

**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*

THE PROGRAM OF SCIENTIFIC ACTIVITIES

FOR THE TRANSITION YEAR

JANUARY – DECEMBER 2025

Africa in the 21st century faces numerous challenges that are both complex and multifaceted. They constitute major issues whose resolution has the potential to give rise to other (pernicious and thorny) problems. CAFRAD, the leading training and research center, intends to play a central, essential, and indispensable role in the global and structural transformation of Africa. To this end, it is committed to training a new type of African committed to good governance and the global and systemic transformation of Africa. The aim is to bring out a new generation of leaders and managers who are uninhibited, ethical, authentic, lucid, transformative, transformational, bold, and visionary, mastering the global challenges of the world and the renaissance of Africa.

“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

“A good administration is not a luxury; it is an essential condition for development.” **World Bank**, *The State in a Changing World*, World Development Report 1997, 290 p.

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

"Economic and social development is the result of management. I can say without exaggeration that there are no underdeveloped countries. There are only undermanaged countries." **Peter Drucker**

"I don't believe we can correct anything in the outside world that we haven't first corrected within ourselves." **ETTY HILLESUM**

"It was necessary that those who, in the front ranks, must serve the State, be an elite, an elite in every respect, an intellectual elite, a moral elite. It is for this purpose that your recruitment was planned, as it works." General de Gaulle to the students of the NSA, 1945.

"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.**

"...Our choice to enhance human resources, knowing that Human Capital is the driving force of development and the source of wealth. It is also the vehicle for transformation and management of other resources, and for their integration into the development process". **Throne Speech of HIS MAJESTY KING MOHAMMED VI, Kingdom of Morocco, July 30, 2000.**

"We are living in an era of institutional failure, where outcomes that no one wants are being collectively created (violence, poverty, climate change, epidemics). This era requires the development of a new consciousness, a new form of collective leadership, a capacity that allows us to approach different challenges in a much more conscious, intentional and strategic way", **Otto Scharmer, Changing Yourself, Changing the World, 2013.**

Key themes: public action, public administration, African public affairs, Africa, responsible trade, communication, career, diplomacy, integral, global and sustainable development, rule of law, ethics, geopolitics, geostrategy, geo-economics, governance, leadership, management, mobility, negotiations, generative artificial intelligence, digital, ecological and economic transformation, strategies, lobbying, economic intelligence, human security, global security,

international relations, responsible data governance, strategic foresight, formulating a vision and developing a strategy, public speaking, media training, individual, community, territorial, organizational and African resilience.

Priorities of My 2024–2028 Mandate: These priorities stem from the Director General’s commitment to making CAFRAD the leading catalyst and key contributor to addressing Africa’s major challenges.

CAFRAD prepares, trains, develops, and supports leaders and senior executives in assuming top-level responsibilities in the performance of their professional functions.

CAFRAD fosters the emergence of a new generation of confident, strategic, ethical, authentic, clear-sighted, bold, visionary, and transformational leaders, dedicated to systemic transformation and global governance in Africa — a cornerstone for regional integration and holistic, sustainable, and inclusive development.

Generative artificial intelligence and ethics

Priority 0: Reform and Enhancement of CAFRAD's Governance

The institutional development/transformation of CAFRAD is an essential and *sine qua non* condition for carrying out high value-added activities for member states and beneficiaries.

Priority 1: Transformational changes in global governance systems in Africa, including e-governance and generative artificial intelligence

Priority 2: Strengthening smart African productive and commercial capacities as a lever for sustainable and inclusive economic transformation

Priority 3: Development of state resilience in a context of structural fragility.

Priority 5: Strategies for developing the entrepreneurial mindset and business management

Priority 5: Support of the development of territorial skills and talents to accompany territorial transformation

Continuing training, a fundamental pillar of CAFRAD, essential for the professionalization, upskilling, and specialization of senior executives and state leaders, with the aim of promoting sustainable and inclusive development

The primary area of intervention domain for CAFRAD is continuing training (professional or ongoing training) Indeed, according to its founding text, CAFRAD holds the status of an applied school specialized in continuing training. Unlike initial training, continuing training is delivered to professionals, individuals who are already active in the labor market,

and are expected to continually enhance their skills, both for their own benefit and that of their organization. Continuing training is a learning pathway offered to employed professionals and job seekers, aimed at improving their skills or acquiring new professional knowledge. Continuing training targets individuals who have entered working life and who have left and/or completed their initial training. It comprises various modes of access, which vary depending on each candidate's status and objectives. It offers numerous advantages aimed at securing and optimizing their professional careers. Indeed, it enables them to increase their chances of professional advancement and, by extension, aspire to a highly motivating form of social promotion. The continuing training is a powerful lever for professional integration, as well as for career reorientation. It offers the opportunity to receive training and adapt to changing working conditions, which are often inherent to the emergence of new technologies, practices, or methods. Continuing training is based on the following principle: to train continuously is to acquire new competencies throughout one's professional life.

Why choose CAFRAD's continuing training programme?

Five (5) key reasons that may guide your decision to choose CAFRAD's continuing training programme.

1. Continuing training is embedded in CAFRAD's mandate.

CAFRAD's establishment agreement entrusts it with the organization of scientific meetings, seminars, and continuing training courses for high-level African officials from both the public and private sectors, who play a key role in the development of their countries. This includes: leaders, senior executives, and decision-makers (Ministers and their technical advisors, Members of Parliament, Provincial Governors, Mayors, senior officials of state agencies); managers and professionals (Secretaries General, Directors General, other senior civil servants and managers). However, the renewed CAFRAD also aims at offering a training programme to senior executives of private enterprises, members of civil society, as well as members of the Regional Economic Communities and the African Union.

Indeed, CAFRAD boasts a proven historical legitimacy and a wealth of extensive experience and expertise in delivering unparalleled high-level training in Africa. Its unparalleled know-how, intervention approaches, and methods significantly facilitate and expedite knowledge acquisition for participants in CAFRAD's training programmes.

2. CAFRAD's continuing training complements and reinforces the training provided by administrative schools and institutes in the Member States. It is irreplaceable.

