



**REPORT OF THE BRAINSTORMING
WORKSHOP HELD ON 2 MARCH 2019
FOR THE IMPLEMENTATION OF A
SUSTAINABLE FAYDAH FUND**

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Final Version French, English & Arabic	Date to be inserted	Monitoring Committee	The Monitoring Committee making official the final version validated by the Khalif

**Current version*

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**6| Report of the brainstorming workshop held on 2 March 2019 for
the implementation of a sustainable Faydah fund**

Letter of the Khalif dated 11 February 2019

CHEIKH AHMED TIJANI IBRAHIM NIASS

**ATTENTION TO MUQADAMS AND VOLUNTEER DISCIPLES OF
CHEIKH AL ISLAM EL HADJ IBRAHIM NIASS**

Assalamu Aleikum war Rahmatullah

I am writing to you included myself who work for the sake of Allah (Almighty and Merciful) under the guidance of Cheikh Ibrahim NIASS, may Allah be satisfied with him.

My statement is based on the recommendation of our Master Seydina Ahmed Tijani (May Allah be pleased with him) who advises us to adapt our actions to the requirements of our epoch.

Presently, I notice that the challenges of our epoch have required our communities to organize ourselves in order to attain our objectives. In this respect, it seems convenient to me to set up a structure with financial resources which shall work for the profit of Medina Baye and its projects.

For this purpose, I invite you to a coordination meeting and fund-raising session on Sunday 17 February 2019 at 5 p.m at the Guest House in Medina Baye.

Was salamu aleikum war Rahmatullah wa barakatuhu.

Cheikh Ahmed Tijani Cheikh Ibrahim NIASS

The Khalif

(As sealed & signed)

Introduction

On 11 February 2019 a letter of the Khalif of Cheikh Al Islam, Mawlana Cheikh Ahmad Tidiane NIASS, was published reminding the disciples of Cheikh Ibrahima NIASS (Allah be pleased with him) of the need to adapt to the realities of their time in order to attain the objectives of the community (« *la Hadra* ») and thus invite them to a coordination meeting and fund-raising session on 17 February 2019.

Thus, under the leadership of Mawlana Cheikh Ahmad Tidiane NIASS and other religious leaders of Medina Baye, was launched, on 17 February 2019 in Kaolack, a coordination and fund-raising session with a view to setting up an entity with sustainable financial resources intended for the achievement of the projects fully in line with the vision of Cheikh Ibrahima NIASS (« *The Project* ») and development of the Faydah.

The target objective of the fund-raising session initiated by Cheikh Mouhamadou Mahi CISSE, spokesperson of the Faydah, is to collect an initial fund of one (1) billion CFAF from a fund-raising strategy of one (1) million CFAF minimum per donor.

Many challenges shall be faced including the relevance of projects to be financed, sustainability of the available funds and transparency of their management.

These issues have been detailed in the Terms of Reference (available in Arabic and French) during a brainstorming workshop held on 2 March 2019.

A registration platform was put at the disposal of everybody for their registration to that workshop including some of the following information, among others:

- Opted working language (Arabic, French, Wolof)
- Area of expertise
- Willingness or unwillingness to lead one work group
- Possible financial contribution to the workshop expenses

One hundred of disciples have registered on line to the said platform and their financial contributions have covered the global expenses of the workshop which, upon the blessings of Cheikh Mouhamadou Mahi Cissé, was organized in appropriate conditions at Cheikh Anta Diop University.

The workshop participants, some of whom participated via internet were distributed in ten (10) work groups on an average of 5 to 6 persons per group, taking into account the participants' profiles and working languages opted upon their registration have issued some proposals around three (3) points in relation to the Terms of Reference (TOR):

- Project Objectives and Programme
- Strategy and mobilisation policy of Resources and Sustainability / Use and Efficiency
- Form and Organization, governance, administration mode and Functioning

All the documentation handed over to the participants during the workshop is attached in the annexes hereto.

