

**Organisation
Intergouvernementale
Panafricaine**

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

منظمة إفريقية بيحكومية



Depuis/Since 1962 ...

**Pan African
Intergovernmental
Organization**

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

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

ANNUAL BUDGETED WORK PLAN FOR THE TRANSITION YEAR

JUNE 2025 – JULY 2026

Programme for renovating and enhancing CAFRAD governance

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

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

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

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

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

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

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

		their deterioration or accidental loss; Storing documents securely and accessibly.	of CAFRAD's memory over the years.						
11.	Preparation of CAFRAD annual performance report	Having an overall assessment of the performance of CAFRAD's action and the progress of its activities in relation to the predefined strategy, Having a CAFRAD promotion document in front of various partners.	Better overall view of CAFRAD's achievements; A brief overview of the institution's productivity;	1. CAFRAD/GB of CAFRAD	• CAFRAD US\$10,000 •Partner US\$10,000	❖ Venue: Raba t ❖ Date : June 2025 ❖ Language: Fr/Eng	A strong interest from the members of the GB A discharge of good management A better communication tool with financial partners	Availability of the document or the developed sections	