In a context where all CAFRAD member states are undertaking large-scale structural reforms, the initial training received by civil servants at the end of their studies is no longer sufficient to keep pace with decades of technological evolution. Indeed, we are living today in a globalized world in perpetual transformation, where the changes driven by globalization, the knowledge economy, the information economy, neo-regionalism, 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 kind of professional who must acquire new skills adapted to an environment characterized by globalization, digitalization, and economic deregulation. Thus, the digitalization and digital transformation of public services, the dismantling of silos within public administrations, the fight against climate change, and the new structural economy render it imperative for African states to establish a skills development plan tailored to their challenges of smart transformation. Regardless of the depth and quality of the initial training provided by schools and institutes of administrative training, graduates still lack certain essential skills to effectively address the complexities encountered in public administration. Furthermore, universities provide their students with knowledge and skills, but not the practical competencies necessary for effective action. Moreover, the rapid evolution of professions and the obsolescence of knowledge renders it imperative for African leaders to prioritize continuing training led by CAFRAD, given its capacity to most effectively address the actual needs expressed by states and its specific tailoring to resolve the administrative and development challenges they face. It goes without saying that national schools of administrative training cannot replace CAFRAD in terms of continuing training. The objective of continuing training is to update the skills of individuals working in public administration, ensuring alignment with the evolution of tools and working methods. Continuing training plays a crucial and necessary role, linked to the constant evolution of technologies that require employees to continually adapt to their new tools of work. It is a tool for the career advancement of civil servants, productivity, innovation, and the modernization of public administration. Peter Drucker observed that the economic and social development of a nation is always the result of management. No country can develop without talent.

3. Training of excellent quality, tailored to the needs of member states and beneficiaries, and conducted by high-level African and non-African experts.

It is a practical training programme featuring concrete examples, study tours, simulations, and case studies.

The continuing training enables employees to remain constantly up to date in specific areas of expertise: Continuing training enables employees to remain constantly up to date in specific areas of expertise: it reduces resistance to change, enhances self-confidence, fosters greater autonomy, and leads to increasingly high-quality intellectual contributions toward achieving organizational goals. It also helps them develop their **soft skills** (open-mindedness, memory, critical thinking, emotional intelligence, and motivation...) which are just as important as technical skills.

An employee must regularly adapt to the labor market and to changes within his/her profession, or be able to transition towards new career paths. Career changes are becoming increasingly prevalent throughout an individual's professional journey. This also makes continuing training both relevant and essential.

At CAFRAD, our training programmes focus on soft skills (behavioral, social, emotional, interpersonal, relational, psychological, and cognitive skills).

Indeed, CAFRAD's training responds to the development needs and challenges of African states, as well as to their imperative to move beyond the classifications of developing countries (DCs) and least developed countries (LDCs), following the path of newly industrialized countries (NICs) in Asia, by acquiring the necessary skills and talents to integrate into global value chains (GVCs). It also prepares participants for the jobs and services of the future, while anticipating technological developments and all forms of transformation.

The pace of the training is flexible and tailored to the professional demands of the participants.

4. A Pan-African organization with over 63 years of experience in training African leaders and decision-makers.

In 2025, CAFRAD marks 63 years of existence, 63 years dedicated to the training of African leaders and decision-makers, in the renewal of public administrations. In its 63 years of existence, CAFRAD has served as a framework for the generation of ideas and knowledge, as well as the flourishing of talent across the four administrative traditions (English-speaking, Arabic-speaking, French-speaking, and Portuguese-speaking), achieving significant and tangible results. It has contributed to establishing, across Africa and within its member states, a culture of responsible governance and efficient public administration in the service of sustainable and inclusive development, as well as regional integration, through training, scientific research, consultancy, and publications.

CAFRAD is, therefore, the first pan-African intergovernmental institution in the field of public administration and governance. Over the course of its many years of experience, it has developed diversified expertise and enjoys considerable visibility, credibility, and reputation.

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

Accordingly, CAFRAD prepares, trains, develops, and supports leaders and senior executives in assuming top-level responsibilities in the exercise of their professional duties. It fosters the emergence of a new generation of leaders who are self-assured, ethical, authentic, discerning, transformative, transformational, bold, and visionary, committed to systemic transformation and global governance in Africa. If you aspire to become a distinguished leader, well-equipped with a multidisciplinary, interdisciplinary, and transdisciplinary approach to public, political, governmental, managerial, and transformational innovations, look no further than CAFRAD, which stands ready to prepare you for the strategies of the influential leaders of tomorrow. With CAFRAD, you become a leader who excels in politics, business, governance, and beyond.

In a context increasingly shaped by technological pressures, your leadership will be a key ally in fostering a more human-centered world. You will embody the qualities, values, and *soft skills* needed to become a true agent of change. If you aspire to become intellectually invincible and ready to contribute to building a new Africa while championing African causes in an increasingly violent, turbulent, and globalized world, then CAFRAD's training programme is your essential choice. If you seek to overcome stagnation, offer citizens new political choices, and improve governance, CAFRAD's training is the key to fulfilling your ambition and your political and social commitment.

5. A training programme that enables integration into the African and global network of public policy experts

The CAFRAD training, led by world-renowned African and international experts, grants you the status of an African expert/consultant in public action. It is a highly sought-after status, both at the African level and internationally. It thus provides you with the intellectual confidence to express informed opinions on all public policy issues worldwide and to leverage your expertise with multinational firms as well as both African and foreign governments. You are looking for a training programme that can enhance your profile, deepen your expertise, and establish you as a technical authority, then CAFRAD's training courses are the ideal choice. If you wish to work in major consulting firms in America, Europe, Asia, and Africa, make the right choice now. You want to establish your own firm, conquer the African and international market for intellectual services, and put an end to Africa's dependence on imported 'technical cooperation' experts or consulting firms detached from socio-cultural realities? Then act swiftly and turn to CAFRAD.

CAFRAD ensures the deepening and professionalization of your career, as well as the improvement and retraining for executives wishing to contribute to the development of their career, address skill gaps, and promote the development of their country.