Each work group presented in plenary session its recommendations and then drafted and transmitted a Workshop Report to the Project Monitoring Committee consisting of 3 members from each work group and other resource persons from the project coordination.

This document shall be a synthesis of the proposals provided in the ten (10) Workshop Reports. These proposals shall be subject to a validation process with the Khalif or with any council committee he will choose.

In parallel to this validation process, the Monitoring Committee recommends to include in the next steps an implementation committee responsible for:

- 1- Setting up an action plan and a communication strategy in order to get over one (01) billion in 2019 and making formal the legal entity(ies) hosting the Fund;
- 2- Setting up a reliable team in charge of governance, management and audit.
- 3- Working for a permanent positioning of the Fund within the community organization, and exchanging with the Faydah's institutions sharing the same vision in order to agree on some relations and framework with a view to strengthening the Faydah. It puts an emphasis on the importance of a synergy and coordination between the project bodies and the Faydah's structures, namely the Jammiyatul Ansaarud-din

Summary

The sixty-five (65) proposals made during the brainstorming workshop held on 2 March 2019 were articulated around the three (3) topics as follows:

- Project programme
- Project resources
- Project Organization

1- Project programme

It consists of target actions for which the Project could provide some financial and/or technical support to the contracting authority, which shall be a Faydah's structure aiming at making concrete the vision of Cheikh Ibrahim NIASS – May Allah be pleased with him.

Thirty (30) proposals were made in terms of programme and regarding a wide range of areas such as health, heritage from Cheikh Ibrahima NIASS (May Allah be pleased with him), education, modernization of the Hadra main cities, economic activities and communication management.

2- Project resources

In order to efficiently assist the contracting authority of these actions, eighteen (18) proposals were put forward relating to project resources. Such proposals enabled us to identify the types of resources the Project can receive, collection means for their implementation and mechanisms for their application.

3- Project organization

The seventeen (17) proposals related to the project organization laid down some reflection bases regarding the legal forms to choose for the different Project entities and enabled to draw up a list of functions and bodies required for their appropriate management.

It is convenient to note that at the end of the sessions of the workshop held on 2 March 2019, no consensus was found regarding the legal form (s). On this point an additional work has already been achieved within the monitoring framework and is attached in the annex hereto.

The seventeenth (17th) proposal related to the Project organization reminds the importance of ensuring a methodical and formal monitoring.

To these sixty-five (65) proposals, one must add ten (10) supplementary proposals arisen from the exploitation by the Monitoring Committee of the Action and Investment Plan drafted during the

workshops in Medina Baye held on 7, 8 et 9 September 2001. The synthesis note related to these ten (10) supplementary proposals is available in the annex hereto.

Acknowledgments & Conclusion of the Monitoring Committee

The participants at the workshop held on 2 March 2019 thank the Khalif for his trust placed in them and the great honour which is offered to them in taking part in the implementation of the vision of Cheikh Ibrahima NIASS (May Allah be pleased with him).

The workshop participants and contributors to the restitution works, including to the English and Arabic translations have all showed discipline, dedication, professionalism and especially collective intelligence.

May the prayers of Cheikh Ibrahim NIASS - May Allah be pleased with him – he reserves to anybody who works for him be extended to all of them.

1. Project Programme

The Project, aiming to materialize the vision of Cheikh Ibrahima NIASS May Allah be pleased with him shall lay down a programme including its different concerns.

Its target audiences will be the Hadra members and all the Muslims. It is however convenient to note that, due to its nature the Project will have a positive impact on all the communities.

It will firstly be presented in the religious city of Medina Baye and its dependent villages and towns, namely Kossi, Taïba, Léona and Dakar, via Keur Baye at Dieuppeul (hereinafter « *the main cities* »).

Then, in the medium term the Project will extend to all the areas of Senegal, sub-region and all over the world.

