

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



Depuis/Since 1964 ...

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

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

CAFRAD roadmap or work programme for the transitional year July 2024-August 2025: reinventing CAFRAD to put it at the service of Africa's major sustainable and inclusive development policies

"Vision without action is just a dream. Action without vision gets you nowhere. Vision with action can change the world." **LOREN EISELY.**

"The secret of change will be to focus one's energy on creating the new, not fighting the old." **SOCRATE**

"Africa needs a new type of citizen, dedicated, modest, honest and well-informed, who renounces himself to serve the nation and humanity, who abhors greed and detests vanity. A new man whose strength is humility, greatness, integrity." **KWAME NKRUMAH**

"Today we must radically change the way we recruit, train, select and build the careers of our senior officials." President of the French Republic, **Emmanuel Macron, April 2021.**

"The important problems we face cannot be solved with the habits of thought that gave rise to them." **Albert EINSTEIN**

"...While Morocco has made obvious progress, recognized worldwide, the national development model, on the other hand, is today proving incapable of meeting the pressing demands and growing needs of citizens, reducing categorical disparities and territorial gaps and achieving social justice. In this regard, we invite the government, the parliament and the various institutions or bodies concerned, each in its area of competence, to reconsider our development model in order to bring it into line with the developments that the country is experiencing..." Excerpt from the Speech of His Majesty King Mohammed VI, may God assist him at the opening of the first session of the second legislative year of the 10th legislature - October 13, 2017.

"A good governance is not a luxury, it is an essential condition for development." The State in a Changing World, World Development Report 1997, World Bank, 290 p.

CAFRAD **motto:** Proximity-Pragmatism-Trust.

A NEW LEADER, A NEW VISION, A NEW CAFRAD

August 2024

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EXECUTIVE SUMMARY

This roadmap was developed to reorient CAFRAD towards the major administrative challenges of sustainable and inclusive development of the African continent in a globalized world where global transformations and the challenges of global governance require digital, intelligent and sustainable transitions of the State as well as participatory and ethical management. To this end, it includes five (5) strategic lines:

- i) **the renovation and improvement of CAFRAD governance which implies** the need to implement strong, ambitious, bold and realistic measures of reform, restructuring and construction of a new CAFRAD during the transition year;
- ii) **the design of an excellent quality continuing training offer adapted to the needs of African public administrations requires the implementation** of a skills/talent development plan through continuing certified training and continuing diploma training in order to prepare leaders, managers and senior officials as well as private sector stakeholders in order to be real players in the development of Africa on the basis of a contract of trust between the people and public affairs managers;
- iii) **the concentration of rigorously conducted research** on the real challenges of African public administrations while responding to the complexity and specificities of African societies;
- iv) **the advisory and consulting hub which aims to provide CAFRAD with a Consulting Group** with a view to conducting advisory, support and consultation missions beneficial to African States and finally
- v) **the African and global influence of CAFRAD** which will contribute to the global influence of Africa by promoting and disseminating the results of research, training and expertise in public administration and welcoming foreign students.

KEYWORDS: Structural reform of public administration, Renaissance/awakening of Africa, repositioning of Africa in global governance, global transformations, ecological/energy transition, digital transition.

METHODOLOGY FOR PREPARING THE ROADMAP

This roadmap is the result of documentary research and shrewd consultation with resource persons. Indeed, the process of developing the roadmap followed the following steps:

- use of the report on taking office prepared by the new Director General of CAFRAD;
- documentary analysis, in particular CAFRAD planning documents;
- discussions and conclusions of two meetings with CAFRAD staff;
- consultation with shrewd resource persons in Benin and in certain African countries;
- collection of the contribution of CAFRAD focal points in the ministries;
- pre-validation by the members of the Governing Board;
- final adoption of the roadmap by the Governing Board in an extraordinary meeting.

STRATEGIC OBJECTIVES

- rebuilding CAFRAD and improving its governance;
- strengthening CAFRAD's human, financial and technological capacities;
- defining CAFRAD's strategic priorities while expanding its areas of intervention and developing a new clear and shared vision for the Pan-African Intergovernmental Organization;
- making CAFRAD an instrument for building and/or reinventing a digitalized, intelligent, sustainable, efficient, agile, resilient and robust public administration in Africa;
- position CAFRAD as a leader on the challenges of tomorrow's public action;
- make CAFRAD a centre for the production of innovative ideas, knowledge, skills and talents for the implementation of the 2063 African Union's Agenda and the 2030 United Nations Sustainable Development Goals (SDGs);
- promoting the best practices in administration, public management and governance while encouraging performance, transparency and the culture of public policy evaluation and accountability in Africa.

1. A DIFFICULT STATE OF PLAY REQUIRING STRONG/BOLD MEASURES FOR THE GLOBAL TRANSFORMATION OF CAFRAD

While awaiting the conduct of an in-depth diagnosis, it emerges from the analysis of the files for taking office that CAFRAD is going through a difficult period marked by an inappropriate organization chart, the quantitative and qualitative insufficiency of scientific and expert staff who can run the

Centrealongside me, the lack of attractive projects, the unavailability of funds, the accumulation of arrears of annual contributions from Member States, the accumulation of arrears of staff salaries and the absence of rolling resources for the Director General.

In reality, the real and genuine problem of CAFRAD lies in the lack of staff in its core business, namely training, research, advice and consulting, as well as in its areas of intervention, in particular Public Administration, responsible public governance, African studies, international relations and international law.

As a result, CAFRAD lacks the personnel to carry out a detailed and holistic analysis of training needs, set up diversified training offers that meet the real needs of beneficiaries, manage viable and profitable projects, carry out activities that generate financial resources, coordinate research and development that can lead to innovation, guide member states on digital and ecological transformations of public action and advise them on the measures to be implemented to build a new model of public administration, a synthesis of the four (4) systems, original, specific to Africa and capable of promoting sustainable and inclusive development.

However, it is unanimously and consensually accepted that no country, no organization can develop without talent. The solutions to these problems will allow CAFRAD to assert itself and glow in Africa and beyond, in the world as a unique and effective pan-African structure for the modernization and intelligent transformations of African public administrations.

2. A NEW WORLD, NEW CHALLENGES FOR CAFRAD AND PUBLIC ADMINISTRATIONS IN AFRICA

The advent of the fourth industrial revolution (Industry 4.0), that of a hyper-connected world, raises hopes and threats that it induces on immense fields: **artificial intelligence, robotics, the Internet of Things, autonomous vehicles, 3D printing, nanotechnologies, biotechnologies, energy storage, quantum computing, generative artificial intelligence...**

With new technologies, our societies and our States are confronted with ever faster innovations and complex and interdependent upheavals (Schwab, 2017).

The technologies of the fourth industrial revolution can increase productivity and mitigate the environmental consequences of industrialization, and could well create more jobs than they will eliminate. That said, in developing countries, the vast majority of companies are not ready to adopt them. Most are still implementing production processes based on analogue technologies and need to industrialise further before they can take advantage of the fourth industrial revolution. There is a risk that industrialisation and the adoption of Industry 4.0 technologies will progress slowly (United Nations Economic and Social Council, 2022).

With new technologies, the fusion of the physical, digital and biological worlds brings as much promise as potential dangers. By its speed and

globality, this revolution forces us to rethink our politics, our economy, and the very meaning of our humanity (Smard, 2017).

After Industry 4.0, Industry 5.0 will radically change the way companies and public administrations work (Raiche, 2022).

Industry 5.0 is a new era of the industrial revolution that aims to integrate artificial intelligence, automation and robotics into production processes, while allowing workers to play an active role in decision-making.

Industry 5.0 is characterized by close collaboration between machines and humans, promoting thus the exchange of information in real time. Technologies such as the Internet of Things (IoT), artificial intelligence and augmented reality are used to optimize production processes and improve overall efficiency.

Industry 5.0 offers many benefits to workers. It allows them to focus on higher value-added tasks, while repetitive and monotonous tasks are automated.

Industry 5.0 has a significant impact on the productivity of companies. By integrating advanced technologies, production processes become faster, more precise and more efficient. Machines and humans work together, which optimizes resources and increases overall production.

