



Pan African
Intergovernmental
Organization

CAFRAD

LEADER OF THE TRANSFORMATION OF THE AFRICA WE WANT
A TRAINING SCHOOL FOR AFRICAN LEADERS.

**Serving the global, digital,
intelligent and sustainable
transformation of African
public and private
administrations**



Pan African Intergovernmental Organization

CAFRAD is not just a school; it is a true engine of transformation for Africa. At the intersection of training, research, innovation, and support for **postmodern public action**, CAFRAD is the first center on the continent to combine public administration, diplomacy, management, global security, governance, and sustainable development. It is the leading public service organization advancing the art, science, teaching, and practice of public administration and for-profit and non-profit organizations. It is a specialized Pan-African intergovernmental scientific, technical, and cultural organization.

CAFRAD is also a strategic player in building the Africa of tomorrow. With its unique role as a research and training center for senior officials, it **provides tomorrow's leaders with the skills needed to address the continent's complex challenges**. By bringing together experts, practitioners, and stakeholders from diverse backgrounds, CAFRAD creates a space for exchange and cooperation to **harmonize practices** and **strengthen governance systems** across Africa. It serves as a true **hub of innovative ideas for sustainable and inclusive development**.

With the aim to anticipate skills obsolescence and capacity dynamics, preparing Africa for the jobs of the future, shaping the governments of tomorrow, and positioning itself to address global challenges, digital governance, and generative artificial intelligence, CAFRAD is reinventing its mission with an ambitious roadmap. The objective: **to strengthen high-quality continuing education, focus research on African challenges, and support governments in their quest for innovative solutions**. It is not just about training leaders, but about building bridges between African countries and the world, for international influence in the service of sustainable progress in Africa.



**REFORM THE TRAINING OFFER IN LINE WITH REAL
DEVELOPMENT NEEDS**



CONTEXT BEHIND CAFRAD'S CREATION

CAFRAD was created in the early sixties, that is to say at the time of independence. At that time, among Africa's major concerns were the construction of viable states, the integration and unity of the continent, economic development and the Africanization of executives and administrations. Indeed, to address the continent's political concerns, African leaders established the Organization of African Unity (OAU) on May 25, 1963, which since 2000 has become the African Union. At the same time, to support the continent's economic and social development efforts, these same leaders created the African Development Bank (AfDB) on August 4, 1963. To strengthen Africa's human and institutional capacities, as part of the Africanization process, they established the African Center for Administrative Training and Research for Development (CAFRAD) on May 13, 1964.

CAFRAD MISSION

To promote and improve global administration and governance systems in Africa through research and training from an **interdisciplinary**, **multidisciplinary** and **transdisciplinary** perspective.

Leadership and Governance

Visionary, democratic, transformative, transformational, adaptive, authentic and ethical leadership

Research, innovation and knowledge management

Innovative thinking and forward-looking studies.
Conducting interdisciplinary research on the challenges and opportunities of African development.

Regional Cooperation and Integration

Design and implementation of partnership and network projects to strengthen inter-African cooperation. Contribution to regional integration.

