

**Organisation
Intergouvernementale
Panafricaine**

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

منظمة إفريقية ببحكومية



**Pan African
Intergovernmental
Organization**

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

Depuis/Since 1962 ...

CAF RAD is committed to the service of global, digital, intelligent and sustainable transformation of African public and private organisations

CAF RAD's strategy for the development of entrepreneurs and African management is characterised by agility, resilience, efficacy, and organisational performance.

*« Innovation is not merely limited to products; it also affects the way we work together »
– **Louis Gallois**, former CEO of Airbus and SNCF.*

*« Organisational innovation is comprehending that Man is in the centre and that confidence is the driving force of change. » – **Alexandre Gérard**, founder of **Chronoflex** and promoter of free dom-form company.*

*« The secret of change is not allocating one's energy for rebellion against the old, but for constructing the new. » – **Socrates**, philosopher.*

*« It is not sufficient to have great ideas. You have got to know how to apply them in a reactive and fluid organisation » – **Isabelle Kocher**, former General-Director of Engie.*

*« The company that will succeed tomorrow is the one that knows well how to reconcile economic performance with social and environmental impact. » – **Emmanuel Faber**, former CEO of Danone.*

OUR SERVICES

Since 1962, CAF RAD has placed its expertise in the service of global transformation of Africa and training leaders and senior officials of public administration, as well as private African companies in the different domains of public action, governance, and management. Our high-quality services extend to:

Training, studies, organisational or institutional and territorial diagnosis, strategic audit, public audit, drafting of normative texts, research, internships, study trips, support, coaching, tutoring, consultancy, economic intelligence project management and development of a monitoring plan, development and evaluation of public policies and strategies, setting up complex and intelligent projects, evaluation and capitalisation, publication, dissemination, knowledge management, benchmarking, publishing, South-South and triangular scientific cooperation, translation, English-French-Arabic interpreting...

Word of the Director-General of CAFRAD

Continuous training, the fundamental pillar of CAFRAD, is indispensable for the professionalism, improvement, and specialisation of senior officials and managers in private companies, who aspire to achieve global performance.

The 21st century has introduced the notion of postmodernity, an evolution of the individual, society, public and private organisations. In a globalised world marked by the VUCA environment, the acceleration of globalisation, complicated interdependences of the economy, information and knowledge-based economy, the fourth and the fifth industrial revolutions, Generative AI, it agrees to completely reconsider the training of leaders and managers and all the personnel, renewing their vital and existential importance.

In such an environment in which knowledge and professions evolve swiftly, professional training persists in forming an essential key for the development of new competencies and adapting to transform public action. Having no continuous training will engender a fossilised public administration. The success of companies in the third millennium will depend on the quality of their human capital.

CAFRAD's first domain of intervention is continuous training (continuous professional training). According to the introductory text, CAFRAD has the status of a specialised school in continuous training. In contrast to initial training, continuous training is tailored for professionals. That is to say, people who are already in the workspace and are invited to continuously improve their competencies for their personal interests as well as those of their organisation. Continuous training is a mode of learning proposed for professionals as well as for job seekers, in order to develop their competencies or acquire new professional knowledge. Continuous training targets the individuals who have taken part in professional life and have quit and/or finished their initial training. It includes modes of access that differ in terms of the function and the status of each candidate and her/his objectives. It presents various privileges, aiming to secure and optimise their professional careers. Thanks to it, workers can increase the chance of professional progress, aspiring for the most motivating social promotion. Continuous training is a strong lever of professional insertion as well as reorientation. It offers the opportunity of forming and adapting to the changes in the conditions of good work that are oftentimes inherited from the emergence of new technologies, practices, or methods. Continuous training relies on the following principle: to train continuously is to acquire new competencies all along your professional life.

Continuous training allows employees to remain updated on the precise domains of expertise: minimising the resistance to change, growing their confidence, developing autonomy, intellectual contributions of higher quality in achieving organisational results. It also develops their soft skills (open-mindedness, memory, motivation), which are as important as the technical competencies.

An employee is supposed to be regularly adapting to the job market and the evolutions of his/her job or be able to move forward to new professions. We may observe that job changes during professional life are increasingly frequent. This maintains continuous training as an indispensable component.

Indeed, organisations rely first and foremost on human resources. They constitute their main force, which is to engage the other personnel in the organisation, achieving its set objectives and global performance. They are consubstantial, existential, and vital to the whole organisation. A group of people construct a social project, an ensemble of material, human, and financial resources organised structurally in

which individuals share a common objective. Ergo, organisations are the result of a collective organised action. Desreaumaux (2015) proposes a definition that gained momentum: “An organisation is the rational coordination of activities of certain individuals to achieve an explicit common goal, via a division of work and a hierarchy of authority and responsibilities”.