Implementing Industry 5.0 can face some challenges. There may be resistance to change from workers. In addition, implementing new technologies and integrating Industry 5.0 requires significant investments in terms of time, resources and training.

In any case, with the fourth and fifth industrial revolutions, the idea of transhumanism emerges. Transhumanism is based on advances in medicine, technology, computer science, robotics and everything that can be related to science and artificial intelligence.

In this new context, CAFRAD and the Member States are called upon to renew their management and governance methods. It is not only a matter of preparing to take ownership of these technological revolutions but also and above all managing their effects on employment, human capital and the role of public managers. Training, strengthening the institutional and human capacities of CAFRAD and the Member States, organizational learning, as well as research & development must play a major role in the global transformations underway. As a result, it should be noted that:

- i) collaborative research (partnership and open innovation) and contractual research between universities and businesses play a major role in promoting innovation;
- ii) the stability of public policies and the sustainability of funding are essential to the development of clusters based on innovation;
- iii) the recruitment, attraction and retention of university professors and researchers with an international reputation and the creation of research chairs are crucial tools ensuring the development of an economy based on innovation;

- iv) political leadership and stability of public policies play a major role in ensuring the success of national and regional development based on innovation.

3. CHALLENGES FOR AFRICAN PUBLIC ADMINISTRATIONS REQUIRING THE INSTITUTIONAL TRANSFORMATION OF CAFRAD

CAFRAD is the first pan-African intergovernmental institution in the field of public administration and governance and has acquired over its many years of experience a diversified expertise thus enjoying considerable visibility and notoriety. However, since the creation of the institution, Africa has changed profoundly.

In terms of public governance and management, we have moved from an administration of subjection to an increasingly reactive and open administration, from an administration of means to an administration of results and performance. Africa is also witnessing an explosion of Information and Communication Technologies (ICT) which is changing the situation and shaking up the administration.

In a multi-level and interdependent multi-stakeholder world, the main player of emergence remains a facilitator and regulator State, a manager and strategist State or capable State, developmental State, a 4P State (programmer, planner, protector and promoter). It must integrate the changes of our time and must be able to provide basic socio-economic services and drive structural and systemic transformations. In this context, approaches to improving the quality of public service are now called upon to take a central place in the modernization policies of public administrations in African countries.

CAFRAD is part of the African system of public governance, which is very popular not only with traditional institutions (national schools of administration), but also with new training and research institutions, which are increasingly competitive, often private and benefit from international support. Many regional hubs have also been set up outside the CAFRAD's influence, in Cameroon, Senegal, Tunisia, Morocco, Kenya, South Africa and Ghana.

Faced with these numerous dynamics, CAFRAD has intellectual, institutional and pedagogical capacities that are notoriously insufficient. It is a question of strengthening them.

The SWOT¹ diagnosis shows that despite its strengths and many achievements, **the pan-African intergovernmental organization is having**

¹The SWOT analysis has been described as the proven tool of strategic analysis. Strengths and weaknesses are often internal, while opportunities and threats typically focus on the external environment. The name is an acronym for the four parameters examined by the technique:

- **Strengths:** characteristics of the company or the project that give it an advantage over others.
- **Weaknesses:** characteristics of the company that put the company or the project at a disadvantage compared to others.

difficulty consolidating its own identity, has limited human and financial resources and a positioning that is out of step with the developments in its environment. As a result, CAFRAD only very partially fulfils its missions of training, expertise, capacity building, documentary resources, etc.

The need for CAFRAD to evolve into a network head structure, coordinating a varied offer on a continental scale on public service issues, is a decisive imperative for the future of this organization and the relevance of its mission ² (BAD, 2020).

Furthermore, despite the efforts made by the governments of the Member States and CAFRAD, in the direction of the modernization of public action and digital transformations, Public Administrations continue to be confronted with numerous and protean challenges: the crisis of the State, macro-sociological and macro-economic developments that have affected the centrality of the State and its institutions in political steering and regulation, the dematerialization of public services, digitalization and digital transformations, the deepening of the implementation of new public management or programme mode management, the implementation of sustainable development and the new structural economy (blue economy, green economy, circular economy, digital economy, social and solidarity economy, collaborative or sharing economy, silver economy, etc.), globalization and complex regionalism, talent development and forward planning of jobs and skills, innovation, intergenerational transfer of knowledge, ethical and deontological issues, the crisis of values, monitoring the dynamics of the world without losing sight of good governance, the implementation of the principles of good governance: (separation, subordination, concentration, market mechanism, transparency, performance and accountability, participation, responsibility, ownership, results-based management, accountability, precaution, prevention, subsidiarity, legality, continuity, equality, adaptability, neutrality and merit), the rationalization of public spending, the quality of relations between the Public Administration and citizens, compliance with standards, information and knowledge management, economic intelligence and cybersecurity, human security, global security, the development and evaluation of public policies, inclusion and social equity, innovative mechanisms for financing sustainable development and the fight against climate change, the management of complexity, indeterminacy, etc.

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- **Opportunities:** elements of the environment that the company or the project could exploit to its advantage.
 - **Threats:** elements in the environment that could cause problems for the company or the project.
- We also speak of SWOT (**FFPM**) analysis (strengths, weaknesses, opportunities and threats), particularly in the French-speaking and bilingual provinces of Canada, SWOT (**FFOM**) analysis (strengths, weaknesses, opportunities and threats) or AWOT (**AFOM**) analysis (assets, weaknesses, opportunities and threats).

²COMPLETION REPORT OF THE PROJECT TO SUPPORT THE TRANSFORMATION OF THE AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION FOR DEVELOPMENT (PAT-CAFRAD), November 2020.

Furthermore, the myth of the general interest on which the State built its legitimacy has lost its force: the general interest no longer appears to be the monopoly of the State, nor is it its distinctive sign. The idea that the public sphere is entirely dominated by that of the general interest is itself called into question.

The "general postulate of benevolence of politicians, the administration and all civil servants and similar personnel" (J.J. Laffont, 2000), from which the State benefited in particular, has been seriously shaken by the unveiling of practices that we no longer hesitate to classify under the term "corruption" (Y. Mény, 1992); P. Lascoumes, 1996).

The State no longer appears only as a place of purity, disinterestedness, altruism, but also as the seat of individual strategies, underpinned by the search for profit and personal interest: the unveiling of hidden circuits of financing of political parties will have a devastating effect with regard to the values to which the State traditionally claimed to adhere; the more vigilant attention paid to the practices of "revolving doors" of senior civil servants will also lead to highlighting phenomena of **collusion** between the public and private sectors, which had until then been hidden.

This crisis of the general interest is particularly evident in management: the classic benchmark of the general interest, which was supposed to establish its legitimacy, is no longer sufficient; the idea has become established that the public administration must be, like the private sector; "effective", efficient, high performer and that to this end it must borrow from the latter recipes for good management (Chevallier, 2004: 63).

Also, the global mutations and dynamics of the postmodern world induce the obsolescence of knowledge³ and the rapid evolution of the challenges that Public Administrations must take up to effectively respond to the legitimate expectations of citizens.

4. MISSION, VISION AND VALUES OF CAFRAD

MISSION OF CAFRAD: Improving and promoting public administration and global governance systems in Africa through research and various interdisciplinary, multidisciplinary and transdisciplinary training on the challenges and opportunities necessary for the development of African countries. It serves 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, visionary leadership and participatory and equitable public policies. It contributes to regional integration and inter-African cooperation through the design and implementation of partnership and network projects.

³ «As we move from the machine age to the information age, it is the traditional methods and precepts of management that become most questionable. A horse-drawn plow is useless on a factory floor. Management tools developed in the machine age may prove as inadequate in the information age as agricultural tools are in the machine age» (Mintzberg et al, 2009: 255)

CAFRAD STRATEGIC VISION

CAFRAD's strategic vision for the four (4) years (2025-2028) stems from the imperative to build and/or reinvent a (modern) professional, responsible, electronic, intelligent, learner, opal, innovative, developmental, resilient and robust public administration through talent development, institutional capacity building, sharing actionable experiences, good knowledge and best administrative practices, the foundation/engine of regional integration and sustainable and inclusive development. It is stated as follows:

To be a unique centre of excellence responding effectively to the multiple challenges of global, systemic, digital, intelligent and sustainable transformations of public administrations in stable, modern, developmental, capable and credible states in Africa.

becoming:

- i) a regional centre of excellence for the production, exchange and dissemination of knowledge and know-how in the fields of public administration, governance, development policies and strategies;
- ii) support for the dynamics of economic and social development of the continent and
- iii) a reference in terms of strategies for structural and systemic transformation and the emergence of Africa for the benefit of the populations.

