

**Organisation  
Intergouvernementale  
Panafricaine**

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

منظمة إفريقية بيحكومية



*Depuis/Since 1962 ...*

**Pan African  
Intergovernmental  
Organization**

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

***The renewed CAFRAD in the service of the global, digital, intelligent and sustainable transformations  
of African public and private administrations***

**ANNUAL BUDGETED WORK PLAN FOR THE TRANSITION YEAR  
JULY 2025 - JULY 2026**

	Actions	objectives	Expected results	Target	Cost and sources of funding	Associated structures Venue, date and language	Indicators	Sources of verification	Preparation
<b>I. <u>Programme for renovating and enhancing CAFRAD governance</u></b>									
<b><u>Strategic objective 1</u>: Ensuring the comprehensive and in-depth renovation of CAFRAD to make it an instrument for building and/or reinventing a digitalized, efficient, intelligent, sustainable, resilient, robust and learning public administration in all African countries.</b>									
1.	<b>Organization of a tour for mobilizing and remobilizing member states as well as popularizing CAFRAD throughout Africa</b>	Mobilizing and remobilizing Member States to encourage regular payment of contributions; Carrying out CAFRAD popularization activities in the States; Ensuring visibility and influence of CAFRAD	The MS are mobilized and remobilized to the cause of CAFRAD; Activities of popularizing CAFRAD in the MS; Visibility and influence of CAFRAD in the MS	<b>1.</b> Minister ; <b>2.</b> Focal points ; <b>3.</b> National partners;	•CAFRAD US\$20,000 •Partner US\$5,000  DG mission expenses plus one executive,	❖ MS involved ❖ Date to be agreed with each country	Number of member countries visited; Number of meetings held and participants; Commitment of national authorities to pay their contributions	Mission report	
2.	<b>Organizing a round table of CAFRAD partners</b>	<b>Remobilizing technical and financial partners around the CAFRAD roadmap; Seeking innovative financing for the implementation of CAFRAD activities; Arousing renewed</b>	The partners are committed to cooperating with CAFRAD Financial resources are sufficient to carry out research and other CAFRAD activities CAFRAD is necessarily called	Sub-regional, regional, continental and international organizations, Philanthr	•CAFRAD US\$10,000 •Partner US\$15,000	❖ Chairmanship of CAFRAD, ❖ Rabat and/or online, ❖ February 27, 2025 ❖ French and English	The strong interest of participants in concluding partnerships with CAFRAD Quantity of reliable promises of	Report of the round table	

		interest among partners in financing training and research activities for development in Africa.	upon for training initiatives on the continent.	opists Foundati ons			donations		
3.	Development of the four-year strategic plan 2025-2028	Carrying out an in-depth and holistic participatory and inclusive diagnosis of CAFRAD; Formulating a new mobilizing vision for CAFRAD; Defining new strategic orientations for CAFRAD and a matrix of relevant actions; Avoiding by sight steering (improvisation of the governance) of CAFRAD	The plan includes an ambitious, precise and coherent Vision with the missions of CAFRAD;  The CAFRAD work plan allows for better cooperation with partners;  Strategic monitoring allows for better anticipation and reaction when various administrative problems arise;  CAFRAD is equipped with a compass and a results-based planning tool;	State Ministries; Private companies; Training and research institutions	•CAFRAD US\$10,000 •Partner US\$8,000	❖ CAFRAD; ❖ Focal Points ❖ Scientific Committee ❖ Support Group for the International Outreach of CAFRAD (GARIC)"  ❖ March – June 2025 ❖ Rabat and online ❖ French and English	Enthusiasm of partners; Approval by the Governing Board (GB) 2025;	The four-year Strategic Plan, phased and finalized	

4.	<b>Recasting the fundamental texts of CAFRAD</b>	<p>Conferring the attributes of an international organization on CAFRAD; Adapting CAFRAD to the developments in its field of intervention;</p> <p>Strengthening the institutional and governance framework of CAFRAD;</p> <p>Improving the governance and working conditions of the CAFRAD staff;</p> <p>Integrating and consolidating the various previous amendments to the fundamental texts; Completely renovating CAFRAD.</p>	<p>CAFRAD is better regarded in the sphere of international organizations; CAFRAD's functioning is better in line with the international standards; Specialized, dynamic and diversified resources are available for a better productivity of CAFRAD. Clear and complete texts help in decision-making, particularly for staff and new funding opportunities for CAFRAD.</p>	CAFRAD	<ul style="list-style-type: none"> <li>•CAFRAD US\$10,000</li> <li>•Partner US\$30,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ CAFRAD</li> <li>❖ Organizations and experts in the field</li> <li>❖ Chairmanship of CAFRAD</li> <li>❖ January to July 2025</li> <li>❖ Rabat and online</li> <li>❖ French and English</li> </ul>	<p>Availability of new texts;</p> <p>Improvement of the working conditions;</p> <p>Adoption of texts during the 2025 GB.</p>	<p>Progress report of each working session; Finalized documents</p>	
5.	<b>Development of the code of ethics and conduct for the CAFRAD staff</b>	<p>Ensuring the compliance of the staff with the most demanding ethical standards;</p>	<p>Compliance with the laws and regulations in force at CAFRAD facilitates work;</p>	1. CAFRAD	<ul style="list-style-type: none"> <li>•CAFRAD US\$10,000</li> <li>•Partner US\$10,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ CAFRAD</li> <li>❖ Organizations in the field</li> </ul>	<p>Availability of new texts;</p> <p>Improvement of the</p>	<p>Progress report of each working session</p>	