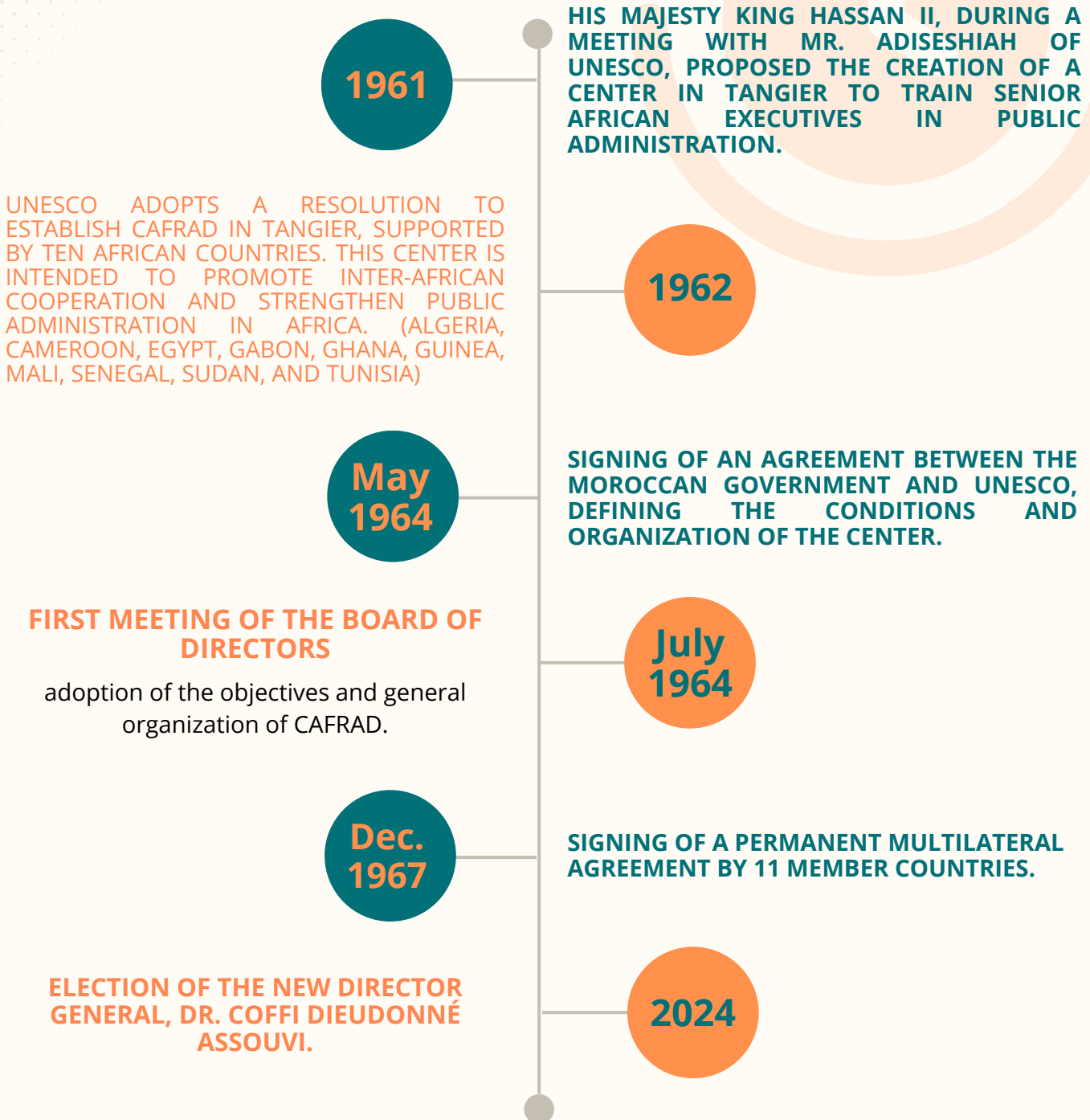
Training and strengthening of organizational capacities

Training module design/training engineering
Training needs analysis
Certification and qualification-based continuing education, diploma-based continuing education / Support for administrative, diplomatic, and governance training schools
Evaluation of training program effectiveness
Development of skills and talent development plans
Design of human capital development policies
Smart working for management teams.

Production for administrations and managers

Standards of excellence in public administration (certification, labeling).
Innovative ideas, actionable knowledge, skills, and talents.
Innovative practices and benchmarking in governance.
Comparative studies in public administration.
Reports on transformations in public action.
Development of public policy evaluation methods.