CAFRAD VALUES

Authenticity, Humanism, Commitment, Probity, Openness to the world. Ethics and humanity are at the heart of public action in CAFRAD member States:

- i) commitment through leadership, accountability and participation;
- ii) respect for people and institutions;
- iii) openness to the world, cultures and ways of thinking;
- iv) exemplary manner of knowing how to be and how to act for the public good;
- v) ethical, authentic, transformative and bold leadership, humanism, dedication, spirit of initiative, strength of proposal, sense of listening, humility, autonomy, discretion, respect for diversity, equity and social inclusion, adaptability, responsiveness, teamwork (collective intelligence) and in synergy, integrity, rigor, professionalism, objectivity, impartiality and excellence.

5. CAFRAD STRATEGIC LINES AND DEVELOPMENT PROGRAMMES

STRATEGIC LINES

The development project is structured around five (5) strategic objectives for four (4) years of the mandate entitled (project 5 x 4 = 20).

General strategic objective: energizing CAFRAD in the direction of innovation, modernization, construction and/or reinvention of efficient, agile, resilient and robust public administrations for responsible, intelligent and more human public governance, a factor of inclusive development and regional integration in Africa through talent development, research, publications, advice and support for reforms and renovation of public action in a globalized and turbulent world. In other words, our four-year strategic plan aims to support the construction and/or reinvention of efficient, robust and innovative public administrations, endowed with competent executives and strong structures, in order to ensure the global transformation of Africa and regional integration. This involves using continuing training leading to diplomas or certifications, the development of senior African officials, research and innovation to reposition Africa in global governance.

Each strategic line is broken down into a strategic objective and actions within a programme.

CAFRAD DEVELOPMENT PROGRAMMES

✚ Programme for the renovation and improvement of the overall governance of CAFRAD

Strategic line 1: Need to implement strong, ambitious, bold and realistic measures for reform, restructuring and construction of a new CAFRAD during the transition year.

Strategic objective 1: 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 learner public administration in all African countries.

The in-depth reform of CAFRAD and its radical and comprehensive transformation, as well as the improvement of its governance (participative, inclusive, transparent, responsible, efficient,) through the establishment of the culture of participatory, delegative and ethical management (holacracy) and Managing for Development Results (MfDR) constitute the prerequisite, the *sine qua non* condition of its visibility, its notoriety and the optimal realization of its activities as well as the satisfaction of the legitimate expectations of the Member States and the beneficiaries of its services. To this end, the following strong measures could be implemented with a determined and committed will of all the stakeholders, namely the Governing Board, the Member States and the staff of the Pan-African Intergovernmental Organisation:

Prior action: Make the fundamental texts of CAFRAD available to all members of the Governing Board with a view to their assimilation.

Action 1. Organization of a tour to mobilize and remobilize member states as well as to popularize CAFRAD throughout Africa: Targets to visit: Minister of Civil Service or Public Administration or Administrative Reform, Minister of Finance and Minister of Foreign Affairs in order to ensure greater visibility of CAFRAD and mobilize them to pay contributions, public conference in administrative training schools and institutes on changes in public action and the challenges of training senior civil servants, round table with the national private sector on the private sector and the public sector: need for a credible State for a dynamic private sector; courtesy visit to the Head of State and/or Government.

Action 2. Organization of a round table of CAFRAD partners

Action 3. Recasting CAFRAD's fundamental texts in order to correct their shortcomings, integrate the amending decisions of the GB and adopt a new, more flexible and operational organizational chart.

Action 4. Development of the four-year strategic plan 2025-2028

Action 5. Formulation of the plan for mobilizing personnel of proven scientific quality and an effective human resources management policy: Requesting from member states or regional organizations to make seconded officials available to CAFRAD, whose remuneration will be ensured by the member states; organizing an international call for applications; subcontracting some activities that require high-level expertise from consultants, etc.

Action 6: Strengthening (recruitment) of the geographical, disciplinary, linguistic⁴ and functional diversity of CAFRAD human resources based on the criterion of high qualification and competence

Action 7: Improvement of work organization: change of working method, mission letter, objective contract, setting of objectives and deadlines, distribution of tasks, monitoring of results, collaborative work, accountability, new format for writing the decisions of the Governing Board, programme budget, mail registers, register of decisions of the GB and the DG, etc.

Action 8: Improving the working conditions and the current and future mobility of CAFRAD staff, health insurance, contributions to the retirement fund in favour for staff

Action 9: Development of a plan or strategy for mobilizing financial resources, including contributions from States and innovative financing: Article 16 of the Internal regulations of the Governing Board provides that: **“The two Vice-Presidents are responsible for monitoring, in the name and on behalf of the Governing Board, one, the general administration issues of CAFRAD, including financial and recruitment issues, the other, the Improvement Council and, in general, training and research issues.** It would also be appropriate to make CAFRAD focal points and members of the Executive Committee aware of their responsibilities for collecting annual

⁴The CAFRAD staff must include executives from the four (4) administration systems (English-speaking, Arabic-speaking, French-speaking and Portuguese-speaking).

contributions from member States against an incentive bonus to be defined by the Governing Board.

Action10.Formulation of the CAFRAD administrative, technical, financial and accounting procedures manual

Action11. Development of the code of ethics and conduct for CAFRAD staff

Action12. Formulation of the CAFRAD international communication and marketing plan

Action13. Establishment of strategic and innovative partnerships and relaunch of the partnership with the AfDB, UNESCO, the United Nations...

Action14. Creation of the directory of trainers approved by CAFRAD

Action15. Establishment of the membership plan for non-member African countries in order to make CAFRAD a regional hub, an institution of the African Union.

Action16: Creation of the CAFRAD Official Journal

Action17: Definition of a new format for drafting acts and documents arising from the statutory meetings of the Executive Committee and the Governing Board: minutes and/or detailed report, deliberation/decision in due form, final communiqué, register numbered and initialed by the Chair of the Governing Board, etc.

Action18: Definition of the criteria required to be CAFRAD trainers (selecting and training them)

Action19: Constitution of the directory of CAFRAD focal points in the ministries (updating the list and training them)

Action20: Production of advertising brochures or leaflets for CAFRAD activities: designing attractive leaflets for training and all CAFRAD activities

Action21: Renovation and revitalization of the CAFRAD website and creation of CAFRAD web pages on social networks: X, LinkedIn, Facebook, WhatsApps, Instagram and newsletter on the CAFRAD website

Action22: Creating physical and electronic registers for managing incoming and outgoing mail

Action23: Creating a professional card, a badge and gadgets of CAFRAD (distinctive signs) for staff

Action24: Strengthening the capacities of the existing staff on administrative, ethical, deontological and editorial practices and belonging to an international organization...

Action25: Formulating the annual performance project (APP)...

Ultimately, the renovated CAFRAD should have all the attributes of an international organization, and be a modern, innovative, learner, flexible, supple, open, liberated, intelligent, digitalized, resilient, efficient, robust organization, offering the best services to member states and its partners and whose activity covers all of Africa. Being constantly attentive to African states, it will be able to meet all the expectations expressed by degree of priority:

- i)** equipping itself with a dematerialized documentation centre;
- ii)** becoming a centre for the evaluation and certification of training programmes;
- iii)** having a bank of curricula;

- iv)** being a training centre and a school of application and African governance;
- v)** having a bank of internships;
- vi)** become a think tank, a laboratory of ideas and research;
- vii)** having a network of certified and sworn experts;
- viii)** developing continuing trainings leading to excellent qualifications, including an Executive Master;
- ix)** having regional branches in each Regional Economic Community;
- x)** becoming a consultancy and consulting firm in the implementation and enforcement of public policies;
- xi)** becoming a training engineering centre;
- xii)** becoming a centre for connecting schools and training institutes;
- xiii)** becoming an observation and monitoring centre;
- xiv)** becoming a platform for exchanging good practices, etc.

