

**Organisation
Intergouvernementale
Panafricaine**

منظمة إفريقية بيحكومية



**Pan African
Intergovernmental
Organization**

*Au service de l'innovation,
de la modernisation et de la
construction d'administrations pour
une Gouvernance Publique Responsable*

*Serving innovation,
modernization and establishment
of administrations for
Responsible Public Governance*

Depuis/Since 1962 ...

*The renovated CAFRAD at the service of global, digital and intelligent
transformations of African public and private administrations*

Profile of the Organisation: CAFRAD: African Training and Research Centre in Administration for Development (CAFRAD) – A Pan-African Intergovernmental Organisation, serving as a catalyst and driving force for comprehensive transformation, governance, regional integration, and sustainable and inclusive development across Africa.

CAFRAD, a pioneer in Africa's comprehensive transformation and a leading institution in the training of African leaders.

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«Africa is expanding, but it is not transforming. », warns a prominent think tank, the African Centre for Economic Transformation—Index on the Transformation of Africa.

Since 1962, CAFRAD has been harnessing its expertise to support the training of African leaders and senior executives in various areas, including public administration, governance, and management.

What CAFRAD Concretely Brings to Its Member States and the Construction of a New Africa:

Our Services, Products, and Deliverables

CAFRAD contributes to the development of the administrative, institutional, and human capacities of its Member States:

- CAFRAD is the leading Pan-African public service organisation advancing the art, science, education, and practice of public administration, private enterprise, and non-profit organisations.
- CAFRAD brings forth a new generation of leaders who are confident, ethical, authentic, clear-sighted, transformative, bold, and visionary, dedicated to systemic transformation and global governance in Africa;
- CAFRAD prepares, coaches, trains and supports leaders and senior executives to the highest responsibilities in the exercise of their profession;
- CAFRAD supports the transformation of States, territories, companies, civil society organisations and society as a whole, develops their capacity, resilience, agility, robustness, and overall performance, for

the collective and individual well-being of citizens as well as overall performance;

- CAFRAD is committed to organisational, institutional, structural, systemic, digital, societal, intelligent, managerial, ethical, economic, socio-cultural, political and democratic transformations of the concept of security and peace, legal, judicial and institutional changes;
- CAFRAD supports the construction and/or reinvention of effective, robust, and innovative public administrations, equipped *with competent personnel and strong institutional frameworks, to ensure Africa's comprehensive transformation and regional integration*. This involves using certified or degree-awarding continuing training, senior African officials' capacity building, and research and innovation to reposition Africa within global governance.
- CAFRAD anticipates the obsolescence of competencies and prepares for the professions and services of the future.

CAFRAD provides high-quality intellectual services to member states:

- Promoting best practice (innovative practices) in administration, public management and governance, while fostering performance, transparency and a culture of public policy evaluation and accountability across Africa;
- Training, developing and evaluating training programmes, plans, and offerings; immersion placements; study visits; and technical support;
- Training engineering, training system design, pedagogical and andragogical engineering;
- Advisory services and coaching;
- Institutionalised and personalised support, mentoring, and advisory services;
- Study, organisational, institutional, territorial diagnostic, strategic, and public audits.
- Strategic analysis and vision development;
- Drafting of normative legal texts in international law, regional law, and domestic law (legistics);
- Research, development, innovation, and expertise;
- Promotion of political, scientific, academic, cultural, economic, and technical cooperation, and the sharing of expertise and innovative practices;
- Support for electoral processes and crisis resolution;
- Communication and strategies for influence and impact;
- Complex and strategic negotiations, mediation, arbitration, and the promotion of soft and bright power;
- Management of transformational change;
- Implementation of economic intelligence projects and development of monitoring and early-warning systems;
- Formulation and evaluation of public policies and strategies;
- Design and management of complex and innovative projects, evaluation, and capitalisation;
- Publication, dissemination, editing, knowledge management, *benchmarking*, and South-South and triangular scientific cooperation;

- Translation and interpretation in English, French, Arabic, Portuguese, and Spanish;
- Establishment of strategic partnerships and mobilisation of innovative funding;
- Development of decision-support toolkits;
- Analysis of African and international events to support timely and informed decision-making;
- Resolution of sustainable and inclusive development challenges;
- Development of sustainable business plans (*business models*);
- Information and awareness-raising on global and African issues;
- Promotion of responsible governance and innovative leadership;
- Training of trainers and supervision of training institutions;
- Establishment of a directory of African experts and consultants in public affairs;
- Definition of corporate and military strategies;

