



**PAN-AFRICAN
INTERGOVERNMENTAL
ORGANIZATION**



2025

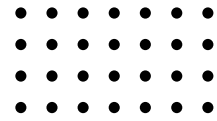
CAFRAD PROFILE

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

WWW.CAFRAD.ORG



Organization Profile:



CAFRAD: African Centre for Training and Administrative Research for Development

CAFRAD is a Pan-African intergovernmental organization, serving as a catalyst and driver for global transformation, governance, regional integration, and sustainable and inclusive development in Africa. Through its actions, CAFRAD works to strengthen the capacities of public and private administrations, thus promoting effective governance and the achievement of the Sustainable Development Goals (SDGs) across the African continent.

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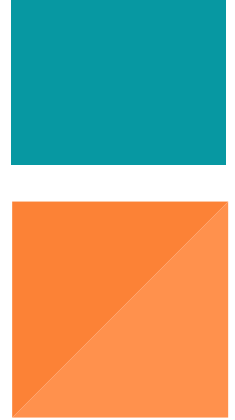
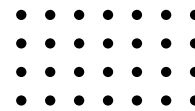
173 Mohammed Jazouli Street, Hassan, Rabat 10000,
Morocco

Website: www.cafrad.org

"Africa is expanding but not transforming,"
warns a major think tank, the African Centre for Economic
Transformation
- Index on Africa's Transformation -



Our Services



Since 1962, CAFRAD has been applying its expertise to the training of African leaders and senior officials in various fields of **public action**, **governance**, and **management**.

CAFRAD's motto



Proximity
Listening
Pragmatism
Trust.

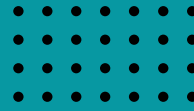
WITH THE FULLY RENOVATED CAFRAD, IT IS:



At CAFRAD, we do a little more every day for the modernization and continuous improvement of administrative and governance systems in Africa.

At CAFRAD, we contribute to building the foundations and pillars of sustainable and inclusive development in African countries.

Current Director General



Dr. Coffi Dieudonné ASSOUVI

A talented Beninese executive entrusted with continental authority, a transformational and adaptive leader dedicated to Africa's transformation.

A researcher, public administration expert/consultant, developer and evaluator of public policies, programs, and sustainable and inclusive development projects,

A coach, trainer, university lecturer, developer and evaluator of training and development programs/plans for skills and talent development,

He is also a specialist in the evolution of public action, territorial transitions, sustainable business transformations, economic-climatic governance, new structural economics, and global security.

A specialist in knowledge obsolescence, the dynamics of skills, and future professions,

Dr. in Political Science (International Studies, Security, Defense, Geopolitics, Geostrategy, Goeconomics, European, Asian, American, and African Studies) from the University of Abomey-Calavi, Benin,

Dr. in Law, specializing in public law (international law, regional law, domestic and local law, new structural economic law, economic law, environmental law, land law, property law, etc.) from the University of Limoges, France.



CAFRAD, pioneer of Africa's transformation, a school for training Africa's leaders of tomorrow.

CAFRAD is both a pan-African training school and a center for applied research in public administration, diplomacy, management, governance, global security, and sustainable development. It is also a research center on African and international issues from a multidisciplinary, interdisciplinary, and transdisciplinary perspective.

It is the leading public service organization advancing the art, science, teaching, and practice of public administration and organizations, both for-profit and non-profit.

Created in November 1962 by African governments with the support of UNESCO, even before the establishment of the Organization of African Unity (OAU) in May 1963, CAFRAD is the second largest African organization after the African Union, with 45 member countries. It is the first center for solving administrative development problems and for the construction, reinvention, modernization, and continuous improvement of administrative and governance systems on the continent.

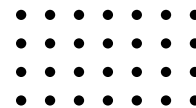
At its core, CAFRAD is an African Center for Development Management Research (CARMAD), which encompasses:

Public administration and state institutions;
Local governments (decentralization aspect)
The parastatal sector
Private enterprises

The goals and research of CAFRAD are targeted in a more integrated and coherent manner. The new direction of CAFRAD is a solution-focused approach to Development Management programs.