In order to be in line with the vision of Cheikh Ibrahima NIASS (May Allah be pleased with him), the major objectives of the Project can be laid down under the following sections:

- Health and Social
- Heritage, Culture and Religion
- Education and Training
- Economy
- Communication

For each section, some objectives and priority action proposals shall be set out for a period of three (3) years.

a. Health and Social

In order to ensure access to quality medical care to the most vulnerable groups, the Project shall include the financing of health structures, their modernization and equipment.

Furthermore, and in compliance with the Quranic and Tradition requirements, concrete actions shall regularly be organized for the benefit of the most needy and vulnerable groups.

Project Programme – Proposal N° 1

Set up a health care mutual.

Project Programme - Proposal N° 2

Carry out the restoration of Médina Baye's hospital.

Project Programme - Proposal N° 3

Reinforce the other existing health structures through donations in medicines and medical devices and in human resources support.

Project Programme - Proposal N° 4

Regularly organize free medical consultations.

b. Heritage, Culture and Religion¹

It seems convenient to ensure the preservation, and in some cases the restoration of the heritage of Cheikh Ibrahima NIASS - May Allah be pleased with him.

Such a heritage, both tangible and intangible consists, among others of monuments, institutes, manuscripts, religious events.

Project Programme - Proposal N° 5

Engage some archaeologists, custodians, historians, architects and entrepreneurs as well as some experts responsible for the monitoring of the good progress of the works being implemented.

Project Programme - Proposal N° 6

Set up a cultural and scientific commission responsible for the preservation and restoration of the heritage of Cheikh Ibrahima NIASS May Allah be pleased with him. Such a heritage, both tangible and intangible consists of, among others of monuments, institutes, manuscripts, religious events.

Project Programme - Proposal N° 7

Enlarge and restore the Central Mosque of Médina Baye through :

- installation of giant retractable umbrellas like those on the premises of the mosque of the Prophet (PBUH) in Medinatul Munawara
- restoration of water closet (W.C), in particular the Ladies'
- street paving around the mosque

Project Programme - Proposal N° 8

Rehabilitate El Hadji Abdoulaye NIASS Islamic Institute and design a university like Al Azhar in Cairo, Egypt.

Project Programme - Proposal N° 9

Rehabilitate El Hadji Abdoulaye NIASS University.

¹Religious education is inserted in this part.

Project Programme - Proposal N° 10

Ensure the promotion and dissemination of « *Keur Baye* » across the national territory and abroad.

Project Programme - Proposal N° 11

Build a library and a museum, both physical and digital of the Faydah heritage. Envisage a paying access to such structures in order to ensure their cost-effectiveness.

Project Programme - Proposal N° 12

Set up a publishing house and a printing house in order to contribute, among others to a wider dissemination of the teachings of Cheikh Ibrahim NIASS (May Allah be pleased with him) and of other Islamic scholars.

Thus, it will be possible to master the publication of the learning guides, forums, conferences and any other publication in relation to the teachings of Cheikh Ibrahim NIASS (May Allah be pleased with him).

Furthermore, this will enable to capture a market share of the intellectual productions relating to Islam in general, Sufism, Tijjani Tariqa and the Faydah in particular.

A reading committee ensuring the quality of the authors and published works shall be set up in this respect.

Project Programme - Proposal N° 13

Set up an online training centre for the teaching of the Quran and Tradition as well as the teachings of Cheikh Ibrahim NIASS May Allah be pleased with him. The courses shall be provided in distance-learning mode by videoconferences and on platforms via internet.

This centre will have modern structures and any person, who is interested may register. Various services may be charged through registration fees, monthly subscriptions, purchase of training books, etc.

Project Programme - Proposal N° 14

Build some new Islamic schools.

Project Programme - Proposal N° 15

Ensure a regular and structuring support to mosques and Quranic schools through an improvement of the teaching premises and dormitories.