Henry Ford (1863-1947), founder of Ford, well understood the indispensable role of human resources in a given organisation. He states, “You can take my factories, burn up my buildings, but give me my people, and I’ll bring my business right back again.” When finding highly performant and innovative organisations, it is because they possess a distinctive feature: their highly competent personnel who are the best at everything (distinctive and specialised competencies) and know how to manage that well. Hence, having human resources of high quality, with the personnel functioning as actors of innovation, requires training them extensively. Well-trained women and men who are highly qualified, competent, motivated and committed are the only ones constructing resources for development. Additionally, investing in education, professional training, health, and food security is paramount in creating a solid basis for ensuring an inclusive and sustainable economic increase. According to OECD, human capital includes “the ensemble of knowledge, qualifications, competencies, and individual characteristics that facilitates the formation of a personal, social, and economic well-being.” “Human capital is an immaterial good that can propel progress or support productivity, innovation, and employability”. It is essential to reaffirm the central role of human capital in the process of economic development. On the other hand, having productive personnel, the human capital represents a fundamental lever to stimulate innovation, increase productivity and favour social inclusion. Investing in education and training, countries can create a qualified working power, capable of adapting to the economic and technological evolutions in an uncertain macroeconomic context.

It is from this perspective that the African Centre for Training and Administrative Research for Development has been founded as a Pan African and intergovernmental organisation. It is the main organisation for public service that promotes art, science, teaching and practising public administration as well as profit and non-profit organisations.

Founded in November 1962 by the African governments with the support of UNESCO, even before the Organisation of African Unity (OAU) in may 1963, CAFRAD is the second African organisation after the African Union, in terms of member states, being 45 African member states, the first centre of administrative problem-solving of development as well as construction, reinvention, modernization and continuous improvement of administration systems and governance in the continent.

Nowadays, CAFRAD is positioned as a leading centre in terms of digital, ecological, economic, and organisational transition accompaniment of companies, improvement of managerial culture and company governance to prioritise the development of big African intelligent companies, be them industrial or commercial. The development of Africa is primarily based on consolidating productive systems, creating industrial poles and regional competitiveness, capabilities of African companies are a part of the global value chains (GVC). The creation of the African Continental Free Trade Zone (ACFTZ) constitutes an asset for industrialisation and economic transformation of Africa, provided that the companies and states invest in the training of human capital from a perspective adapted to the complicated needs and barriers of the continent.

Africa needs leaders and managers of a new generation that is decomplicated, ethical, authentic, lucid, transformative, audacious, visionary, and harnessing the global challenges of the world and of global and profound transformation.

Furthermore, the world is currently overwhelmed with strategic contests, rivalries of power, and commercial wars. In such a violent, turbulent, and ruthless world, competitive countries or corporations are those which possess a perennial comparative advantage, a human capital of high quality, strategies, experts in economic intelligence, and end-way negotiators, exerting soft and smart power. The race towards technology is led by women and men who anticipate, foresee, and create the future. These geniuses must be readied and trained for the upcoming combats. For translating the Africa “that we want” into a reality, we ought to know this can be done only by education, training, science and technology, research and development and innovation. Africa should, from now on, realise that human capital, informational resources, financial and productive capital, as well as good governance that contains factors of raw materials transformation to final products, are what may allow them to leave marginalisation, enslavement, and multidimensional poverty, as well as the plunder and the escape of their talents (irregular migration, that is said to be clandestine with human tragedies in the coasts).

CAFRAD is positioned as a centre of training on the culture of the company and the development of African management.

I would urge economic leaders and African managers to choose CAFRAD for the developing competencies and talents, including digital talents, to possess distinctive competences which are knowledge and - do what it allows for an organisation to differentiate significantly, advantageously, and sustainably from competitors. They are oftentimes synthesised in the term “domains of excellence”, in the competencies’ heart and the heart of the profession. A company may defeat its rivals only if it establishes a difference that can be preserved. Organisations giving priority to the crisis of competencies, in career development towards training, get better success-indicating results, commercially, from the process of improving their personnel than other organisations. In fact, developing an advanced expertise for the accompaniment of African private companies to success in the global market is the *raison d’être* of CAFRAD. For this purpose, I would like to salute the founding fathers of CAFRAD, who understood, from independence, that nothing equals well-formed human resources, whether for nations or private companies.

Training the most adapted leaders, managers, and employees is with CAFRAD.

I would like to thank you,

Dr. Coffi Dieudonné ASSOVI, Director-General of CAFRAD, strategic leader.

I Profile of CAFRAD

CAFRAD, a leader of African transformation, is a school of training African leaders who are forewarned about the challenges of the future.

CAFRAD: African Centre of Training and Administrative Research for Development (CAFRAD), as a Pan African Intergovernmental Organisation, is the catalyst and the driver of global transformation of governance, regional and inclusive sustainable development in Africa.

1.1. Legal Status of CAFRAD

CAFRAD is an international, pan-African organisation of a scientific, technical, and cultural character.

CAFRAD is a pan-African school of training and application in public administration, diplomacy, management, governance, security, and sustainable development, as well as a centre of research on African and international issues from a multidisciplinary, interdisciplinary, and transdisciplinary perspective.

