	5.1.1 Putting the observatory's operational structure in place	Experts of the observatory coordination cell

	<p>in place</p> <p>5.2 Monitoring and observation programme on the media adopted</p>	<p>5.1.2 Defining its mode of operation within the Centre and its action programme</p> <p>5.2.1 Making an inventory of the media and organising research and symposiums on communication and information in the region</p> <p>5.2.2 Drawing up the media code of ethics and deontology as well as training modules for journalists on democratic values and on a responsible and professional journalism.</p> <p>5.2.3 Creating a documentation centre on the media and a Web site of the media in the region</p> <p>5.2.4 Networking the media in the region</p>	
<p>6. Regional NGO Observatory set up</p>	<p>6.1 Observatory's operational structure put in place</p> <p>6.2 Monitoring and observation programme on the NGO's adopted</p>	<p>6.1.1 Putting the observatory's operational structure in place</p> <p>6.1.2 Defining its mode of operation within the Centre and its action programme</p> <p>6.2.1 Making an inventory of the NGO's in the region and an objective analysis of the quality and impact of their work on the consolidation of democracy and good governance in the region</p> <p>6.2.2 Involving the NGO's in the promotion of democracy, good governance, human rights and civic education in the region</p> <p>6.2.3 Providing the NGO's with every assistance for training their executives and improving their services to the population</p>	<p>Experts of the observatory coordination cell</p>

<p>7. Consultation mechanism of non-structured players (Traditional institutions, decentralised entities, political parties, private sector, etc) set up</p>	<p>7.1. Programme and timetable adopted</p> <p>7.2. Target beneficiaries identified</p> <p>7.3. Encounters organised</p>	<p>7.1.1. Drawing up a programme and a time table</p> <p>7.2.1. Drawing up identification criteria</p> <p>7.2.2. Identifying beneficiaries</p> <p>7.3.1. Organising encounters</p>	<p>Exploratory mission,</p> <p>Administrative framework of the facilitation cell</p>
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## Cross cutting issues

Gender	Human Rights	Environment	Human establishments	HIV/AIDS
<ul style="list-style-type: none"> <li>- An observatory on Gender is created</li> <li>- The tools developed by the Centre also concern Gender</li> <li>- The training modules for leaders and women cover questions of gender</li> <li>- The studies and observations on democratic processes will take into account the question of women's representation</li> <li>-The recommendations of the studies and debates will cover the questions of Gender</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- An observatory on DB and HR is created</li> <li>- The tools developed by the Centre will cover the promotion and the protection of HR's</li> <li>- The CSO's strengthened by the Centre defend HR's</li> <li>- The strengthening of democratic institutions and electoral processes is a means of preventing conflicts and the massive violation of human rights</li> </ul>	<ul style="list-style-type: none"> <li>- A Forum on the illicit management of resources is facilitated by the Centre</li> <li>- The tools developed by the Centre also concern the environment</li> <li>- The training modules will also cover the proper management of the environment</li> <li>- The training would concern the associations engaged in the protection of the environment</li> <li>- The good governance indicators include the MDG's which are interested in the protection of the environment</li> <li>- The strengthening of democracy by the broad participation of the population forms a brake or a barrier to the chaotic management of the environment by the political and administrative authorities</li> </ul>	<ul style="list-style-type: none"> <li>- The political participation of the grass roots populations implies the immediate interest for questions of life environment.</li> <li>- The training of leaders will include a module on the question of human establishments</li> <li>- The dialogue between the rulers and the governed will be about the problems of displaced and repatriated populations and former combatants</li> <li>- The studies done by the Centre and the conclusions or recommendations insist on the problem of refugees, repatriated and displaced people and former combatants.</li> </ul>	<ul style="list-style-type: none"> <li>- The development of participative democracy insists on that of marginalised groups</li> <li>- A Forum on the GM is facilitated by the Centre &gt;</li> <li>- Democratic competition is played out on important social questions such as the HIV/AIDS pandemic</li> <li>-The tools developed in the Centre such as the MDG's take into account the care of HIV/AIDS patients</li> <li>- The strengthening of Civil Society also concerns the associations engaged in the fight and in care .,</li> </ul>