The training programme combines hands-on case studies, immersive field trips, and negotiation simulations. Come, let us build your professional journey together with the aim of achieving your career and life goals.

Organizational Modalities and Types of Training Programmes

Mode of delivery: in-person, remote (online), hybrid (in-person and online or E-learning), or bimodal.

Languages: Arabic, English, French, Portuguese, and Spanish. Activities may be conducted in any one of CAFRAD's official languages, or simultaneously in all official languages.

Training Cost: €1,000 to €2,500 per participant, adjustable with a minimum of 20 participants.

Each participant chooses the modality that suits his/her pace and professional requirements.

Each participant bears the training cost, which covers registration fees, the training kit, training follow-up, meals when applicable, and participation certificate issuance. Should the participant opt for in-person attendance, he/she shall bear the expenses related to airfare, lodging, and meals throughout the training period. Participants may apply for funding grants from national, regional, or international financing institutions to cover their training costs.

Each member state may nominate participants for CAFRAD training; in such cases, the nominating state covers the training costs. It may, in consultation with CAFRAD, establish the practical modalities governing the conduct of the relevant training programme.

Tailor-made and customized training courses may be requested by Member States and any authorized requesting entity.

A competency-based approach supported by concrete examples, including internships, study tours, simulations, responsibility assignments, experience and expertise sharing, site visits, personalized mentoring, and *in situ* immersion.

Adherence to andragogical principles, a competency-based approach, individualized coaching, and support for decision-making and the resolution of concrete administrative issues faced by Member States, upon request.

Relocating CAFRAD training sessions and activities to member states or elsewhere in Africa, with the agreement of the governments...

Adapting training to ministerial reshuffles and the mobility of civil servants in Member States by ensuring the regular training of senior officials, taking into account their mobility (retirement, availability or secondment, resignation or compulsory retirement, or dismissal), in order to guarantee the continuous availability of well-trained senior civil servants capable of fulfilling their roles and advancing sustainable and inclusive development,

Establishing a mechanism for evaluating the effectiveness (impacts) of training programmes in member states with key performance indicators,

Preparing the concept note, terms of reference (ToR) or aide-memoire, the schedule, and the funding sheet for any CAFRAD activity.

Identifying pertinent, original, timely, and compelling themes that address the socioeconomic development priorities of Africa.

The training sessions will address contemporary challenges while upholding the principles of freedom of speech and adherence to the *Chatham House* rule.¹

Each theme is accompanied by a detailed educational fact sheet.

The periods and countries are provided for guidance only. The agreement of the countries and their amendments are necessary to consolidate the CAFRAD 2025 scientific activities programme.

Training offers/High-quality Continuing Training Programme: Annual plan for skills and talent development (catalogue of certifying or qualifying continuing training courses).

In a volatile, uncertain, unpredictable, complex, ambiguous, and paradoxical environment where knowledge and professions evolve rapidly, continuing professional training is the key to developing new skills and adapting to the transformation of public action. Without continuing training, the public administration would become stagnant. The success of any organization in this third millennium will primarily depend on the quality of its human capital. Indeed, contributing to CAFRAD's budget means providing it with the means to deliver high-quality training for African leaders. This is why Member States should consider increasing the share of the budget allocated to education, teaching, vocational and technical training, as well as scientific and technical research, with a view to building a modern and high-performing Africa in every respect.

¹The Chatham House Rule helps create a trusting environment for understanding and solving complex issues. Its guiding principle is as follows: share the information you receive, but do not reveal the identity of the person who provided it. **Chatham House** is a leading global political institute whose mission is to assist governments and societies in building a sustainably secure, prosperous, and just world.

**20 themes in French
4 programmes in English
10 conferences**

Programmes in French

1. The Round Table of Member States and Partners: The renovated CAFRAD: Africa's locomotive towards the global, digital, ecological and intelligent transformation of Public Administrations (Activity already completed).

February 27, 2025

1 day

2. Behavioral Sciences and Their Impacts on Public Policies (Activity already completed).

March 13, 2025

1 day

3. Digital Governance and Sustainable Development (Activity already carried out)

April 03, 2025

1 day

4. Transformational Changes: An Essential Condition for Administrative and Governmental Effectiveness / Leadership / *Soft Skills* (Behavioral, Interpersonal, Relational, Psychological, and Cognitive Skills) as the key to the success of organizations in the Age of Generative Artificial Intelligence.

April 30 to May 5, 2025

5 days

5. Planning, execution and follow-up of digitalization projects and generative artificial intelligence. Generative artificial intelligence is in the service of administrations and African citizens.

May 12 to 16, 2025

5 days

6. Human capital as a driver of overall performance in Africa.

May 7 to 12, 2025

5 days

7. Human Resource Management in the Public Sector: Strategic Workforce Planning (SWP)- Performance Evaluation - Workplace Recognition - Motivation

May 12 to 16, 2025

5 days

8. Inclusive Democratic Governance as a Pillar for the Proper Functioning of African Public Administrations or Open Government, Inclusive Democratic Governance, and Good Public Governance: *Fundamental Elements for the Effective Operation of Public Administrations.*

June 2 to 6, 2025

5 days

9. Managing the digital transformation of public action

June 16 to 20, 2025

5 days

10. Global risks, crisis management, strategic issues, and emerging questions

October 20 to 24, 2025

5 days

11. Designing, managing and assessing public policies

November 3 to 07, 2025

5 days

12. Ethical leadership: Fight against corruption and related offences

November 17 to 21, 2025

5 days

13. Better Representing Africa: New practices in the diplomatic career

December 1 to 5, 2025

5 days

14. Dealing with ambiguity and managing uncertainty in a changing world

December 6 to 10, 2025

5 days

15. Women's leadership for sustainable and inclusive development

December 6 to 10, 2025

5 days

16. Economic Intelligence and Cybersecurity, or Innovation Management: Government Innovation, Public Innovation, Intergenerational Transfer, and Knowledge Management.