In this regard, CAFRAD is committed to training a new type of African dedicated to good governance and the global and systemic transformation of Africa. It aims to bring forward leaders and managers of a new generation who are unburdened, ethical, authentic, clear-sighted, transformative, transformational, bold, visionary, and masters of the global challenges of the world and the renaissance of Africa.

An important, indispensable organization that deserves the attention of all African leaders.



CAFRAD
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CAFRAD – Transforming African public and private administrations for the well-being of citizens and peoples.

The first African center designed to ensure harmonization (serving as a common framework for training in National Schools of Administration in Africa) and Africanization (a common platform for exchanging information, sharing experiences, innovative practices, and expertise among actors from various administrative systems) and for training senior officials, leaders, and builders of tomorrow's public action.

A leading center of excellence, is a school for the application of innovative ideas, actionable knowledge, and the development of skills and talents in service of solving the development challenges of African countries.

The first African center responsible for promoting South-South scientific cooperation and regional integration in Africa.

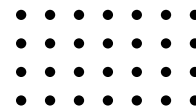
The second largest African organization after the African Union, the first center dedicated to the construction, reinvention (reconstruction of public services in conflict, fragile, insecure, or post-conflict zones), modernization, and continuous improvement of administrative, management, and governance systems, as well as the valorization of results (innovative practices) from comparative administration research aimed at resolving Africa's development challenges.

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An intergovernmental organization with a scientific, cultural, and technical nature, tasked with providing public service in training and research, and supporting the transformations of public action and public innovation.

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An important, indispensable organization that deserves the attention of all African leaders.



CAFRAD is the first African center dedicated to ensuring the harmonization (serving as a common framework for training in the National Schools of Administration—ENAs—across Africa) and Africanization (a shared platform for the exchange of information, sharing of experiences, innovative practices, and expertise among actors from various administrative systems) of the training of senior executives in high-level public administration, as well as leaders and architects of tomorrow's public action.

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the first African center responsible for promoting South-South scientific cooperation and regional integration in Africa.

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At CAFRAD, we do a little more each day to support the modernization and continuous improvement of administrative and governance systems in Africa.

At CAFRAD, we contribute to building the foundations for sustainable and inclusive development in African countries.

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Continuous Training, an Absolute Necessity in a Changing World

The changes are relevant because they acknowledge that capacity building is a long-term process that requires a systemic approach and particular attention to both the demand and supply of improved public services.

Our credo is to continuously improve alongside all stakeholders and work with an inclusive approach.

Operational Efficiency (OE) refers to an organization's ability to perform the same activities as its competitors, but better.

Strategic Positioning (SP) involves performing different activities from competitors or performing similar activities in a different way.

The **productivity frontier** represents the maximum value an organization can create at a given cost by using the best available resources.

Legal Status of CAFRAD:

CAFRAD is a pan-African intergovernmental organization with a scientific, technical, and cultural character, and is specialized in its field.

CAFRAD is an international public organization dedicated to providing public service in training and research for its member states. Even the Consulting component (commercial aspect) is intended solely to secure additional resources beyond the contributions of member states, which remain the primary source of funding for any international organization.

The new General Directorate is committed to implementing reforms aimed at mobilizing innovative resources to carry out value-added activities. The establishment of CAFRAD Group Consulting is a solution that will be operationalized as quickly as possible.

Key Dates in the History of CAFRAD

1961

HIS MAJESTY HASSAN II, during a meeting with Mr. ADISESHIAH, later Deputy Director-General of UNESCO, requested the dispatch of a mission tasked with advising the Moroccan authorities on the creation of a Regional Center for the Training and Development of Senior African Executives in Tangier.

**Creation
Date: 1962**

Adoption of Resolution No. 12C/DR/99 on November 22, 1962, by the 12th session of the General Conference of UNESCO, titled "Creation of an African Center for Training and Administrative Research for Development in Tangier":

- The submission to UNESCO of the initiative (draft resolution) by HIS MAJESTY KING HASSAN II, KING OF MOROCCO, may God have mercy on him, supported by ten other countries (Algeria, Cameroon, Gabon, Ghana, Guinea, Mali, Egypt, Senegal, Sudan, and Tunisia).
- The resolution, authorizing UNESCO to assist in the establishment of the African Center for Training and Administrative Research for Development (CAFRAD), as an instrument of inter-African cooperation in the development of public administration on the continent, was adopted unanimously by the 12th session of the General Conference of the United Nations Educational, Scientific and Cultural Organization (UNESCO) on November 22, 1962

**May 13,
1964**

Signature of a framework agreement between the Moroccan Government and UNESCO, which provided for UNESCO funding until 1974, and also established the conditions for the creation of the Center as well as the general outlines of its organization and operations.