CAFRAD provides African States with:

- standards for excellent and high-performing public administration, including certification and labelling schemes;
- innovative ideas, actionable knowledge, skills, and talents;
- innovative and best practices in public administration and governance (*Benchmarking*);
- studies in comparative public administration;
- Reports on the transformation of public action in Africa and worldwide.
- Principles, values, and rules of good governance;
- Innovative tools and methods for delivering public services;
- A reference framework of occupations, jobs, and competencies in public administration across Africa;
- (Becoming) an Observatory of Public Services in Africa;
- Dashboards for comprehensive public performance monitoring;
- Innovative tools for evaluating public policies;
- Models for the formulation of public policies;
- Methods to implement a “quality” approach within public organisations (Quality Management System – QMS);
- Standards of excellence in public administration education and training;
- Decision-making support tools for public authorities;
- Quality management standards;
- Motivation tools and performance indicators for human resources in the public sector;
- Leading approaches to public administration (managerial, political, legal, economic, classical, neoclassical, systemic, traditional, modern, institutional and structural, behavioural, scientific, case-study-based, historical, philosophical...);
- User-customer satisfaction surveys in public services (Public Service Barometer).

CAFRAD Activities

Training, research, production, publication, documentation, consulting, and advisory services within a multidisciplinary, interdisciplinary, and transdisciplinary perspective.

CAFRAD COMMITMENTS

At CAFRAD, we place human dignity, sustainability (environmental), ethics, equity, and inclusion at the heart of tomorrow's public action.

At CAFRAD, we contribute to shaping a new kind of human being for a different human-centred world guided by human values.

At CAFRAD, we help stakeholders unlearn harmful professional, administrative, managerial, and governance practices; draw lessons from past errors; and shift mindsets away from anti-developmental ideologies.

Target groups of our actions: leaders, strategic managers, middle managers, operational managers, policy makers and evaluators, drivers of overall performance, senior executives, top-level professionals, and decision-makers in the political, military, paramilitary, administrative, judicial, territorial, economic, health, educational, social, cultural, religious, scientific, academic, and environmental sectors—those who shape societal life and influence the destiny of citizens, along with their close collaborators.

1. Holders of political, executive, and legislative authority: Heads of State and Government, members of government, senior officials from the Presidency and the General Secretariat of the Government, parliamentarians, political advisors in presidential and ministerial offices, political elites, leaders and executives of political parties, and political support staff.

2. Holders of judicial and jurisdictional authority: Presidents of high financial, administrative, judicial, and special courts; senior magistrates of lower courts; lawyers; and other justice actors of institutional significance.

3. Actors within high courts with specific jurisdiction: Leaders and senior officials of Constitutional and High Courts of Justice, or the Republic's Courts of Justice.

4. Holders of specific, constitutionally established powers: Leaders and senior officials of independent administrative authorities (IAAs) and equivalent institutions.

5. Holders of administrative and technical authority: Senior executives, ministerial leadership teams, ambassadors and high-ranking diplomats, executives of state-owned companies, government agencies, mixed-economy companies, public interest groups, economic interest groups, public and semi-public enterprises, prefects, governors, directors and heads of departmental, provincial, and regional services, sub-prefects, and their collaborators.

6. Continental authorities and senior officials of African regional organisations: African Union, Regional Economic Communities, African multilateral banks, and specialised African organisations.

7. Territorial managers and members of local governments: mayors, regional elected officials, and senior executives of decentralised local authorities.

8. Top management of private sector enterprises: Leaders, managers, entrepreneurs, startup founders, innovators, and investors.

9. Holders of scientific authority: leaders and management teams of universities and training institutions in public administration, diplomacy, management, and governance.

10. Guardians of democracy and actors in social and solidarity-based action: Leaders of civil society organisations and media institutions, whistleblowers, traditional and religious leaders, conscientious objectors, and opinion makers.

11. Priority groups and those with specific needs: women leaders, women managers, women entrepreneurs, engaged youth, other key development actors or those in strategic positions within organisations, and the general interested public.

12. Networks of experts and consultants in public administration and governance.

13. Conquest of the global training and research market.

Institutional Projects of CAFRAD

1. Project for the remobilisation of CAFRAD Member States and partners: Ensuring the organisation's rehabilitation, visibility, restoration of trust, and global outreach.