		<p>Avoiding behavioral deviations of the CAFRAD staff;</p> <p>Ensuring the respectability, good reputation and notoriety of CAFRAD</p>	<p>All officials respect the rules and principles of action;</p> <p>Stakeholders act with responsibility and transparency;</p> <p>A motivating and pleasant working environment is daily at CAFRAD</p>			<ul style="list-style-type: none"> <li>❖ Experts in the field</li> <li>❖ Rabat and online March 2025</li> <li>❖ French and English</li> </ul>	<p>working conditions;</p> <p>Adoption of texts during the 2025 GB.</p>	<p>and finalized documents</p>	
6.	<p><b>Formulation of a plan for mobilizing personnel of proven scientific quality and an effective human resources management policy:</b></p>	<p>Providing CAFRAD with adequate human resources for the optimal implementation of its activities;</p> <p>Providing CAFRAD with human capital that meets the requirements of its mission and its developments;</p> <p>Strengthening the geographical, disciplinary and functional diversity of CAFRAD human resources based on the criterion of high qualification and competence;</p>	<p>The MS agree to second some of their officials to CAFRAD;</p> <p>International organizations second some of their officials to CAFRAD in the short and medium term;</p> <p>Donors cover the cost of seconding experts to CAFRAD for a fixed period;</p> <p>Temporary employment</p>	CAFRAD	<ul style="list-style-type: none"> <li>•CAFRAD US\$10,000</li> <li>•Partner US\$15,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ MS ;</li> <li>❖ IO ;</li> <li>❖ Partners.</li> <li>❖ Rabat</li> <li>❖ During 2025</li> <li>❖ <i>Language: Fr/Eng</i></li> </ul>	<p>Diversity of expertise;</p> <p>Human resources management according to international standards.</p>	<p>Current initiatives for the mobilization of qualified personnel;</p> <p>The hiring of qualified, diversified and sufficient person</p>	

		Reducing the human resources deficit of CAFRAD.	contracts (TEC) are available;  The capacities of the existing staff are strengthened.					nel in each department	
7.	<b>Development of the CAFRAD administrative, financial, accounting and technical procedures manual</b>	Improving CAFRAD governance; Modernizing decision-making work processes within CAFRAD;  Streamlining recruitment and financial resource management processes; Increasing State contributions in proportion to contemporary administration and governance issues.	Administrative values are commendable;  Professional versatility is developed;  Effective continuity of the administration;  Correspondence of professional skills and qualities with the position to be occupied.	CAFRAD	•CAFRAD US\$15,000 •Partner US\$20,000	❖ CAFRAD ❖ Organisations and experts of the field  ❖ Chairmanship of CAFRAD  ❖ December 2024 to March 2025  ❖ Rabat and online <b>Language:</b> Fr/Eng	Availability of new texts  Improvement of quality and working conditions  Adoption of texts during the 2025 GB	Progress report of each working session  Finalized documents	
7.	<b>Organization of the colloquium</b>	Allowing to retrace the path taken	Degree of renown,	MS	••CAFRAD • US\$20,000	❖ CAFRAD	visibility in the press,	Report of the	

	<p><b>on the 60 years of existence of CAFRAD</b></p>	<p>together so far</p> <p>Bringing together all the people who are at the origin of this success (former Directors, Experts, partners, ...)</p> <p>Outlining the future of CAFRAD.</p>	<p>Presence of member and non-member countries</p> <p>Round tables around the Administration</p>	<p>Partners</p> <p>General audience;</p> <p>Authorities;</p> <p>Targeted private companies;</p> <p>Some large public companies of the countries;</p> <p>Investors</p>	<p>•Partner US\$10,000</p>	<p>❖ Chairmans hip of CAFRAD</p> <p>❖ Rabat</p> <p>❖ 27 February 2025</p> <p>❖ <i>Langue:</i> Fr/Eng</p>	<p>social networks and political circles; media echoes, attention of the authorities</p>	<p>colloquium</p>	
<p>8.</p>	<p><b>Development of the CAFRAD communication plan/strategy</b></p>	<p>Formulating a detailed communication plan adapted to our targets;</p> <p>Diversifying communication channels;</p> <p>Developing a greater communication</p>	<p>Communication around CAFRAD is conducted in the most effective possible way, CAFRAD refines its knowledge of its audience in order to develop effective communications.</p>	<p>MS Ministries of MS, International institutions, Private companies</p>	<p>•CAFRAD US\$10,000</p> <p>•Partner US\$10,000</p>	<p>CAFRAD Communication Rabat</p> <p>❖ <i>Language:</i> Fr/Eng</p>	<p>a) Strategic Plan drawn up</p>	<p>Progress report of each working session and finalized document</p>	