## SECTION THREE: ANNUAL ACTION PLAN AND BUDGET

### ACTION PLAN

ACTIVITIES		Year 1				Year 2				Year 3				Year 4				Year 5				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Result 1	- Drawing up the Centre's conceptual note				X																	
	- Organization of the ministerial meeting (IC/GLR) by the secretariat for the approval of the conceptual note and the putting in place of the project's structures					X																
	- Organization of the first meeting of the board of directors for the adoption of the programme of action and budget					X																
	- Effective functioning of the centre					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Result 2	- Putting the research units in place							X	X													
	- Drawing up a research co-ordination strategy on the regional level							X	X													
	- Developing the co-operation framework with the existing centres									X												
	- Drawing up training modules									X												

ACTIVITIES		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	- Putting training tools in place									X	X	X	X	X	X	X	X	X	X	X	X
	- Recruiting training counsellors										X	X	X	X	X	X	X	X	X	X	X
	- Putting an observatory administrative coordination service in place (Technical Secretariat)											X									
	- Creating a facilitating office to support forums and ensure liaison with public bodies and the NGO's interesting the Centre											X									
Result 3	- Putting the operational structure of the observatory (Good Governance) in place											X									
	- Defining the observatory's mode of operation within the Centre and its action plan											X									
	- Developing reliable indicators and reporting periodically on the strengthening of democratic values in the region, including the respect of constitutional order and the rule of law													X	X	X	X	X	X	X	X



ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
- Developing indicators and reporting on the strengthening of standards and principles of the independence, impartiality and autonomy of the judicial system												X	X	X	X	X	X	X	X	X
- Ensuring the monitoring and observation of elections and the training of election observers													X	X	X	X	X	X	X	X
- Ensuring the surveillance of human rights in collaboration with national observatories													X	X	X	X	X	X	X	X
- Developing indicators and reporting on the promotion and the protection of human rights, particularly those of marginalized groups													X	X	X	X	X	X	X	X
- Promoting by research and publicity the fight against discriminatory ideologies, policies and practices as well as all forms of ensuing violence										X	X	X	X	X	X	X	X	X	X	X
- Preparing a report on MDG's every two years and ensuring the follow up and monitoring of their realization in the region										X	X	X	X	X	X	X	X	X	X	X

ACTIVITIES		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	- Encouraging the core countries to draw up the action plan to facilitate adherence to the APAM and supporting the strengthening of their capacities to participate in the assessment process										X	X	X	X	X	X	X	X	X	X	X
Result 4	- Putting the observatory's operational structure in place(Gender)											X	X								
	- Defining its mode of operation within the Centre and its action programme											X	X								
	- Developing indicators on gender and making annual reports on the empowerment of women in the region								X	X	X	X	X	X	X	X	X	X	X	X	X
	- Providing all useful assistance to the Forum of women and to other feminist organizations in the fight for the emancipation of women and the equality between the sexes in the region								X	X	X	X	X	X	X	X	X	X	X	X	X
Result 5	- Putting the observatory's operational structure in place(Medias)						X	X													
	- Defining its mode of operation within the Centre and its action plan						X	X													

ACTIVITIES		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Result 6	- Putting the observatory's operational structure in place (NGO)											X									
	- Defining its mode of operation within the Centre and its action plan											X									
	- Making an inventory of the NGO's in the region and an objective analysis of the quality and impact of their work on the consolidation of democracy and good governance in the region												X								