December 6 to 10, 2025

5 days

17. Management and Forecasting of Agricultural Risks: Mapping, Forecasting, Mitigation Measures, and Performance Indicators

December 6 to 10, 2025

5 days

18. Agricultural project management and support for local players

December 6 to 10, 2025

5 days

19. Social and Societal Responsibility – From Corporate Duty of Vigilance to B-corp: “Benefit for All” in Africa: New Tools for Environmental and Social Impact Assessment

December 6 to 10, 2025

5 days

20. Project for building African unity: from ZLECAf to political integration/federation of states: policies, strategies and tools

December 6 to 10, 2025

5 days

Leadership and emotional intelligence and the governance of transformations

The making of leadership and the exercise of authority in Africa.

Foresight definitions, approaches and tools

Steering of the Global Public Performance System

Generative Artificial Intelligence: What Challenges and Prospects for Africa?

PROGRAMMES IN ENGLISH

1. Leadership and management: transforming public administrations

September 22 to 26, 2025

5 days

2. Urban management and sustainable development

October 13 to 17, 2025

5 days

3. Intercultural communication and situational intelligence

November 19 to 21, 2025

3 days

4. Risk and crisis management at the African and International levels

December 1 to 5, 2025

5 days

N.B.: Each theme is supported by a detailed fact sheet, which can be supplied to member states and/or beneficiaries upon request.

Conferences and colloquia

1. Conference on Women in Africa: Role of African Women in Building and Consolidating Dynamics of Progress in Light of the Principles and Values of Responsible Public Governance (RPG) and the Pursuit of the SDGs

April 14 to 16, 2025

3 days

2. Pan African Conference of Secretaries-General and the Directors of human resources of Ministries and State Institutions: Human Resources Management in African Public Administrations at a Time of Major International Changes

April 28 to 30, 2025

3 days

3. Pan African conference of presidents of courts of auditors: National strategies for preventing public wealth violation in Africa in light of the principles and values of responsible public governance (RPG) and the pursuit of the SDGs

May 26 to 28, 2025

3 days

4. 16th Pan-African Ministerial Forum on the Modernization of Public Administration and State Institutions (followed by the 60th meeting of CAFRAD Governing Board): the place of leadership in the implementation of responsible public governance in light of the pursuit of the SDGs and the emergence of African countries

May 20 to 22, 2025

3 days

5. Cybersecurity of organizations: Information security (CISSP) and network infrastructure security (CEH)

July 20 to 25, 2025

3 days

6. The Forum of Africa-China Governance Summit (to be scheduled in coordination with the Chinese party)

7. Seminar for security and defense forces: Co-production of human and global security

September 8 to 10, 2025

3 days

8. Conference of National Schools of Administration (MSAs) on the Evaluation of training policies in light of global, digital, intelligent and sustainable transformations of African public administrations (Generative Artificial Intelligence)

October 20 to 22, 2025

3 days

9. Conference of diplomatic careers training schools and institutes: evaluation of training policies for the new diplomatic careers in Africa at a time of major changes on an international scale

November 17 to 19, 2025

3 days

10. Pan-African Conference of Ministers of Public Service (PCMPS) and/or Public Administration Reform: the efforts to transform African public administrations in a global context marked by industrial revolutions

December 8 to 10, 2025

3 days

Theme of the colloquium on the CAFRAD's 63 years of existence: 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 AI and the making of strong institutions for reinforcing democracy and the state of law or CAFRAD on the AI in the service of African administration and citizens

November 22, 2025: The Day of CAFRAD - African Public Administration

One Day Conference: Geopolitics and geostrategy in a globalized world: analysis of instruments, methods, practices and mechanisms used to exploit and dominate Africa.

The groups targeted by our actions: The leaders, the strategic managers, the intermediate managers, the operational managers, the elaborators and the evaluators of public politics, drivers of global performance, executive officers, senior officers, and the political, militant, paramilitary, administrative, judiciary, territorial, economic, sanitary, educative,

social, cultural, religious, scientific, academic and environmental decision-makers impacting the life in society and tailoring the destiny of citizens and their immediate collaborators:

- 1. Holders of political, executive and legislative power:** Heads of State and Government, members of the government, senior officials of the Presidency and the General Secretariat of the Government, members of the parliament, political consultants in the ministerial and presidential cabinets, political elites, heads and executives of the political parties and personnel of political support
- 2. Holders of judicial and jurisdictional power:** presidents of high financial, administrative, judiciary and special jurisdictions, senior magistrates of lower courts, attorneys and other actors of the justice of institutional importance.
- 3. The actors of high jurisdictions with specific competences:** Managers and senior officers of constitutional courts and high courts of justice or court of Justice of the Republic
- 4. The holders of specific, constitutionally instituted powers:** Managers and senior officers of independent administrative authorities (IAA) and similar institutions.
- 5. Holders of technical and administrative authority:** senior officers, ministries' teams of management, ambassadors and senior diplomats, state-owned companies, government agencies, semi-public companies, public interest groups, economic interest groups, public companies and parastatals, prefects, governors, directors and heads of departmental, provincial and regional services, sub-prefects and their staff.
- 6. The continental authorities and senior officials of African regional organizations:** African Union, Regional Economic Communities, African multilateral banks, specific African organizations, etc.
- 7. Territorial Managers and members of local governments:** mayors, regional councilors, senior executives of decentralized local authorities.
- 8. The top management of private companies:** leaders, managers, entrepreneurs, start-ups, innovators, investors,
- 9. The holders of scientific authority:** authorities or management teams of universities and training schools in administration, diplomacy, management and governance
- 10. The watchdogs of democracy** and the actors of the social and solidarity action: leaders of civil society organizations and press and media bodies, whistle-blowers, traditional and religious leaders, conscientious objectors or opinion-formers

11. The groups with priority and specific needs: women leaders, women managers, women entrepreneurs, committed young people, other key players in development or strategic position occupiers in an organization, interested members of the public...

