

60 ans au service de l'innovation,
de la modernisation et de la construction
d'administrations pour
une Gouvernance Publique Responsable



60 years in the service of innovation,
modernisation and establishment
of administrations for
Responsible Public Governance

Depuis/Since 1964 ...

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

NEW LEADER, A NEW VISION, A NEW CAFRAD!

CAFRAD is continuously attentive to its member states

REPORT OF THE ROUND TABLE ON THE THEME:

**« The renovated CAFRAD, Africa's
locomotive towards the global, digital,
ecological and intelligent transformation
of Public Administrations »**

Thursday 27 February 2025

Rabat (Morocco)

At CAFRAD headquarters

INTRODUCTION: an unprecedented advocacy event in the history of CAFRAD with a highly communicative and mobilizing impact on States and partners.

After the development of programmatic documents, the reorganization of the Directorate General, the series of online training courses, official missions to Dubai, Guinea, Gabon and the establishment of certain key strategic partnerships, the new Director General of CAFRAD, in the space of six (6) months, has just achieved another feat by organizing a face-to-face activity of international scope.

On Thursday, 27 February 2025, a round table of CAFRAD member States and partners was held in Rabat (Morocco), at the new CAFRAD headquarters, on the theme "*The renovated CAFRAD, Africa's locomotive towards the global, digital, ecological and intelligent transformation of public administrations*". This round table, chaired by the Minister Delegate to the Head of Government in charge of the Digital Transition and Administrative Reform of Morocco, was organized by the African Training and Research Centre in Administration for Development (CAFRAD) - Pan-African Intergovernmental Organization.

Ladite table ronde avait pour objectif principal de replacer la présence du CAFRAD au sein du paysage institutionnel au Maroc, des Etats africains et de faire savoir que le CAFRAD rénové offre désormais des programmes d'excellente qualité pour le développement de l'Afrique et des Etats membres. Il visait opérationnellement à :

The main objective of the round table was to reposition CAFRAD's presence within the institutional landscape in Morocco and African states, and to make it known that the renovated CAFRAD offers henceforth excellent quality programs for the development of Africa and its member states. Its operational aim was to:

- present the roadmap and the vision of the new Director General, elected on 9 July 2024 during the 59th meeting of the CAFRAD Governing Board, in order to gain the support of partners and the public;
- collect intellectual contributions from Member States, funders and the public on the vision of the new Director General of CAFRAD;
- rehabilitate CAFRAD in its long and rich experience in terms of training, research, production of innovative ideas and contributions to the renewal of African public administrations;
- Strengthen the visibility of the Organization and its audience in Africa and around the world;
- Restore the confidence of Member States and partners in the Pan-African Intergovernmental Organization;
- mobilize innovative financial resources for the implementation of CAFRAD activities with high added value for Member States;
- remobilize partners, service providers, donors and beneficiaries of CAFRAD services.

Through this useful meeting, the aim is to encourage the support and involvement of national, regional and international stakeholders in the new dynamics of CAFRAD in order to establish a framework for consultation facilitating both better visibility and solicitation of CAFRAD by States and an opportunity to mobilize innovative financial resources for the realization of high added value activities prepared by CAFRAD.

It was attended by a large number of Ambassadors, Representatives of regional and international institutions, delegates from certain countries including the Republic of Burkina Faso, partners, donors, private companies and CAFRAD service providers. The round table took place in four (4) major stages, namely: the official opening ceremony, presentations, questions asked and contributions from participants and the closing session. This report has followed this trajectory, accompanied by the recommendations made by the distinguished participants.

I. THE OFFICIAL OPENING CEREMONY

The ceremony was marked by the opening address of the round table by the Chair of the Governing Board of CAFRAD, H.E. Prof. Amal EL FALLAH SEGHROUCHNI, Minister Delegate to the Head of Government in charge of Digital Transition and Administrative Reform of Morocco. She was prevented from attending due to a last-minute government commitment and was represented by Dr. Samir BOUGGAR, Head of the Cooperation and Partnerships Division within this Ministry. He, through the words of H.E. Prof. Amal EL FALLAH SEGHROUCHNI, greeted and thanked the audience for responding to the invitation extended to them and then gave a brief history of the creation of CAFRAD and its resilience since its creation in 1962. He also encouraged the necessary renewal of CAFRAD in light of the major current challenges of public action and the multifaceted and complex transformations underway both on the continent and in the world. He expressed the hope that CAFRAD fully and effectively plays the role of catalyst for development, training, improvement, and research in order to disseminate in Africa innovative practices and actionable knowledge for the real emergence of African administrations. He concluded by thanking the Director General of CAFRAD and the staff for organizing the round table and wished these proceedings every success.