2. Project for the renovation and improvement of CAFRAD's governance.

3. Project for mobilising human, financial, and technological resources.

4. Project for rehabilitating CAFRAD's website and digitising archives, documents, and publications of CAFRAD: Creation of the CAFRAD Digital Database and digitised documentary repository.

5. Project for the establishment of CAFRAD Publishing House in partnership with major bookstores, to publish CAFRAD's works and publications on topics within its mandate.

CAFRAD's Projects for Sustainable and Inclusive Development of Africa

1. Projects for driving transformational changes in the public governance systems in Africa

Developing human capital and soft skills (behavioural, interpersonal, relational, cognitive, psychological, and transversal skills)

2. Project for digitalisation and digital transformation of public administration/public service

AI and digital transformations

Developing competencies in AI and digital transformations for the officials and African leaders.

3. 'Representing Africa Better' programme: Accompanying senior African executives to integrate African and global organisations, as well as international NGOs and governmental agencies of international development, to increase the representation of Africans on the worldwide scene.

4. The Project of reinforcing the South-South cooperation and constructing regional integration for integral and sustainable development in Africa (Based on the royal vision and the new development model in Morocco).

5. A project related to integrating Africa in the global value chains: Structural economic transformation of Africa (Strengthening productive capabilities, financial and commercial transformation (green and sustainable industries, ethical and equitable trade): economic transformation programme of Africa (ETPA), developing special economic zones/ of economic transformations of Africa and in Africa: leading African out of the raw materials-based economy: integrating it in the global value chains, having Africa surmounting the linear and red economy: promotion of the new circular, digital, social, and solidary economy, having Africa out of informal economy, and moving Africa away of the black and mafia-based economy...

Sustainable and inclusive economic transformation

Promotion of the new structural economy: blue, green, circular, social, solidarity, collaborative, sharing-based, and digital economy.

6. « A woman in the service of sustainable and inclusive development » Programme:

The project of developing feminine entrepreneurship (training women with an entrepreneurial spirit in management and leadership, studying the obstacles hindering the participation of women in modern (official) and traditional decision-making, studying the impacts of women's economic and financial empowerment on the family, society, and development, studying the position of women as a part of development, studying the engagement and the occupation of responsibility positions by women in the political scene and the high positions in the public administrations (political reform and quotas allocated for women, are they sufficient?), roles and responsibility of the elected women in public and local governance and territorial development, gender and development in Africa.

7. Project to develop local skills and talents in Africa:

Joint training of state personnel as well as territorial authorities and the territorially elected officials, setting up indicators of performance and good governance, creating dashboards to develop public policies or following the impacts of public policies on the population and the participation of citizens, and support for the local civil society, for the private local sector...

8. Project of building smart cities

9. Project to develop African entrepreneurship and start-ups

10. Support project for ENAs or administrative, diplomatic, management and governance training institutes in Africa: Training

management teams, training trainers, pedagogical innovations, evaluating training offers, improving quality, core curriculum...

11. Project of mobilisation/coordination of the actors of educational, training, research ecosystem in Africa in the service of quality, inclusion, and construction of the 21st century Africa, a new Africa: Implementing a network or association of the institutions of training (public administration, diplomacy, public finances, management, commerce) in terms of each country, state and non-state actors, responsible for education, training and research, establishment of an African circle of entities for training and research (AAPAM, CAFRAD, CRADAT, CGLU, Academy of territorial authorities ALGA)

12. Project of facilitating democratic access to competence (edition, book policies, partnership with big libraries, houses of publication, magazines, and other sources of knowledge production, individual accompaniment, tutorial system, recommendation of oeuvres to be read by the managers and the leaders on expressed needs and follow-up, production of reading summaries for leaders, study tours and immersion, collaborative platform for managers and leaders, exchange of innovative practices, academic and scientific cooperation, sharing of information and intelligence, etc.)

13. Project of relation to improving the quality of continuous training in Africa (**African market study in terms of training and research, analysing the need for training leaders and senior executives of the state, creating a reference frame of competencies and professions**, forming a reference frame of and professions competences in the horizon of 2050).

14. Project of developing public innovation and organisational learning.

15. Project of relation to developing capabilities in terms of science, technology, and innovation and **applications of social sciences in problem solving in the context of Africa's development.**

16. Project of security's coproduction in Africa.

17. Project of backing biomedical innovations.

18. Project of establishing an ultramodern radio-television infrastructure for producing and streaming news and accurate and authentic knowledge in Africa, to alter the narrative and the picture of the continent. It will be a channel directed to training new Africans, free from prejudices and false knowledge about Africa.