To this end, CAFRAD should develop in-depth expertise in four (4) major activities:

- a) **Innovation and Research hub:** a laboratory of ideas, analysis and research, an observatory and monitoring of public governance in Africa;
- b) **Exchange and Consulting hub:** a platform for exchanges on good practices in public governance and mutual enrichment, and advice for the implementation of sustainable public policies;
- c) **Partnerships and Resources hub:** a bank of diversified resources and services intended to strengthen African training and consulting institutions in public administration and
- d) **Training and Engineering hub:** an institution of continuing training of excellence, with delocalized and outsourced activities, and engineering with an Executive Master and a summer university on the future skills in public governance and
- e) **Global influence hub** of Africa by promoting and disseminating research, training and expertise of multicultural African administration.

Deadline: October 2024-June 2025.

- ✚ **Excellent quality continuing training programme:** annual skills development plan (former training plan) and training catalogue.

In a volatile, uncertain, indeterminate, complex, ambiguous and paradoxical environment where knowledge and professions evolve very quickly, continuing vocational training is the necessary key to developing new skills and adapting to the transformation of public action. Without continuing training, the Public Administration would be sclerotic. The success of any organization in this 3rd millennium will depend essentially on the quality of its human capital.

Indeed, contributing to the CAFRAD budget means that Member States are giving it the means to ensure quality training for African leaders. This is why Member States should consider increasing the share of the budget devoted to education, teaching, vocational and technical training, scientific and technical research with a view to building a modern and efficient Africa in all respects.

1. Continuing training, a fundamental pillar of CAFRAD, essential for the professionalization, development and specialization of senior executives and State leaders with a view to promoting sustainable and inclusive development

The first area of intervention of CAFRAD is continuing training (continuing professional training or continuous training). Indeed, according to the instituting text, CAFRAD has the status of an application school specializing in continuing training. Unlike initial training, continuing training is devoted to professionals, people who are already in the job market, who are active and who are called upon to continually improve their skills both in their own interest and in that of the organization.

Continuing training is a learning method offered to salaried professionals and job seekers in order to improve their skills or acquire new professional knowledge. Continuing training targets people who have entered the workforce and have left and/or completed initial training. It includes different access modes that vary according to the status of each candidate and his/her objectives. It has many advantages aimed at securing and optimizing their professional career. Indeed, thanks to it, they can increase their chances of professional progression, and by extension hope for a highly motivating social promotion. Continuing training is a great lever for professional integration, but also for reorientation.

It offers the possibility of training and adapting to changes in working conditions that are often inherent to the emergence of new technologies, practices or methods. Continuing training is based on the following principle: continuous training means acquiring new skills throughout one's professional life.

1.1. Why choose CAFRAD continuing training?

Four (4) main reasons for choosing CAFRAD continuing training

1.1.1. Continuing training is part of CAFRAD's mandate.

The CAFRAD establishment agreement mandates it to organize scientific meetings, seminars and continuing training courses for high-level African officials from the public and private sectors who play an important role in the development of their countries. These are: leaders, senior executives and decision-makers (Ministers and their technical advisors, Parliamentarians, Provincial Governors and Mayors, senior officials of state agencies);

managers and professionals (Secretaries-General, Directors-General, other senior officials and managers). But the renovated CAFRAD also intends to offer training to senior officials of private companies and members of the civil society as well as to members of the Regional Economic Communities and the African Union.

1.1.2. CAFRAD's continuing training is comprehensive and reinforces that managed by administrative training schools and institutes in the Member States. It is irreplaceable.

In a context where all CAFRAD member states are involved in major structural reforms, the initial training acquired at the end of studies by civil servants is no longer sufficient to cover the technological developments over several decades. Indeed, we are living today in a globalized world in perpetual change and the changes induced by globalization, the knowledge economy, the information economy, neo-regionalism, New Public Management (new public management, results-based management, public performance), technological development, the fourth (industry 4.0), and fifth (industry 5.0) industrial revolutions and artificial intelligence are shaping a new type of men who must acquire new skills adapted to their professional environment marked by globalization, digitalization and deregulation of the economy.

Thus, the digitalization and digital transformations of public service, the breaking down of barriers among public administrations, the fight against climate change, the new structural economy impose on African States the need to set up a skills development plan adapted to their challenges of intelligent transformations. Regardless of the density and richness of the initial training of administrative training schools and institutes, the graduates who leave them do not have all the skills necessary to successfully face the turbulence of the public action.

Moreover, university schools provide knowledge and skills to their learners and not skills useful for concrete action. Also, the rapid evolution of professions and the obsolescence of knowledge should force African leaders to favour continuing training steered by CAFRAD: this one best meets the real needs expressed by States and is adapted to resolve the administrative and development problems they encounter. It goes without saying that national administrative training schools cannot replace CAFRAD in terms of continuing training.

The objective of continuing training is to update the skills of people working in the public administration in line with the evolution of the working tools and methods. Continuing training plays an important and necessary role, linked to the constant evolution of technologies which requires constant adaptation of employees to their new working tools. It is a tool for the career progression for civil servants, productivity, innovation and modernization of public administration. Peter Drucker had noted that the economic and social

development of a nation is always the result of management. No country can develop without talent.

1.1.3. Excellent quality training tailored to the needs of Member States and beneficiaries, and facilitated by high-level African and non-African experts.

It is a practical training with concrete examples, study trips, simulations and case studies.

Continuing training allows employees to stay constantly up to date on specific areas of expertise: reducing resistance to change, improving self-confidence, developing autonomy, increasingly high-quality intellectual contributions to achieving organizational results. They also develop their **soft skills** (open-mindedness, memory, motivation) which are as important as technical skills.

An employee must regularly adapt to the job market and changes in his/her profession or be able to move towards new professions. We notice that changes of profession during a working life are increasingly frequent. This also makes continuing training essential.

1.1.4. A pan-African organization with more than 60 years of experience in training African decision-makers and leaders

In 2024, CAFRAD is 60 years old, 60 years in the service of training African leaders and managers, in the renewal of public administrations. In 60 years, CAFRAD has been able to serve as a framework for the production of ideas and knowledge as well as the flourishing of talents for the four (4) administrative traditions (English-speaking, Arabic-speaking, French-speaking and Portuguese-speaking) to obtain convincing results. It has contributed to establishing in Africa and in the Member States a culture of responsible governance and efficient public administration in the service of sustainable and inclusive development and regional integration through training, scientific research, consultation and publications.

CAFRAD is, therefore, the first pan-African intergovernmental institution in the field of public administration and governance and has acquired over its many years of experience a diversified expertise thus enjoying considerable visibility and notoriety.

Since the election of the new Director General on July 9, 2024, CAFRAD has committed to supporting Member States in major structural and systemic reforms as well as in the digital and ecological/energy transition.

1.2. Organisation methods and different types of training

1.2.1 Training organisation methods

- Face-to-face, online, hybrid (face-to-face and online or E-learning), bimodal,
- Approach based on competence and through concrete examples, internship, study trip, simulation, taking responsibility, exchange of experiences and expertise, site visit, personalized tutoring, on-site immersion.
- Respect for andragogical principles, approach through and/or based on competence, individual support, assistance in decision-making and in resolving concrete administrative problems of Member States upon request,
- Relocating CAFRAD training sessions and activities to Member States or elsewhere in Africa with the agreement of governments,
- Adapting training to ministerial reshuffles and the mobility of civil servants in Member States: regular training of senior executives taking into account their mobility (retirement, extended leave or secondment, resignation or compulsory retirement, dismissal) so as to ensure the permanent availability of well-trained senior civil servants capable of holding their posts and promoting sustainable and inclusive development,
- Establishing a mechanism for evaluating the effectiveness (impacts) of training programmes in Member States with key performance indicators,
- Developing the concept note, terms of reference (ToR) or aide-mémoire, the schedule and the financing sheet for any CAFRAD activity,
- Identifying relevant, original, topical and catchy themes, responding to Africa's socio-economic development priorities,
- The training will focus on current events, based on the principle of freedom of speech and respect for the *Chatham House*⁵ rule.