CAFRAD'S HISTORY



**CAFRAD IS SERVING PUBLIC INNOVATION,
REINVENTION AND MODERNIZATION OF PUBLIC
AND PRIVATE ADMINISTRATION IN AFRICA FOR 63
YEARS.**

MEMBER STATES

List of signatory states of the CAFRAD Establishment Convention: 45

Active Member States: 36



Non-active Member States: 9



Working language: **Arabic, English, French, Portuguese**

CAFRAD'S STRATEGIC VISION

CAFRAD aims to become a **center of excellence** to help African public administrations meet the challenges of global, digital, smart, and sustainable transformations. Its vision for 2025-2028 is to create a modern, professional, innovative, learning, and resilient public administration by developing talent and strengthening institutional capacities. This includes sharing best practices, thereby promoting regional integration and sustainable and inclusive development.



**CAFRAD, THE CENTER FOR AN ORIGINAL MODEL OF
DEVELOPMENT IN AFRICA**

CAFRAD Strategy: Innovating for the Africa of Tomorrow

CAFRAD positions itself as a key player in sustainable development in Africa, adopting a **systematic**, **innovative**, and **inclusive** approach. Here's how it's done:



Key Approaches

Scientific Method : Objectivity, rationality, facts!

Multidisciplinary & Transdisciplinary: A 360° vision to understand African issues.

Holistic & Global: Complete transformation, systems thinking.

Participative & Inclusive: Involving citizens, leaders, and civil society actors.

Innovative & Adaptive: Responding to complex challenges through innovation and change management.

Compliance with the Chatham House Rule: pedagogical/andragogical and pedagogical innovation, skills development and innovative action-solving of complex problems, and changing mindsets/beliefs.

Multi-level, multi-scale, and multi-stakeholder approach.

The starting points:

Breaking down barriers between public administrations
Porosity between the public and private sectors
Disappearance of the dichotomy between inside and outside



Modes of Intervention

Training: Seminars, workshops, conferences, webinars.

Consultations: Support for decision-makers, diagnostic studies.

Publications: Dissemination of best practices, comparative studies.

Mentoring & Coaching: Personalization of training programs.

Knowledge Sharing: Exchange of expertise, stakeholder networks.



Target groups

Political leaders: Ministers, parliamentarians, governors.

Justice sector: Judges, lawyers, and other key justice stakeholders.

Administrative executives: Ministerial cabinet directors, directors general, secretaries general. General managers of general administrations, state-owned companies, or public enterprises.

Ambassadors and senior diplomats.

Private sector professionals: Managers, consultants, businesses.

Territorial development stakeholders: Managers, mayors, elected officials at various levels, and territorial civil servants.

Justice sector: Judges, lawyers.

Civil society stakeholders: Managers of NGOs and development associations, women leaders, journalists, trade unionists, whistleblowers and opinion leaders, etc.



"Blue Ocean" Strategy

Create new market spaces, **without competition.**

Meet unmet needs, develop leaders capable of **solving complex problems.**

Innovation: Get ahead with a transdisciplinary and human-centered approach.

Stand out: No direct competition, but complementarity.



Design Thinking : Innovation at the Service of Public Action

A User-centric approach: Address the specific needs of Member States and beneficiaries.

Prioritizing people: Sustainability, equity, and inclusion.

Participatory design: Involve all stakeholders in creating solutions.



Focus on our approach to transformational change

Transformational change is an organizational and social change that requires, in addition to technical, structural, or procedural changes, a shift in the behavior, attitude, and mindset of the people involved.

Changing mindsets, behaviors, and attitudes is distinctly different from creating products, services, or deliverables.

It is an internal, personal, social, and often psychological change that involves both top management and all employees. It requires a different approach and the application of "soft" tools different from those used in "hard" product development projects.



A Common Goal: A United and Strong Africa

CAFRAD is committed to **supporting the continent's structural transformations** by training senior executives and promoting regional integration, to achieve sustainable and inclusive development, based on innovation and administrative excellence.

CAFRAD HAS ESTABLISHED ITSELF AS A **REFERENCE CENTER** FOR TRAINING AND RESEARCH, AIMING TO TRANSFORM THE AFRICA OF TOMORROW THROUGH INNOVATIVE APPROACHES ADAPTED TO CONTEMPORARY CHALLENGES.