It is the main organisation of public service that propels the progression of art, science, teaching, and the practice of public administration and profit and non-profit organisations.

1. CAFRAD is the second African organisation after the African Union, the first centre dedicated for the construction, reinvention, (reforming public services in zones of conflict, fragility, insecurity, or post-conflicts), continuous modernisation and improvement of administration systems, management and governance as well as evaluation of results (practically innovative) of research in comparable administration in order to solve Africa's problems of development.

2. CAFRAD is the African centre that targets harmonisation (serving a common framework of training in the National Schools for Administration in Africa) and the Africanisation (common crucible of information exchange, sharing of experience, innovative practices and expertise among actors belonging to diverse systems of administration) and training senior officials of higher public administrations, leaders, and drivers of public action.

3. CAFRAD, as a leading excellence centre, is a school of application, production of innovative ideas, actionable knowledge, competencies development, and talents put in the service of resolving development-related problems in Africa.

4. CAFRAD is the first African centre committed to promoting South-South scientific cooperation and regional integration in Africa.

5. CAFRAD is an intergovernmental organisation with a scientific, cultural, and technical feature committed to public service of training and research as well as supporting public action and innovation transformations.

1.2. Our Credo:

CAFRAD is renovating to support the global transformation of Africa, transforming African public administrations as well as private companies for the well-being of citizens and people.

With CAFRAD being totally renovated, it is: thinking, acting and driving for the common good,

Specialising,

Transforming

Negotiating,

Investigating,

Deepening.

Supporting, accompanying, backing up, advising, contributing, undertaking, coordinating, studying,

Diffusing.

In CAFRAD, we make each day a little bit more for continuous modernisation and improvement of administration and governance systems in Africa.

In CAFRAD, we contribute to the construction of bases and pedestals for the sustainable and inclusive development of African countries.

1.3. CAFRAD's Foundation Date

The African Centre for Training and Administrative Research for Development (CAFRAD) is an intergovernmental Pan-African organisation founded in 1962 by the African governments with the support of UNESCO. Nonetheless, the idea of founding it dates back to 1961 when His Majesty HASSAN II, may God have mercy on him, within a discussion with Mr. ADISESHIAH, later on the assistant Director-General of UNESCO, requested the dispatch of a mission tasked with advising the Moroccan authorities on the creation of a Regional Centre for Training and Development of

Senior African Executives in Tangier. CAFRAD is founded to support the efforts of transformation and the emergence of African states through developing capabilities and the modernisation of public administration and governance.

1.4. The MISSION of CAFRAD: to promote and improve systems of administration and global governance in Africa through research and training from an interdisciplinary, multidisciplinary and transdisciplinary perspective. CAFRAD serves as an institution of excellence and support for the actions of governments and organisations in developing the capacities, skills, talents, innovation and performance of public administration to continuously improve the services offered to citizens.

CAFRAD promotes visionary, adaptive, transformative leadership for participatory, equitable and inclusive public policies. It contributes to regional integration and inter-African cooperation by designing and implementing partnership projects and networks.

1.5. Strategic Vision of CAFRAD

The strategic vision of CAFRAD for the coming for years (2025-2028) is engendered from the will of constructing and/or reforming a professional modern public administration, responsible, electronic, intelligent, able to learn, innovative, developmental, resilient, and robust through talents development, strengthening institutional capabilities, share of actionable experience, knowledge and administrative best practices, pedestal/driver of regional integration and inclusive sustainable development, stated in what follows :

Being a unique centre of excellence addressing efficaciously multiple challenges of global, systemic, digital, intelligent, societal, and sustainable transformations in the stable, modern, developmental, capabilities and credible states in Africa.

To become: i) a regional centre of excellence for the production, exchange and dissemination of knowledge the field of public administration, governance, development policies and strategies; ii) a support for the continent's economic and social development dynamic; and iii) a reference in terms of strategies for structural and systemic transformation and the emergence of Africa for the benefit of its population.

1.6. The Values of CAFRAD

Authenticity, Humanism, Commitment, Probity, Openness to the world, ethics, humanity, equity, sustainability and inclusion are at the heart of public action in CAFRAD member states:

- i) commitment through leadership, accountability and participation;
- ii) reverence for people and institutions
- iii) openness to the world, cultures and ways of thinking;
- iv) exemplary knowledge about behaving and acting for the public good;
- v) ethical, authentic, transformative and daring leadership as well as humanism, dedication, initiative, the ability to make proposals, the ability to listen, humility, autonomy, discretion, respect for diversity, equity and social inclusion, adaptability,

responsiveness, teamwork (collective intelligence) and synergy, integrity, rigour, professionalism, objectivity, impartiality and excellence.

In CAFRAD, our training is focused on (social, emotional, behavioural, interpersonal, relational, psychological, and cognitive) soft skills.

1.7. Current Director-General: Dr. Coffi Dieudonné ASSOUVI, a Beninese talented official who has invested in continental authority, a transformative and adaptive leader in the service of African transformation.

