



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

Report of the individual interviews with the CAFRAD staff

The individual interviews conducted by the new Director General of the African Training and Research Centre in Administration for Development (CAFRAD) took place from October 9 to 14, 2024, at the headquarters of the Pan-African Intergovernmental Organisation in Rabat (Kingdom of Morocco). All CAFRAD agents underwent this exercise. In order of turn, they were:

N°	Full name	Diploma	Position held	Number of years of experience at CAFRAD
1	BOUZIANI Basma	Master in marketing and commercial action	Assistant in charge of communication and public relations	4 years
2	GHARIGE TOUIL Meriem	Bachelor's degree in private law	Bilingual Secretary/ Programme Secretary	17 years
3	EDDAALLITI Hasnaa	Master's degree in business law	Publications Assistant/ Assistant to the DG	15 years
4	NEMBOT Marianne	Master's degree in organizational management research	English/French Bilingual Secretary / Training and Research Assistant	13 years
5	SADDIK Zakaria	Master's degree in business management	Assistant in Information and Communication Technology	4 years
6	YAHICH Najat	Master's degree in translation/writing	Assistant to the DG/ Publications assistant	16 years
7	TAHIR Dounia	Bachelor's degree in private law	Secretary/ Accountant /Administration	18 years

			Manager	
8	BENCACEM Oussama	Postgraduate diploma in finance, audit and management Control	Accounting Secretary/ Acting Accounting Officer	11 years
9	BENDOUKALI Aziz	Bachelor's degree in biology	Officer in charge of Protocol /External Relations/Mail (General Office)	7 years
10	AMTOUT Fatima	Without a diploma	Cleaning lady	27 years
11	BENABDELLAH Boutahar	Without a diploma	Courier/guard	27 years

The titles in red are those currently held by the interested parties.

Objectives: The individual interviews have three (3) major objectives:

1. making an in-depth and inclusive diagnosis of the CAFRAD's slump in order to identify and analyze its real causes and suggest suitable solutions to energize CAFRAD;
2. announcing to the staff individually that the culture, rules, working methods will change and impose new leadership and new dynamism in order to renovate CAFRAD for the implementation of value-added activities for the Member States;
3. raising awareness among the staff on the decision of the Governing Board relating to the transfer of CAFRAD's headquarters from Tangier to Rabat and to prepare them psychologically for the move.

I. Restitution of the results of the individual interviews

The analysis of the results of the individual interviews reveals more slump and that CAFRAD has been vegetating in an institutional coma since 2020. Indeed, since March 2020 (date of the extension and manifestation of the Covid-19 health crisis in Morocco), no face-to-face activity has been organized. The last meeting of the Governing Board took place on July 8, 2019 and the next one was not held until May 22, 2023. In 2024, CAFRAD has neither the Scientific Council, nor the International Advisory Committee, nor experts who can carry out value-added activities for the Member States, nor financial resources to recruit them. The paradox noted in the staff statements is that all the staff want to continue working at CAFRAD despite the situation and their lack of enthusiasm and proactivity to support the Institution. Nevertheless, the staff should be encouraged because of their

endurance in preserving CAFRAD's achievements despite all the hazards and vicissitudes.

The committed, authentic, transformational, reforming, situational leadership of the new Director General elected on July 9, 2024 by the Governing Board is today a breath of fresh air for CAFRAD, its shock therapy. He intends to lead, under the authority of the Governing Board and with the support of the staff he is called upon to remotivate, a complete reform of CAFRAD in order to restore its reputation, visibility, influence and above all its long and rich experience in training, research, intellectual production and contributions to the renewal of the African public administrations.

Moreover, the changes in the current globalized context require transitional management, organizational learning and change management in order to lead any organisation to adapt to the complex challenges of the world. After 60 years of service to the construction and/or reinvention of Public Administration, CAFRAD needs to be transformed to respond more effectively to the expectations of Member States. There is nothing alarming.

The problems identified were classified into the following categories.

1. Knowledge of CAFRAD

- Lack of knowledge of the fundamental texts of CAFRAD, namely the Establishment Agreement, the Headquarters Agreement, the Staff Regulations, the Financial and Accounting Regulations, the Internal Regulations of the Governing Board;
- Difficulties in appropriating and applying the texts due to their inadequacies, their obsolescence in relation to the evolution of CAFRAD;
- Lack of awareness of belonging to an intergovernmental organisation;
- Lack of knowledge of the Member States by the staff.

2. Skills and performance of tasks by the staff

- Failure to comply with the profile-position adequacy: no job description exists, no organic framework exists;
- Lack of professionalism, professional conscience, commitment and enthusiasm at work;
- Demotivation of the staff justified by some by the irregularity of the salary, and its inadequacy;
- Absence of organisation of face-to-face activities since [March 2020](#): 44 webinars were organized and enlisted 37 speakers;

- Absence of organisation, distribution of tasks and coordination of work: each agent according to his/her mode of integration into CAFRAD influences his/her colleagues: "*each wants to be the boss of the other and vice versa*";
- Absence of proactivity and anticipation on the part of the agents;
- Absence of team spirit and collaboration;
- Irregularity of the publication of the Journal "*African Administrative Studies*": From two annual publications, the review has become annual (only one publication per year) with themes that are not very relevant and current;
- Failure to respect the working hours: lack of physical and intellectual assiduity;
- Contempt for the deontological and ethical principles and values specific to an intergovernmental organisation.