VALEURS DU CAFRAD



Commitment through leadership, accountability, and participation.

Respect for individuals and institutions.

Openness to the world, cultures, and ways of thinking.

Exemplary behavior and action for the public good.

Ethical, authentic, transformative, and bold leadership.

Ethics and humanity are at the heart of public action in CAFRAD member states



CAFRAD STRATEGIC AXES AND DEVELOPMENT PROGRAMS

To energize CAFRAD in the direction of innovation, modernization, construction and/or reinvention of efficient, agile, resilient and robust public administrations for responsible, intelligent and more humane public governance, a factor of inclusive development and regional integration in Africa through the development of talents, research, publications, advice and support for reforms and the renovation of public action in a globalized and turbulent world.

STRATEGIC GOALS

1



Ensure the comprehensive and in-depth renovation of CAFRAD to make it an instrument for building and/or reinventing a digitalized, efficient, intelligent, sustainable, resilient, robust and learning public administration in all African countries.

2



Take realistic and adequate measures to strengthen the capacities of target groups in line with the real challenges of public administration and governance in Africa by ensuring the development of talents in the service of the continuous construction of intelligent, efficient, responsible, ethical, inclusive and robust public administrations.

3



Focus research on the real challenges, priorities and imperatives of African public administrations and disseminate the results to all member states and promote best administrative practices.

4



Providing long-term support for reforms, innovation and the modernisation of public action in Member States through technical assistance, advice, consultation and service provision

5



Ensure and consolidate CAFRAD's African and global influence.

Our excellent quality training programs

In a constantly evolving context marked by uncertainty and complexity, continuing professional development is *essential* for adapting skills and transforming public action. Without this regular updating of knowledge, public administration risks becoming obsolete. Thus, the success of modern organizations depends on the quality of their human capital.



Long-term continuing education or diploma course lasting 6 to 14 months

1. Advanced Program for the Development of Administrators (CSPA);
2. Advanced Public Service Studies (CHESP);
3. Specialized Program or Internship on African Integration and South-South Cooperation
4. Specialized Program or Internship in Business Intelligence, Cybersecurity, and Digital Intelligence
5. Executive Master's Degree for Public and Private Company Executives
6. Transdisciplinary and Multi-Stakeholder Program/Seminar on Decision-Making (administrators, judicial officials, parliamentarians, private company managers, civil society actors, media professionals, researchers, academics, etc.);
7. Officer Integration Program (CIO);
8. Training Engineering Program;
9. Executive Master's Degree in Strategy and Business Intelligence
10. Certificate in Public Expertise or Expertise in Public Action or Public Administration;
11. Certified Public Management (CPM) Program...



Continuing training with qualifications and certification/training catalog

Program Focus: Public policy analysis, development program management, human resource development, and technical assistance.

Main Objective: To develop leaders capable of solving national and continental development challenges.

Target Audience: Public administrations, private companies, universities, and African organizations.

Key Skills: Emphasis on soft skills (behavioral, interpersonal, cognitive) for modern public management.

Monitoring and Evaluation: Use of indicators to measure medium- and long-term impact and ensure the success of transformations.



Tailor-made training, at the request of Member States and other stakeholders, meeting their specific needs.

CAFRAD: Catalyst for Transformation for Africa: Concrete Projects and Future Themes

Strategic Audit

Evaluations and recommendations to improve the performance of public administrations.

Leadership Training

Specialized training on crisis management and government innovation.

Personalized Support

Advice to governments on adapting public policies.

Innovative Projects

Digital transformation of public administrations for greater efficiency.

Public Policy Development:

Designing inclusive strategies for economic and social development.

Digitalization

Modernization of ministries to improve access to public services.

Soft Skills Development

Training on leadership and conflict management.

Support for ENAs (National School of Administration)

Intergenerational training for trainers in administrative schools.

Resource Mobilization

Partnerships to finance innovation projects in key sectors.

Peace Promotion: Training on the culture of peace, counterterrorism, and conflict prevention.