Taking the floor in turn, the Director General of CAFRAD, Dr. Coffi Dieudonné Assouvi, welcomed the esteemed Ambassadors, members of the diplomatic corps, high Representatives of international and regional institutions, partners and delegates participating in this round table. In his brief introductory remarks, the Director General of CAFRAD first expressed his joy at being on Moroccan soil. He then immediately thanked His Majesty King Mohammed VI, may God assist and glorify him, for his benevolence toward him and for the efforts he tirelessly deploys for the influence of the African continent. Finally, he thanked the Member States through the CAFRAD

Governing Board for the trust it placed in him during his election, and he expressed his gratitude to all those present for attending this meeting.

In his opening remarks, he outlined the objectives of the round table and the expected outcomes. According to the Director General, the round table is justified by several reasons, primarily two (2):

- i) the global transformations and overall dynamics as well as the changes within African society, whose major points include the alignment of public service offer with demographic evolution, the implementation of sustainable and inclusive development, the ecological and energy transition, digitalization and digital transformations, generative artificial intelligence, the obsolescence of skills and the emergence of new professions, the crisis of public governance, etc.; and
- ii) his election, which marks a new era in the institutional development of CAFRAD: in view of the organizational assessment, he aligned himself with the orientations of the Governing Board in order to propose a complete reform of the Organization aimed at equipping it with the legal, institutional, human, and financial means necessary for carrying out high value-added activities in the interest of the member states.

This was followed by a speech from Dr. Abdelilah KADILI, President of the Tamkine Foundation, who expressed his gratitude to CAFRAD for involving him in this important meeting. He acknowledged CAFRAD's efforts in training administrative executives across Africa over the past six decades and praised the institution's renewal initiated by its new Director-General. Dr. KADILI took the opportunity to commend the significant efforts made toward Africa's development, led by His Majesty the King of Morocco, may God assist him. He emphasized that in this wave of development, CAFRAD must assert itself as a key player, since the training of human resources remains a priority—even in the face of equally valuable technological innovations. He concluded his remarks by viewing this new momentum as a conquest, in which the proven experience of H.E. Prof. Amal EL FALLAH SEGHROUCHNI will undoubtedly contribute to transforming CAFRAD into a knowledge incubator, a think tank, and a hub for proposing solutions aimed at building effective governance in Africa.

This official opening ceremony immediately gave way to the presentations of the Director General of CAFRAD

II. THE COURSE OF THE PROCEEDINGS

The round table mainly focused on presentations by the Director-General of CAFRAD, followed by discussions that led to the formulation of recommendations.

The Director-General's address successively covered CAFRAD's identity, its challenges, and the program underpinning its new vision.

He alerted the audience that he was called upon to engage in an exercise, to undergo a self-test, that of demonstrating the relevance and usefulness of CAFRAD in an Africa where numerous public institutions and private training firms already exist. This demonstration is essential to inspiring participants to believe in the developmental strength of the Pan-African Organization. All things considered, the challenges of developing skills and talents are so vast that CAFRAD can fully carry out its mission without any substitute.

1.1. Identity/profile of CAFRAD, pioneer of the transformation of Africa, training school for African leaders

Dr. ASSOVI, Director General of CAFRAD, began his speech with a brief retrospective of the origins of CAFRAD and then his election on 9 July 2024 to give new impetus to the Institution after a certain desert crossing that the institution experienced well before the Covid-2019 health crisis. This is a crisis of visibility (CAFRAD had its headquarters in Tangier in an unidentifiable building unsuitable for an international organization), of efficiency, of proposing training offers meeting the needs of member states as well as the financial crisis, the inaction of certain bodies (Scientific Council), the non-existence of high-level experts who could carry out high-value activities after the retirement of the last professional; CAFRAD operating with support staff, other shortcomings and the obsolescence of certain provisions of the CAFRAD's institutional texts.

