

African Training and Research
Centre in Administration for
Development

المركز الإفريقي للتدريب
و البحث الإداري للإتماء

Centre Africain de Formation et
de Recherche Administratives
pour le Développement



DG.1/2010
Doc. 5
Original: French

48th Meeting of CAFRAD Governing Board

CAFRAD Biennial Work Programme July 2010 – June 2012

***9 June 2010
Rabat (Kingdom of Morocco)***

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Introduction

CAFRAD work program for the period from July 2010 to June 2012 is prepared in accordance with the "Strategy of CAFRAD Redynamization" adopted by the Governing Board in June 2005 and "CAFRAD Strategic Development Plan" adopted in June 2007. It is therefore a reflection of the current dynamism in the Center and the ambition of African States to make CAFRAD a Centre of Excellence and Reference in the field of public administration and governance.

The program includes activities to be undertaken during the next two years in capacity building (training courses, seminars, conferences, etc.), innovation (reform and modernization), and improvement of public administration performance and governance.

The program's main objective is to assist African countries in their efforts to train and develop senior executives in administration, reform and modernization of public services and state institutions and in achieving the tasks of governments' aims at better serving the populations. Our wish is to arouse the interest of African governments so that they come to us to organize with them some of these activities, in their own countries and, at times, with their own experts, so that our programs have more impact at national level.

We want all African states and organizations involved in this program to participate actively in these activities so that this program can contribute to the social and economic development of countries and to make administrations and institutions dynamic, effective and efficient.

The main fields of intervention of the program are public administration and governance. From these fields, we selected the following four areas that are consistent with current needs and priorities of African states. They are:

- 1) Strengthening capacities of leadership, governance and public policy;
- 2) Reform, innovation and modernization of public services and state institutions;
- 3) Good governance, ethics, integrity and professionalism;
- 4) E-governance/e-government/e-administration.

It is from these areas that we have developed the activities to be conducted, which are the major interventions of the Centre during the relevant period. As for the targeted audience, the program will be conducted to meet the needs of Ministers, Secretaries General, Directors General and Directors. These activities of sensitization, training, research and consultation are listed below:

Activity 1: Forum on capacity-building of leadership, governance and public policy

Objectives:

To enable participants to further develop their capabilities and skills in making difficult decisions, in the conduct of services and in the development of human capital.

Contents:

- Review of methods and techniques of leadership;
- New approaches of governance and public management;
- Formulation, implementation and evaluation of economic and social development policies;
- Visionary leadership and strategic decision-making;
- Leadership, governance and public policies based on participation, inclusion and equity;
- Infrastructures of capacity-building of leadership, governance and public policy.

Participants:

1. Ministries of Public Service, Planning, Economy, etc.;
2. Presidents of Parliament and the Senate;
3. Directors of schools of public administration;
4. Managers of organizations of public/private sector and civil society.
5. Officials of HRM departments

Venue: to be determined

Date: to be determined

Duration: three days

Activity 2: Innovation and modernization of administration to promote development of the private sector: toward policies, strategies, legal infrastructures and administrations favorable to the private sector development

Objectives:

To examine the conditions under which business is conducted and propose appropriate measures to clean up the business environment and create the needed infrastructures in order to attract investments and promote private sector development.

Content:

- Review of the conditions and current business environment in Africa and elsewhere;
- Search for new policies, new strategies and new conditions to promote and facilitate investments and business development;
- Establishing mechanisms of partnership and collaboration between the public and the private sectors in order to improve the business environment and support development efforts;
- Creation of structures for the implementation of changes and innovations in these fields.

Participants:

- Ministries of Economy, Finance, Planning, Commerce, Industry, etc..
- Ministry of Civil Service and Administrative Reforms;
- Trade unions, associations and other organizations of the public and private sectors;
- International and regional organizations;
- Non-governmental organizations and corporate bodies.