Researcher, expert/consultant in public administration and governance, designer and evaluator of public policies, programmes and projects for sustainable and inclusive development,

Coach, trainer, university professor, creator and evaluator of training and skills and talent development programmes and plans,

He is also a specialist in changes to public action, territorial transitions, sustainable business transformations, economic and climate governance, and the new structural economic and global security.

Specialist in knowledge obsolescence, skills dynamics and the professions of the future,

Doctorate in political science (international studies, security, defence, geopolitics, geostrategy, geo-economics, and European, Asian, American and African studies) from the University of Abomey-Calavi, Benin,

Doctorate in law, majoring in public law (international law, regional law, domestic law and local law, law of the new structural economy, economic law, environmental law, property law, etc.) from the University of Limoges in France.

1.8. CAFRAD's Location: its headquarters are in Rabat (Kingdom of Morocco).

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II. Strategic priority: Strategies for developing the entrepreneurial spirit and business management

Redefining CAFRAD's activities oriented to the workspace of companies, employers, workers, and the production of richness and creators of job opportunities.

Key Thematics: 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 transformation, transformation, strategies, lobbying, business, human security, global security, international relations, responsible data governance, strategic foresight, visioning and strategy development, public speaking, media training, individual, community, territorial, organisational and African resilience.

2.1. CAFRAD's Targeted Group

Stakeholders in the world of work and business: Impactful leaders, employers' organisations, workers' organisations, federations, central trade unions, workers'

unions, strategic managers, middle managers, operational managers, business leaders, etc.

Public institutions supporting employer and worker organisations: labour inspectors, senior managers from the Ministry of Labour, etc.

Stakeholders in training entities for workers and employers

Conduct training based on the International Labour Organisation (ILO) model.

2.2. Why choose CAFRAD's Continuous Training?

Five (5) main reasons that can motivate your choice of CAFRAD's continuous training.

1. Continuous Training is Encrypted in CAFRAD's Mandate

The convention of CAFRAD's founding tasks it with scientific meetings, seminars and courses of continuous training for high-level African employees, from the public and private sector, who play a key role in the development of their countries. This incorporates: leaders, senior officials, decision-makers (ministers and their technical consultants, parliamentarians, governors of provinces and mayors, high-level executives of the state); managers and professionals (Secretaries-General, Director-Generals, and other high-level employees and managers). Nonetheless, CAFRAD renovates to propose offers of training to high-level executives of private companies and members of the civil society, as well as members of the regional economic communities and those of the African Union.

Indeed, CAFRAD possesses a confirmed legitimacy and a rich and long experience as well as expertise in terms of delivering a high-level training that is the only of its kind in Africa. Its savoir-faire, intervention approaches, and methods are without a common measure, which facilitates and accelerates the appropriation of knowledge by the participant in CAFRAD training.

2. CAFRAD's Continuous Training is Competitive and is reinforcing the Training Administered by the Schools and Institutions of Administrative Training in the Member States; it is irreplicable

In a context in which all CAFRAD's member states are committed to wingspan structural reforms, the initial training that the employees acquired by the end of their studies is not enough to cover the technological evolution over various decades. Indeed, we currently live in a globalised world with perpetual mutations and changes inferred by globalisation, economy of knowledge, economy of the information, neo regionalism, New public management (new public management, results-bounded management, public performance), technological development, the fourth and the fifth industrial revolution as well as AI are to create a new type of Men behoved to acquire new competencies adapted to their professional environment marked with globalisation, digitalisation, and deregulation of the economy. Such is Digitalisation and digital transformation of the public service, the opening up of public administrations, the combat against climate change, and the new structural economy imposed on the African states to implement a plan for developing the competencies adapted to their challenges of intelligent transformation. Whatever the density and the richness of the initial training of the school and institutions of administrative training may be, not all their graduates are equipped with all the necessary competencies sufficient to face successfully the turbulences of public action. Additionally, higher schools deliver useful knowledge and aptitudes to their students and not competencies that are useful in terms of precise actions. The rapid evolution of professions and the obsolescence of knowledge should prompt the African leaders to favour the continuous training driven by CAFRAD: this complies best with the real needs expressed by the states and adapted to resolve the administrative problems

and the development they witness. It goes without saying that the national schools of administrative training and education cannot replace CAFRAD in terms of continuous training. The objective of the continuous training is to update the personal competencies to be in the service of public administration in harmony with the evolution of tools and methods of work. Thus, training persists to occupy a key position linked to the constant evolution of technologies that require a ceaseless adaptation of employees to their new tools of work. It is a career progression tool for employees when it relates to productivity, innovation, modernisation and public administration. Peter Drucker realised that the social and economic development of a nation is always engendered by management. No country can develop without talent.

3. A high-quality training program tailored to the needs of Member States and beneficiaries, and delivered by distinguished African and non-African experts.

It is a practical training program featuring concrete examples, study visits, simulations, and case studies.