Project Programme - Proposal N° 16

Set up a cleaning and maintenance business for the mosque and other religious buildings. The service will be free of charge for some listed places in connection with the Faydah and fee-paying for interventions in other places (businesses, houses, etc.).

Project Programme - Proposal N° 17

Ensure a support whose format shall be determined in accordance with the main religious events (gamous, ziarras, conferences, etc.).

c. Education and Training²

Education in the broad sense and training shall be integrated in the Project programme by setting up quality structures, promoting excellence and developing the expertise within the Hadra.

Project Programme - Proposal N° 18

Award national and international scholarships of excellence, in any subject.

Project Programme - Proposal N° 19

Create new centres for vocational training, in any field while reinforcing the existing structures through donations of school equipment in particular.

Project Programme - Proposal N° 20

Put at the disposal of the community the expertise of the Hadra's members through the organization of free consultations in various fields such as law, finance, etc .

d. Modernization and Town Development

The main cities of the Faydah will be at the heart of the Project through a wide development and embellishment programme.

Project Programme - Proposal N° 21

Organize the development of the territory of Medina BAYE through urban planning, delimitation of road system and allotment of housing areas.

Project Programme - Proposal N° 22

Ensure sanitation of the main cities, including that of Medina Baye market and cemetery, and plan to build a new cemetery.

Project Programme - Proposal N° 23

Enquire about an ecology-oriented sanitation system which would be cheaper and would be friendly to environment. For this purpose, contact some specialists in this matter and call for NGOs which work in the field of environment for a possible participation in the financing of such a project.

Project Programme - Proposal N° 24

Plan a resettlement of Medina Baye market.

Project Programme - Proposal N° 25

Continue extending the religious city of Medina BAYE by developing new allotments in the direction of Kahone and Mbadakhone.

Project Programme - Proposal N° 26

Restore the road systems of the main cities, achieve the various paving and embellishment projects and improve public lighting.

² Religious aspects have been inserted in the previous section [Heritage, Culture and Religion](#).

Project Programme - Proposal N° 27

Structure the management of waste by setting up an entity dedicated and led by a participative and community management committee.

Project Programme - Proposal N° 28

Define a slaughter area of the cattle and plan to create a structure responsible for such a slaughter in Medina Baye in order to provide an alternative mode compared to the anarchy and disorder regularly noticed, especially on the occasion of religious holidays.

Proposal n°5 made under section [« Heritage, Culture and Religion »](#) is also applicable under [« Modernization and Town Development »](#).

e. Economy

With a view to reducing the social gap, empowerment of women and youth occupies a special place among the « *Project* » objectives.

For this purpose, the Project may invest in job-providing activities and accompany project developers. See section [Income from Activities](#).

f. Communication

A quality communication would ensure the wide-scale dissemination of the messages and vision of Cheikh Ibrahim NIASS May Allah be pleased with him and thus a wide a broad support for the Project.

It would also enable the different Faydah structures, including the Project to gain more credibility vis-à-vis potential investors and international organizations.

Project Programme - Proposal N° 29

Set up a communication body (agency or directorate) which will include the following points:

- creation of visual studios
- obtaining a television and broadcast frequency to provide more visibility to major events of the Faydah and get some advertising revenues from them
- an official communication unit of Medina Baye. Such an unit will ensure communication relating to all the Project activities, and also of the Faydah. It will have a website and official pages on the social networks. It shall monitor all the communication structures which provide information on the Faydah. Such a communication unit will be composed of, among others digital and audiovisual communication specialists.

Such a communication agency or directorate, in addition to enabling to control the members' images and Hadra's actions, is likely to generate income.

Project Programme - Proposal N° 30

Make an inventory, a diagnosis and a selection of existing communication entities in order to assist the most performing ones with a view to structuring and professionalizing their practices in terms of audiovisual, sound and photos contents.

2. Project Resources

In order to properly carry out its actions, the Project shall have substantial and sustainable resources.