Venue : to be determined

Date : to be determined

Duration: three days

Activity 3: Seminar on Political and Institutional Dimensions of Gender Mainstreaming in Water Resources Management in the Maghreb countries

Objective:

Sensitization on gender and water issues in the Maghreb and dissemination of information and promotion of changes that improve gender issues in water management.

Contents:

The main topics of discussion:

- i) Gender and Food Security;
- ii) Gender mainstreaming in natural resource management and climate change;
- iii) Gender mainstreaming in water policies and institutions;

Participants:

- i) Policy makers, politicians and, in general, people who have the capacity to implement the changes by promoting a policy of gender equality in their respective fields of action;
- ii) Parliamentarians;
- iii) Civil society/community-based organizations, the media, journalists, and others.

Expected results:

- Improvement of communication channels for more information and awareness on gender and water issues;
- Review of existing national policies and other related instruments in the water sector, from a gender perspective.

Venue : to be determined

Date : to be determined

Duration: three days

Activity 4: Seminar on constitutions, laws, statutes and administrative procedures related to elections and government transition

Objectives:

To review, amend and update all regulations and all texts related to elections, in order to adapt to democratic rule and ensure smooth transition of government.

Contents

1. *Elections and good governance: standards, norms and measures of good governance;*
2. *The role and place of the Constitution in the construction and consolidation of democracy and good governance;*
3. *Electoral law, expression and guarantee of respect for democracy and good governance;*
4. *The administrative management of the electoral process (case study);*
5. *Election disputes (case studies);*
6. *Managing post-election transitions;*
7. *Election as a final stage of political maturity and consolidation of the democratic game;*
8. *Mechanisms for implementation and monitoring of the conclusions of the seminar and inter-African collaboration in the field of elections.*

Participants:

Chairmen of National Electoral Commissions (and/or their representatives) Ministries of Interior, Political Parties, all other relevant Ministries, private sector and civil society.

Venue: to be determined

Date: to be determined

Duration: 4 days

Activity 5: Seminar on Developing Leadership Capacity in Administrative and Governance Reform Programmes.

Objectives:

The overall objective of the seminar is to build a critical mass of African Experts in administrative and governance reform programmes in order to improve the performance and the productivity of public services and state institutions for better achievement of development goals.

The specific objectives are as follows:

- develop and strengthen the capacity of African countries in designing, implementing and evaluating administrative and institutional reforms;
- support current efforts of governments in the improvement of the reform processes;
- create a critical mass of experts in African countries to better implement reform programmes;
- promote socio-economic development through efficient and performing public sector.

Content (Programme)

- 1) Reform of the public administration, the State and its institutions (what reforms are needed to enable African States achieve effectively their development goals).
- 2) Reform of the Public Finance, including fiscal and revenues systems (what reforms to improve the state revenues, attract investments and ensure efficient management of resources);
- 3) Reform of the Judiciary and Legislative institutions (what reforms to improve the performance and the results of these institutions?);
- 4) Reform for decentralization and management of local services and institutions (what reforms leading to better decentralization and efficient management of local services and institutions);
- 5) Developing capacity in leadership and reform in the public sector (what leadership capacities are needed to successfully reform public administration and state institutions?)

Participants:

- Ministers and their advisors;
- Permanent Secretaries;
- Directors General;
- Directors.

Venue: Abuja (Nigeria)

Date: to be determined

Duration: five days

Partners: CAFRAD / ACBF / Government of Nigeria, etc.

Activity 5: New approaches to design, organization and monitoring of parliamentary work

Objectives:

To review the work of parliament and discuss new trends in relation to the current evolution of parliaments' missions in order to support the efforts towards economic and social development of countries.

Contents:

- Current status of parliaments and their modes of operation;
- New missions, new trends and new approaches in the work of parliament;
- The place and role of parliament in economic and social development;
- Use of information and communication technology in the work of parliament;
- How the parliament can fully play its role of representative of the population and serve as a counterweight to government?

Participants:

- Presidents/Speakers/Chairmen of Parliaments and Parliamentary Committees;
- Secretaries General/Clerks of Parliaments ;
- Other officials involved in the affairs of Parliaments.