12. Network of experts and consultants in public administration and governance.

13. Conquering the global training and research market.

N°	Actions	Objectives	Expected results	Target	Cost and sources of funding	Associated structures Venue, date and language	Indicators	Sources of verification	Preparation
<u>Programme of Conferences</u>									
1.	Conference on Women in Africa: Role of African Women in Building and Consolidating Dynamics of Progress in Light of the Principles and Values of Responsible Public Governance (RPG) and the Pursuit of the SDGs	At the end of the training, participating women are able to: - develop skills in various fields; - identify mechanisms for promoting women to facilitate their greater involvement in political, economic, and	Women's capacities are strengthened so that they take an active part in the transformation process of their respective countries The mechanisms for promoting women are understood to enable them to contribute to better assuming their	Ministers and executives of the Ministry responsible for women's affairs and similar areas Senior officials ,	CAFRAD 15,000 \$US Partner 10,000 \$US	Ministry of Social Affairs and Microfinance of Benin ❖ Venue: (Cotonou/ Benin)	Visibility and attractiveness of the meeting Number of participants ; New contacts	Report of the Women's Conference;	Developing and validating the terms of reference (TOR). Proposing the activity to the associated structure, agreeing on the theme, responsibilities, date and venue; Preparing invitations, validating by the organizers;

		social life in their country and on the continent;	responsibilities in society; Leadership skills and communication and negotiation strategies are taught to women so that they can contribute to the advancement of the process of accelerating development in Africa,	leaders concerned with the role of women in public administration and governance; Leaders of women's associations (NGOs); Representatives of International Organizations involved in the seminar topics;		<p>❖ Date: If the duration remains 3 days Monday 14 - Wednesday 16 April 2025</p> <p>❖ Language : Fr/Eng</p>			Translation of the TOR/ Invitations/ Information note Looking for new contacts, sending invitations/follow-up/ provisional & final list of participants; Identifying the speakers/inviting them/receiving the document;
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2.	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	<p>Improving human resources management in African administrations Developing a culture of interdepartmental work Continuing to strengthen the capacities of public officials to make them effective actors in the implementation of the country's vision of emergence, while making the necessary financial and socio-cultural adjustments. Establishing an effective human resources management policy in public institutions, adapted to the major current changes.</p>	<p>State human resources management is improved The interdepartmental work culture is developed The tools and methods for performance evaluation and staff motivation are defined; The GPEC is well known The institutionalization of this meeting</p>	<p>Ministers; Secretaries General of State Institutions; Human Resources Managers; Agents involved in personnel management Executives of international institutions interested in the conference's issues.</p>	<p>CAFRAD 20,000 \$US Partenaire 10,000 \$US</p>	<p>❖ Ministry of Digital Transition and Administrative Reform of Morocco ❖ Venue: A member State ❖ Date: If the duration remains 3 days Monday 28- Wednesday 30 April 2025 ❖ Language : Fr/Eng</p>	<p>Visibility and attractiveness of the meeting; Number of participants ; New contacts of institutions outside public functions ; Greater interest in CAFRAD and its activities.</p>	<p>General Report of the Pan-African Conference of SG & HRD</p>	<p>Managing the sponsorship of speakers: Visa/air ticket/accommodation/welcome/fees/departure Suggesting hotels to participants; Preparing the information note; Booking the catering service; Booking the translation of the conference in English/French; Preparing the provisional program; Informing the authorities of the country; Inviting the media; Requesting visas for participants from countries that do not have a diplomatic representation of</p>
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									Morocco;
3.	Seminar for Business Women and Men: Business Leaders: From Corporate Duty of Vigilance to B-corp: "Benefit for All" in Africa: New Tools for Environmental and Social Impact Assessment	Examining the business environment in terms of social and environmental performance, responsibility and transparency; Examining the possible reconciliation of family life with business, professional life among managers; Promoting constructive and responsible business; Encouraging and	Leaders increasingly want to align their personal values with their investments Support from Arab and African governments for female entrepreneurship, Better acquisition of "best practices", Using innovation as a lever to strengthen the role of women entrepreneurs in economic	Executives from the Ministry of Economy and Finance Executives from the Ministry of Social Affairs and Microfinance; Executives from the Ministry of Small and Medium	CAFRAD 15,000 \$US Partner 10,000 \$US	❖ Venue : A member State ❖ Date : If the duration remains 5 days Monday 12 - Wednesday 16 May 2025 ❖ Language : Fr/Eng	Number of participants, Greater interest in CAFRAD and its activities.	Registrations, Training documents	Registering arrivals Ensuring the reception at (airport/station/hotel) and departure of Ministers/participants); Preparing the meeting kits; Arranging the room according to CAFRAD standards; Welcoming, marking attendance, giving kits to participants and guiding them; Collecting registration fees; Managing the needs of

		improving their performance	development, A. Sharing successful experiences of women entrepreneurs.	-Sized Enterprises and Employment Promotion; Inter-Employers' Association;					participants in the room; Preparing the provisional and final report of the session; Translating the report;
4.	Pan-African Conference of Presidents of Courts of Auditors: National strategies for preventing public wealth violation in Africa in light of the principles and values of responsible public governance (RPG) and the pursuit of the	Improving the effectiveness of these institutions Providing new tools to the SAI Dedicating the prevention of public wealth violation as a specific activity	Preventive measures to be taken at the level of government bodies are identified; Institutional reforms for the deployment of prevention of public wealth violation are formulated ; The development of the legal framework is proposed	Presidents of the Courts of Auditor Presidents of the Economic and Social Councils Inspectors General of Finance	CAFRAD 10,000 \$US Partner 10,000 \$US	❖ Venue: A member State (Gabon) ❖ Date : If the duration remains 3 days Monday 26- Wednesday 28 May 2025 ❖ Language :	Visibility and attractiveness of the meeting; Number of participants; The date and host country of the next PCAs meeting.	<ul style="list-style-type: none"> General Report of the Pan-African Conference of PCAs 	Interacting with the caterer for proper management of each coffee break or lunch; Interacting with the police for possible information; Management of the progress of the various sessions of the conference; Certificate of participation