The Project viability shall thus go through a specific identification of the origin of its resources, the setting up of some efficient and secured collection means, an efficient and transparent use of such resources.

a. Types of resources

The project resources will be made up of voluntary contributions, its activity income and possibly of other types of resources under certain conditions.

i. Voluntary Contributions

Due to the Faydah specific character, a considerable part of the Project resources will come from voluntary community members' contributions.

Project Programme - Proposal N° 1

Organize a fund-raising session, similar to the one organized on 17 February 2019, and sales of products.

Such fund-raising sessions and sales of products may be organized during some gatherings over different topics in a form of paying lunches, dinners or fast breaks « ndogous » and in the presence of distinguished personalities of the Faydah, or on the occasion of other types of events with the participation of a large number of the Faydah members.

Such events may be compiled and published on a Web portal.

Such types of punctual actions may also be envisaged on the launch of specific actions which require considerable resources or in emergency situations.

Project Programme - Proposal N° 2

Establish the notion of organization membership, which would imply a membership contribution and dues on a frequency to be determined. Different membership categories, thus dues may be considered accordingly.

Project Programme - Proposal N° 3

Establish incentive symbolic gratification modes in order to stimulate the generosity of potential donors (diplomas of recognition, medals, etc).

Project Programme - Proposal N° 4

Establish a database regularly updated of the Faydah members fully synchronized with the Jaamiyatu Ansaar-Diin members.

Integrate in such a database of potential donors not affiliated to the Faydah but who may bring their contributions.

Project Programme - Proposal N° 5

Enable a wider participation in the current fundraising for the benefit of the Project by authorizing contributions amounting less than one (1) million CFAF.

ii. Activity Income

In order to ensure the Project sustainability and enable the achievement of high impact actions, the Project shall not solely rely on voluntary contributions.

It shall include one or some entities responsible for investments in income-generating activities, always in compliance with the vision of Cheikh Ibrahim NIASS - May Allah be pleased with him- and thus in accordance with the Quran and Tradition. See section [« Legal Form »](#).

The businesses financed and/or assisted by the Project shall be leading in their respective fields, namely in industry and trade, training, building construction and public works, sanitation and cleanliness, transport and logistics, agriculture in the broad sense, micro-finance, information and communication technology (ICT).

Project Programme - Proposal N° 6

On the basis of the legal forms chosen for the Project entities, envisage to invest in the stock market by taking shares from some groups whose activities are not conflicting with the Tradition principles.

Project Programme - Proposal N° 7

Invest in agro-pastoral activities. Rice farming, mainly on the lands of Cheikh Ibrahim NIASS May Allah be pleased with him located in the North of the country, market gardening on the farms of the Faydah, cattle breeding, and poultry-breeding may be considered.

Provide the creation of conservation, processing, selling spaces units of such products.

Project Programme - Proposal N° 8

Create Islamic financial institutions and banks in order to facilitate to the Faydah members an access to credit and microcredit while generating income.

Such an access to micro-credit may also help in the financing of projects undertaken by the women and young persons.

Such establishments may in addition be used within the framework of the collection of the Project resources.

Project Programme - Proposal N° 9

Ask experts of the existing tools (Orange Money, Wari, PayPal, Gofundme, etc.) to suggest an efficient and effective means to share them, plan to have a distributor status for those payment means, create an international money transfer business or in addition, design an aggregator financial product (a means of payment including the different payment means).

This will enable to generate income from each transaction and will at the same time be a means of collecting the Project resources.

Project Programme - Proposal N° 10

Create religious tourism agencies, which will organize trips and immersion stays in Médina Baye.

The suggested itineraries could include:

- visits in Taïba, Kossi and other historical places of the Faydah
- meetings with the Faydah scholars
- accommodation in hotels owned by one entity of the Project
- a shuttle bus from Diass airport to Medina Baye
- a car rental service

Project Programme - Proposal N° 11

Organize an annual competitive test via a call for projects. The winning projects will be granted a financing as a contribution by a Project entity.