Continuous training enables employees to remain consistently 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 towards the achievement of organisational outcomes. They also develop their **soft skills**—such as open-mindedness, memory, critical thinking, emotional intelligence, and motivation—which are just as essential as technical competencies.

An employee must regularly adapt to the labour market and changes within their profession, or be able to transition towards new career paths. It is increasingly observed that career changes over the course of a professional life are becoming more frequent. This also makes continuous training both relevant and indispensable.

At CAFRAD, our training programs are focused on soft skills, including behavioural, social, emotional, interpersonal, relational, psychological, and cognitive competencies.

Indeed, CAFRAD's training responds to the development needs and challenges facing African States, as well as to their imperative to move beyond the categories of developing countries (DCs) and least developed countries (LDCs), following the example of newly industrialised countries (NICs) in Asia. It also aims to help them build the necessary skills and talents to integrate into global value chains (GVCs). It also prepares participants for the professions and services of the future, while anticipating technological developments and transformations of all kinds.

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

4. A Pan-African organisation with over 63 years of experience dedicated to training African decision-makers and leaders

In 2025, CAFRAD marks 63 years of existence, with 63 years dedicated to training African leaders and decision-makers, in support of the renewal of public administrations. Over the past 63 years, CAFRAD has served as a platform for the production of ideas and knowledge, as well as for the development of talent within the four administrative traditions: Anglophone, Arabophone, Francophone, and Lusophone, with proven results. It has contributed to establishing, across Africa and within its Member States, a culture of responsible governance and effective public administration in support 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 its many years of experience, it has

acquired diversified expertise and enjoys considerable visibility, credibility, and recognition.

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.

As such, CAFRAD prepares, trains, educates, and supports senior leaders and executives in assuming the highest responsibilities in the exercise of their duties. It fosters the emergence of a new generation of leaders who are confident, ethical, authentic, clear-sighted, transformative, transformational, audacious, and visionary, committed to systemic transformation and global governance in Africa. If you aspire to become a brilliant and well-equipped leader with a multidisciplinary, interdisciplinary, and transdisciplinary perspective, capable of driving public, political, governmental, managerial, and transformational innovations, then look no further than CAFRAD, which stands ready to prepare you for the strategic mindset of tomorrow's high-impact leaders. With CAFRAD, you become a successful leader in politics, business, governance, and beyond.

In a context increasingly shaped by technological pressures, your leadership will be your strongest ally in contributing to a more human-centred world. You will embody the qualities, values, and *soft skills* required to be a true agent of change.

If you seek to become intellectually unbeatable in order to contribute to building a new Africa and to uphold and advocate for African causes in an increasingly violent, turbulent, and globalised world, then you would be well advised to take part in CAFRAD's training programme. If you aim to break free from stagnation, to offer citizens new political alternatives, and to govern more effectively, CAFRAD's training is the answer to your political and social ambition and commitment.

5. A training programme that grants access to the African and global network of public policy experts.

The training programme offered by CAFRAD, delivered by renowned African and international experts, confers upon you the status of African expert or consultant in public policy. This is a highly sought-after status both at the African level and on the international stage. It, thus, provides you with the intellectual confidence to express informed opinions on all matters related to public policy worldwide, and to monetise your expertise with multinational firms as well as African and foreign governments. If you are seeking a training programme that can enhance your profile, deepen your expertise, and help you gain recognised technical authority, do not hesitate to choose CAFRAD's programmes. If you aspire to work with major consulting firms in America, Europe, Asia, and Africa, make the right choice today. Do you wish to open your own consultancy and conquer both the African and international markets for intellectual services? Are you determined to see Africa move beyond relying on so-called 'technical cooperation experts' or foreign firms disconnected from its sociocultural realities? Seize this opportunity and join CAFRAD.

CAFRAD ensures the deepening and advanced professionalisation of your career path, as well as continuing education and retraining for executives seeking to develop their careers, address skill shortages, and contribute to the development of their countries.

The training combines concrete case studies, immersion visits, and negotiation simulations.

Join us, and together we will build your professional journey to achieve both your career and life goals.

2.3. Organisational Arrangements and Types of Training Programmes

Format: in-person, remote (online), hybrid (combining in-person and online or e-learning), or bimodal.

Language: Arabic, English, French, Portuguese, and Spanish.

Activities may be conducted in one of the official CAFRAD languages or simultaneously in all official languages.

Training cost: between €1,000 and €2,500, adjustable based on a minimum of 20 participants.

Each participant selects the modality best suited to their pace and professional requirements.

Each participant is responsible for covering the training cost, which includes registration fees, the training kit, training follow-up, any applicable meals, and the cost of issuing certificates of participation. If the participant opts for the in-person modality, they shall bear the costs of airfare, accommodation, and catering for the duration of the training. Participants may seek funding from national, regional, or international financing bodies to support the cost of their training.

A company may nominate participants for CAFRAD's training programmes, in which case it shall bear the associated training costs. It may define, in coordination with CAFRAD, the practical arrangements for the implementation of the relevant training programme.