**July 3-4,
1964**

First meeting of the Board of Directors, adoption of the Center's objectives and its general organization, marking the official creation of the Center.

**December
18, 1967**

Signature of a permanent multilateral agreement signed by 11 member countries.

July 9, 2024

Election of the new Director-General, Dr. Coffi Dieudonné ASSOUVI.

63 years of service in public innovation, the construction, reinvention, and modernization of public and private administration in Africa



OUR MISSION

With the goal of **making public services a key driver of sustainable and inclusive development**, CAFRAD is a Pan-African Intergovernmental organization dedicated to building public administrations and promoting South-South scientific cooperation. Its mission is to:

- Undertake, promote, and coordinate comparative studies and research on administrative issues related to the economic and social development of Africa;
- Organize scientific meetings as well as study cycles and training sessions for senior executives from the public, parapublic, and private sectors of African countries that play a significant role in development;
- Establish a framework for recruiting and employing African consultants and experts to meet the specific needs of African countries;
- Gather, analyze, and disseminate all documentation related to the structure, organization, and administrative methods of different African countries;
- Undertake appropriate publications;



- Create a host structure and a scientific liaison body open to institutions and schools of administration, universities, and more generally to all organizations whose activities relate to the areas within its competence;
- Develop and strengthen human capacity and African expertise in the innovation and modernization of public services and governance;
- Support the development strategies of governments and related bodies in improving the performance of public services and state institutions;
- Promote modern governance in Africa, visionary leadership, and participatory and equitable public policies that serve the populations;
- Improve and promote public administration and global governance systems in Africa through interdisciplinary, multidisciplinary, and transdisciplinary research and training on the challenges and opportunities necessary for the development of African countries;
- Serve as an institution of excellence and support for government and organizational actions in strengthening capacities, innovation, and performance in public administration to improve services to citizens.

Principles and Objectives of CAFRAD

The fundamental principle of CAFRAD is to respond to the training and technical needs of African countries in the field of development administration.

The socio-political and technological changes, the ongoing global transformations and dynamics, the ecological and digital transitions, and the economic and financial crises that are weakening African development structures and institutions require closer and more tailored assistance to CAFRAD member countries so that they can transform, modernize, and develop the core of their public and private administration structures. This imperative to assist member countries in better understanding and managing the ongoing structural changes must be accompanied by deep and constant reflection on the solutions to be provided for the inadequacies in public administration and private management.

Develop methodologies and tools for better understanding African public administrations and disseminate them for systematic use by member countries

Provide senior public and private administration executives with new management techniques at both the central and the decentralized local level

Provide member countries with appropriate expertise to solve specific and sectoral issues and develop a network of African experts/consultants;

Develop cooperation and exchanges of scientific and technical experiences between African public and private administration institutions

Principles and Objectives of CAFRAD

OUR SERVICES, PRODUCTS AND DELIVERABLES

CAFRAD contributes to the development of the administrative, institutional, and human capacities of its member states.

- CAFRAD is the leading Pan-African public service organization that advances the art, science, education, and practice of public administration, private enterprise, and nonprofit organizations.
- CAFRAD fosters the emergence of a new generation of leaders—unapologetic, ethical, authentic, clear-sighted, transformative, transformational, bold, and visionary—committed to systemic transformation and global governance in Africa.
- CAFRAD prepares, trains, educates, and supports senior executives and leaders in assuming the highest responsibilities in their professional roles.
- CAFRAD supports the transformation of states, territories, private enterprises, civil society organizations, and society as a whole, enhancing their empowerment, resilience, agility, robustness, and overall performance for the collective and individual well-being of citizens.
- CAFRAD is committed to organizational, institutional, structural, systemic, digital, societal, intelligent, managerial, ethical, economic, socio-cultural, political, and democratic transformations, including those related to the concepts of security and peace, and to legal, judicial, and institutional change.
- CAFRAD supports the building and/or reinvention of high-performing, robust, and innovative public administrations, staffed by competent professionals and supported by strong structures, to ensure Africa's comprehensive transformation and regional integration. This involves using accredited or certified continuous training, the professional development of senior African officials, research, and innovation to reposition Africa within global governance.