	SDGs			Controll ers General of other State instituti ons;		Fr/Eng			
5.	WEBINAR - Public Service Day (PSD) Annual theme	Encouraging States to mark this day of June 23; Sharing on the experience of this day; Gathering conclusions on the theme of this year; Making a publication on the theme of the day with the experience of this day in the different countries of Africa (collaborating with AU)	Sharing of experiences among countries; A better impact of this day in the countries; A feedback in the management of this day instituted by CAFRAD	Senior officials of African State instituti ons, membe rs of CAFRA D and non- membe rs	CAFRAD \$ US Partner \$ US	❖ CAFRAD Organizes a webinar on Thursday 19 June 2025 / Tuesday 1st July + See what MPS of Morocco will do on 23 June 2025 ❖ Langua ge : Fr/Eng	Visibility and attractive ness of the meeting Number of participan ts,		The webinar follows the same preparation,

6.	<p>16th Pan-African Ministerial Forum on the Modernization of Public Administration and State Institutions (followed by the 60th meeting of CAFRAD Governing Board): the place of leadership in the implementation of responsible public governance in light of the SDGs and the emergence of African</p>	<p>Giving leaders a new springboard for building their governance based on sustainable modern governance strategies adapted to the contexts of African countries and internationally, Transforming public governance positively and effectively. Improving the leadership and performance of administrations through the effective implementation of new</p>	<p>A new motivation for building its public administration and compatible with international standards is explored; Strategies to improve leadership and performance in public administrations in African countries are developed ; The Forum highlights the essential role of leadership in strategies for building and implementing Responsible</p>	<p>Ministers and Executives - Ministry of Public Service Ministries responsible for Reform and Governance, Special Advisors to the President and the Prime Minister ; Directors General of the NSAs; Internat</p>	<p>CAFRA D 15,000 \$US Partner 10,000 \$US</p>	<p>Ministry of Digital Transition and Administrative Reform of Morocco, ❖ Venue: Rabat or another city in Morocco ❖ Monday 7- Wednesday 9 July 2025 7 July 2025 Governing Board 8-9 July 2025 The 16th Pan-African Ministerial Forum Public Service Award this</p>	<p>Visibility and attractiveness of the meeting, Number of participants, Presence of non-member countries and organizations, Enthusiasm for new training policies.</p>	<p>Forum report</p>	<p>The forum on the sidelines of CAFRAD Governing Board follows the same preparation, however there may be certain specificities (invitations are sent out at least three months in advance; there may be other meetings on the sidelines, the public service award,</p>
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	countries	approaches and strategies acquired from the Conference	Public Governance; The Context and general elements of leadership in public administrations and governance are studied;	ional organizations and institutions interested in the Forum.		year, 2025 (the last one was in 2019) ❖ Language: Fr/Eng/A r/Portugu ese			
7.	Cours : Cyber sécurité des organisations : sécurité de l'information (CISSP) et sécurité des infrastructures réseaux (CEH)	At the end of the training, the high-level African decision-makers will be able to: - objectively analyze current cybersecurity threats on the continent - understand the best cybersecurity measures - formulate a new vision and new strategies for information security	Openness to new visions and perspectives improves the cyber security sector in African countries; The meeting informs and prepares participants to adopt these new approaches likely to meet current cyber security challenges,	Executives from the ICT departments of the Ministries of Economy, Defense, and Interior ; Justice, Commu	CAFRAD 10,000 \$US Partner 10,000 \$US	❖ MOROCCO <u>O</u> Ministries of Digital Transition and Administrative Reform of Morocco ❖ Venue: Rabat (Morocco) ❖ Date: Monday	Visibility and attractiveness of the meeting; Number of participants; New contacts.	Report of the activity	The course follows the same preparation with some differences

			<p>Economic intelligence and cyber security help support economic and social development efforts. The meeting facilitates relationships and partnerships among the different delegations</p>	<p>communications, and Education and Higher Learning; and the NSAs; Executives from Intelligence Agencies and related institutions;</p>		<p>20- Friday 25 July 2025</p> <p>❖ Language : Fr/Eng</p>			
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8.	Pan-African Conference of Ministers of Public Service (PCMPS) and/or Public Administration Reform: efforts to transform African public administrations in a global context marked by industrial revolutions	<p>Examining the transformations underway in administrations in order to define more integrated strategies allowing their positioning in the global context marked by industrial revolutions;</p> <p>Defining the challenges of the continuous transformation of administrations both at the national and sectoral levels ;</p> <p>Defining priority sectors for the implementation of the administration transformation plan ;</p> <p>Strengthening the capacities of public administration</p>	<p>Participants have a better general vision and the perspectives of the Public Administration are better formulated;</p> <p>The challenges of industrial revolutions are clarified;</p> <p>The priority areas as well as the mechanisms to be put in place for their success are defined;</p> <p>Actors are better identified;</p>	<p>Ministers or Secretaries General of ministries and similar</p> <p>Executives of ministries and similar</p> <p>1. Directors of Human Resources of ministries and similar</p>	<p>CAFRAD 15,000 \$US</p> <p>Partner 20,000 \$US</p>	<p>❖ Ministry of Digital Transition and Administrative Reform of Morocco</p> <p>❖ Venue: A member State</p> <p>❖ Date: 8-10 December 2025</p> <p>❖ Language: Fr/Eng</p>	<p>Visibility and attractiveness of the meeting;</p> <p>Number of participants;</p> <p>New contacts</p> <p>The activities generated following this meeting</p>	<p>General report of the activity</p>	<p>The conference follows the same initial preparation cited above</p>
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		<p>staff to meet the requirements of the industrial revolution;</p> <p>Establishment of interinstitutional cooperation mechanisms with a view to a better appropriation of the industrial revolution by African public administrations</p>							
9.	<p>Africa-China Governance Summit on gouvernance</p> <p>Poster attached</p> <p>https://www.</p>	<p>Mobilizing States for this meeting B to B meetings to capitalize on good practices; Allowing States to reflect on innovative and adapted strategies for improving governance</p>	<p>CAFRAD mobilizes a significant number of African member and non-member countries for this meeting; The co-organization of this activity is an advertisement for CAFRAD; A partnership is signed to preserve CAFRAD's</p>	<p>Ministry of Civil Service Ministry of Economy ; Ministry of Industry, Energy and Mines Housing, Agriculture Tourism</p>	<p>Organized by GASME at the initiative of GAPME</p> <p>CAFRAD 20,000 \$US</p> <p>Partner 10 000</p>	<p>GASME / GAPME activity</p> <p>❖ Venue: Pekin (China)</p> <p>❖ Date:</p> <p>❖ Language: Fr/Eng</p>	<p>Visibility and attractiveness of the meeting; Number of participants of CAFRAD member states; New contacts of other ministries.</p>	<p>Mission report,</p>	<p>The preparation is quite different because it is China's activity. CAFRAD is responsible for sending invitations to countries and monitoring the registration of participants</p>