Funding of the projects designed by the women and youth may be prioritized.

Project Programme - Proposal N° 12

For all the activities funded and/or supported by the Project, denominations having a symbolic significance within the Faydah may be privileged:

- Sakham Mame Astou DIANKHA
- Keur Ayre (Agricultural) Farm
- ThialangKossi
- NIASS Bank
- Baye Pay
- Ziada
- etc.

Furthermore, some proposals relating to the [Project Programme](#) already included some income-generating activities. There are as follows [Project Programme - Proposals N° 11, N° 12, N° 13, N° 16, N° 27, N° 28 et N° 29](#).

iii. [Other types of resources](#)

On the basis of the legal form of each Project entity in creation, they may have other types of resources.

Project Programme - Proposal N° 13

If the legal form chosen for one Project entity is a public utility Foundation, it may be given grants and receive donations, bequests and other contributions made up as well by natural persons as legal persons (businesses, single owner companies, etc.).

b. Collection of resources

The Project has 3 bank accounts open at the *Banque Islamique du Sénégal (BIS)*, *CBAO* and *Bank of Africa (BOA)* and intended at this point to collect all the donors' contributions. Bank details of such accounts are available in the annex hereto.

Project Programme - Proposal N° 14

Establish a full digital process for resource collection.

For that purpose, design a web platform including the following points:

- an official web portal, its structure, history, areas of intervention, and its achievements. Such a portal will make visible all the main projects of the Hadra (model, budget, achievement progress and financing level) and shall be under the administration of a dynamic team in collaboration of the communication of the Project
- an « **API** » *enabling collect donations or contributions from worldwide donors in collaboration with Paypal, telecommunication operators and banks. Such amounts may be disseminated for a wider transparency.
- the database of the worldwide community members and potential donors not affiliated to the Faydah

Thus, with the contribution of some experts in this field, that platform will enable to provide :

- a multicurrency international money transfer service
- a Mobile Banking service
- a Mobile Money service
- instrument panels on the financial movements

Such digitalization will guarantee the tracking in real time of any flow of money coming in and going out. It will also facilitate fund repatriation or fund allocation for a specific financing.

The availability of instrument panels on the financial movements will enable financial experts to implement policies and measures for a thorough fund management transparency.

Furthermore, some proposals relating to the [« Activity income »](#) already included some means of collecting the Project resources. There are as follows: [Project Resources – Proposals N° 8 et N° 9](#).

c. Use of the resources

Emphasis shall be put on an optimal use of the Project resources.

Project Programme - Proposal N° 15

Designate a group of experts responsible for designing a 3 year Strategic Plan based on an advanced diagnosis of the community as well as on the proposals resulted from the workshop of 2 March 2019.

An Action Plan will arise from that Strategic Plan enabling to carry out some arbitrations among the different proposals from this Synthesis Report of the different sections in consideration.

A list of 3 priority actions may for instance be drawn up via this 3 year Strategic Plan and an achievement of an implementation schedule with specific timelines may be considered

Project Programme - Proposal N° 16

Select and quickly implement a proposal with specific timelines, which will add credibility to the Project's actions.

Project Programme - Proposal N° 17

Set for each Project action SMART objectives (Specific, Measurable, Acceptable, Achievable, Temporarily Defined)

Project Programme - Proposal N° 18

Set up a committee of experts responsible for the selection, management and monitoring of the « actions » funded by the Project (hereinafter « *the projects* »). Such a committee of experts may be in charge of:

- the selection of projects to be financed after an advanced analysis of their feasibility, relevance and cost-effectiveness, particularly through the adoption of a programme-budget system. This consists firstly in the study of the project and budgeting of means required for its achievement. The funds shall be disbursed only on the basis of reliable information
- the rigorous selections of the project managers on the basis of interviews in order to test their skills, abilities and to ensure their good moral character
- setting up of monitoring and assessment mechanism assisting each project to their completion. Accountability shall be introduced as an inflexible principle.