He outlined CAFRAD's identity as the first center dedicated to training, harmonization and Africanization of senior executives training, and the continued modernization of African administrations. He presented CAFRAD as an intergovernmental organization of a scientific, cultural and technical nature, the main public service organization, which needs to reinvent itself in order to face current realities and this requires the technical, material, logistical and financial support of the various stakeholders.

With this in mind, this round table aims to give a new impetus to CAFRAD by rehabilitating its long and rich experience in terms of training and research, and its multifaceted productions with a view to reforming and modernizing public administrations on the African continent. This first step is part of the process of remobilizing partners and increasing CAFRAD's visibility at the continental and international level in order to mobilize various resources to best carry out CAFRAD's missions, which are very useful for the effective development of proactive, efficient and resilient administrations in Africa.

The Director General of CAFRAD analyzed the central question on the usefulness of CAFRAD in a context teeming with a diversity of training structures within States, at the African level and internationally. He first of all specified that CAFRAD is important because it deals with the development of high-level human capital, decision-makers and their collaborators, these thinking stakeholders of

any development. He explained that in the landscape of the African continent, CAFRAD remains the main legitimate and experienced Center on the issues of training senior public administration executives; moreover, these missions are now oriented towards the development of policy models, methods, decision-making tools as much evaluation as motivation of human resources, in short the formulation of the best approaches in public administration in which countries express needs in order to better pursue their multifaceted development.

Dr. Assouvi said that CAFRAD is both an international organization, a training and application school in public administration, diplomacy, management, governance, global security and a research center on African and international issues from a multidisciplinary perspective to be alongside the African countries.

He particularly emphasized the elements that distinguish CAFRAD and its programs: the blue ocean strategy, design thinking, transformational change, the development of soft skills, the multidisciplinary, interdisciplinary and transdisciplinary approach, the problem-solving approach and change of mentalities. Thus, he pointed out that CAFRAD training courses are targeted and focused on the needs of the learner and his/her organization of origin according to "a user-centered approach" and CAFRAD brings together training institutions, particularly the NSAs because one line of its program is dedicated to these entities as well as to other various targets of the senior hierarchy of public administrations, such as ministers, presidents of the courts of auditors, constitutional courts, parliamentarians but also other actors of institutional architecture and development.

1.2. Challenges of African public administrations requiring the institutional transformation of CAFRAD

The Director General began the second part of his presentation by outlining the challenges facing CAFRAD. These challenges have their origins outside the continent, within the continent, and within CAFRAD itself. Internationally, it is about geopolitical upheavals, climate change, the IT revolution, artificial intelligence, which require African administrations to reinvent themselves to meet them, in particular through transformational change which affects procedures, processes and products as well as the mentality of the actors who manage an institution and the acquisition of new skills in light of present and future challenges.

In addition to these external challenges, there are internal challenges of designing a development model specific to a united Africa with a human face, as indicated in other words by the African Union's Agenda 2063 or the royal vision enshrined in Morocco's Strategic Plan. This challenge requires CAFRAD to build a united Africa, not by changing leaders, but by providing them with transformational training and reminding them of the urgent need to think and work together for the emergence of African economies in an optimal and sustainable manner.

He explained that these two (2) types of major challenges require adequate responses but CAFRAD, which must provide the solutions, is limited in particular by the shortcomings of its texts, the development of which dates back to its creation, the insufficiency of human resources in its core business which is training, public administration, governance, research, and it is necessary to recruit internal and external experts as well as support staff to strengthen the Organization's contribution to the construction of African administrations. He decried the overwhelming financial situation of CAFRAD, and invited Governments to fulfill their financial commitments toward CAFRAD, to host CAFRAD's activities, to request CAFRAD's expertise for their administrations, and to partners to actively support CAFRAD, then he reassured them of CAFRAD's capacity to diversify its activities in general and in particular its training programs.