Venue : to be determined
Date : to be determined
Duration : 3 days

Activity 6: Contribution of Economic and Social Commissions (ESC) in strengthening the performance of state institutions in their quest for good governance, efficiency and results of public services

Context:

Most African countries have created the Economic and Social Councils (ESCs) or similar institutions within the last 20 years. In general, the creation of these new institutions coincides with resurgence of democracy and the need to ensure consultation and transparency in the management of public affairs. Existing in the midst of traditional representative institutions such as the National Assembly and the Senate, ESCs have been created to "*advise the Government in developing the economic and social policy, foster, through its composition, dialogue between occupational groups and help inform the National Assembly*". However, what is the reality in the countries and how can these institutions fully play their role?

Objectives:

Re-present the ESC as a public institution among other state institutions in Africa and highlight its contributions towards the achievement of governmental actions in the fields of social and economic development.

1. Develop partnerships;
2. Share experiences in the relationship of the missions of ESCs with trade-unions, corporations and the civil society;
3. The experiences of managing ESC: characteristics, challenges;
4. The problems of resource management;

Contents:

1. Legal framework of African ESC: status, constitutional framework, attributions ;
2. Vision of ESC: What institutional contributions, and for what purpose?
3. The role of ESC in the participation and involvement of state partners (private sector, NGOs, civil society) in government policy;
4. The results achieved in the implementation of economic and social programs by the ESC in Africa;
5. African ESCs against other state institutions: between over-institutionalization and effectiveness of governmental actions;
6. The ESC and the administrative/institutional cooperation in Africa.

Participants:

- Presidents of the Economic and Social Commissions or related institutions, or their representatives;
- Senior officials of similar institutions.

Expected results:

Participants know and understand better the tasks of ESCs and the role that these bodies are expected to play today in Africa. Tools, strategies and approaches that will enable the participants, once returned to their respective countries, to assess their systems and make necessary changes to enhance effectiveness of ESCs. Strengthen the capabilities of the participants in terms of knowledge of ESC in other countries, their missions and working methods.

Venue: to be determined
Date: to be determined
Duration: three days

Activity 8: Pan-African Forum on the formulation and evaluation of development policies of public services

Objectives:

Review the current conditions of public services and propose innovations in order to better implement the goals and programs of the governments to better serve the populations.

Contents:

- Review of the current situation of public services;
- Review of innovations and improvements to be implemented;
- Formulation of new policies and new strategies for the public services;
- Establishment of evaluation and monitoring mechanisms of public policies;
- Public/private/civil society partnership in the formulation, implementation, monitoring and evaluation of policies of public services;

Participants:

- Ministries of Public Service, Planning, Finance, Economy, etc.. ;
- Civil Society Organizations;
- Representatives of the private sector.

Venue: to be determined
Date: to be determined
Duration: three days

Activity 9: National Forums on Innovation and Modernization of Public Administration and State Institutions through the approach of Performance and Results based Management (at the request of countries)

Content:

Innovation and change in the management of public institutions have become a necessity. Innovations are needed to improve productivity and performance of services and employees. However, what kind of innovations and reforms are needed to re-invent the services and institutions and thus enable them to become vehicles for economic development? How can services, institutions and employees be organized in order to achieve a results-based management in their performance? What kinds of results are expected in order to be productive in the public service and governance?

Objectives:

- Strengthening capacity for reform and innovation
- Operationalizing the methods of obtaining results and performance
- Project management, taking into account the strategies defined at the state level

Expected results:

- Good knowledge of management tools for performance and results
- Compliance with the process of implementation of projects, their monitoring and evaluation
- Experience in programming and planning
- Development of less costly projects adapted to the needs of society
- Integration of governance measures and development projects

Participants:

Ministers (and/or their representatives) of the Civil Service, Administrative and Institutional Reform, Planning, Economy, Finance, etc..