All CAFRAD training or activities are recognised with a certificate except statutory meetings. The issuance of the certificate is subject to the payment of a sum of 50 US dollars.

CAFRAD training courses are henceforth subject to a fee (500 to 600 US dollars per participant for qualifying and certifying training courses). For continuing training courses leading to diplomas, participation fees will be defined later.

Trainers/consultants/experts working at CAFRAD will receive 500 US dollars as an honorarium.

1.2.2. The different types of continuing training

We distinguish between **face-to-face training** (with a facilitator physically present), distance training (correspondence, video or **videoconference**) and

⁵The Chatham House Rule helps create an environment of trust to understand and solve complex problems. Its guiding principle is: share the information you receive, but don't reveal the identity of the person who provided it. **Chatham House** is a leading global policy institute whose mission is to help governments and societies build a world that is sustainably safe, prosperous, and just.

digital training (**e-learning**). There are also recreational formats: "**serious games**."

- **Face-to-face training**

Among face-to-face training, there are those that take place directly in the company: in-company training. There are those that take place outside the company, in a training room with people from different organisations: inter-company training. Finally, there is continuing training at university or in schools.

- **Long-term continuing training**

Long-term training takes place over specific time slots spread over several weeks or months, during or outside normal working hours.

- **Short-term training**

Short-term training can last from a few hours (half a day) to several days.

- **On-demand training**

E-learning training or videos are adapted to meet on-demand training needs with varying durations.

1.3. Redesigning the continuing training offer for senior civil servants with a view to adapting it to the African challenges and the needs of Member States

Making CAFRAD the head of the continuing training network for senior executives and government managers

The reform carries a new ambition in terms of continuing training, which will only prosper by developing within the civil service a culture of training and employability of senior executives throughout life. This ambition requires a voluntary involvement of the heads of state and government who should make the ministries of the Civil Service or Administrative Reform the only ones to coordinate the continuing training of senior executives.

The decompartmentalization of ministerial logics of continuing training as it is done today is not likely to prepare senior executives for the unity of State action, interministerial coordination, harmonization and coherence of public action, which in itself is distinctive for any State. Moreover, the idea behind the creation of the Centre is to bring together African senior executives, leaders and decision-makers from different administrative traditions in order to exchange their experiences and establish better administrative practices capable of generating sustainable and inclusive development of the African countries. This spirit which is at the basis of the creation of CAFRAD aims to make it a leading Centre and sole operator of the continuing training in member countries.

The Centre should become a central and unique operator for continuing training of senior State executives. It should be the head of the network of public continuing training organisations in order to offer training with a view to accessing State management jobs and will contribute to supporting senior

executives who are not destined to occupy management jobs in order to strengthen their career prospects.

The Centre is the new African public operator of reference for **the continuing training of senior executives and managers of the State**.

These training courses allow high-potential executives to be supported in the development of new managerial skills, the steering of transformation projects, the treatment of public policy issues, access to State management jobs and the international civil service.

The first mission of the Centre is to implement an offer of continuing vocational training of excellence - including that leading to diplomas or certifications - intended for people exercising or having a vocation to exercise government management jobs or senior supervisory functions.

The objective is to overhaul the continuing training offer for senior government executives to promote mobility and career paths:

- by designing an interministerial continuing training offer;
- by providing individualized support to senior executives and managers such as employers.

Strategic line 2: Implementation of an offer of continuing vocational training of excellence - including that leading to diplomas or certifications - intended for people exercising or having a vocation to exercise government management jobs or senior management functions.

Strategic objective 2: Taking realistic and adequate measures to strengthen the capacities of target groups in line with the real needs of Public Administration and governance in Africa⁶ by ensuring the development of talents in the service of the continuous construction of digitalized, intelligent, agile, efficient, responsible, ethical, inclusive and robust Public Administrations.

2. Long-term continuing training or training leading to diploma

CAFRAD offers eight (8) types of long-term continuing training or vocational continuing training leading to a diploma:

1. Higher cycle for the improvement of administrators (CSPA);
2. Cycle of advanced public service studies (CHESP);
3. Cycle or specialization course on issues of African integration and South-South cooperation
4. Cycle or specialization course in economic intelligence, cybersecurity and digital intelligence
5. Executive Master for managers of public and private companies
6. Transdisciplinary and multi-actor cycle/seminar on decision-making (administrators, judicial actors, parliamentarians, private company managers, civil society actors, media professionals, researchers, academics, etc.);
7. Officer integration cycle (OIC);
8. Training engineering cycle.

⁶See some avenues or areas of qualifying or certifying training and research in the **appendix**.

The terms, registration fees and target audiences for these continuing training courses leading to a diploma will be specified by a decision of the Director General of CAFRAD, after hearing the Scientific Council.

2.1. Qualifying and certifying continuing training /training catalogue

The training programme will mainly focus on:

- i) analysis of public sector policies and management capacities;
- ii) management of public and private development programmes;
- iii) valorisation of human resources;
- iv) technical assistance to national training institutions in order to adapt their programmes to current changes.

The content of the training will result from CAFRAD's research on problems experienced by beneficiary States and institutions. This content is delivered to civil servants and agents who should resolve these problems. The recipients of this training are:

- i) central administrations, local administrations, private companies, specialized African universities and institutions including NSAs, African organisations, civil society, foreign academic institutions.

To measure the expected medium and long-term impact of this training, evaluation criteria and indicators will be developed in order to verify the quality of the service offered by CAFRAD.

✚ Meetings to be set up

1. Annual government seminar: the public policy mix and the highest management of the State or how to ensure the coherence and effectiveness of the coordination of the government action?
2. Annual Conference of CAFRAD to review training policies and administrative and governance practices, resource development in Africa
3. Annual Conference of Continuing training Schools and Centres in Africa;
4. Pan-African Conference of Ministers of Public Service (CPMFP) and/or Public Administration Reform
5. Annual Conference of Cabinet Directors of all ministries of the Member States on the theme: Interface between politics and Administration: What political dose for the technical processing of State files?
6. Annual Conference of Secretaries General of Ministries and State Institutions of Member States: Steering a Ministerial Administration and Inter-Ministerial Collaborative Work
7. Annual Club of Inspectors, Assessors and Auditors of Member States
8. Annual Meeting of Human Resources Managers in the Public Sector on Staff Motivation and HRM Performance

9. Seminar for Parliamentarians: Legislation and Parliamentary Work: The breaking of the Normative Power of States
10. Annual café for public managers and public expenditure chain actors: Budget management in programme mode and optimization of public performance
11. Seminar of CAFRAD focal points and executives on training engineering: analysis of training needs, setting up of training systems and evaluation of the effectiveness of a training programme through key performance indicators
12. Security and Defense Forces Seminar: Co-production of Human and Global Security
13. Business Women and Men Seminar: Business Leaders: From the Duty of Vigilance of Businesses to B-corp: **"Benefit for All"** in Africa: New Tools for Environmental and Social Impact Assessment
14. Annual meeting of African employers (business leaders) on the theme: **"Double transformation: optimizing the core business and building new professions"**
15. Annual meeting of high courts and higher institutions of public finance audits
16. African Forum on Artificial Intelligence
17. African Public Service Day
18. African Rural Women's Day: Women, driving force of sustainable agricultural development?
19. **Award for the promotion of public service:** Establishment of the prize entitled "Pan-African Public Service Award" which rewards a scientific publication on African Administration
20. Setting up the Pan-African conference of diplomatic training schools and institutes.
21. **Meeting of justice actors and senior officials of public and private administration on the economic analysis of law and public regulation instruments**

Training topics to be selected and scheduled

Coping with ambiguity and managing uncertainty in a changing world

Pending projects with partners

CAFRAD remains committed to carrying out certain projects with its traditional partners as well as with new ones. These projects are part of strengthening the institutional capacities as well as the influence of the institution. The current project is notably the organisation of an African

- Conference on the Evaluation of Training Policies in National Schools of Administration with the ENAM of Ouagadougou (Burkina Faso),
- the organisation of the Africa-China Governance Summit with the Province of Hainan (China) whose date has been postponed twice and for which we are awaiting the confirmation of the new date from the