CAFRAD provides high-quality intellectual services and expertise to its member states.

- Promotion of best practices (innovative practices) in administration, public management, and governance, while encouraging performance, transparency, a culture of public policy evaluation, and accountability in Africa;
- Training, development and evaluation of training programs, plans, and offerings; immersion internships; study visits; and support;
- Training engineering, instructional design, training systems engineering, and andragogical (adult learning) methods;
- Consulting, advisory services, and coaching;
- Institutionalized and personalized support, tutoring, and guidance;
- Studies, organizational, institutional, and territorial diagnostics, strategic audits, and public audits;
- Strategic analysis and vision development;
- Drafting of normative texts in international law, regional law, and domestic law (legistics);
- Research, development, innovation, and expertise;
- Promotion of political, scientific, academic, cultural, economic, and technical cooperation, and sharing of expertise and innovative practices;
- Support for electoral processes and conflict resolution;
- Communication and strategies of influence and impact;
- Complex and strategic negotiations, mediation, arbitration, and promotion of soft and smart power;
- Management of transformational change;
- Implementation of economic intelligence projects and the development of strategic monitoring plans;
- Development and evaluation of public policies and strategies;
- Design of complex and smart projects, evaluation and knowledge capitalization;
- Publishing, dissemination, editing, knowledge management, benchmarking, and South-South and triangular scientific cooperation;
- Translation and interpretation (English–French–Arabic–Portuguese–Spanish);
- Creation of strategic partnerships and pursuit of innovative funding mechanisms;
- Decision-support toolkits;
- Analysis of African and international events to inform timely and well-grounded decisions;
- Addressing sustainable and inclusive development challenges;
- Development of sustainable business plans and business models;
- Information and awareness-raising on global and African issues;
- Promotion of responsible governance and innovative leadership;
- Training of trainers and support for training institutions;
- Creation of a directory of African experts/consultants in public action;
- Definition of corporate strategy and military strategy.

CAFRAD produces for African states:

- Standards for excellent and efficient public administration, including certification or labeling;
- Innovative ideas, actionable knowledge, skills, and talents;
- Innovative practices and best practices in public administration and governance (benchmarking);
- Studies in comparative public administration;
- Reports on transformations in public action in Africa and worldwide;
- Principles, values, and rules of good governance;
- Innovative tools and methods for delivering public services;
- A reference framework for professions, jobs, and skills in administration in Africa;
- (Aims to become) an Observatory of public services in Africa;
- Dashboards for overall public performance;
- Innovative tools for evaluating public policies;
- Models for public policy development;
- Methods enabling the implementation of a "quality" approach within public organizations (Quality Management System - QMS);
- Excellence standards in teaching and training in public administration;
- Public decision-support tools;
- Quality management standards;
- Motivation tools and human resource evaluation indicators for the public sector;
- The best approaches to public administration (managerial, political, legal, economic, classical, neoclassical, systemic, traditional, modern, institutional and structural, behavioral, scientific, case method, historical, philosophical, etc.);
- User-client satisfaction surveys of public services.



Activities of the Center

Training, Research, Production, Publication, Documentation, Consultation, and Advisory services from a multidisciplinary, interdisciplinary, and transdisciplinary perspective.

CAFRAD is committed to working towards the improvement of public administration systems in African countries through programs of training, research, consultation, documentation, publication, and especially benchmarking (sharing of innovative practices).


Training and professional development of senior officials focusing on public management, economic and financial administration, local urban administration, land use planning and local sustainable development, and public governance.

Research covers all areas of public management, with a particular focus on the modernization of African administration and strengthening its capacity for action. It also includes the management of public and private enterprises.

Consulting is conducted by a network of experts.

Documentation is centered on the African Administrative Information Network (ANAI), the case central, and databases covering various areas of public management.

Publications include "News or Updates from CAFRAD", African and international news, the journal titled "African Public Administration Papers", case studies, training materials, and monographs.