	weezevent.com/hefei2018		contribution to the organization of this activity.		\$US			
10.	Seminar for security and defense forces: Co-production of human and global security	Examining the internal and external threats currently affecting the continent, determining the strategies and responses to be implemented; Strengthening collaboration in the security sector and supporting the development efforts of countries; Inter-African collaboration and with international	The governance capacities of national security services are strengthened; the intervention and prevention modes of security services in Africa are improved; The determination of a new vision for security services in order to face growing threats and support the development of	1. National and international institutions, Ministry of Security, 2. Ministry of Security, 3. Special or senior advisors to	CAFRAD 20,000 \$US Partner 10,000 \$US	❖ Venue: A member State ❖ Date: 8-10 September 2025 ❖ Language: Fr/Eng	Visibility and attractiveness of the meeting; Number of participants of CAFRAD Member States; New contacts of other ministries.	The conference follows the same initial preparation mentioned above from activity 13 to 16

		partners in the reform process in the security sector in Africa.	Africa.	Presidents and Prime Ministers on security matters					
11.	Course: Motivation of human resources in the public sector: tools for attracting and retaining talents in the service of an efficient public administration				CAFRAD 20,000 \$US Partner 10,000 \$US	❖ Venue: A member State ❖ Date: Monday 22 – Friday 26 September 2025 ❖ Language: Fr/Eng	Visibility and attractiveness of the meeting; Number of participants ; New contacts of other ministries and private institutions.	Course syllabi, Registrations, Training certificates..	The course follows the same preparation with some differences
<u>Support programmes for NSAs or administrative, diplomatic and governance training institutes</u>									

12.	Conference of National Schools of Administration (MSAs) on the Evaluation of training policies in light of global, digital, intelligent and sustainable transformations of African public administrations	Assessing training policies and strategies in African NSAs; Raising awareness of the new challenges facing public administrations Examining the methods and strategies for introducing the principles of global, digital, intelligent and sustainable transformations of African public administrations	The NSAs use NICT to improve the quality of their training. The meeting provides the NSAs with a new springboard for building each administration, according to its context and compatible with international standards The conference helps improve the quality of training programmes for executives of public administrations in African countries.	Minister s of Higher Education Civil Service, NSAs, Institute s of Diploma tic or Strategi c Studies, UNESCO.	CAFRAD 10,000 \$US Partner 10,000 \$US	❖ Venue: A member State ❖ Date: Monday 20- Wednesday 22 October 2025 ❖ Language: Fr/Eng	Visibility and attractiveness of the meeting - Number of participants; New contacts The enthusiasm for new training policies Hosting the next diplomatic meeting	❖ National School of Administration of the Democratic Republic of Congo Or ❖ National Higher School of Administration (ENSA)	The conference follows the same initial preparation cited above
13.	Conference of	Evaluating	Current training	Minister	CAFRAD	❖ The	Visibility	Genera	The conference

	<p>diplomatic careers training schools and institutes: evaluation of the training policies to the new diplomatic careers in Africa at a time of major changes on an international scale</p>	<p>training policies and strategies in African NSAs</p> <p>Raising awareness on new challenges for public administrations</p> <p>Examining methods and strategies for introducing the principles of global, digital, intelligent and sustainable transformations of African public administrations</p>	<p>programmes are examined,</p> <p>The weaknesses and avenues for improvement for a diplomacy worthy of Africa are identified</p> <p>Integrated training programmes for diplomatic careers in Africa are envisaged,</p> <p>A pan-African forum for young diplomats that could, in the long term, strengthen the network of African diplomats is proposed</p>	<p>s of Higher Education Civil Service Institutes of Diplomatic or Strategic Studies NSAs Training Division of the Ministry of Foreign Affairs University Agency of the Francophonie (AUF)</p>	<p>5,000 \$US</p> <p>Partner</p> <p>5,000 \$US</p>	<p>Institute of Advanced International Studies (INHEI) Burkina-Faso</p> <p>❖ Venue: Accra member State</p> <p>❖ Date: Monday 17- Wednesday 19 November 2025</p> <p>❖ Language: Fr/Eng</p>	<p>and attractiveness of the meeting - Number of participants ,</p> <p>New contacts</p> <p>Enthusiasm for new training policies,</p> <p>Hosting the next diplomatic meeting by a state.</p>	<p>1 report of the conference</p>	<p>follows the same initial preparation cited above</p>
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Long-term continuing training or training leading to a diploma (6 to 14 months)

CAFRAD offers long-term continuing training cycles or professional training leading to a diploma:

1. Advanced Executive Development Programme for Administrators (CSPA);
2. Advanced Studies Programme in Public Service (CHESP)
3. Specialized Programme or Training Course on African Integration and South-South Cooperation Issues
4. Specialized Programme or Training Course on Economic Intelligence, Cybersecurity, and Digital Intelligence
5. Executive Master's Programme for Public and Private Sector Leaders
6. Transdisciplinary and Multi-Stakeholder Programme/Seminar on Decision-Making (administrators, judicial actors, parliamentarians, private sector leaders, civil society actors, media professionals, researchers, academics, etc.) ;
7. Officers Integration Programme (CIO);
8. Training engineering Programme;
9. Executive Master's in Strategy and Economic Intelligence
10. Certificate in Public Expertise or Expertise in Public Action or Public Administration;
Certificate of Proficiency in African and International Business Administration
11. Certified Public Management (CPM) Programme...
12. Executive Leadership Programme

[Preparatory works for the Executive Doctorate in Business Administration or Public Administration Doctorate programme.](#)

The modalities, registration fees, and target beneficiaries of these diploma-awarding continuing training programmes will be specified by a decision of the Director General of CAFRAD, following consultation with the Scientific Council.