1.3. CAFRAD's Development Programs

The Director General of CAFRAD outlined the new vision of this distinguished institution through five programs, namely:

1. **The renovation and improvement of CAFRAD governance:** as an established training center, it must transform itself through a certain number of actions to be carried out (recasting of texts, development of management and planning tools, the code of ethics and conduct, the procedures manual, the digitalization of the library, the redevelopment of the website, the creation of the CAFRAD Publishing House, the establishment of a multimedia E-learning room, giving CAFRAD its status as an international organization, adjusting the budgetary year to the calendar year, the establishment of the organization's Official Journal) to build its performance sustainably.
2. **The reform of the high-quality continuing training offer** is divided into two categories: diploma courses lasting 6 to 14 months and short-term courses, not forgetting tailor-made, on-demand or à la carte training. The training program is established in collaboration with international partners to offer certified and qualifying training of varying duration and which can be relocated to States that request it. They are accompanied by specialization or refresher certificates, and revolve around digitalization and digital transformations, artificial intelligence, cybersecurity, business intelligence policies, leadership, soft skills, public governance, transitional management, responsible and participatory management, sustainable development, decentralization and territorial development, etc.
3. **Research is focused on the real needs of States:** the actions to be carried out in this section concern the establishment of the annual report on the state of public administrations in Africa; the reform of the Cahiers d'Administration publique which will become the African Review of Intelligent Public Administration (RAAPI), the organization of the symposium for the 63rd anniversary of CAFRAD, the promotion of the

African benchmarking, to enhance endogenous knowledge and practices, actions designed by Africans, with Africans and for Africans without being compartmentalized or cloistered.

4. **Consulting and advisory services** (CAFRAD Consulting Group-CCG) to provide tailor-made support to training schools, including the National Schools of Public Administration (NSAs), and to advise and guide States by providing tailor-made training according to each country's needs. Support for the development and evaluation of public policies is also on CAFRAD's agenda.
5. **CAFRAD's African and global outreach program** through the establishment of a CAFRAD International Outreach Support Group (GARIC) composed of personalities from different fields who work for CAFRAD's outreach; the consolidation of focal points with a CAFRAD office in each member state, the creation of sub-regional offices.

To complete the program cycle, he cited several cross-cutting projects such as the "better representation of Africa" project, the "women at the service of sustainable and inclusive development in Africa" project, the territorial skills and talent development project, the public administration digitalization project, the CAFRAD works and archives digitalization project, etc.

Dr. Assouvi emphasized that the document is the result of contributions from focal points, country delegates, and ambassadors. It is a collective document that is currently being refined, and he expressed appreciation for the enthusiasm and participatory approach he considered necessary to better understand the actual needs of countries. He also praised the commitment of some focal points and encouraged others to join the movement.

The Director General of CAFRAD, Dr. ASSOUVI, concluded his remarks by inviting countries to address these challenges with CAFRAD at the global, continental and CAFRAD levels. He strongly encouraged them to include CAFRAD in their national agendas and to always prioritize CAFRAD, their institution.

Finally, the Director General invited the distinguished assembly to advocate for CAFRAD in all authorities in their countries and at the international level, to be proud of the 63 years of service for public innovation, construction, reinvention and modernization of public and private administration in Africa and to work for the unprecedented brilliance of CAFRAD.

Following this rich and succinct presentation, the participants asked questions and made contributions from which recommendations emerged.

III. DISCUSSION WITH PARTICIPANTS

Aside from a few questions posed by the distinguished roundtable participants, which the Director General answered skillfully, most speakers made recommendations in the form of contributions to improving the document presented.

IV. CLOSING CEREMONY

This ceremony provided an opportunity for the roundtable organizers to thank the participants.

While expressing his gratitude, the Director General of CAFRAD, Dr. C. Dieudonné Assouvi, urged Ambassadors and partners to use their various platforms to increase CAFRAD's visibility in all countries. He expressed his belief that the combined efforts will certainly yield concrete results on the continent. He concluded by thanking the audience and stating that the number present was sufficient to initiate real change. He expressed his willingness to serve the cause of Africa.

Speaking in turn, Dr. Samir Bouggar, representing the Chair of the Governing Board, Her Excellency Prof. Amal EL FALLAH SEGHROUCHNI, who was unable to attend, thanked the honorable audience for responding favorably to the invitation of the Director General of CAFRAD and the Minister Delegate to the Head of Government in charge of the Digital Transition and Administrative Reform of Morocco and also Chairwoman of the Governing Board of CAFRAD. He hoped that these discussions would translate into concrete actions for the renewal of CAFRAD.