Tailor-made and customised training programmes may be requested by private companies.

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

Respect for andragogical principles, a competency-based and/or competency-driven approach, individual support, assistance with decision-making, and the resolution of concrete administrative issues faced by Member States upon request.

Training sessions and CAFRAD activities may be decentralised and held in Member States or elsewhere in Africa, subject to the agreement of the respective governments.

Each thematic area is accompanied by a detailed pedagogical sheet.

The scheduling and refinement of target groups are left to the discretion of the beneficiary companies. CAFRAD adapts all its activities to the professional requirements of its beneficiaries.

2.4. Certified or Qualifying Continuing Training

Strategic Priority: Strategies for Developing Entrepreneurial Mindset and Business Management.

CAFRAD centres its training on *soft skills*, encompassing behavioural, social, emotional, interpersonal, relational, psychological, and cognitive competencies.

Innovation in a Changing Globalised World: A Key to the Success of Public and Private Organisations

Innovation is a strategic function that must be integrated into the governance of the public sector in its broadest sense.

Norms and strategy

Introduction

Law

Ethics

Strategy

Governance

Leadership

Organisation and Processes

Introduction
Organisational Structures
Communication Management
Human Resources Management
Financial Management

Change Management

Introduction
Digital Transformation
Organisational Learning
Evaluation
Innovation

Project management

Project management
– Design and Development of a Sustainable Development Project
– Structuring a Sustainable Development Project and Identifying Funding Opportunities
– Evaluation of a Sustainable Development Project
Responsible Management: An Axiological Approach
Sustainable Development: Pathways and Challenges
Fostering Recognition in the Workplace
Developing a Culture of Care in the Workplace
Analysis of Country Risk and International Political Risk
Digital Intelligence and Cybersecurity
Investment Treaties and Double Taxation Conventions

1. Generative artificial intelligence, Digital, information and public administration

Generative Artificial Intelligence and Ethics
Soft Skills (behavioural, interpersonal, relational, psychological, and cognitive competencies)

The list of proposed training programmes is non-exhaustive. Tailor-made and customised courses may be requested by institutional sponsors or authorised parties.

Training Programme 1: Entrepreneurship

- How to Become an entrepreneur
- Affectio Societatis
- The Courage to Undertake: Calculated Risk
- Smart Business Models
- Entrepreneurship in Africa: Qualities and Challenges
- The Business and Investment Climate in Africa
- Business Intelligence, Competitive Intelligence, and Financial Engineering
- Sustainable Finance
- Personal, Spiritual, and Professional Development
- Leadership and Productive Psychology
- Innovation and Smart Start-ups
- Women Entrepreneurs
- Female Leadership in Politics and Entrepreneurship
-

Training Programme 2: Corporate Management and Governance

- Human Resources Management, Transitional Management, Responsible Management, Participatory Management, Ethical Management, Collaborative Management, Lean Management, Quality Management
- Strategic, Intermediate, and Operational Management
- Facing Ambiguity and Managing Uncertainty in a Changing World

- Training, Skills Development, and Shifting Mindsets: Towards a New Type of African
- Innovative Conflict Management in the Workplace
- Leadership and Crisis Management
- The Human Factor: Driving Overall Performance
- Digital Technology and the Environment as Levers of Corporate Performance
- Develop and Lead: Strengthening Leadership Posture and Steering Business Success
- Analyse and Decide: Structuring Analysis and Strategic Deployment
- Understand and Discern: Mastering the Fundamentals of Business
- Strategic Business Audit
- Personalised Long-Term Support and Tutoring
- Corporate Social and Societal Responsibility
- From Corporate Duty of Vigilance to B-Corp Certification: «**Benefit for All**» in Africa: New Tools for Environmental and Social Impact Assessment
- Annual Meeting of African Employers' Organisations (Business Leaders) on the Theme: « **Double Transformation: Optimising Core Business and Creating New Lines of Activity** »
- Adaptive, Transformative, Transformational, Ethical, and Authentic Leadership in Support of Corporate Strategy and Organisational Transformation
- Continuing Professional Training as a Lever for Career Development, a Response to Skill and Talent Shortages, and a Driver of Productivity
- Sustainable Trade and the World Trade Organisation
- Leadership: Being Heard as a Key Competency for Sustainable Performance
- Humility and Lucidity: Pillars of Truly Effective Leadership

Training Programme 3: Business strategies

- Major strategic approaches and theories for leading a business to success
- Alternative Organisations, Liberated Organisations, and the Social and Solidarity Economy
- Market Access and Business Internationalisation: Issues, Challenges, and Strategies
- Blue Ocean Strategy and Red Ocean Strategy
- *Benchmarking*
- Leadership: Being Heard as a Key Competency for Sustainable Performance
- Turning Complexity into Opportunity