Venue: to be determined (At the request of countries)
Date: to be determined
Duration: 4 days

Activity 10: 49th CAFRAD Governing Board Meeting and the 7th Forum on Modernization of Public Administration and State Institutions

Venue: To be determined
Date: June 2011
Duration: Three days
Languages: French, English, Arabic and Portuguese

Ad hoc activities 11:

July 2011 – June 2012

Activity 12: Forum on policies of training and research in public administration and governance in Africa

Objectives:

Examine the current status of training and research in the field of public administration and governance in the light of the advancement of knowledge, current trends, economic and social development of Africa, and propose policies and strategies for forthcoming years.

Contents:

- Review of the current situation of training and research in public administration and governance in Africa and elsewhere;
- Exchange of experiences and knowledge on new approaches and current trends in training and research in this area;
- Formulation of policies tracks, strategies and visions for adapting training and research in public administration and governance to the context of the 21st century;
- Developing a framework of coordination, collaboration and progress of policies and strategies for training and research in public administration and governance in Africa.

Participants:

- Ministries responsible for training and research in public administration and governance;
- Universities, Schools of Public Administration and other institutions of training and research in this area;
- Institutions of research, consulting and strategic studies involved in training and research in public administration and governance;

Activity 13: High Level Seminar for Policy Makers and Policy Implementers on the best ways to implement results-based government programs

Objectives:

To give politicians, policy makers and public officials / policy executors a platform to discuss methods and strategies aiming at strengthening synergies between the two parties in the implementation of policies and programs of governments, with measurable goals and roadmaps, which can lead to overall improvements in government performance.

Contents and themes: The questions / issues to be addressed include the following:

- i) Towards a common understanding of objectives, programs, policies and vision of development of government by policymakers and officials;
- ii) Towards a common understanding and institutionalization of Performance and Results Based Management in Public Services; what roles for policy makers and officials? ;
- iii) Implementation of the Results Based Management: Prospects for policy makers and officials;
- iv) Modalities and mechanisms for monitoring and evaluating the performance of policymakers and officials, and
- v) Procedures of innovations to improve synergies and cooperation between policy makers and officials.

Expected Results:

Sensitization to the new techniques and methods of management. New knowledge and new capacities for public services and state institutions that are more receptive to results and performance, and easily adaptable to innovations and modernization.

Participants:

Ministers (and/or their representatives) of Public Services, Planning, Economy, Finance and all other relevant Ministries.

Venue: to be determined
Date: to be determined
Duration: three days

Activity 14: Capacity building in visionary, strategic and complex negotiation (diplomatic, economic and security negotiation)

Objectives:

Expose participants to new methods of organization and management of public services that enable governments to effectively implement their programs, populations to have greater access to state services, and the private sector to leverage their investments.

Contents:

- Revision, updating and adaptation of laws, regulations and policies related to the reform and modernization of services and institutions;
- Review, updating and simplification of procedures, methods and practices in light of reforms and innovations to be introduced;
- Use of information and communication technology to implement innovations;
- New vision, new missions, new organization, new practices, new guidelines to meet new and changing expectations from public services and state institutions;

- Requirements, needs and imperatives of reform, innovation and modernization of public services and state institutions;
- Capacity building (training and improvement) in implementation of reforms and changes.

Participants:

- Ministries of Public Service and Reform of Administration and State Institutions;
- Ministry of Planning, Economy, Finance, etc.;
- Parliamentarians and other officials involved in reform programs.

Venue : to be determined
Date : to be determined
Duration: five days

Activity 15: Seminar on Gender Parity: Bridging the gap between men and women in government and administration, at policy, programs and projects level

Objective:

To examine the strategic frameworks that have been developed to achieve women's empowerment and gender equality at the heart of the transformation process in public services.

Contents:

- Reflections on statements and initiatives of governments in their implementation.
- Assessment of the extent to which women in various African countries are now part of the projects, programs and policies of governments;
- Evaluation of government efforts to accelerate the achievement of gender parity in leadership and management positions, and
- Presentation of country reports based on progress made in policies, programs and projects related to gender mainstreaming and parity.