V. ANALYSIS AND RECOMMENDATIONS

5.1. Analysis of the event

The presentations showed that the prominent position of CAFRAD, in this environment thirsty for multifaceted administrative benchmarks and clogged by the multiplicity of national and international training structures, remains essential to federate the various efforts of training institutions on the continent and support the development of States. It appears that the new dynamic driven by Dr. Assouvi explicitly suggests concrete commitments on the part of Governments and partners as well as various other actors but also within CAFRAD.

The massive participation of the distinguished guests at the table testifies to their attachment to the Organization and presupposes their interest in cooperating with it in a perspective of mutual benefits and development of the skills of African leaders of today and tomorrow.

Furthermore, the round table reflected the voluntarism, enthusiasm and visionary leadership of the new Director General who was able to demonstrate

through his roadmap his ability to carry out the institutional transformation of CAFRAD, to make it an organization with all the attributes of an international organization, to rehabilitate its essential and indispensable place on the African scale and to propose programs of activities that will contribute to the construction of a new Africa and the development of solid administrations led by highly competent executives, an essential condition for sustainable and inclusive development as well as the deepening of the African regional integration and the strengthening of the continent's position on the world stage. At the end of the proceedings, the Director General sealed the foundations of the future partnership between CAFRAD and all partners, institutional or individual, public or private, academic or civil society. The renewal of CAFRAD as he so with all his heart calls for has thus begun.

5.2. Recommendations

To this end, the following recommendations were made:

To Governments, Ambassadors, Focal Points, and other stakeholders:
CAFRAD is everyone's concern.

- raising awareness and providing guidance on the multi-sectoral work of CAFRAD and its belonging to each country as a whole and not only to the Ministry of Civil Service and/or Administrative Reform;
- promoting the interest of CAFRAD wherever there is a need for training, research, consulting;
- creating spaces dedicated to CAFRAD within the Ministries of Public Service and make them accessible (National CAFRAD Office);
- Serving as an ambassador for CAFRAD's influence;
- Honoring the financial commitments toward CAFRAD ;
- Participating in activities organized by CAFRAD;
- Hosting CAFRAD training sessions *in situ*;
- Calling upon CAFRAD for its training, consulting, public policy development, and evaluation needs;
- Becoming a strategic partner of CAFRAD through intellectual, material, and financial contributions;
- Making visible on the ground the actions that contribute to CAFRAD's influence ;
- Establishing a memorandum of understanding with the Member States defining the basis for intelligent and mutually beneficial collaboration with a view to recommending that each Member State submit to CAFRAD a national program of activities and the organization of joint activities;
- Establishing a protocol and a national program of activities to be submitted to CAFRAD each year;
- Allocating a share of intellectual service contracts to CAFRAD in accordance with national legal provisions ;
- identifying and analyzing in detail the real needs of States through the contributions of the Focal Points; these being considered as an integral part of the institutional system of CAFRAD...
- Implementing a national lifelong learning program for all citizens;

- Mobilizing NSAs, institutes, and similar schools to accept the continental coordination of CAFRAD with a view to harmonizing the training of leaders and senior executives in Africa;
- constituting a host structure and a scientific liaison body open in particular to Institutions and Schools of Administration, to Universities, and more generally to all Organizations whose activities relate to the areas which are within its competence (conventional mission of CAFRAD);
- serving as an institution of excellence and support for the actions of governments and organizations in capacity building, innovation and performance in public administration with a view to improving services to citizens (conventional mission of CAFRAD)...

To Technical and Financial Partners and/or International Organizations:

- Defining areas of institutional cooperation with CAFRAD's General Directorate;
- Establishing partnership agreements with CAFRAD;
- Planning skills development activities to be implemented by CAFRAD;
- Using the CAFRAD brand as a legitimacy label for their development activities in Africa;
- Establishing a formal framework for consultation and exchange with CAFRAD;
- Making CAFRAD the implementing agency for their intellectual services in Africa;
- Considering CAFRAD as the central operator for continuing training in Africa;
- Providing for a funding portfolio for CAFRAD's activities...