		capacity around CAFRAD activities.		Personalities.				ents	
9.	<b>Redevelopment of the CAFRAD website</b>	<p>Visibility of CAFRAD through its website; Having ordered, complete, unique and quality content for each of CAFRAD's activities;</p> <p>Reporting the flagship activities of partners;</p> <p>Generating traffic and attracting prospects to the CAFRAD website</p>	<p>Registration for CAFRAD activities is facilitated</p> <p>Advertising is done on the site for CAFRAD productions (books and research)</p> <p>Access to CAFRAD is diversified.</p> <p>The ranking of the CAFRAD Site on search engines is improved</p>	<p>MS agents ; International Organizations ; Experts/ Researchers Students Various visitors</p>	<p>•CAFRAD US\$10,000 •Partner US\$15,000</p>	<p>CAFRAD IT department</p> <p>❖ If necessary, specialized IT offices,</p> <p>❖ <a href="http://www.cafrad.org">www.cafrad.org</a>,</p> <p>❖ During the year Site</p> <p>❖ <i>Language</i>: Fr/Eng/Ar</p>	<p>Number of visitors</p> <p>Updating the content</p> <p>The quality and quantity of links pointing to the CAFRAD website</p> <p>Quantity of email quarterly marketing</p>	<p>Exploration of the site after major achievements</p>	
10.	<b>Project for the digitization of archives and documents</b>	<p>Sorting and converting paper archives into digital data;</p> <p>Committing to the digitization of archives. Digitizing archives facilitates access to these archives and prevents</p>	<p>Facilitating access to archives;</p> <p>Good preservation of archived documents;</p> <p>Preservation of the security and integrity of documents.</p> <p>Good preservation</p>	<p>1. Member States (MS)</p>	<p>• CAFRAD US\$10,000 • Partner US\$10,000</p>	<p>❖ <i>Language</i>: Fr/Eng</p>	<p>Number of digitized documents;</p>	<p>Report of the project;</p>	

		their deterioration or accidental loss; Storing documents securely and accessibly.	of CAFRAD's memory over the years.						
11.	Preparation of CAFRAD annual performance report	Having an overall assessment of the performance of CAFRAD's action and the progress of its activities in relation to the predefined strategy, Having a CAFRAD promotion document in front of various partners.	Better overall view of CAFRAD's achievements;  A brief overview of the institution's productivity;	1. CAFRAD/GB of CAFRAD	• CAFRAD US\$10,000 • Partner US\$10,000	❖ <i>Venue:</i> Rabat  ❖ <i>Date :</i> June 2025  ❖ <i>Language:</i> Fr/Eng	A strong interest from the members of the GB  A discharge of good management  A better communication tool with financial partners	Availability of the document or the developed sections	
<b>II. <u>Certifying or qualifying training programme</u></b>									
12.	Conference on Women in Africa: Role of African Women in Building and Consolidating Dynamics of Progress in Light of the Principles and Values of Responsible Public	At the end of the training, participating women are able to: - assert their political, economic, and social leadership in society - describe mechanisms for the advancement of women to facilitate	Women's capacities are strengthened so that they take an active part in the transformation process of their respective countries  Elements to contribute to the performance of	Ministers responsible for women's issues and similar areas  Senior officials, leaders concerne	CAFRAD US\$15,000 Partner US\$10,000	Ministry of Social Affairs and Microfinance of Benin  ❖ <i>Venue :</i> (Cotonou/ Benin) or Morocco (Tangier/	Visibility and attractiveness of the meeting  Number of participants ;  New contacts	Report of the Women's Conference;	Developing and validating the terms of reference (TOR). Proposing the activity to the associated structure, agreeing on the theme, responsibilities, date and venue; Preparing invitations,

	<b>Governance (RPG) and the Pursuit of the SDGs</b>	their greater involvement in political, economic, and social life in their country and on the continent;	women in their various responsibilities are shared; Strategies are communicated to women so that they contribute to the advancement of the process of accelerating development in Africa,	d with the role of women in public administration and governance; Leaders of women's associations (NGOs);		Rabat)  ❖ <b>Date: If the duration remains 3 days Monday 14- Wednesday 16 April 2025</b>  ❖ <b>Language:</b> Fr/Eng			validating by the organizers; Translation of the TOR/ Invitations/ Information note Looking for new contacts, sending invitations/follow-up/ provisional & final list of participants; Identifying the speakers/inviting them/receiving the document;
13.	<b>Pan-African Conference of Secretaries General and Directors of Human Resources of Ministries and State Institutions: Human Resources Management in African Public Administrations at a Time of Major International Changes</b>	Finding solutions to the dichotomy that prevails in some African administrations. Continuing to strengthen the capacities of public officials to make them effective actors in the implementation of the country's vision of emergence, while making the necessary financial and socio-cultural adjustments. Establishing an effective human	Concrete proposals are made to improve the strategies and the mode of reforms of the administrations. The meeting proposes a better development of the management of human resources; The institutionalization of this meeting	Ministers; Secretaries General of State Institutions; Human Resources Managers; Agents involved in personnel management International institutions	CAFRAD US\$20,000 Partner US\$10,000	❖ Ministry of Digital Transition and Administrative Reform of Morocco  ❖ <b>Venue :</b> Rabat  ❖ <b>Date: If the duration remains 3 days Monday 28- Wednesday 30 April 2025</b>	Visibility and attractiveness of the meeting;  Number of participants ; New contacts of institutions outside public functions ;  Greater interest in CAFRAD and its	General Report of the Pan-African Conference of SG & HRD	Managing the sponsorship of speakers: Visa/air ticket/accommodation/welcome/fees/departure Suggesting hotels to participants; Preparing the information note; Booking the catering service; Booking the translation of the conference in English/French; Preparing the provisional program; Informing the