* Application Programme Interface (API)

3. Organization and Project Monitoring

Project Organization – Proposal N° 1

The list of the founding members was closed to the first hundred (100) having fully freed their contributions to the Fund. The selection mode of the members will however depend on the legal form(s) finally chosen for the Project.

a. Legal Form

Different legal forms shall be considered, each of them laying down specific features, which may meet the requirements of the Project:

- Non-profit entities: the foundation composed of donors, Waqf and association. They shall provide an interest at the tax level and may enable, in case of recognition as public utility services to receive some benefits. See section [« Types of Resources »](#).
- Profit-seeking entities: commercial company. Such an entity would be the economic arm of the Project and would enable to carry out economic activities in any promising growth sector, thus ensuring income to the Project. See section [« Activity Income »](#).

In the plenary session, there was a rich exchange over the legal form mainly in respect of a non-profit entity : shall we move towards a recent instrument in Senegal of an Islamic Foundation (WAQF) in accordance with Act N° 2015 -11 dated 06 MAY 2015 or rather towards a Classical Foundation in accordance with Act N°95-11 dated 07 APRIL 1995 and Decree 95- 415 dated 15 MAY 1995 ?

It is convenient to note that, at the end of the sessions of the workshop held on 2 March 2019, no consensus was found regarding the legal form(s) to choose.

WAQF legal form was presented by a work group during the said workshop and a documentation relating to this Islamic solidarity tool is available in the annex hereto.

Furthermore, a comparative analysis between foundation and waqf is also available in the annex hereto.

Project Organization – Proposal N° 2

Ask some experts to carry out a specific analysis on the opportunity to create an entity according to each of the suggested legal forms:

- Foundation for public utility
- Waqf
- Association
- Commercial company

Assess the interest to create several entities in order to carry out the various Project segments.

Project Organization – Proposal N° 3

Plan to set up a Non-Governmental Organization, which may take the form of a Foundation or an Association.

Project Organization - Proposal N° 4

Envisage reactivating the steps of the *Fondation Cheikh Ibrahim NIASS* -May Allah be pleased with him - whose creation procedure has already been started, subject to the approval of the Hadra high authorities.

Such a step aiming to make operational that Foundation, by obtaining a public utility decree, will have the merit to be in the continued process, to enable to save time and benefit from the aura and dimension of Cheikh Ibrahim NIASS May Allah be pleased with him.

It is convenient to note that all the legal deeds and initial submission of the Foundation are available with Maître Moustapha NDIAYE, Notary public in Dakar.

Project Organization - Proposal N° 5

Create a holding specialized in shareholding with existing companies, whose activity is profitable and consistent with the Islamic tradition, and also with new companies partly or wholly funded by the Project.

The profits generated from the management of those companies in which the holding would be a shareholder may, after tax payment be allocated to some non-profit entities also supported by the Project.

Project Organization - Proposal N° 6

Whatever the legal form(s) chosen, plan for some agencies across the world.

b. Governance and Functioning

Rigor, professionalism and transparency, closely consistent with the Quran and Tradition shall be the basic management principles of the Project in compliance with the standards which exist for each of the legal forms considered.

It is furthermore reminded that, in the event of a creation of a public utility foundation, the Ministry in charge of Finance may carry out some investigations in order to verify the legal accurate functioning of the structure.

i. Governance and control

Project Organization - Proposal N° 7

Whatever the legal form(s) chosen, plan the following bodies:

- a board of directors or of supervision composed of skilled personalities and under the chairmanship of the Khalif or his representative
- an audit committee

Project Organization - Proposal N° 8

In the event of a foundation with a board of directors, it may be composed of ten members distributed in three colleges: founders, skilled personalities and full members representing general interest.