African Leadership

Training on authority management in an African context.

Open Governance

Raising awareness of transparency and citizen participation.

Public Innovation

AI and Big Data solutions to improve public management.

Social Inclusion and Sustainable Development

Local development programs for sustainable natural resource management.



Summary of CAFRAD's key actions and strategic projects

Renovation and improvement of CAFRAD governance



Mobilization and Re-engagement: Re-mobilization of member states and partners through a tour and roundtable discussions.

Strategic Plan 2025-2028: Development of a long-term plan to guide CAFRAD's actions.

Review of Statutes and Procedures: Revision of fundamental texts, development of a code of ethics and professional conduct for CAFRAD staff to ensure transparency, public integrity, responsibility, accountability, and performance evaluation.

Partnerships: Strengthening partnerships with international and regional organizations such as the AfDB to mobilize financial human resources. Consolidation of cooperation with renowned universities and/or training and research centers around the world.

Conferences, Seminars, and High-Level Courses

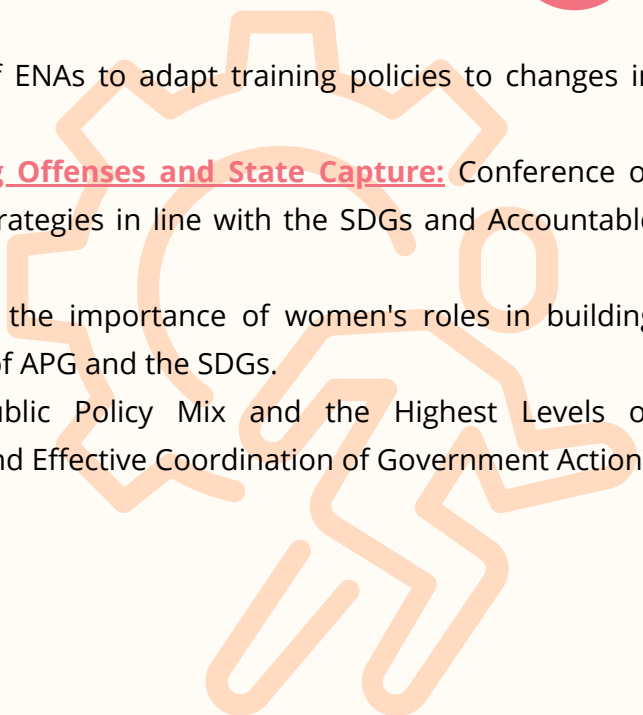


Training and Governance: Conference of ENAs to adapt training policies to changes in African public administrations.

Prevention and Repression of Emerging Offenses and State Capture: Conference of Courts of Auditors to define prevention strategies in line with the SDGs and Accountable Public Governance (APG).

Role of African Women: Conference on the importance of women's roles in building progress in Africa, based on the principles of APG and the SDGs.

Annual Government Seminar: The Public Policy Mix and the Highest Levels of Government, or How to Ensure Coherent and Effective Coordination of Government Action?



Séminaire des parlementaires : la légistique et le travail parlementaire.

Café annuel des gestionnaires publics et acteurs de la chaîne des dépenses publiques : Gestion budgétaire en mode programme et optimisation de la performance publique.

Séminaire des points focaux et des cadres du CAFRAD sur l'ingénierie de formation : analyse des besoins de formation, montage de dispositifs de formation et évaluation de l'efficacité d'un programme de formation à travers les indicateurs clés de performance

Séminaire des forces de sécurité et de défense : Coproduction de la sécurité humaine et globale.

Séminaire des femmes et hommes d'affaires : Les dirigeants d'entreprise : Du Devoir de vigilance des entreprises à B-corp : « **'Benefit for All'** » en Afrique : les nouveaux outils de l'évaluation d'impact environnemental et social.

Rencontre annuelle des patronats africains (chefs d'entreprises) sur la thématique : « Double transformation : optimiser le cœur de métier et construire de nouveaux métiers ».