- Chinese party. The efforts of transformation of the African public administrations in a global context marked by industrial revolutions
- 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
 - Conference of National Schools of Administration (NSA) on the Evaluation of training policies with a view to implementing responsible public governance in African countries
 - The reality of African universities in terms of training quality in the era of ethical and responsible artificial intelligence
 - Conference of diplomatic careers training schools and institutes: evaluation and challenges of training policies in diplomatic careers training schools and institutes in Africa at a time of major changes on the international scale
 - Conference of Women in Africa: role of the African women in the construction and consolidation of the dynamics of progress in light of the principles and values of responsible public governance (RPG) and the pursuit of the SDGs
 - Pan-African Conference of Presidents of Courts of Auditors: National strategies for the prevention of public wealth violation in Africa in light of the principles and values of responsible public governance (RPG) and the pursuit of the SDGs
 - 16th Pan-African Ministerial Forum on the Modernization of Public Administration and State Institutions (followed by the 60th meeting of the CAFRAD's Governing Board: the place of leadership in the implementation of responsible public governance in light of the pursuit of the SDGs and the emergence of African countries
 - Protocol practices
 - International negotiations and strategies
 - Principles and values of responsible public governance
 - **Principles and issues** of public administration or public management
 - Political leadership: ethics and consolidation of democracy in Africa
 - **Budget planning** of projects and monitoring/evaluation
 - Public procurement (and audit of WB and AfDB procurement procedures)
 - Project management by indicators (dashboards-GARD)
 - Cybersecurity of organizations: information security (CISSP) and network infrastructure security (CEH)
 - Management of major risks and geopolitical risks in Africa
 - Economic governance in a rule of law and democracy
 - Peace operations in Africa: evolution and impacts
 - Financial audit and management of public performance
 - Budget execution in programme mode
 - Reforms and change management in the public sector
 - PEFA and assessment of public finance systems
 - Management of digitalization projects in the public sector
 - **Mobilization** of resources for the public sector
 - **New** citizenship in Africa

- The postcolonial and imaginary African administration: issues, challenges and prospects
- Local sociocultural permanences and postmodern public administration: what hierarchy?
- Rupture and continuity at the heart of the challenges of the effectiveness of public administration in Africa
- Linguistic heritage diversity and public administration in postcolonial Africa: meaning, scope and constraints
- The New Diplomacy: From Soft Power to Smart Power
- Security Sector Reform/Governance in Africa: State Reform and Challenges of Restoring Public Service
- Asymmetric Conflicts in Africa: Genesis and Means of Resolution
- African Regional Organizations: Transformations and Responsible Management
- **Conakry Meeting 2025**
- **Modernization of the civil service and transformations of the public service in Africa: towards a more efficient, transparent, robust and results-oriented public administration**
- **Governance and leadership in the African civil service: challenges and opportunities for a sustainable and inclusive development**
- Ecological transition, ecological planning and sustainable development
- Climate change, the fight against poverty and financing sustainable and inclusive development
- Migration and sustainable mobility
- Sustainable agriculture in Africa
- The geopolitics of renewable or alternative energies
- Public Administration put to the test by the mining governance in Africa
- **Theme of the conference on the 60 years of existence of CAFRAD:** the structural transformation of the African public administrations in the era of the fourth (4.0) and the fifth industrial revolution (5.0): digitalization and generative artificial intelligence: mines, governance, establishment of strong institutions for the strengthening of democracy and the rule of law
- The new challenges of public administration and construction of a capable, developmental and modern state
- The design of multimedia educational resources and training management on an E-learning platform
- **Kinshasa Café:** Public administration put to the test by mining governance in Africa
- **A New Culture of Administrative Reform in Africa: Sociocultural and Anthropological Aspects or Administrative Reform, Culture, Anthropology and Development in Africa**
- Digitalization Projects in the Public Sector
- Economic Intelligence, Cybersecurity and Digital Intelligence
- Cybersecurity and Cyberdefense: The Transformations of the Postmodern Warfare
- Lobbying and strategies of influence and counter-influence: from soft power to smart power: the logic of a winning diplomacy

- Transformations of law and justice in Africa
- Mining governance in Africa: tools and methods for taking into account the environmental and social benefits (sustainability, livability, inclusion and social equity) of mining projects
- **Economic transformations:** special economic zones, new generation free trade agreements, PPP, EPA, non-double taxation convention, structural transformation of the economy, sustainable industrial policy, new structural economy
- Public governance in a postmodern world: Tools, methods and indicators for the consolidation of democracy?
- Land registry and geomatics
- South-South cooperation, economic diplomacy, global governance: the new rules of cooperation
- Management of international economic negotiations
- Evaluation of sustainable development projects
- Transition management
- **The culture of recognition at work in the public sector**
- **For a new culture of attention**
- **Responsible management: axiological approach**
- **The evaluation of technical assistance and cooperation**
- **Strengthening the capacities of countries in the field of trade for a better participation of Africa in the world economy**
- **Development policies in Africa: constraints and options in the context of the WTO**
- **Prospects and forms of Africa's participation in the WTO process**
- **The challenges of integrating African countries into the multilateral trading system**
- **The political economy of international trade and climate negotiations**
- Reconstruction of the State, restoration of public administration and return to development in a context of conflict and insecurity...
- New types of financing and modernizing economic infrastructures
- Cooperation policies in the modernization of public administration
- Transformative governance
- Principles of governance and the need for economic and social transformation

2.2. Support for administrative training schools and institutes: CAFRAD as an umbrella institution

In its mission, CAFRAD acts as a host and scientific liaison for the benefit in particular of administrative institutes and schools, universities and, more generally, all other institutions whose activities fall within the scope of the Centre's competence.

Principle: If Africa really wants to build its development model, it is only with senior executives trained in the same logic of the art of the State. Indeed, the demand expressed by the training schools and institutes to get out of strictly "national" logic is pressing to give their auditors the

opportunity to do their internship or part of their training in another country of the continent. Such a mixing is necessary to create an "African conscience" of African issues, in order to find African solutions to African problems. Currently, no organisation assumes this yet essential function which aims to strengthen knowledge of African realities and to create "Africa" cohesion among future African public decision-makers.

Schools and institutes express a need for decompartmentalization and shared educational services (teachers, internships, content, etc.). There is a strong demand from them for the exchange of training programmes and methods as well as for collegial management of the teaching staff.

The central idea in the field of research is to create strategic alliances with one or more academic entities already well-known and to award scholarships to young researchers working on subjects related to the concerns of CAFRAD, which should become, like CAMES or the National Institute of Public Service (NIPS), a central operator of the continuing training in Africa. Thus, CAFRAD should now function as an umbrella institution for schools and institutes of training and research in public administration. For the renovated CAFRAD, **it will be about centralizing on a single platform all training offers for senior executives**, steering and coordinating the implementation of courses intended to develop the common culture of public action and to break down the barriers among administrations, in particular by organizing a common core for several public service schools. To do this, the following measures should be implemented:

Action 1. Managing and coordinating common courses in public service schools by implementing common core courses

Action 2. Supporting the reform of the training offer in schools, institutes and universities with a view to adapting it to African challenges and greater professionalization, individualization of courses and specialization

Action 3: Supporting the analysis of training needs adapted to the labour market

Action 4. Supporting the updating of training offers

Action 5. Evaluating training offers and educational activities

Action 6. Ensuring continuing training for trainers and teachers

Action 7. Networking schools, institutes and universities to exchange experience, expertise and good practices

Action 8. Welcoming and supervising trainees from these schools, institutes and universities

Action 9. Providing documentation for analyzing initial training needs

Action 10. Participating in activities organized by schools, institutes and universities related to the training

Action 11. Organizing conferences: major conference, method conference, framing conference, seminar, workshop, study trip, site visit, educational visit, session, **networking** of public administrations or cooperation among administrations with a view to sharing experience, expertise and good practices

Action 12. Creating a directory of schools, institutes and universities for administrative training and research

2.3. Organization of preparatory training for competitive examinations for access to senior management in the civil service and senior positions in African and international organizations

This measure stems from the fact that Africa is less represented in international organizations and also aims to support the vision of the African Union (AU), which is to develop African skills to lead Africa.