**At CAFRAD, our training programs focus on Soft Skills
(social, emotional, behavioral, interpersonal, relational,
psychological, and cognitive competencies).**

STRATEGIC VISION OF CAFRAD

The renovated CAFRAD at the service of the capable State in Africa, serving States and peoples.

The renovated CAFRAD for structural, systemic, global, digital, intelligent, and sustainable transformations of African public and private administrations.

A new, independent, sovereign Africa, united in the diversity of its peoples, free and prosperous, will need a highly innovative, offensive, efficient, and high-performing diplomacy, one that fits into a new multipolar order and contributes quality input.

Felwine Sarr writes this beautiful phrase: "Africa has no one to catch up with; it must no longer follow the paths indicated to it, but walk briskly on the path it has chosen for itself."

The strategic vision of CAFRAD for the four (4) years (2025-2028) stems from the imperative to build and/or reinvent a professional, responsible, electronic, intelligent, learning, transparent, innovative, developmental, resilient, and robust public administration through talent development, strengthening institutional capacities, sharing actionable experiences, good knowledge, and best administrative practices, serving as the foundation/engine for regional integration and sustainable, inclusive development. It is expressed as follows:

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

To become:

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



THE VALUES OF CAFRAD

Authenticity, Humanism, Commitment, Integrity, Openness to the World. Ethics, humanity, equity, sustainability, and inclusion are at the heart of tomorrow's public action in the CAFRAD member states

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



THE 5 PRIORITIES OF DR. ASSOUVI'S MANDATE 2024-2028:

CAFAD prepares, trains, and supports leaders and senior executives in their highest responsibilities in the performance of their duties.

CAFAD nurtures the emergence of the new generation of leaders who are unburdened, ethical, authentic, clear-sighted, transformative, transformational, bold, and visionary, serving the systemic transformation and global governance in Africa, as a guarantee for regional integration and sustainable, inclusive development.

Strategic Priority 0: Renovation and improvement program for CAFRAD's global governance, as well as strengthening its relationships with member states and partners.



The profound reform and global transformation of CAFRAD, as well as the improvement of its governance (participatory, inclusive, transparent, accountable, and performance-oriented), through the establishment of a culture of participatory, delegative, and ethical management (holacracy) and results-based development management (RBDM), are the prerequisites and the *sine qua non* conditions for its visibility, reputation, optimal execution of its activities, and the satisfaction of the legitimate expectations of member states and beneficiaries of its services.

Strategic Priority 1

Transformational changes in global governance systems in Africa, including electronic governance and generative artificial intelligence.

Strategic Priority 2

Strengthening of Africa's productive and commercial capacities as a lever for sustainable and inclusive economic transformation.

Strategic Priority 3

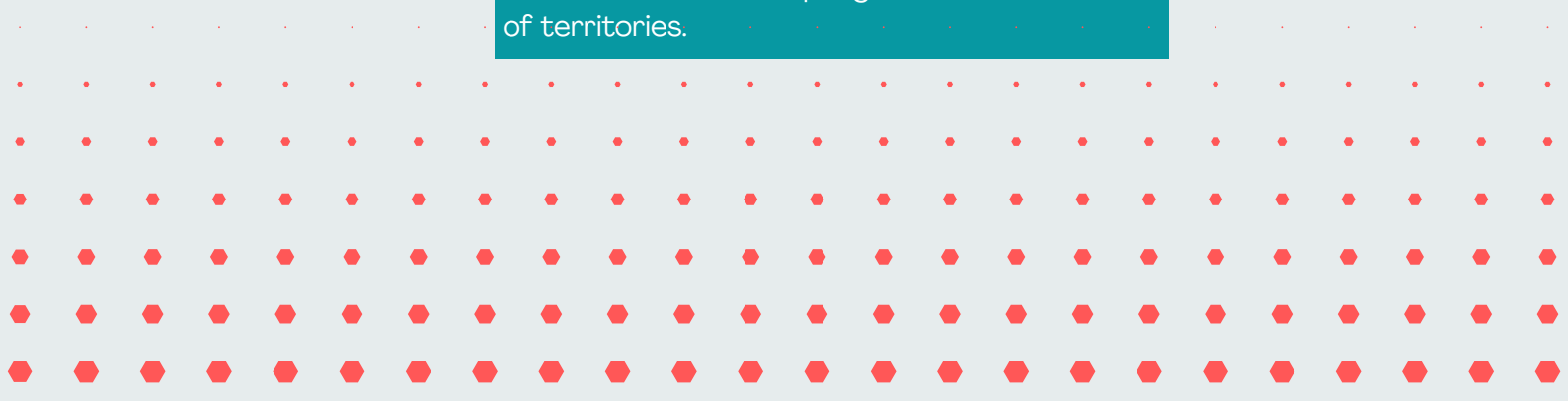
Development of the resilience of states in a context of structural fragility.