Conférence annuelle des Secrétaires généraux des ministères et institutions de l'Etat des pays membres : pilotage d'une administration ministérielle et travail collaboratif interministériel.

Gestion des Ressources Humaines : cours sur le management des ressources humaines dans un contexte mondial changeant.

Digitalisation du Secteur Public : Gestion de projets liés à la digitalisation des administrations publiques et à la cybersécurité des organisations.

Nouvelle diplomatie en Afrique : Évaluation des politiques de formation dans les écoles d'administration et/ou de diplomatie face aux changements internationaux.

Strategic Forums

African Forum on Artificial Intelligence.

African Public Administration Reforms: Discussion on necessary transformations at the Pan-African Conference of Ministers of Public Service and/or administrative reform.

Africa-China Collaboration: Africa-China Governance Summit to exchange best practices in public governance.

Leadership and Governance: Ministerial Forum on the modernization of public administration and the key role of leadership in governance and achieving the SDGs.

Forum of Atlantic African Countries: the blue economy and hydro-diplomacy.



Research and Knowledge Sharing Projects



CAFRAD's 63rd Anniversary: Organization of an anniversary conference to celebrate CAFRAD's achievements.

African Journal of Intelligent Public Administration (RAAPI) and African Notebooks

Strengthening the Scientific Council: Establishment of a dual teaching staff (researchers/practitioners) and launch of research projects on public action.

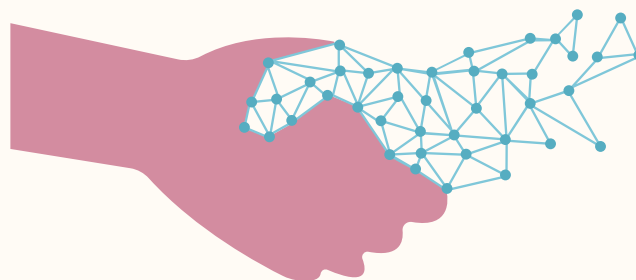
Reports and Publications: Preparation of the annual report on the state of public administration in Africa and promotion of the African Notebooks.

Collaboration with Universities, Schools of Administration and Diplomacy.

: Strengthening strategic partnerships with research centers and universities.

Foresight Monitoring and Knowledge Sharing: Implementation of foresight monitoring plans and promotion of knowledge exchange.

THESE INITIATIVES AIM TO MODERNIZE GOVERNANCE SYSTEMS IN AFRICA, PROMOTE PUBLIC INNOVATION, AND STRENGTHEN CAFRAD'S INFLUENCE IN THE TRANSFORMATION OF AFRICAN ADMINISTRATIONS.



Strengthening the Consultation Pole (CAFRAD Consulting Group)



Creation of the Directory of African Experts: Creation of a database of experts and consultants specializing in public administration and management.

International Conquest Strategy: Implementation of a global strategy to engage in international training, research, and consultation.

Support for African States: Assistance to member states in analyzing their training needs related to sustainable and inclusive development, as well as in implementing a public economic intelligence policy.

Transition Support: Support for African states in successfully achieving their digital, ecological, and energy transitions and in carrying out structural transformations.

Mobilization of the Alumni Network and Partnerships:



Alumni Network: Boosting the network of former CAFRAD trainees and alumni.

CAFRAD International Outreach Support Group (GARIC): Creation of a committee composed of researchers, academics, and public policy practitioners worldwide.

International Activities: Participation in and organization of activities outside Africa to strengthen CAFRAD's impact and influence.

Strategic Partnerships: Development of partnerships with influential figures, academic institutions, research laboratories, and training schools for enhanced collaboration.

Membership in Global Organizations: Integration of CAFRAD into international networks and organizations to increase its reach and influence.

THESE INITIATIVES ARE DESIGNED TO INCREASE CAFRAD'S INFLUENCE, STRENGTHEN ITS GLOBAL IMPACT, AND DEVELOP STRATEGIC PARTNERSHIPS GLOBALLY, WHILE SUPPORTING AFRICAN STATES IN THEIR TRANSITION TO MODERN AND SUSTAINABLE GOVERNANCE.