3. Management of CAFRAD's human and financial resources

- Lack of experts to carry out value-added activities likely to generate additional income for CAFRAD: the existing staff deplores this situation and suggests that there is a need to recruit some;
- Non-compliance with the staff regulations in the recruitment of most agents;
- Lack of a culture of redeployment and continuous training of agents;
- Lack of a skills and talent development plan (GPEC): after the retirement of the last expert **in January 2023**, no expert has been recruited;
- Destructive conflict, often the result of an extreme competition, which aims to destroy the other through insults and a general discrediting of his/her work and his/her person. This is the most serious type of conflict: it must be dealt with as quickly as possible, otherwise the performance of the staff and their well-being will seriously decline;
- Conflict of interest and power, when one agent thinks it is in his/her interest to deprecate the other;
- Existence of debts without appropriate supporting documents;
- Existence of suspicion of bribery and prevarication;
- Sale at a loss of the publications of the Journal and **all CAFRAD activities are organized at a loss**;
- Non-existence of institutional memory: absence of digital databases, old data is lost;
- Freezing of advancements since 2016-2017 due to the unavailability of financial resources;
- Unattractiveness of the CAFRAD website: the site is dormant;
- Discouragement of partners, funders and Member States;
- Insufficient financial resources to pay salaries and suppliers;
- Accumulation of debts, including social debts, retirement contributions, **i.e. 415,266.50 US dollars of debts.**

4. Organisation of work

- Lack of administrative organisation of work (tasks are neither distributed, coordinated nor controlled);
- No organisation chart is applied; the Establishment agreement provides for one, the staff regulations another, none is appropriate in light of the current challenges of CAFRAD;
- Lack of traceability of “arrival” and “departure” mail, indicating the absence of administrative culture by the staff;
- Determined and determining absence of respect for the hierarchy;
- Lack of discipline and order;
- Lack of accountability of agents and absence of the sense of responsibility, laissez-faire is the rule, discipline and order the exception;
- Lack of a clear method for carrying out tasks;
- Lack of transparency and internal communication: information does not circulate, some agents are not informed of anything, on the other hand others have a monopoly on the information that they manipulate to the detriment of their colleagues;
- Lack of supplies and work materials;
- Poor organisation of the Governing Board meetings: documents not prepared on time, poor reception of delegations, indifference of the CAFRAD agents;
- Poor organization of activities: all planned activities are postponed indefinitely, non-compliance with deadlines and commitments;
- Absence of the sense of rational planning of activities.

5. Dilapidated and obsolete state of offices in Tangier

The offices no longer meet the living and working standards of an international organisation. They are dilapidated and unfit for CAFRAD and present risks to the health and safety of the agents.

6. Prospects

In terms of prospects, all agents wish to continue working at CAFRAD. They expressed the need for reform of CAFRAD and the mentalities of agents, revival of value-added activities and partnerships, training, improvement of the working environment, accountability, transparency, methods of organisation and coordination of collective work, improvement of their working conditions, revitalization of CAFRAD, radical change to avoid any danger.

As for moving to Rabat, they are almost all unanimous in joining Rabat provided that their financial and salary situation allows them to keep up with the cost of living in the capital of the Kingdom of Morocco.

II. Strong measures to be taken by the new Director General if CAFRAD with the support of the Government of the Kingdom of Morocco and the CAFRAD's Governing Board

1. taking into account the elements of the diagnosis as set by the staff to revise the fundamental texts, develop the CAFRAD strategic plan and carry out major reforms with a view to carrying out value-added activities beneficial to Member States;
2. in accordance with the guidelines set by the Governing Board, suggest a complete reform of the Pan-African Organization in order to provide CAFRAD with the legal, institutional, human and financial resources necessary to meet the complex and protean contemporary challenges, in particular the digital and ecological transitions as well as the modernization/transformation of the African public and private administrations;
3. pending the overhaul of the fundamental texts of CAFRAD, setting up a provisional organisation of the Directorate General with a clear and precise hierarchical link, conferring on each agent his/her attributions, his/her responsibility: Decision of the Director General concerning the provisional organisation of the Directorate General of CAFRAD for the transitional year of reform of the Organisation;
4. remotivating and raising awareness among staff through training: a training session was held on September 23, 2024 on new working methods, on the moral, ethical and deontological principles and values of an international organisation; remobilization measures were taken: making badges and professional cards, compulsory wearing of CAFRAD insignia, institution of an attendance and punctuality register, electronic presence control tag, respect for the administrative circuit of mail, obligation of mutual respect and courtesy;
5. making the staff aware of his responsibilities (decision on the redeployment of staff, mission letter to be issued to each staff member, organic framework, job description, equitable distribution of work and the benefits arising therefrom, etc.);
6. developing a plan for mobilizing human, financial and technological resources;
7. remobilizing the Member States, funders and partners of CAFRAD: letters requesting an audience were sent to the Embassies and international and national partner institutions of CAFRAD;

8. reactivating partnerships with Moroccan and foreign universities for the co-organisation of Master's programmes already in process;
9. setting up mechanisms for evaluating the performance and motivation of the staff as a source of CAFRAD's effectiveness.

The individual interviews are an instrument for the new Director General to measure the morale of the staff, their spirit of commitment and, above all, to make an in-depth diagnosis of CAFRAD. It is also about raising awareness among the staff about the decision of the Governing Board regarding the relocation of the CAFRAD headquarters to Rabat, the capital of Morocco, and this objective has been achieved, the staff is now willing to join Rabat, contrary to the previous position. It is now necessary to agree with the Chair of the Governing Board on the date of the move and the accompanying measures.

In any case, the staff was available to collaborate with the new Director General in carrying out value-added activities.

Rabat, on 15 October 2024

Dr. Coffi Dieudonné ASSOUVI
Director General