		resources management policy in public institutions, adapted to the major current changes.		interested in the issues of the conference.		❖ <b>Language:</b> Fr/Eng	activities.		authorities of the country; Inviting the media; Requesting visas for participants from countries that do not have a diplomatic representation of Morocco;
14.	<b>Seminar for Business Women and Men: Business Leaders: From Corporate Duty of Vigilance to B-corp: “Benefit for All” in Africa: New Tools for Environmental and Social Impact Assessment</b>	Examining the business environment in terms of social and environmental performance, responsibility and transparency;  Examining the possible reconciliation of family life with business, professional life among managers; Promoting constructive and responsible business; Encouraging and	<b>A.</b> Leaders increasingly want to align their personal values with their investments Support from Arab and African governments for female entrepreneurship, Better acquisition of "best practices", Using innovation as a lever to strengthen the role of women entrepreneurs in economic development,	Ministry of State, Ministry of Economy and Finance; Ministry of Social Affairs and Micro-Finance; Ministry of Small and Medium Enterprises and Employ	CAFRAD US\$15,000 Partner US\$10,000	❖ <b>Venue :</b> ❖ <b>Date: If the duration remains 5 days Monday 12-Wednesday 16 May 2025</b> ❖ <b>Language:</b> Fr/Eng	a) Number of participants,  a) Greater interest in CAFRAD and its activities.	Registrations,  Training documents	Registering arrivals Ensuring the reception at (airport/station/hotel) and departure of Ministers/participants); Preparing the meeting kits; Arranging the room according to CAFRAD standards; Welcoming, marking attendance, giving kits to participants and guiding them; Collecting registration fees; Managing the needs

		improving their performance	Sharing successful experiences of women entrepreneurs.	ment Promotion; Inter-Employers Group;					of participants in the room; Preparing the provisional and final report of the session; Translating the report;
15.	<b>Pan-African Conference of Presidents of Courts of Auditors: National strategies for preventing public wealth violation in Africa in light of the principles and values of responsible public governance (RPG) and the pursuit of the SDGs</b>	Improving the effectiveness of these institutions Providing new tools to the SAI Dedicating the prevention of public wealth violation as a specific activity	Preventive measures to be taken at the level of government bodies are identified; Institutional reforms for the deployment of prevention of public wealth violation are formulated ; The development of the legal framework is proposed	Presidents of the Courts of Auditor Presidents of the Economic and Social Councils Inspectors General of Finance Controllers General of other State institutions;	CAFRAD US\$15,000 Partner US\$10,000	❖ <i>Vnue:</i> Rabat  ❖ <i>Date:</i> <b>If the duration remains 3 days Monday 26- Wednesday 28 May 2025</b>  ❖ <i>Language:</i> Fr/Eng	Visibility and attractiveness of the meeting; Number of participants; The date and host country of the next PCAs meeting.	General Report of the Pan-African Conference of PCAs	Interacting with the caterer for proper management of each coffee break or lunch; Interacting with the police for possible information; Management of the progress of the various sessions of the conference; Certificate of participation
16.	<b>WEBINAR - Public Service Day (PSD) Annual theme</b>	Encouraging States to mark this day of June 23; Sharing on the experience of this day;	Sharing of experiences among countries; A better impact of this day in the countries;	African member and non-member states	• <b>CAFRA D</b>  <b>US\$</b> ..... <b>Partenaire</b>	❖ CAFRAD Organizes a webinar <b>on Thursday 19 June 2025 /</b>	Visibility and attractiveness of the meeting Number of		The webinar follows the same preparation,

		Gathering conclusions on the theme of this year; Making a publication on the theme of the day with the experience of this day in the different countries of Africa (collaborating with AU)	A feedback in the management of this day instituted by CAFRAD		US\$ .....	<b>Tuesday 1<sup>st</sup> July</b>  + See what MPS of Morocco will do on <b>23 June 2025</b>  ❖ <i>Language:</i> Fr/Eng	participants,		
17.	<b>16th Pan-African Ministerial Forum on the Modernization of Public Administration and State Institutions (followed by the 60th meeting of CAFRAD Governing Board): the place of leadership in the implementation of responsible public governance in light of the pursuit of the</b>	Giving leaders a new springboard for building their governance based on sustainable modern governance strategies adapted to the contexts of African countries and internationally,  Transforming public governance positively and effectively.  Improving the leadership and performance of administrations through the effective implementation of	A new motivation for building its public administration and compatible with international standards is explored; Strategies to improve leadership and performance in public administrations in African countries are developed ; The Forum highlights the essential role of leadership in strategies for and implementing	Ministers in charge of Public Service Ministers in charge of Reform, Governance, Special Advisors to the Prime Minister; Directors General of the NSAs; International organizati	* CAFRAD US\$15,000 •Partner US\$10,000	Ministry of Digital Transition and Administrative Reform of Morocco,  ❖ <b>Monday 7- Wednesday 9 July 2025</b> • <b>7 July 2025</b> Governing Board <b>8-9 July 2025</b> the 16th Pan-African Ministerial Forum	Visibility and attractiveness of the meeting, Number of participants, The presence of non-member countries and organizations, The enthusiasm for new training policies.	Rapport du Forum	The forum on the sidelines of CAFRAD Governing Board follows the same preparation, <b>however</b> there may be certain specificities (invitations are sent out at least three months in advance; there may be other meetings on the sidelines, <i>the public service award,</i>