## BUDGET

	ACTIVITIES	COST	YEAR1	YEAR2	YEAR 3	YEAR 4	YEAR 5	FINANCING
1	Drawing up the Centre's conceptual note <ul style="list-style-type: none"> <li>2 consultants x 1 month x 10,500usd = 21,000</li> </ul> Sub total(1)	<b>21,000 Usd</b>	21,000					secretariat
2	Organising the ministerial meeting (IC/GLR) by the executive secretariat for the approval of the conceptual note and putting the project's structures in place <ul style="list-style-type: none"> <li>Pact monitoring secretariat</li> </ul> Sub Total (2)	-						
3	Organising the first meeting of the board of directors for the adoption of the action programme and budget(provision for one meeting a year) <ul style="list-style-type: none"> <li>Travel expenses of 33 participants =33x850x4 = 112,200 Usd</li> <li>DSA: 33x4x250x4 = 132,000 Usd</li> <li>Communication: 2000 Usdx4 = 8,000 Usd</li> <li>Other administrative cost: 2000 Usdx4 = 8,000 Usd</li> <li>Interpreters and equipments:10,000 Usdx4 = <u>40,00 Usd</u></li> </ul> Sub Total (3)	<b>300,200 Usd</b>		75,050	75,050	75,050	75,050	1) Gvt 2)secretariat
4	Actual operation of the centre <ol style="list-style-type: none"> <li>Salaries for 4 years : 600,000Usd x 4 = 2,400,000 Usd</li> <li>Missions and travel for 4 yers:18,287.5sdx4 = 73,150 Usd</li> <li>Operational cost for 4 years: 68,475 Usdx4 = 273,900 Usd</li> <li>Office and transport equipment = <u>82,850 Usd</u></li> </ol> Sub Total (4)	<b>2,829,900 Usd</b>	4,410	779,010	679,160	683,660	683,660	Centre
5	Putting the research and training units in place							Centre

	<ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (5) -						
6	Drawing up a research co-ordination strategy on the regional level <ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (6) -						Centre
7	Developing the co-operation framework with the existing centres <ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (7) -						Centre
8	Drawing up training modules. <ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (8) -						Centre
9	Putting training tools in place <ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (9)						Centre
10	Recruiting training counsellors <ul style="list-style-type: none"> <li>2 training experts x36 monthsx5,000 usd = 360,000 usd</li> </ul> Sub Total (10) <b>360,000 Usd</b>			120,000	120,000	120,000	Centre
11	Putting an observatory administrative coordination department (technical unit) in place. <ul style="list-style-type: none"> <li>Salaries for 1 Expert for 42 months: 5000Usdx1x42 = 210,000 Usd</li> </ul> Sub Total (11) <b>210,000 Usd</b>	30,000	60,000	60,000	60,000		Centre
12	Creating a facilitating office to support forums and ensure liaison with public bodies and the NGO's interesting the Centre. <ul style="list-style-type: none"> <li>Centre's staff</li> </ul> Sub Total (12) -						Centre
	Putting the operational structure of the observatory in place (Good Governance) <ul style="list-style-type: none"> <li>1 Expert x 8000 Usd x 42months = 336,000 Usd</li> </ul>	48,000	96,000	96,000	96,000		Centre

13	Sub Total (13)	<b>336,000 Usd</b>						
14	Putting the observatory's operational structure in place (Gender) • 1 Expert x 8000 Usd x 42months = 336,000 Usd Sub Total (14)	<b>336,000 Usd</b>		48,000	96,000	96,000	96,000	Centre
15	Putting the observatory's operational structure in place (Media) • 1 Expert x 8000 Usd x 42months = 336,000 Usd Sub Total (15)	<b>336,000 Usd</b>		48,000	96,000	96,000	96,000	Centre
16	Putting the observatory's operational structure in place(NGO's) • 1 Expert x 8000 Usd x 42months = 336,000 Usd Sub Total (16)	<b>336,000 Usd</b>		48,000	96,000	96,000	96,000	Centre
17	Other external services ( external audit and assessment). • 21,000 Usd x 4 years = 84,000 Usd Sub Total (17)	<b>84,000 Usd</b>		21,000	21,000	21,000	21,000	Centre
	<b>TOTAL</b>	<b>5,149,100 Usd</b>	25,410	1,097,060	1,339,210	1,343,710	1,343,710	
	Unforeseen 10%	<b>514,910 Usd</b>	2,541	109,706	133,921	134,371	134,371	
	<b>GRAND TOTAL (USD)</b>	<b>5,664,010 Usd</b>	27,953	1,206,766	1,473,131	1,478,081	1,478,081	

## Detailed Budget

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Worksheet