Project Organization - Proposal N° 9

In the event of a Waqf with a board of supervisors, it will aim to ensure the enforcement of the transparency and good management rules, and in compliance with the Project objectives.

Project Organization - Proposal N° 10

In the event of a Waqf with a board of supervisors, under the chairmanship of the Khalif or his representative may be composed of other members such as:

- Chairman of the board of directors
- internal auditor
- Manager controller
- statutory auditors
- donors' representative(s)
- State representative
- Legal advisor (lawyer)
- deposit banks, etc.

Project Organization- Proposal N° 11

In the event of a Waqf, set up, in addition to those already on the list (board of directors and of supervision), a Charia Board which shall decide on illegality and conformity issues in Islam. Such a body shall have a full autonomy in relation to all the other decision-making bodies.

Project Organization- Proposal N° 12

In the event of a Waqf, set up other decision-making structures and bodies:

- an executive and arbitration board
- a financial and budget management committee

Project Organization- Proposal N° 13

Whatever the legal form(s) chosen, plan the designation of auditors.

ii. Management and administration

An appropriate choice of the human resources responsible for piloting and managing the Project as well as a relevant Organization shall be the keystones of its success.

Project Organization- Proposal N° 14

As regards the recruitment of the staff of the Project entities in creation:

- call for applications
- Establish a rigorous and transparent selection of applicants with proven experience and motivation
- Provide a final validation by one or some of the authorities of the concerned entity.

Project Organization- Proposal N° 15

Whatever the legal form(s) chosen, provide at least the following directorates:

- a directorate of administrative and financial affairs
- a directorate of legal affairs
- a directorate responsible for the relations with the public and local partners
- a directorate responsible for international relations and with the institutional bodies
- a directorate for internal control

Project Organization- Proposal N° 16

Envisage drafting a Procedures Manual including, among others the entitlements for disbursements and establishing the duality principle of signatures.

Some proposals of the previous sections, particularly in section [« Communication » - Project Programme – Proposal N° 29](#) and [« Use of Resources » - Project Resources – Proposal N° 18](#), included items related to the Project organization.

c. [Project Monitoring and Conclusions](#)

Many proposals were put forward during the sessions of the workshop held on 2 March 2019 aiming to structure the Hadra Project.

In order to ensure its implementation, a formal monitoring shall be organized.

Project Organization- Proposal N° 17

Set up a Monitoring and assessment committee.

It will be efficient if is composed of multidisciplinary teams and of three (3) sub-committees responsible for :

- the objectives and programme : fund-raising, fund and projects management (sub-committee of 5 to 7 members)
- the legal form of the Project entities : Memorandum and articles of association, and internal rules (sub-committee of 5 to 7 members)
- the mode of organization : structural chart, organizational and functional chart (sub-committee of 5 to 7 members)

Annexes

- Annex 1 : Proposals
 - List of sixty-five (65) proposals from the sessions of the workshop held on 2 March 2019
 - List of the ten (10) additional proposals from the Workshop Report of Medina Baye held on 7th, 8th and 9th September 2001 and approved by the Workshop Monitoring Committee which took place on 2 March 2019
 - A comparative analysis between Waqf and Foundation
- Annex 2 : information on Waqf
 - Contribution on Waqf
 - Presentation 1 on Waqf
 - Presentation 2 on Waqf
 - Communication on Financial Institutions of the Decentralized Financial Systems
- Annex 3 : miscellaneous annexes
 - Terms of Reference (TOR) of the sessions of the brainstorming workshop held on 2 March 2019
 - Methodological guide of the sessions of the workshop held on 2 March 2019
 - Working document achieved in 1997 on the *Fondation CHEIKH AL ISLAM EL HADJ IBRAHIM NIASS*
 - The contribution of Amadou SAMB
 - The 10 Reports from the workshop held on 2 March 2019
 - The participants to the sessions of the brainstorming workshop held on 2 March 2019 and their restitution
 - The Project bank accounts