	<b>SDGs and the emergence of African countries</b>	new approaches and strategies acquired from the Conference	Responsible Public Governance; The Context and general elements of leadership in public administrations and governance are studied;	ons and institutions interested in the Forum.		Civil service award this year 2025 (the last one was in 2019) ❖ <i>Language:</i> Fr/Eng/Ar/Portuguese			
18.	<b>Course: Cyber security of organizations: information security (CISSP) and network infrastructure security (CEH)</b>	Bringing together high-level African decision-makers responsible for national and international cyber security. Objectively examining current cyber security threats on the continent. Formulating a new vision and new strategies for information security.	Openness to new visions and perspectives improves the cyber security sector in African countries; The meeting informs and prepares participants to adopt these new approaches likely to meet current cyber security challenges, Economic intelligence and cyber security help support economic and social development efforts. The meeting facilitates	ICT Directorates of the Ministries - Economy, -Defense, -Interior; -Justice, - Communication, -- Education and higher education - NSAs Intelligence agencies, and	<ul style="list-style-type: none"> <li>• CAFRAD US\$10,000</li> <li>• Partner US\$10,000</li> </ul>	❖ <u>Morocco</u> Ministries of Digital Transition and Administrative Reform of Morocco	Visibility and attractiveness of the meeting; Number of participants; New contacts.	Report of the activity	The course follows the same preparation with some differences

			relationships and partnerships between the different delegations	related institutions;					
19.	<b>Pan-African Conference of Ministers of Public Service (PCMPS) and/or Public Administration Reform: the efforts to transform African public administrations in a global context marked by industrial revolutions</b>	Examining the transformations underway in administrations in order to define more integrated strategies allowing their positioning in the global context marked by industrial revolutions; Defining the challenges of the continuous transformation of administrations both at the national and sectoral levels ; Defining priority sectors for the implementation of the administration transformation plan ; Strengthening the capacities of public administration staff to meet the requirements of the industrial revolution; Establishment of	Participants have a better general vision and the perspectives of the Public Administration are better formulated; The challenges of industrial revolutions are clarified; The priority areas as well as the mechanisms to be put in place for their success are defined; Actors are better identified;	Ministers or Secretaries General of ministries and similar  Executives of ministries and similar  Directors of Human Resources of ministries and similar	<ul style="list-style-type: none"> <li>• CAFRAD US\$15,000</li> <li>• Partner US\$20,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ Ministry of Digital Transition and Administrative Reform of Morocco</li> <li>❖ Venue :Rabat</li> <li>❖ Date:</li> <li>❖ Language: Fr/Eng</li> </ul>	Visibility and attractiveness of the meeting; Number of participants; New contacts generated following this meeting	General report of the activity	The conference follows the same initial preparation mentioned above from activity 13

		interinstitutional cooperation mechanisms with a view to a better appropriation of the industrial revolution by African public administrations							
20.	<b><i>Africa-China Governance Summit</i></b>	Mobilizing States for this meeting B to B meetings to capitalize on good practices; Allowing States to reflect on innovative and adapted strategies for improving governance	CAFRAD mobilizes a significant number of African member and non-member countries for this meeting; The co-organization of this activity is an advertisement for CAFRAD; A partnership is signed to preserve CAFRAD's contribution to the organization of this activity.	Ministry of Civil Service Economy and Planning Industry and Commerce Energy and Mines Housing, Agriculture Tourism	CAFRAD US\$20,000 Partner US\$10,000  (China)	❖ <b>Venue</b> : (China) ❖ <b>Date</b> : ❖ <b>Language</b> : Fr/Eng	Visibility and attractiveness of the meeting; Number of participants of CAFRAD member states;  <b>a)</b> New contacts of other ministries.	• Report of the mission,	The preparation is quite different because it is China's activity. CAFRAD is responsible for sending invitations to countries and monitoring the registration of participants

21.	<b>Seminar for security and defense forces: Co-production of human and global security</b>	Examining the internal and external threats currently affecting the continent, determining the strategies and responses to be implemented; Strengthening collaboration in the security sector and supporting the development efforts of countries; Inter-African collaboration and with international partners in the reform process in the security sector in Africa.	The governance capacities of national security services are strengthened; the intervention and prevention modes of security services in Africa are improved; The determination of a new vision for security services in order to face growing threats and support the development of Africa.	National and international institutions, Ministry of Security, Special or principal advisors to Presidents and Prime Ministers on security issues	CAFRAD US\$20,000 Partner US\$10,000	❖ <i>Venue</i> : ❖ <i>Date</i> : ❖ <i>Language</i> : Fr/Eng	Visibility and attractiveness of the meeting; Number of participants of CAFRAD Member States; New contacts of other ministries.	The conference follows the same initial preparation mentioned above from activity 13 to 16
-----	--	--	--	---	--------------------------------------	--	---	--