19. Peace in Africa Initiative: There is no development without security and vice versa, equipping the youth, women, senior officials and African leaders to develop the culture of peace and collaboration with the forces of

defence and security to combat new menaces (terrorism, Jihadism, violent extremism, asymmetrical, ethnical, community based conflicts, etc).

Megaprojects that federate and integrate on a continental scale

Priorities of Africa's development: building a new Africa with authentically African values and contributions of foreign science and technology that are useful and humane for Africa.

Benchmarking, best practices, and (transversal) innovative practices.

1. Programme for developing human capital, competencies, and talents
Education, technical training, higher education, continuing training, health, social action, protection, justice, equity and social and human inclusion, real purchasing power, GINI coefficient, fight against inequalities
Attracting and developing talents, avoiding the plundering, wastage and flight of talents.

2. Project of establishing a capable state and open, accountable governance
Solid, efficacious, effective and inclusive public administration
Credible public institutions - public confidence
Decentralisation, advanced regionalisation and territorial development
Partnership among the public sector, the private sector and civil society
Economic and trade negotiations
Journalistic freedom, religious freedom,
Citizen participation and monitoring, whistleblowers, and democratic watchdogs
Rule of law, democracy and a credible and effective judiciary
Effective parliament and inter-parliamentary cooperation at the regional and global level
Fight against corruption and emerging crimes
Security, defence, law and order, combating terrorism, violent extremism and jihadism
Managing risks, crises, emergencies, uncertainty, complexity and paradoxes
African regional integration and global affairs, international cooperation and governance

3. Project of a sustainable and green electricity, a fundamental condition and sine qua non for development.
Solar energies, nuclear energies, wind power energies, energetic efficaciousness, and energy economy.

4. Project of high-speed internet debit, digitalisation, digital transformations, generative AI, cybersecurity and digital inclusiveness.

5. Programme for sustainable agricultural development and biological livestock farming.

6. Project for developing the blue economy and hydrodiplomacy.

7. Project for Developing Craft Industry Professions.

8. Project for green industrialisation, sustainable economic transformation, economic diversification and economic and financial inclusion: creation of centres of excellence in industrial mechanics by Africans with the

mechanical industry, the manufacture of machines and technologies for the finished transformation of raw materials, natural resources, agricultural products, fish and animal products. The new development model implies a paradigm shift, transformational change, a new type of leadership, new governance, the training of human capital and mastery of the manufacture of machinery and technologies for industrial and economic transformation, as well as for the implementation of major public works.

Establishing Subregional Centres of excellence and competitiveness

9. Project for ethical, equitable, sustainable and inclusive commerce.
10. Project for constructing a space of liberty, security, and justice in Africa
11. Common prosperity, disability, reduced mobilisation, people with special needs, social, work, youth, women, children, foreigners, drinkable water
Territorialisation of public politics and regional balance, national solidarity.
12. Project for humanitarian support of women in conflict or post-conflict zones: Sudan, South Sudan, DRC Goma, North Benin, Nigeria, CAR, Niger, Burkina Faso, Mali,
 - rebuilding social and community infrastructure
 - education for women
 - psychological support
 - profitable activities

Top priority themes in 2025

1. *Making leadership and exercising authority in an African context*
2. Transformational changes and soft skills development
3. Open governance, democratic, inclusive, and good public governance. Fundamental elements for the good functioning of the public administrations
4. Innovation management: governmental innovation, public innovation, intergenerational transfer and knowledge management.
5. Public administration, digitalisation, digital transformations, and generative AI
6. New diplomacy (structured) professions
7. Economic, **organisational/institutional, digital, societal, intelligent, managerial, ethical**, and sustainable development-based transformation
8. Management of human resources: team management, evaluation, motivation, organisational learning and development of human capital (Strategic Workforce planning)
9. Facing ambiguity and managing uncertainty in a changing world (management of uncertainty, urgencies, risks, crises, paradoxes, and complexity (VUCA))

10. Managing in programme mode: human, the performer of reforms, transformations, and global performance

Key Annual Events

1. Public-private Pan-African dialogue on the innovations (PPADI)
2. Transdisciplinary conference on global transformation of Africa (TCGTA)
3. CAFRAD's Day for Public Action.