Training Programme 4: Economic Intelligence and Cybersecurity

- Information, Digitalisation, Digital Transformation, and Generative Artificial Intelligence
- Steering the Overall Performance of Businesses
- The Human Factor: Driving Performance in the Age of Generative Artificial Intelligence
- Digital, Ecological, and Economic Transition
- Management of Economic Intelligence Projects

Training Programme 5: Labour Administration

- Working Conditions: Social Security, Occupational Medicine and Health, Labour Inspection, Regulation of Labour Relations, and Workplace Conflict Resolution
- Social Dialogue Between Employers and Employees, Collective Bargaining
- International Labour Conventions and Their Impact on Working Conditions in African Countries: Applicability, Justiciability, and Limitations
- International and National Labour Administration
- Economic Migration

- Product Certification or Labelling
- Product Life Cycle Assessment (LCA): Definition, Stages, and Examples

Training Programme 6: Economic Transformations:

- Special Economic Zones, Next-Generation Free Trade Agreements, Public-Private Partnerships (PPP) and Public Service Delegation, Economic Partnership Agreements (EPA), Double Taxation Agreements, Structural Economic Transformation, Sustainable Industrial Policy, New Structural Economics
- Green Industrialisation
- Public Governance in a Postmodern World: Tools, Methods, and Indicators for Strengthening Democracy
- South-South Cooperation, Economic Diplomacy, Global Governance: The New Rules of Cooperation
- Management of International Economic Negotiations
- Evaluation of Sustainable Development Projects
- Business Diplomacy, Trade Diplomacy, Corporate Diplomacy

Training 7: Communication and Media Training

- Communication Strategy
- Media training
- International Marketing Strategy
- Digital Marketing and Digital Communication

2.5. Long-Term Continuing Training or Degree-Awarding Programmes

CAFRAD offers long-term continuing training cycles or professional continuing education programmes leading to a degree:

1. Training Cycle on Economic, Trade, and Business Diplomacy
 2. Specialisation cycle or Internship on Issues of African Integration and South-South Cooperation
 3. Training Cycle or Specialisation Placement in Economic Intelligence, Cybersecurity, and Digital Intelligence
 4. *Executive Master's* for Leaders of Public and Private Enterprises
 5. Transdisciplinary and Multi-Stakeholder Training Cycle/Seminar on Decision-Making (Administrators, Judicial Actors, Parliamentarians, Private Sector Leaders, Civil Society Actors, Media Professionals, Researchers, Academics...);
 6. Training Engineering Cycle
 7. Executive Master's in Strategy and Economic Intelligence
 8. Certificate in Public Expertise, or Public Policy and Administration Expertise
 9. Certified Public Management (CPM) Programme
 10. Business Executive Training Cycle
- Master of Business Administration (MBA, M.B.A.)

2.6. Organisation of an Annual or Biannual Pan-African Paid Event on Public-Private Dialogue

III. Mechanisms for the Use of Allocated Funds and Accountability Reporting

Impact Evaluation Using Key Performance Indicators

IV. Priority Themes for 2025

1. *The Making of Leadership and the Exercise of Authority in the African Context*
2. Transformational Change and Soft Skills Development
3. Open Government, Inclusive Democratic Governance, and Good Public Governance:
Fundamental Elements for the Proper Functioning of Public Administrations
4. Innovation Management: Governmental Innovation, Public Innovation, Intergenerational Knowledge Transfer, and Knowledge Management
5. Public Administration, Digitalisation, Digital Transformation, and Generative Artificial Intelligence
6. The Professions of the New (Structural) Diplomacy
7. Economic, Organisational/Institutional, Digital, Societal, Smart, Managerial, Ethical, and Sustainable Development Transformations
8. Human Resources Management: Workforce Management, Evaluation, Motivation, Organisational Learning, and Human Capital Development (GPEC)
9. Facing Ambiguity and Managing Uncertainty in a Changing World (managing uncertainty, urgency, risks, crises, paradoxes, and complexity [VUCA]...)
10. *Programme-Based Management: The Human Factor as an Agent of Reforms, Transformations, and Overall Performance*
11. Women Serving Sustainable and Inclusive Development in Africa

V. ANNEX: Selected Directions or Themes for Qualifying and Certification Training, and Research

Change Management

Digital Transformation

Organisational Learning

Evaluation

Innovation

Project management

Digital, information and public administration

Sustainable Development and Public Administration

Organisational learning

Governance of Culture: Knowledge Economy, Social Innovation, Time Management, ICT, Evaluation, Intercultural Management, Cultural Project Management, Heritage Management...

The Organisation of a Ministry and Interministerial Coordination and Government Action; Administrative Practices...