Participants :

- Director of Human Resources in the public and private sector.
- High officials of the Public Service who are concerned by policies, programs, projects and budgets.
- Female managers in governmental organizations, private sector and NGOs.
- Heads of institutions responsible for promoting gender parity.
- Regional and international organizations involved in gender programs and projects.

Expected results:

- Increase in public and government awareness.
- Increase in number of women in positions of decision making and leadership.
- Gender prospects integrated into policies, programs, projects and budgets.
- Promote governmental efforts to achieve MDG3 which targets women, girls and gender parity by 2015.
- Establishment of women networks

Venue: to be determined
Date: to be determined

Activity 16: Seminar on Decentralization and Local Governance: capacity building of local leadership and participatory local development

Objectives:

1. Share experiences on the different approaches of decentralization;
2. Analyze the challenges and opportunities offered by local self-governance
3. Propose the integration of capacity building programs for local staff in the schools of public administration or similar bodies.

Contents:

1. Current status of local authorities The local dynamics and institutional and management capacity building;
2. The technical means and enhancement of participation in local governance (strategies);
3. The collaboration between central government and local governments, allocation of responsibilities and resources.
4. The financial decentralization, services and skills decentralization.
5. Challenges and prospects of local self-governance in an era of globalization

Participants:

1. Secretaries General/Administrators of municipalities;
2. Chairmen of local governments' councils (provincial, regional or departmental assemblies, etc.).
3. Officials of the Ministry of Interior (directors in the management of municipal, regional or departmental affairs,), and other departments having responsibility for local government affairs.

Expected results:

1. Improvement of relations with citizens (return of confidence in elected officials, increase in the rate of participation in public policies concerning local governments)
2. Active local democracy
3. Sharing of knowledge in management of social development projects;
4. Establishment of capacity building networks.

Venue: to be determined

Date: to be determined

Duration: 4 days

Activity 17: Forum on Governance, Human Security and Development in Africa

Objectives:

Explore ways and means to strengthen good governance in Africa in order to ensure human security and lay the foundations of social and economic development.

Contents:

- Relations between good governance, human security and socio-economic development;
- Strengthening capacity in leadership, governance and public policy;
- Mechanisms and infrastructures for strengthening human security in Africa;
- Towards a participatory, inclusive and visionary governance in Africa;

Participants:

- Ministries responsible for Public Service and Administrative Reforms; Governance, Planning, Economy, Finance, Security;
- Representatives of state organizations and the civil society;

- Institutions of training and research in public administration, governance and human security.
- Regional and international organizations working in these fields.

Venue: to be determined

Date: to be determined

Duration:

Activity 18: Seminar on the use of information and communication technology in the audit and inspection of public finances

Objectives:

Show the place and role of Information and Communication Technology (ICT) in the control of public finances and in the work of Audit and Inspection Institutions. In other words, how can the ICTs ensure efficiency, speed and reliability of control results and work in an integrated network system of public finances control?

Contents

1. Overview of the use of ICTs in the management of Audit and Inspection Institutions: Intranet, Internet, Websites, Portals, virtual connectivity, networking connection, Internet governance, etc. :
 - a. Integrated Information Systems of Government and their implementation (theoretical review and analysis of the African context);
 - b. ICTs for the service of State: inventory, benefits and problems observed in African countries;
2. Typical applications of integrated systems of public finance: formulation of computerization projects, environment, budget, implementation;
3. The actors of ICTs at the service of institutions of audit and inspection of Finance: skills, tasks, responsibilities, ethics, etc. ;
4. Internet security and online safety tips
5. Review of practical cases:
 - ✓ management systems;
 - ✓ Applications of control of public finances;
 - ✓ networks creation, administration and security;

Participants:

Heads of Computer services of African institutions of control, audit and inspection of public finances of the State. According to the name used by each country, they are:

- Directors of Computer Services of Ministries of Finance;
- Directors of Computer Services of Institutions of Audit, Verification and Inspection of public finances;
- Other computer scientists involved in activities connected with the seminar.