Strategic Priority 4

Strategies for developing entrepreneurial spirit and business management.


Strategic Priority 5

Support for the development of territorial skills and talents to accompany the transformations of territories.



The five strategic axes that define CAFRAD's five action programs

CAFRAD's roadmap has been developed to reorient CAFRAD towards the major administrative challenges of sustainable and inclusive development on the African continent in a globalized world, where global transformations and challenges of global governance demand digital, smart, and sustainable transitions of the state, as well as participatory and ethical management. To this end, it includes **five (5) strategic axes that define 5 action programs**:



The renovation and improvement of CAFRAD's governance, which involves the implementation of strong, ambitious, bold, and realistic reform measures, restructuring, and building a new CAFRAD during the transition year;

The design of a high-quality professional training, adapted to the needs of African public administrations, requiring the implementation of a skills development plan through certified and diploma-based training in order to prepare leaders, executives, senior officials, and private sector actors to be true development actors in Africa, based on a contract of trust between the people and the managers of public affairs;

A focused, rigorous research agenda addressing the real challenges of African public administrations, while responding to the complexity and specificities of African societies;

The consulting and advisory hub, which aims to equip CAFRAD with a Consulting Group for conducting advisory, support, and consultation missions beneficial to African states; and finally

CAFRAD's African and global influence, which will contribute to Africa's global prominence by promoting and disseminating the results of research, training, and expertise in public administration, as well as welcoming international students.

Action Principles

1. Breaking down silos in public administrations
 2. Porosity between the public and private sectors
 3. Complexity of public action challenges
 4. Public integrity: Doing the right things, for the right reasons, in the right way
 5. “Less State, but a better State”
 6. Interaction between national, regional, and international politics
 7. Principles of public service and multi-level, multidimensional, and global governance
 8. Cross-cutting, collective intelligence, inter-institutionality, and smart working
 9. Establishment of strategic partnerships to amplify the impacts of CAFRAD's actions on the ground, being aware that the holistic transformation and overall development of Africa is a collective endeavor.
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Objectives of Our Actions

1. Contribute to building a capable, developmental, modern, managerial, strategic, programming, planning, promoting, and protecting State in Africa. Management administration, mission administration, project and development administration, effective and credible.
2. Reinvent and/or build a dematerialized, high-performance, resilient, flexible, intelligent, robust administration at the service of the citizen.
3. Ensure continuous improvement of administration and governance systems in a peaceful, democratic, united environment with shared prosperity.
4. Contribute to sustainable development and African regional integration.
5. Strengthen Africa's position on the global stage and in global governance.
6. Build a new Africa adapted to the 21st century.
7. Develop a new intelligence for South-South cooperation that benefits all parties.

Target Groups of Our Actions:

Leaders, strategic managers, mid-level managers, operational managers, policy developers and evaluators, drivers of overall performance, senior executives, high-ranking officials, political, military, paramilitary, administrative, judicial, territorial, economic, health, educational, social, cultural, religious, scientific, academic, and environmental decision-makers impacting societal life and shaping the destiny of citizens and their immediate collaborators.

Holders of Political Power (Executive and Legislative): Heads of State and Government, government members, senior officials from the presidency and the General Secretariat of the government, parliamentarians, political advisors in presidential and ministerial offices, political elites, leaders and officials of political parties, and political support staff.

Holders of Judicial and Jurisdictional Power: Presidents of high financial, administrative, judicial, and special jurisdictions, leading judges of lower courts, lawyers, and other key players in the justice system.