THEME 1: THEORETICAL AND CONCEPTUAL CONSIDERATIONS

This first theme explores the conceptual and theoretical foundations of the geopolitics of international trade, contextualising economic globalisation and Africa's role in global trade dynamics. It focuses on the following pillars:

PILLAR 1. Geopolitics and international trade

1. The Geopolitical Approach and Its Relevance in Economic Processes
2. Globalisation of the Economy and International Trade: Challenges and Dynamics
3. Africa in Geopolitical Dynamics and International Trade Strategies

PILLAR 2. Theories of International Economic Trade Applied to Africa

1. Classical and Critical Approaches: Imperialism, Realism, Liberalism, Dependency, Solidarism
2. Postmodern and Afrocentric Perspectives: Neo-Pan-Africanism, Nationalism, Transnationalism
3. Theoretical Foundations of International Trade and Production Internationalisation:

Mercantilism, Comparative Advantage, Heckscher-Ohlin-Samuelson (HOS) Model, Free Trade, Unequal Exchange, Protectionism, Intra-Industry Trade, Representative Domestic Demand, etc.

4. Theories and approaches to international business development.

5. Strategic Trade Policies and Regional Integration in Africa

THEME 2: AFRICA AND THE ACTORS OF THE GLOBAL ECONOMY

This theme examines Africa's strategic positioning in economic globalisation by analysing both its role as an actor and the influences exerted by global powers and international organisations, as well as by informal actors.

PILLAR 3. Africa as an Actor and Beneficiary of International Trade

1. Natural Resources and Their Strategic Role
2. Emerging African Economies and Their Weight in Global Trade
3. Foreign investment in Africa
4. Multinational Corporations in Africa

5. Development Partners and Economic Diplomacy

PILLAR 4. The Influence of Economic Powers and International Organisations on Africa

1. Global Powers and Their Relations with Africa
2. Regional Powers and Their Trade Strategies in Africa
3. The Role of International Multilateral Economic Development Organisations (WTO, IMF, World Bank, etc.) and Regional Organisations (AfCFTA, ECOWAS, SADC, ECCAS, COMESA, UMA, AES)
4. Informal and Subversive Actors and Their Impact on the Dynamics of Trade Exchanges

THEME 3: Africa in the New Global Geopolitical Landscape

This section examines Africa's position in global geopolitics in the era of globalisation. Relying on an analysis of current international affairs and key events that are reshaping the global economic order, it demonstrates why Africa now represents a major focal point of international rivalries and how it is gradually establishing itself as an influential actor on the geopolitical stage.

PILLAR 5. Geopolitical Context and Recent Systemic Shocks: Impacts and Africa's Role

1. Africa's Strategic Role in Global Issues
2. Africa in the Face of Recent Systemic Shocks and the Current Global Geo-Economic Landscape.
3. The Repercussions of Global Shocks on Investment, Trade, Currency, and Socio-Political Stability in Africa.

PILLAR 6. Africa: A Rising Geopolitical Battleground Amid Intensifying International Rivalries.

1. Africa's geopolitical, geostrategic and geo-economic challenges
2. The Rivalries and Strategic Pursuits of Foreign Powers.
3. Sub-Regional Dynamics and Rivalries.
4. Africa's Strategies for Asserting Itself in Global Geopolitics.

THEME 4 — Implications of the New Global Economic Order for Africa

This thematic area will explore the stakes, challenges, and opportunities facing Africa in light of the ongoing transformations—and disruptions—of the current global economic order.

PILLAR 7. The Stakes and Challenges of Sustainable Development

1. The risks of power rivalries for peace and security
2. The Impact of Natural Resource Exploitation and Foreign Investment on the Environment and Local Communities.
3. *The African Union's Agenda 2063*

PILLAR 8. The Challenges Confronting Africa Amid Intensifying Global Competition.

1. The Weaknesses and Vulnerabilities of African Economies.
2. Africa's Reliance on the Export of Raw Materials.
3. Excessive Economic Regulation, Currency Depreciation, and Capital Flight.
4. Overregulation of the Economy, Monetary Depreciation, and Outflows of Capital.
5. Development Disparities and Economic Inequalities.
6. Natural Resource Governance
7. The trade and institutional reforms needed for improved competitiveness

PILLAR 9. Opportunities for economic development

1. Diversification, development of technological and industrial sectors, and digital transition
2. The rise of intra-African trade through the AfCFTA: economic and social impacts
3. Access to global markets and Africa's integration into global value chains
4. Attractiveness to foreign investment
5. Diaspora and Africa's economic development
6. New trade routes and their opportunities for Africa

THEME 5: FUTURE PROSPECTS FOR AFRICA IN THE GEOPOLITICS OF INTERNATIONAL TRADE

PILLAR 10. Policies for better integration of Africa into global trade

1. Strategies to strengthen regional integration, local industry, diversification of trade partnerships, and the fight against tax havens and capital outflows
2. The implementation of an ambitious trade diplomacy within the framework of international economic relations between Africa and the rest of the world.
3. Mastering new global challenges (the energy, digital and sustainable transition).

PILLAR 11. Africa's prospects in global trade by 2050

1. The development of resilient and adaptive capacities in response to changes in the international context: strengthening food self-sufficiency, infrastructure, and the continent's industrial capacities.
2. The pursuit of leadership in the fields of innovation, digital transformation, and artificial intelligence.
3. Joint ventures, partnerships and strategic alliances in Africa.