To the African Union and the Regional Economic Communities

- Urging African Union (AU) member states to prioritize education, training, research & development, and innovation;
- Establishing an African Fund for skills development and support for priority sectors, including crafts, women's leadership development, trade, agriculture, etc.;
- Engaging African multilateral banks (AfDB, BADEA, BEAC, IsDB, EBID, BOAD, etc.) to direct their financial support toward CAFRAD's initiatives;
- Making CAFRAD the unifying center for training leaders and senior executives from all African Union member states;
- Mobilizing African Union member states to implement a national program for training, skills and talent development adapted to the evolving development challenges;
- the establishment of a memorandum of understanding with African regional organizations defining a legal framework for the development of African talents with a view to urging each Regional Economic Community (REC) and the African Union (AU) to submit to CAFRAD a regional program of activities and the organization of joint activities;
- Prioritizing CAFRAD's activities as a leading Center of Excellence for Africa's transformation;

- Establishing an Office of the AU and Regional Economic Communities within CAFRAD;
- mettre un programme régional de formation tout au long de la vie pour tout citoyen africain ;
- Accept a CAFRAD Office within the AU and Regional Economic Communities;
- Placing CAFRAD's activities on the agenda of the sessions of the Assembly of Heads of State and Government of the African Union.

To the CAFRAD General Directorate: CAFRAD must reinvent itself and adapt to the changes of its time.

- Implementing CAFRAD's institutional transformation and governance improvement program;
- Establishing a plan for mobilizing human and financial resources;
- Undertaking a remobilization tour of member state governments;
- Resolutely pursuing this ambitious and legitimate vision, taking into account both the 2063 African Union's Agenda and the United Nations Sustainable Development Goals (SDGs);
- Coordinating with continental institutions to entrust CAFRAD with a large part of their training needs;
- Building partnerships with universities in order to increase the number of trainers and the Institution's visibility;
- Bringing together and working in synergy with universities, national schools of administration, and diplomatic institutes to develop more strategic training programs for Africa's growth;
- Finding scholarships for training executives in the countries;
- Proposing tailored training programs enabling leaders to be regenerated through the acquisition of new knowledge and skills;
- Working on CAFRAD's presence on various social platforms;
- Finding mechanisms for disseminating and promoting CAFRAD's research results;
- Establishing a coordination hub and initiating rotating discussions on issues of common interest at the NSAs level;
- Coordinating the training policies of the NSAs or schools of diplomacy, governance, and management;
- Developing tools for evaluating the effects and impacts (effect and impact indicators, key performance indicators) at the individual and national levels (administration and development) of the training programs administered by CAFRAD;
- Establishing a coordination mechanism at the continental level for NSAs, institutes, and similar schools with a view to harmonizing the training of executives and senior managers in Africa;
- Soliciting countries to host CAFRAD activities...

Conclusion: a call for the realization of good intentions and wills.

The round table of member states and technical and financial partners went well. No incidents were reported. The Director General and all staff are very satisfied with the success of this unprecedented event in CAFRAD's history.

The number and diversity of participants in the round table confirm the confidence of the Governments of the Member States and international and local partners in our role as a key player for the transformation, improvement of administration and governance systems as well as sustainable and inclusive development, South-South cooperation and African integration.

The positive feedback from the Representative of the Chairwoman of the Governing Board of CAFRAD and from some honorable participants confirms the success of the roundtable. It remains to be hoped that the concrete benefits of the round table will materialize. A follow-up committee for the post-round table has been established for this purpose.

During the debriefing session on Monday 3 March 2025, following the brief update on the evening of Thursday 27 February 2025, the Director General expressed his gratitude to the staff and all participants who all contributed to the success of the meeting. A letter of thanks from the CAFRAD General Directorate was sent to the distinguished guests.

Désormais le CAFRAD *is back*, et veut compter sur l'effectivité du soutien des Etats membres et des partenaires. Le CAFRAD est au service des Etats et de l'Afrique.

Now that CAFRAD is back, it intends to rely on the effective support of its member states and partners. CAFRAD is dedicated to serving both the states and Africa.

Done in Rabat (Morocco), on 7 March 2025.

Round Table Rapporteur

Dr. Coffi Dieudonné Assouvi
Director General of CAFRAD

Attachment: Attendance List: 59 in-person participants and 446 online.