22.	<b>Course: Motivation of human resources in the public sector: tools for attracting and retaining talents in the service of an efficient public administration</b>				CAFRAD US\$20,000 Partenaire US\$10,000	❖ <b>Venue:</b> Rabat ❖ <b>Date:</b> ❖ <b>Language:</b> Fr/Eng	Visibility and attractiveness of the meeting; Number of participants ;  New contacts of other ministries and private institutions.	Course syllabi,  Registrations, Training certificates..	
<b><u>III. Continuing Training Programme leading to a Diploma</u></b>									
23.	<b>Preparation of the modalities for carrying out the continuing training leading to a diploma</b>	Identifying and analyzing training needs Becoming a referenced and preferred training center for state administrations Developing a certification in administration under the CAFRAD label.	Practical and targeted training ; Catalogue of diversified training Availability of various conditions for carrying out training	People related to the area of training envisaged	CAFRAD US\$ 5,000	❖ <b>Venue:</b> Rabat ❖ <b>Date:</b> March 2025 ❖ <b>Language:</b> Fr/Eng	Visibility and attractiveness of the meeting; Number of participants; New contacts.	The outline of the training process Training catalog	
<b><u>I. Scientific research programme</u></b>									
24.	<b>Publication of the</b>	CAFRAD acts as the spokesperson/showca	CAFRAD is referenced for	Member States	CAFRAD US\$10,000	❖ CAFRAD Scientific	The interest of countries	The publish	

	<b>annual report on the state of public administration in Africa,</b>	se for each African administration in order to highlight progress and contribute to meeting various challenges	administrative issues in Africa; The CAFRAD library welcomes more visitors, The production of reliable and legitimate knowledge on a global scale;	(MS) Subscribers to the African Journal of Intelligent Public Administration (RAAPI) Research centers Researchers	Partner US\$10,000	Committee ❖Targets 1) 2) 3) 4) ❖Services of a library administrator ❖ <b>Venue :</b> Rabat ❖ <b>Date:</b> March of each year. ❖ <b>Languag e:</b> Fr/Eng	for this report through various reactions (letters, emails, etc.) The number of articles and various documents received from States;  The number of feedbacks of reception and appreciation of the annual report	ed report, The traceability of various mail	
25.	<b>Publication of the journal African Administrative Studies</b>	Quality development and publication while respecting the periodicity;  Promoting the CAFRAD journal among the most renowned scientific institutions  Creating a teaching staff composed of pairs of teacher-	CAFRAD publications are regular and acquire a certain notoriety, CAFRAD identifies and contacts renowned journals to subscribe or collaborate; CAFRAD refines the quality of its journal; CAFRAD conceives new	Member States (MS) Subscribers to the African Journal of Intelligent Public Administration (RAAPI) Research centers	CAFRAD US\$10,00  Partner US\$10,000  Mars 2025 Rabat	❖ CAFRAD Scientific Committee ❖ Targets 1) 2) 3) 4) ❖ Services of a library administrator  ❖ <b>Venue:</b> Rabat ❖ <b>Date:</b> <i>1/year</i>	Bibliometric analysis Increase in orders/subscriptions and sales Number of visits to consult books at CAFRAD,  Flow of interested	Published works  Library inventory  Membership form  Membership	

		researchers / public action practitioners and launching research projects in the field of public action	ideas in Public Administration; CAFRAD opens a door to the unknown and brings solutions to the problems of Administrations in Africa.	Researchers Libraries		❖ <i>Language:</i> Fr/Eng	researchers; Diversity of expertise. Number of projects launched or in process of being launched	form Availability of works at the CAFRAD Draft of research project in progress; Document submitted for publication.	
26.	<b>Publication of electronic newsletter</b>	Sharing knowledge collaboratively. Making essential knowledge available and usable at any time Faster decision making Increased productivity Knowledge retention	CAFRAD is requested to receive or transmit recent information on administrations; Access to essential information becomes instantaneous; Innovation is fueled; MS are satisfied and more	CAFRA D Partners in research and innovations	CAFRAD US\$10,000 Partner US\$10,000  NOV 2024 Rabat	❖ <i>Venue:</i> Rabat ❖ <i>Date:</i> ❖ <i>Language:</i> Fr/Eng	❖ Availability of information ❖ Fluidity of Work	Exchange platform Adapted manual	