Results-based management and development in perspective under the leadership of the new DG

As part of the strategic reforms it has engaged on under the leadership of the new General Director, CAFRAD has designed an integrated framework of Results and Development based management (RDBM): via regular monitoring and evaluation, it aims to establish a virtuous circle where strategic planning and budgeting are better linked to results and performance, increasing overall management effectiveness. The Biennial Programme Budget is prepared for a two-year period and is reviewed annually. It takes into account the expected results of the programmes as well as the resources required to achieve these results, based on previous results and performance figures. The Governing Board approves the Budget Programme and any proposed amendments following the annual review. To complete the

monitoring and evaluation framework necessary for the implementation of RDBM, CAFRAD intends to create a specific Monitoring and Evaluation Section, which is also responsible for monitoring the implementation of the whole RDBM process.

Annex 1: The major themes for the public action of the future

Soft skills (behavioral, interpersonal, relational, psychological and cognitive)

Modern State, Developmental State, Capable State, Credible State, Manager State, Strategist State, 4 P State (Programmer-Planner-Protector-Promoter).

Management administration, Mission administration, Project administration.

Innovation in a Changing Globalized World: A Key to the Success of Public and Private Organizations

Innovation is a strategic function that needs to be integrated into the governance of the wider public sector

1. Generative Artificial Intelligence, Digital, Information and Public Administration

Digital administration: a cross-cutting lever for administrative efficiency and a driver of responsible public governance

Digitalization and digital transformation

Digital, rule of law and administration

Administration, Digital Documentation and Services

Activations between institutions and citizens and public policies

Data protection and cybersecurity-hackers- e-fraud

2. Climate change, sustainable development, new structural economy, ecological/energy transition and public administration

The fundamental notions of SD (Sustainable Development)

Instruments and implementation

The future of SD in public organizations

3. Human resources management, change management, organizational learning and human capital development Introduction to Organizational learning

Learning and organizational performance

Knowledge mobilization and organizational change

4. Peace, security, new diplomacy, international negotiations and economic intelligence

5. People, citizens, gender, demography, culture, smart cities and prosperity: the challenges of demographic change

6. **Migrations**, talent drain and waste, and alternative mechanisms for financing sustainable development

7. Renewed leadership, responsible, human, and ethical governance.

8. Research & development & public innovation and biomedical innovations

9. Economic transformation and diversification, green industrialization and smart infrastructure

10. Proximity-Pragmatism-Trust: putting people at the heart of public action
11. Results-Based Development Management – Program-Based Approach
12. South-South Cooperation, Regional Integration, and Globalization
13. Managing risks, crises, emergencies, turbulence, pernicious problems and paradoxes (every new invention or innovation creates new challenges to be addressed): crises and conflicts
14. Impact Transition Management and Responsible Management: Key Strategies and Theories for Leading Organizations Toward Success.
15. A new culture of attention - the future of public action: attention pending action and recognition at work
16. African emergence
17. Public Policy Making Process
18. Leading Change in Public Administration
19. Deontology, ethics, good practices and the fight against corruption
20. Crisis management and post-conflict management
21. Democratic governance and protection of human rights
22. Governance of the Sustainable Development Goals
23. Local Governance and Territorial Development, Decentralization-deconcentration, Accountability and Citizen Participation
24. Skills and tools for diplomacy in a changing world
25. **Urbanization and Smart Cities:** Water, Sanitation and Waste Management, Circular Economy
26. **Urban informality:** employment and housing
27. **Sustainable Governance** of the Mining Sector and Local Development
28. Women's political and entrepreneurial leadership

Annex 2: The concept of Responsible Public Governance

Twelve major themes to characterize Responsible Public Governance:

1. Depoliticization of functions (abolition of nepotism, clientelism, favoritism) through the reinforcement of the rule of law principles;
2. Separation of strategic decision-making, which falls under political authority, and operational management;
3. Adoption of a participatory approach from the design phase, involving beneficiaries and intermediary and grassroots operators;
4. Delegation of public service missions to autonomous units empowered around identifiable objectives;
5. Contractualization of relations between the state and various entities (executing agencies, operational structures) based on clear objectives and performance indicators to be achieved;
6. Taking the cultural dimension into account when drawing up governance plans;
7. Accountability for performance to the authorities responsible for policies and their users/clients/citizens or their representatives, with transparency on the costs of administrative services;
8. Accountability, based on the principle of subsidiarity, of human resources organized in semi-autonomous structures dedicated to specific tasks, with personal or collective incentive schemes;
9. Performance evaluation using benchmarking systems and ad hoc outcome indicators;
10. *Information Management*, the use of e-government (GovTech) in the Management of Administrative Documents;
11. Intergenerational knowledge and skill transfer through conferences of diplomatic career training institutions & national schools of administration;
12. Promotion of gender, specifically the role of women in the multifaceted transformation and modernization strategy of the continent.

Annex 3: Priority themes for 2025

1. *The making of leadership and the exercise of authority in an African context*
2. Transformational changes and soft skills development
3. Open government, inclusive democratic governance, and good public governance. *Fundamental elements for the effective operation of public administrations*
4. Innovation management: government innovation, public innovation, intergenerational knowledge transfer, and knowledge management
5. Public administration, digitalization, digital transformations and generative artificial intelligence
6. Jobs of the new (structuring) diplomacy
7. Economic, **organizational/institutional, digital, societal, intelligent, managerial, ethical transformations and sustainable development**
8. Human Resource Management: workforce management, performance evaluation, motivation, organizational learning, and human capital development (GPEC)
9. Facing ambiguity and managing uncertainty in a changing world (management of uncertainty, urgency, risks, crises, paradoxes, and complexity (VUCA)...))
10. *Programme Management: The human element as a driver of overall performance*
11. Women at the service of sustainable and inclusive development in Africa

Research programme