Action 1: Identifying in each country senior officials with potential to join African and international organizations

Action 2: Setting up an individual support service

Action 3: Training potential candidates on the development of tools (CV, biographical note, cover letter, campaign strategy, communication plan, negotiation, lobbying and influence strategy) for job searches in African and international organizations

Action 4: Preparing potential candidates to respond to job interviews in African and international organizations

2.4. Training on demand or at the request of prescribers and sponsors

CAFRAD is committed to meeting the demand of public and private prescribers.

This programme covers: i) the development and retraining of senior public and private administration executives; ii) the training and retraining of African experts/consultants in public administration; iii) the development of educational materials (programmes and teaching tools).

✚ Scientific programme (research & development & innovation) on attractive, relevant and topical themes relating to real development problems in Africa

The second mission of CAFRAD consists in:

- (i) undertaking, promoting and coordinating comparative studies and research on administrative problems related to the economic and social development in Africa;
- (ii) compiling, analyzing and disseminating documentation on the structure, organization and administrative methods of the different African countries; and
- (iii) publishing appropriate documents.

Strategic Line 3: Focusing research on the real challenges of the African Public Administrations while responding to the complexity and specificities of the African societies.

Strategic Objective 3: Focusing research on the real challenges, priorities and imperatives of the African Public Administrations and disseminating their results in all Member States as well as promoting best administrative practices.

Strategic line3 requires a well-developed research programme based on the problems and changes underway in African public and private

administrations. This will involve conducting in-depth and up-to-date studies on the priority problems and factors of development:

- public functions;
- local administrations;
- public enterprises;
- state agencies;
- the private sector and civil society;
- means of integration and participation of women in development administration;
- administration and environmental protection, the fight against climate change, development of social sectors in rural and urban areas, land governance.

Other research sectors can be addressed based on the needs expressed by the States.

The other aspect of research is the development of educational methodologies and instruments in order to popularize the research results and make them usable.

The aim of the renovated CAFRAD is to focus its intellectual and financial investments on Research and Development in order to promote innovation in all Member States and non-Member States.

The performance of scientific and technical research should be considered as a *sine qua non* condition for quality training: knowledge as output and training and research as input. This will involve i) making CAFRAD a leading player in the renewal of public administrations and ii) conducting and financing research activities in the areas of public action. The anticipation of needs and rigour as contributions to the evolution of public administrations, the advancement of knowledge and public performance should guide CAFRAD's actions:

Action 1: Organizing a symposium on the 60 years of existence of CAFRAD

Action 2: Increasing the research and analysis effort conducive to supporting changes in public administrations;

Action 3: Research oriented towards the development of knowledge, communities, public action and society;

Action 4: Adapting the research offer in order to support the development of managers, professionals and the next generation;

Action 5: Diversifying strategies for valorising research and analysis products;

Action 6: Establishing a pool of renowned researchers in public administration and governance issues(**selecting and training them**);

Action 7: Strengthening CAFRAD's links with the academic world and the research and development of strategic partnerships with universities and research centres. CAFRAD should establish university partnerships and join international academic networks: partnerships will be set up with one or more universities in order to launch an ambitious research activity. Privileged academic relations will also be established with internationally renowned institutions in the field of public governance, such as ENAP, INSP,

Harvard Kennedy School, the Blavatnik School of Government, the Hertie School in Berlin or the College of Bruges.

Action 8: Establishing a teaching body composed of pairs of teachers-researchers / public action practitioners and launching research projects in the field of public action;

Action 9: Collaborating and supporting think tanks working on Administration and governance issues;

Action 10: Edition, publication and dissemination of research results, and physical and digital archives;

Action 11: Establishing prizes for the best research work on Public Administration;

Action 12: Reforming the *African Administrative Studies* journal;

Action 13: Developing and regularly publishing an annual report on the state of public administrations in Africa, as well as the *African Administrative Studies* and the monthly electronic bulletin, if not weekly;

Action 14: Integrating the contribution of science into the continuing training offer: modules on the contribution to public action of fundamental, behavioral and research sciences will be designed;

Action 15: Producing decision-making support documents for States

Action 16: Participating in scientific activities organized by universities and research centres;

Action 17: Creating a directory of administrative research schools, institutes and universities;

Action 18: Promoting the sharing and dissemination of knowledge;

Action 19: Establishing a monitoring plan;

Action 20: Documentation, information and publications: this programme includes three components: i) modernizing CAFRAD documentation; ii) diversifying the information channels for CAFRAD activities at the member states and international level; iii) making CAFRAD publications profitable by making them more operational and usable by beneficiary countries.

Modes: Anchoring the relevance of research (fundamental, applied, action research) and services in the complexity of contemporary societies, multidisciplinary, interdisciplinarity, transdisciplinarity and the global and holistic approach. The complexification of the realities of learners and society as a source of transformation and innovation.

Specific research programmes

1. Research programme on training in administrative and governance training schools and institutes in Africa;
2. Research programme on transformations in public administration: digitalization, digital transformations, artificial intelligence and quantum computing;
3. Research programme on human and global security in Africa;
4. Research programme on comparative administration and administrative reform in the world (Africa, Europe, America and Asia);
5. Strategic partnership programme: AAPAM (African Association of Public Administration and Management), ACBF (African Capacity

- Building Foundation) and CADAT (African Regional Centre for Labour Administration), OFPA, ENAP, INSP;
6. Research programme on sustainable development, the fight against climate change and the new structural economy: blue, green, circular, digital, social and solidarity economy, sharing, collaborative economy, silver economy
 7. Research programme on demography, population and migration

Consulting and Advisory Programme (CAFRAD Consulting Group)

Strategic Line 4: Conducting advisory, support and consultation missions that benefit African States.

Strategic Objective 4: Providing sustainable support for reforms, innovation and the modernization of the public action in Member States through technical assistance, advice, consultation and service provision: In addition, CAFRAD aims to provide African governments with consulting services to help them develop their administrations.

Action 1: Boosting the CAFRAD Consulting hub (**CAFRAD Consulting Group**)

Action 2: Responding to the requests and/or expectations of Member States

Action 3: Offering a wide range of services and advice to States

Action 4: Offering its training, study, research and consultation services to African Regional Economic Communities, the African Union, private sector actors and civil society organisations

Action 5: Updating the Directory of African Experts/Consultants in Public Administration and Management

Action 6: Helping States in analyzing their countries' training needs with a view to supporting sustainable and inclusive development

Action 7: Deploying a strategy to conquer the global training, research and consulting market...

Action 8: Helping Member States in recruiting the best profiles to occupy certain positions in senior administration

Action 9: Supporting the development of the human resources management policy and the skills/talent development plan of Member States

Action 10: Assisting African States in the digital, ecological and energy transition as well as in the structural and systemic transformations

Action 11: Supporting Member States in the implementation of a public economic intelligence policy

Action 12: Assisting Member States in the ecological planning.

CAFRAD African and Global Influence Programme

All the previous strategic lines contribute to the visibility of CAFRAD. Nevertheless, we have decided to devote a new line, the fifth, to the consolidation of CAFRAD's African and global influence.

Strategic Line 5: Contribution to Africa's global influence through the promotion and dissemination of research, training and expertise in public administration and the reception of foreign students.

Strategic Objective 5: Ensuring and consolidating CAFRAD's African and global influence.

Prior action: Developing the CAFRAD's international communication and marketing plan

Action 1: Mobilizing international partnerships and strengthening CAFRAD's soft and smart power

Action 2: Mobilizing the network of former CAFRAD trainees or auditors

Action 3: Institutionalizing and setting up an international advisory committee, composed of academics, researchers and public action practitioners in Africa and around the world

Action 4: Organizing activities outside the African continent

Action 5: Participating in activities organized outside Africa

Action 6: Working towards the membership of other African countries to CAFRAD

Action 7: Ensuring CAFRAD's subscription to scientific journals of global scope

Action 8: Participating in activities organized by African organisations

Action 9: Ensuring the representation of Regional Economic Communities and the African Union within CAFRAD bodies

Action 10: Redefining CAFRAD's relations with the United Nations System

Action 11: Getting CAFRAD to join organisations that present the possibility thereof in the world

Action 12: Involving all governments of Member States in CAFRAD's activities

Action 13: Establishing useful strategic partnerships with personalities, institutions, universities and training schools and research laboratories

Action 14: Soliciting the world's best experts for the implementation of CAFRAD's activities

This ambitious action plan calls for a profound transformation of CAFRAD, with the support of the members of the Governing Board. A proposal for an organizational chart will be submitted to it after the validation of this roadmap in October 2024.