			committed;						
27.	<b>Thematic research programmes (Following the roadmap)</b>	<p>Selecting certain popular themes;</p> <p>Organizing scientific committee retreats;</p> <p>Taking part in partners' research activities;</p> <p>Soliciting the world's best experts for the implementation of CAFRAD activities.</p>	<p>CAFRAD strengthens its research hub;</p> <p>Subscribe to the funding notices of other international organizations ;</p> <p>CAFRAD gains from being better known and referenced as a research center</p>	<p>Ministries of MS</p> <p>International institutions</p> <p>Private companies</p> <p>Nov. 2024</p> <p>MS</p>	<ul style="list-style-type: none"> <li>• CAFRAD US\$10,000</li> <li>• Partner US\$10,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Rabat</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	<ul style="list-style-type: none"> <li>❖ Number of requests</li> <li>❖ The number of contacts obtained</li> <li>❖ The number of favorable responses</li> </ul> <p>The number of achievement</p>	<p>Intermediation letter;</p> <p>Contact communication letter</p> <p>Invitation letter</p> <p>Partnership Agreement</p>	
<b><u>V. Support programmes for NSAs or administrative, diplomatic and governance training institutes</u></b>									
28.	<b>Conference of National Schools of Administration (MSAs) on the Evaluation of training policies in light of global, digital, intelligent and sustainable transformations of African public administrations</b>	<p>Assessing training policies and strategies in African NSAs;</p> <p>Raising awareness of the new challenges facing public administrations</p> <p>Examining the methods and strategies for introducing the</p>	<p>The NSAs use NICT to improve the quality of their training.</p> <p>The meeting provides the NSAs with a new springboard for building each administration, according to its context and</p>	<p>Ministers of Higher Education</p> <p>Civil Service, NSAs, Institutes of Diplomatic or Strategic Studies, UNESCO</p>	<p>CAFRAD US\$10,000</p> <p>Partner US\$10,000</p>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> DRC (PC+ NSA) or Morocco (ENSA)</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	<p>Visibility and attractiveness of the meeting - Number of participants;</p> <p>New contacts</p> <p>The enthusiasm for new training policies</p> <p>Hosting the</p>	<ul style="list-style-type: none"> <li>❖ National School of Administration of the Democratic Republic of Congo</li> </ul> <p>Or</p>	

		principles of global, digital, intelligent and sustainable transformations of African public administrations	compatible with international standards  The conference helps improve the quality of training programmes for executives of public administrations in African countries.				next diplomatic meeting	❖ National Higher School of Administration (ENSA)	
29.	<b>Conference of diplomatic careers training schools and institutes: evaluation and challenges of training policies in new diplomatic careers training schools and institutes in Africa at a time of major changes on an international scale</b>	Evaluating training policies and strategies in African NSAs  Raising awareness on new challenges for public administrations  Examining methods and strategies for introducing the principles of global, digital, intelligent and sustainable transformations of African public administrations	Current training programmes are examined,  The weaknesses and avenues for improvement for a diplomacy worthy of Africa are identified  Integrated training programmes for diplomatic careers in Africa are envisaged,  A pan-African forum for young diplomats that could, in the long term, strengthen the	Ministers of Higher Education  Public Service Institutes of Diplomatic or Strategic Studies NSAs  Training Hub  Ministry of Foreign Affairs  University Agency of the Francoph	<ul style="list-style-type: none"> <li>• CAFRAD US\$5,000</li> <li>• Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ The Institute of Advanced International Studies (INHEI) Burkina-Faso</li> <li>❖ <b>Venue:</b> Ouagadougou</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	<p>Visibility and attractiveness of the meeting - Number of participants ,</p> <p>New contacts Enthusiasm for new training policies,</p> <p>Hosting the next diplomatic meeting by a state.</p>	General report of the conference	

			network of African diplomats is proposed	one (AUF)					
<b><u>VI. CAFRAD Consulting Group Programme</u></b>									
30.	<b>Establishment of the CAFRAD consulting Group</b>	Defining strategies for penetrating the African and global markets for intellectual services Helping CAFRAD continue to meet the needs of administrations; Providing advice to CAFRAD Managers to help them exercise their responsibilities in terms of governance, effectiveness of internal control systems, risk management processes and mobilization of various resources. Implementing new conceptual and operational tools with the scientific council in order to strengthen the role of	CAFRAD pursues a coherent strategy under the watchful eye of the Scientific Committee and the International Advisory Council  CAFRAD's quality activities generate revenue and contribute to its positioning in the continental and international sphere  New partnerships are signed in order to extend CAFRAD's influence	Ministries of the States of the World  Institutions of the States of the World  International Private Companies	<ul style="list-style-type: none"> <li>• CAFRAD US\$7,500</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Rabat</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	Number of States soliciting CAFRAD ; Approval of the chairmanship / GB	Partnership agreement  • Report submitted to the GB	

		CAFRAD in the dynamics of modernization of public administrations in Africa.							
31.	2) <b>Supporting Member States in conducting reforms and developing and evaluating public policies</b>	Helping countries better identify their reform needs; Drafting an expression of need to quickly and precisely identify the country's wishes; Assessing the needs in order to obtain the specific information necessary to adapt reform programmes to the needs of the Institution and the country.	CAFRAD helps ministries to have an overview of the needs of their administration and its general objectives; CAFRAD examines in detail the different solutions appropriate to each institution; The gap is reduced between the desired and actual performance levels of the countries' institutions.	Ministries of MS; International institutions; Private companies.	• CAFRAD US\$7,500	❖ <i>Venue:</i> Rabat ❖ <i>Date:</i> ❖ <i>Language:</i> Fr/Eng	❖ Number of states contacted; ❖ Number of Trainings given;	Number of states contacted; Number of Trainings given;	
<b><u>VII. CAFRAD African and Global Influence Programme</u></b>									
32.	<b>Establishing partnerships and strengthening CAFRAD's Soft &amp; Smart Power</b>	Identifying potential areas for deeper collaboration and co-innovation with strategic partners Seizing opportunities	CAFRAD highlights what it expects and what it wants to bring to others in the form of a strategic	Personalities; Institutions; Universities and	CAFRAD US\$10,000 Partner US\$5,000	❖ <i>Venue:</i> Rabat/ States ❖ <i>Date:</i> ❖ <i>Language:</i> Fr/Eng	Number of requests	Possible mission report; Partnership agreement	