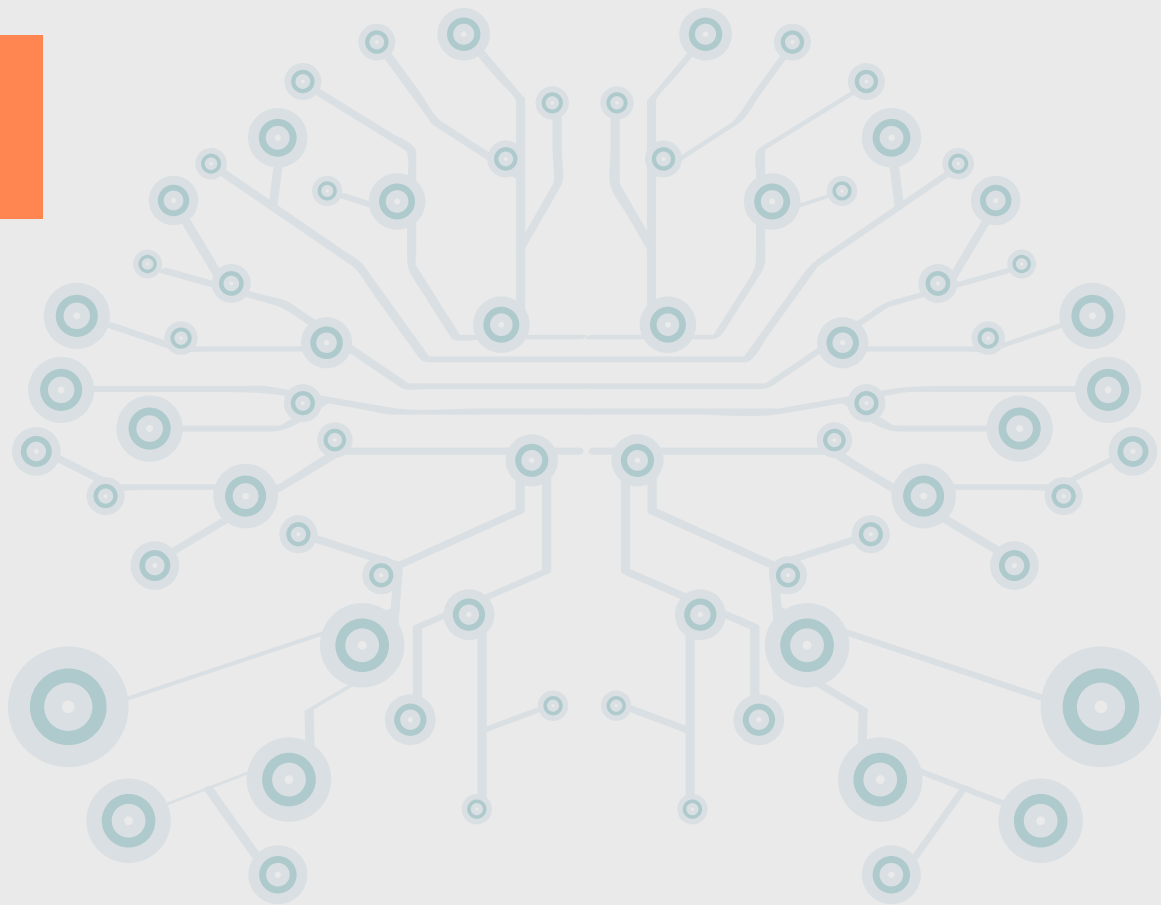


*Today, we need a reliable organization with
solid finances to meet the challenges of
training a new generation of African
leaders to build a new Africa.*

Africa must trust Africa.

COFFI DIEUDONNÉ ASSOUVI
DIRECTOR GENERAL OF CAFRAD





**A NEW LEADER
A NEW VISION
A NEW CAFRAD**

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