Finally, the opportunity of integrating CAFRAD into a university network will be examined with a view to co-directing and co-issuing Master's and doctoral degrees in Public Administration, Public Policy, Sociology of Public Organisations, Sustainable Development Economics, etc.

6. IMPACT MEASUREMENT: APPROACH FOCUSED ON RESULTS CHAIN-BASED PLANNING

We will improve the impact measurement of all our programmes to ensure that we capture the real changes in Member States and in the lives of citizens through our training, research and consulting work, beyond nominal achievements. This will involve clearly capturing the result that occurs during the implementation of the roadmap by identifying people who, having benefited from CAFRAD's services, manage to undertake the required

transformations of the Public Administration, to make their talents useful to the development of their country and Africa, who live the change, its importance for them and the lessons learned in terms of replicability. Our monitoring, evaluation and learning approach is described below.

Evaluation mechanisms: key indicators of CAFRAD's overall performance

The new Director General of the renovated CAFRAD focuses its governance on programme mode management, Managing for Development Results (MfDR), performance, transparency, participatory, ethical and inclusive governance, and the evaluation of public actions and policies. Indeed, the end of the financial year will be marked by the drafting of an annual performance report with specific indicators. It is therefore important to establish the logical and programmatic framework of CAFRAD including key performance and robustness indicators:

1. Rate of recovery of annual contributions from Member States
2. Rate of mobilization of innovative resources for each financial year
3. Percentage of activities carried out on the activities programmed annually
4. Percentage of decisions of the Governing Board carried out on all decisions taken
5. Availability of management tools in programme mode
6. Key indicators of the performance of the CAFRAD staff
7. Key indicators for evaluating the effectiveness of training programmes...

Indicators must be **SMARTER**: specific, measurable, achievable, realistic, temporal and ethical.

This typology is ordered on the basis of the contextual elements, which are imposed on the user service of indicators, to go as far as the consequences of the action of the latter, passing through the analysis of its own activity. It starts from the expectations of the user-client and ends with the measurement of his/her satisfaction. The indicators are constructed within the framework of a steering approach (targets/means/measures of implementation) constituting the management control; they draw the measurement elements from an information system. The indicators in the list below are performance indicators.

1. **Environmental indicators**: characterize the context of the service's action.
 - _ "Preference indicators": express the expectations of the service user.
 - _ "Situation indicators": characterize the physical, human and socio-economic environment of the service.
2. **Means indicators**: reflect the availability, allocation or consumption of human, material or financial resources for a service activity; can measure the allocation of resources to agents or to the environment by ratio.
3. **Activity and production indicators**: reflect the activity of agents or the material production of the service, which expresses intermediate results of the action of this service.

4. **Final results indicators:** express the socio-economic “effectiveness” of the service’s action:

_ “Impact indicators”: reflect aspects of the evolution of the environment that are considered to be fairly directly attributable to the service’s action.

_ “Effect indicators”: indicate aspects of the evolution of the environment that are only partly attributable to the service’s action, because they also depend notably on other factors that the service does not master.

5. **Efficiency indicators:** reflect the relationship between the achievements obtained and the resources devoted to the service’s action.

6. **Effectiveness indicators:** indicators of intermediate or final results, of quality, or even efficiency, must, in a management control approach, receive a target value that reflects the desired objective. The relationship between the achievements obtained and the target set measures effectiveness.

7. **Quality indicators:** reflect the conditions in which the service's action takes place:

_ "Process indicators": measure the conformity of the service's operating methods to its action benchmark, which refers to the notion of a standard distinguished from the target.

_ "Satisfaction indicators": measure the satisfaction of the recipient of the production or that of the staff or that of the supplier with regard to the service's action.

The assignment of an indicator to a given type depends essentially on the strategic objectives of the user service, the same indicator may be of another type for another service. The measurement of an indicator can be directly quantitative or result from a qualitative classification; it can be an absolute value or a ratio.

Critical assumptions: success or failure conditions: the catalysts

- Strong political coverage and regular financial support from Member States
- Mobilization of scientifically qualified human resources and innovative financial resources
- Multifaceted, constant and continuous support of the Kingdom of Morocco
- Good and frank collaboration between the Directorate General and the Royal Government of Morocco, in particular the Chair of the Governing Board
- New Director General, a leader committed to the profound and comprehensive transformation of CAFRAD, African public administrations and Africa...

It is more than urgent to recreate and build a new CAFRAD, another CAFRAD meeting the development needs of all of Africa, a training, engineering, research and consulting centre of the African Union of which all African States are members. It is in the interest of Africa and the political will of African leaders to make training, research and development a unique key to sustainable and inclusive development and comprehensive transformation of Africa, regional integration and its positioning in global governance.

APPENDIX: Some avenues or lines of qualifying or certifying training and research

❖ Economic and financial governance:

sustainable and inclusive economic growth in Africa, business financing, competitiveness, regional economic integration, food security, natural resource management, public finances, infrastructure, SMEs regional economy, local management, North-South and South-South cooperation, banking economy, new structural economy, Special Economic Zones, bioethics and biotechnology, generative artificial intelligence, quantum computing....

❖ Administrative governance:

- Rule of law, capable state in the postmodern world, modern state, developmental state, strategic management, conflict management, geostrategy, transparency, parliamentary governance, audit of public finances, corruption, diplomacy, negotiation and alternative methods of conflict resolution, Education, health, governance of justice, evaluation of public policies, local authorities and sustainable and inclusive local development, ICT, social audit, economics of corruption, responsible management, decentralization and sustainable and inclusive territorial development, values and principles of public service, Role of Women in Public Administration in Africa, digital transformations of women decent work in Africa, digital transformations of women economic and financial autonomy in Africa...
- Leadership capacity development, capacity building for good governance/e-governance, ICT, electoral administration, performance measurement and evaluation, conflict resolution and peace building, mainstreaming ethics and professionalism in public service, policy and knowledge exchange, capacity building in support of state governance and reform implementation and networking, knowledge management,
- Changes in the State and public action
- New structural economy
- Intelligent public-private partnership (PPP)
- Innovation, modernization and reinvention of the Public Sector and Governance;
- Improving performance and productivity in the public sector and state organisations
- Negotiation, conflict resolution and post-conflict reconstruction of public services
- Promotion of Responsible Public Governance, Ethics and Professionalism.
- Reform/Governance of the Security System (R/GSS),
- Planned Obsolescence and Greenwashing,
- Theories of Organisations, Public Policies and Public Management,
- Theory and Analysis of International Politics,
- Study of Political and Administrative Leadership in the Public Sector,
- Principles and Issues of Public Administration,

- Management of Public Organisations,
- Analysis and Evaluation of Public Policies,
- Evaluation of development programmes and projects,
- Management and international administration,
- Municipal management,
- Management of development projects,
- Management focused on development results,
- Intercultural management
- Governance and public policies
- Public procurement Sustainable public-private partnerships (PPP)
- Sustainable bilateral investment treaties
- New-generation free trade agreements
- Ethical, fair, sustainable and inclusive trade
- New structural economy
- Human security
- Economic intelligence and cybersecurity
- Artificial intelligence (AI)
- Emotional intelligence and authentic leadership
- Negotiation,
- Administrative drafting,
- Legal and legislative drafting
- Post-conflict reconstruction
- Development and evaluation of public policies
- ❖ **Public Administration Environment**
- Values
- Core Functions
- Stakeholders
- Institutions
- ❖ **Standards and Strategy**
- Law
- Ethics
- Strategy
- Governance
- Leadership
- ❖ **Organization and processes**
- Organizational structures
- Communication management
- Human resources management
- Financial management
- ❖ **Change management**
- Digital transformation
- Organizational learning
- Evaluation
- Innovation
- Project management
- Digital technology, information and public administration
- Sustainable development and Public Administration
- Organisational learning
- ❖ **Cultural governance:**

- knowledge economy, social innovation, time management, ICT, evaluation, intercultural management, cultural project management, heritage management, etc.