Venue: to be determined

Date: to be determined

Duration: three days

Activity 19: Seminar on capacity building in the resolution of social conflicts in the public sector: the dynamics of social dialogue in governance.

Objectives:

Encourage and support the efforts of social dialogue through appropriate methods of prevention and resolution of conflicts, which are based on participation, inclusion and equity in managing public affairs.

Contents:

- The main causes of conflicts in the public sector and their impact at the level of government, officials and population;
- Strategies of prevention and resolution of social conflicts;
- Social dialogue and its impact on productivity and performance of services;
- Towards a governance of social dialogue and equitable development.
- Diversity management and strategies of social inclusion

Participants:

- Ministries responsible for resolving social conflicts and social dialogue;
- Public Service Commissions/agencies;
- Public Sector trade-unions;
- Organizations of civil society and private sector interested in social dialogue;
- Regional and international institutions involved in the topics of the seminar.

Venue: to be determined

Date: to be determined

Duration: 3 days

Activity 20: Forum of institutions of strategic and projected studies.

Objectives: The main objective is to support the work of these institutions and explore ways and means of enhancing their impact in the economic and social development in Africa.

The specific objectives are as follows:

- Exchange experiences, knowledge and practices in matter of strategic and projected studies in Africa and elsewhere;
- Review missions, strategies and programs of these institutions in relation with the development needs;
- Be aware of the challenges and opportunities of these institutions and review mechanisms to enhance their capabilities.

Content:

- Missions, organizational structure and work programs of institutions of strategic and projected studies;
- Place and role of these institutions in national development (their impact);
- Relations and partnership of these institutions with other national institutions of training and research;
- Collaboration between institutions and follow-up of the seminar.

Participants:

- Heads of Institutions of strategic and projected Studies;
- Government officials concerned with the subjects of the seminar;
- Managers of training and research institutions at national, regional and international levels;
- Representatives of NGOs and other partner institutions interested by the seminar.

Venue : To be determined

Date : To be determined

Duration: Three days

Activity 21: Seminar on the reform and modernization of taxation and public finance: policies, laws and institutions

Objectives:

To answer the question of how to make tax authorities and the state to finance instruments of progress and development through the promotion of new strategies, innovative tools and a culture of accountability. Several new directions will thus be explored: the reform of legal frameworks; modernization of financial management and administrative tools; simplification of procedures by implementing simple mechanisms, more attractive and competitive; ensuring both the safety of investments; good corporate management; stimulation of business; and the fight against fraud and tax evasion.

Participants:

Ministries of Economy, Finance and Industry; Institutions of Taxation, Customs and Treasury; Parliaments and competent bodies in this field.

Expected results:

Concrete proposals in terms of innovation of tax administration systems, improved method of deduction and accountability for tax services, transparency in control of risk, fraud and tax evasion, enhanced mechanisms of good management of public finances and control.

Venue: to be determined

Date : to be determined

Duration: 4 days

Ad hoc activities:

At the request of partners, states or at its own initiative, CAFRAD may also, during the period under review, organize other activities that are not listed in this program. The program of CAFRAD is therefore flexible and adapts to the demands and needs of African states.

In addition to the activities of capacity building, research and consultation, CAFRAD will continue its program of publications, documentation and information to support the efforts of experts, respond to the requests of partners, and serve countries.

Moreover, ongoing programs with partners will continue, including that with the African Capacity Building Foundation (ACBF), the Islamic Research and Training Institute of the Islamic Development Bank (IRTI / IDB), the African Development Bank, the World Bank, UNDP, UNDESA, IAG, Korean Development Institute, etc. Other contacts are underway with potential partners for the implementation of joint activities.

Conclusion:

The activities planned in this program are significant. They are consistent with the needs noted during workshops and seminars. It is also the return of requests from African countries at the highest level.

Our hope is that the implementation of these activities would produce positive impact in the countries and that this program be a real contribution to governments' efforts in improving governance, leadership and public administration in Africa.