Actors in High Jurisdictions with Specific Competencies: Leaders and senior officials of Constitutional Courts and high Courts of Justice or Supreme Courts of the Republic.

Holders of Specific Powers, Constitutionally Established: Leaders and senior officials of independent administrative authorities (AAI) and equivalent institutions.

Holders of Administrative and Technical Authority: Senior officials, executive teams of ministries, ambassadors and senior diplomats, state-owned companies, government agencies, mixed economy companies, public interest groups, economic interest groups, public and semi-public enterprises, prefects, governors, directors, and heads of departmental, provincial, and regional services, sub-prefects and their collaborators.

Continental Authorities and Senior Officials of African Regional Organizations: African Union, Regional Economic Communities, African multilateral banks, specific African organizations.

Territorial Managers and Members of Local Governments: Mayors, regional elected officials, senior officials of decentralized local authorities.

Top Management of Private Enterprises: Leaders, managers, entrepreneurs, startup founders, innovators, investors.

Holders of Scientific Authority: Authorities or leadership teams of universities and training institutions in administration, diplomacy, management, and governance.

Watchdogs of Democracy and Social and Solidarity Action Actors: Leaders of civil society organizations and media outlets, whistleblowers, traditional and religious leaders, conscientious objectors, and opinion leaders.

Priority Groups and Specific Needs: Women leaders, women managers, women entrepreneurs, engaged youth, other key development actors or those in strategic positions in an organization, interested public.

Networks of Experts and Consultants in Public Administration and Governance.



Conquest of the Global Market for Training and Research.



The Governance Bodies of CAFRAD

The CAFRAD Board (CA)

The CAFRAD Board holds all necessary powers to ensure the functioning of CAFRAD, define the main lines of its program, establish its budget, and create and maintain relationships with other organizations. It is composed of the Ministers in charge of Training and Research in Public Administration from each Member State or their representatives, currently representing 36 member states.

Non-member African countries, non-African countries, and cooperation organizations can be admitted as observers.

Madame Prof. **Amal EL FALLAH SEGHROUCHNI**, Minister Delegate to the Head of Government of Morocco, responsible for Digital Transition and Public Administration Reform, is the Chairperson of the CAFRAD Board of Directors.

The Executive Committee

The Executive Committee is made up of the Chairperson of the Board of Directors, representatives from the five (5) sub-regions of the African continent, the representative from Morocco (the host country), and the Director-General. Its role is to review and make recommendations on the documents to be submitted to the Board of Directors.

Current Member Countries (2023-2025):

- Burkina Faso
- Niger
- Gambia
- Central African Republic (CAR)
- Chad
- Mauritania
- Madagascar
- Namibia
- Morocco (host country)



The General Secretariat

The General Secretariat is under the authority of the Director-General, who is directly responsible to the Board for the proper functioning of CAFRAD. The Director-General is responsible, in accordance with the guidelines established by the Board of Directors (CA):

- Leading the activities of the General Secretariat;
- Managing the human, financial, technical, and technological resources of CAFRAD;
- Mobilizing financial assistance for CAFRAD.
- The Director-General is the main budgetary officer of CAFRAD.
- He is elected for a renewable four-year mandate by the CA.

The New Director-General

Dr. Coffi Dieudonné ASSOUVI, elected on July 9, 2024, by the 59th ordinary session of the Board of Directors, held in Rabat (Kingdom of Morocco).

- Doctor of Political Science, International Relations, Security, Defense, Geopolitics, and Geostrategy,
- Doctor of Law, specializing in Public Law, International Law, Regional Law, Domestic Law, Local Law, and Structural New Economy Law,
- Graduate of the National School of Administration (ENA) of the French Republic, Emile ZOLA promotion 2008-2010, and the University of SORBONNE (Paris IV),
- President of the Multidisciplinary Research Group on Governance,
- Secretary-General of the Beninese Association of Economic Intelligence (ABIE),
- He is a Researcher, Expert/Consultant, Developer, and Evaluator of public policies, programs, and projects for sustainable and inclusive development,
- Coach, Trainer, Developer, and Evaluator of training offers, programs, and plans,
- He is also a specialist in public action transformations, territorial transitions, sustainable business transformations, economic-climatic governance, the new structural economy, and global security.