		that will enable CAFRAD to accelerate its growth, pool its investments, control its operational costs, acquire specific expertise or reduce risks	partnership; CAFRAD designs the partnership so that it is strategic, profitable and sustainable	training schools; Research laboratories; Private companies.				ent.	
33.	<b>Establishment of a CAFRAD Office in the Ministries of Public Service</b>	Strengthening the action and visibility of CAFRAD in each State	CAFRAD is better known and sought after by the country's administrations. CAFRAD more closely supports the efforts of the administrations; CAFRAD has better access to first-hand information for its various analyses in administration ;	1. Member States	<ul style="list-style-type: none"> <li>• CAFRAD US\$10,000</li> <li>• Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Rabat/ States</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	Number of countries that accept the installation of the CAFRAD office	Establishment agreement, Request letters and those that follow	
34.	<b>Organization of activities throughout Africa and outside Africa</b>	Agreements with a partner(s) to co-organize activities outside Africa;	CAFRAD opens up to new international spheres,	Ministries of MS International institutions  Private companies	<ul style="list-style-type: none"> <li>CAFRAD US\$10,000</li> <li>Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Africa/</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	❖ Number of requests	Partnership agreement  • Activity report	

				s Nov. 2024 MS					
35.	<b>Participation in activities organized by other political, scientific, technical and diplomatic organizations</b>	Maintaining contact with partners outside Africa;  Becoming known to other non-African countries;  Seizing new opportunities	CAFRAD is in regular contact with its partners outside the African continent; CAFRAD is invited by its partners outside Africa	Ministries of countries outside Africa  International institutions  International private companies January 2025 MS	<ul style="list-style-type: none"> <li>• CAFRAD US\$10,000</li> <li>• Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Rabat/States</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	❖ Number of requests	<ul style="list-style-type: none"> <li>• Partnership agreement</li> <li>• Activity report</li> </ul>	
36.	<b>Establishment of contacts with the African Union and regional economic communities</b>	Ensuring that CAFRAD adheres to international bodies that give it access.	CAFRAD exploits the various profitable membership opportunities; CAFRAD is invited to major decision-making spheres at the international level;	International intergovernmental institutions;  NGOs	<ul style="list-style-type: none"> <li>CAFRAD US\$10,000</li> <li>Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Venue:</b> Rabat/States</li> <li>❖ <b>Date:</b></li> <li>❖ <b>Language:</b> Fr/Eng</li> </ul>	a) Number of memberships	Membership form Report of the exploration mission or participation in meetings as a member.	

37.	<b>Institutionalization of the CAFRAD International Influence Support Group</b>	Collecting a variety of information in a continuous and structured manner; Allowing CAFRAD to develop anticipatory listening to its environment to open windows of opportunity and reduce risks related to uncertainty, Be informed about both developments and possible disruptions in our environment	It helps to seize the different opportunities in time: Responding to calls for proposals, projects from an organization or a company ; CAFRAD responds to the call for contributions (from a higher education institution, an organization, a journal, etc.). Monitoring helps to make informed decisions	Partners, Funding institutions	CAFRAD US\$10,000  Partners US\$5,000	❖ <b>Venue:</b> Rabat/ States ❖ <b>Date:</b> ❖ <b>Language:</b> Fr/Eng	Number of subscriptions to funding alerts;	Quarterly/Monthly report	
38.	<b>Development of a policy for the remobilization of member states and the joining of non-member African states</b>	Working for other African countries to join CAFRAD; Promoting the involvement of all governments of member states in CAFRAD activities	CAFRAD initiates exchanges with its countries;  CAFRAD proposes activities in relation to the needs of the countries;  CAFRAD is visible in the member states;  Focal points are interactive with	Ministries of MS Non-member countries	• CAFRAD US\$10,000  • Partner US\$5,000	❖ Ministers of MS ❖ The chairmanship of CAFRAD ❖ <b>Venue:</b> Rabat/ States ❖ <b>Date:</b> ❖ <b>Language:</b> Fr/Eng	Number of participation of member countries in CAFRAD activities; Frequency of exchanges with these non-member countries ;  The number of acceptance	Invitations ; Attendance list; Mission report  • Act of membership (in the process of signing or signed)	

			CAFRAD				of invitations to CAFRAD activities.		
39.	<b>Study of the possibilities of establishing regional representations in Africa and outside Africa</b>	Bringing CAFRAD closer to administrations, Ensuring the visibility of CAFRAD in the region or countries outside Africa	Better understanding of problems and resolutions taking into account the context; Quick access to innovations in international administrations.	Countries in the sub-region and outside Africa	<ul style="list-style-type: none"> <li>• CAFRAD US\$10,000</li> <li>• Partner US\$5,000</li> </ul>	<ul style="list-style-type: none"> <li>❖ Ministers of MS</li> <li>❖ The chairmanship of CAFRAD</li> <li>❖ <i>Venue:</i> Rabat/ States</li> <li>❖ <i>Date:</i></li> <li>❖ <i>Language:</i> Fr/Eng</li> </ul>	a) Number of countries that adhere to this project; b) Partnerships ;	Email exchanges, Establishment agreement	

\*\*\*\*\*