The Scientific Council

The Scientific Council consists of at least three and at most five members, appointed by the CAFRAD Board, on the proposal of the Executive Committee, from specialists who are not part of the Centre's staff but who have recognized expertise in public administration in Africa. They are appointed for a single renewable four-year term. Every two years, half of the members thus appointed are replaced.

The Scientific Council meets once a year under the chairmanship of the Centre's Director-General. The Director of Research, Training, and Consulting, along with other scientific staff members of the Centre, who are invited by the Director-General, participate in its meetings.

The Scientific Council deliberates on the draft scientific program of CAFRAD before the Director-General submits it to the Board of Directors. It examines the conditions for the implementation of the program and the working methods to be followed, as well as any other measures that could promote the effective scientific functioning of CAFRAD.





Intervention Approaches

Given the complexity of the contemporary world, we prioritize the following approaches:

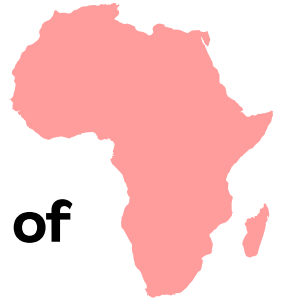
- **Requirements of the scientific method:** facts, objectivity, rationality—not feelings, resentments, prejudices, interests, tastes, or subjectivity;
- **Multidisciplinary, interdisciplinary, and transdisciplinary;**
- **Global and holistic;**
- **Interinstitutional and collective intelligence;**
- **Participatory and inclusive;**
- **Leadership training by leaders;**
- **Comparative approach and innovative African and foreign practices;**
- **Development of skills and talents;**
- **Cross-cutting/transversality;**
- **Innovative or creative action-resolution** of complex, thorny, and pernicious problems, including changes in mindsets, convictions, paradigms, and even ideologies;
- **Combination of research and training;**
- **Respect for the Chatham House Rule** (which helps create a trusted environment for understanding and solving complex problems: share the information you receive but do not reveal the identity of the person who provided it);
- **Evaluation of training program effectiveness** with key performance indicators;
- **Development of soft and smart skills;**
- **Methods and tools for action-research/intervention...**

Member States: 45, with 36 active members.

Official Languages: Arabic, English, French, and Portuguese.



Positive Achievements in the Interest of States and Africa:



- **Training of multiple generations** of leaders, executives, and senior officials;
- Significant contributions to the establishment of postcolonial public administrations;
- **African Public Administration journal**, a key information source for public decision-making;
- Institutionalization of **the Pan-African Conference of Ministers of Public Service**;
- Contributions to the adoption of **the African Charter on Public Service and Administration** and **the Charter of Principles and Values of Public Service and Administration**;
- Institutionalization of the **African Public Service Day (June 23)**;
- Establishment of **the Forum on the Modernization of Public Administration and Governance**;
- Institutionalization of the **Conference on Africa's Transformations and Emergence**;
- Institutionalization of **the International Conference of Ministers of Public Service from African, Arab, and Latin American countries**;
- Institutionalization of the **meeting of the Presidents of the Courts of Auditors of African countries**;
- **Awards** for the promotion of quality public service...

These achievements reflect CAFRAD's commitment to fostering effective governance, leadership, and public administration across Africa and beyond.



EXECUTION MONITORING AND PROGRAM EVALUATION

The monitoring and evaluation plan emphasizes the tracking, assessment, and interpretation of results achieved and changes that have occurred—especially in public policies—and links them to interventions to guide the monitoring, scaling up, and adjustment of the program.

The evaluation of the impact of training programs and CAFRAD's overall performance is conducted through Key Performance Indicators (KPIs).

Leaders in training and talent development sometimes struggle to express the value of their work, in a context where the associated stakes have never been higher. It is therefore essential to define and gather indicators that demonstrate how investments in career and skills development help achieve the most strategic organizational objectives—namely productivity, profits, customer satisfaction, and environmental stewardship (overall performance).

Employee engagement and retention are the two most commonly used indicators to measure the impact of career development and organizational performance. However, it is entirely possible to set more ambitious goals and address at least one of these three questions: How will this initiative help you increase profitability, achieve cost savings, or mitigate risk for the organization?





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A NEW VISION
A NEW CAFRAD**

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