

FOCUS ON RESEARCH AND TRAINING INSTITUTES

AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION FOR DEVELOPMENT TANGIER, MOROCCO

I. *Background*

The African Training and Research Centre in Administration for Development (CAFRAD) originated from a Moroccan Government initiative.

In the General Conference of UNESCO held in 1962, a draft resolution was submitted on Moroccan initiative, requesting assistance from UNESCO in establishing a « regional centre to study current problems in Administration and its relation to African economic and social development ». The resolution was signed by ten other African States covering the major sub-regions of the Continent.

CAFRAD's legal existence began on 13 May 1964, and derived from a Provisional Bilateral Agreement between UNESCO and the Moroccan Government, establishing headquarters in Tangier and providing for the preliminary UNESCO funding. The first meeting of the Governing Board, held in July 1964, provisionally determined CAFRAD's objectives and its general organizational framework. In December 1967 a Permanent Multilateral Agreement, replacing the provisional one, was signed by eleven Member States. Under this Agreement the Centre was characterized as an « African regional institution » open to the membership of all African States, hosted by the Moroccan Government and located at Tangier. From its very inception, CAFRAD was conceived as an *African institution*, owned, funded, governed and operated by its sponsor beneficiaries.

II. *Membership*

CAFRAD now enjoys the membership of thirty African States : Algeria, Botswana, Burundi, Cameroon, Central African Empire, Chad, Gabon, Gambia, Ghana, Ivory Coast, Kenya, Liberia, Libya, Mauritania, Morocco, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Upper Volta, Zaïre, and Zambia.

III. *Objectives*

According to the December 1967 Agreement, the objectives of CAFRAD were defined as follows

- to undertake, promote and co-ordinate comparative studies and research on administrative problems connected with social and economic development in Africa ;
- to organize scientific meetings, seminars and in-service training courses for high-ranking officials from the public and private sectors in African countries who play a significant role in development ;
- to compile, analyze, and disseminate documentation on the structure, organization and administrative methods of the different African countries ;
- to publish appropriate material ;
- to act as host and as a scientific liaison body for the particular benefit of institutions and schools of administration, universities, and, more generally, any other agencies whose activities come within the scope of the competence of the Centre.

IV. *Organizational Structure*

- 1°) *The Governing Board*, composed of one representative from each Member State, is empowered to ensure the operation of CAFRAD, to determine outlines of its program, to prepare its budget and to make and maintain contacts with other organizations ; appoints, among others, the Director-General of the Centre, fixes the amount of the annual contributions from Member States, accepts any other contributions, gifts and legacies from Governments, public or private institutions, and private individuals. The United Nations, UNDP, UNESCO and ECA attend the meetings of the Governing Board as observers.
- 2°) *The Director-General* is responsible for the execution of the decisions and directives of the Governing Board, for the presentation of the Budget, the regulation of general administrative matters, and the execution of the Center's program, appoints members of the staff, prepares administrative financial and staff regulations for approval by the Governing Board.
- 3°) *The Scientific Council*, composed of two to four members appointed by the Governing Board on the recommendation of the Director-General from specialists who are not members of the staff of CAFRAD and have recognized competence in the field of public administration in Africa considers the program of CAFRAD before its submission by the Director-General to the Governing Board. The United Nations, UNESCO and ECA participate in the meetings of the Scientific Council.

V. Resources

The resources of CAFRAD are made up of annual contributions from Member States fixed by the Governing Board and any other contributions from other sources including gifts and legacies ; and assistance from the United Nations Development Program which will come to end in 1978.

Apart from Member States' annual contributions, and UNESCO's contribution to the operation of CAFRAD from the beginning, the Centre has so far benefited from a yearly token subvention offered by the African Development Bank, and bilateral aid received in the form of experts and short-term consultants, and the provision of books and documentation for CAFRAD Library. Such aid has been received from the United States of America, Great Britain, Canada, France, The Netherlands, Sweden, and the German Federal Republic. The resources of CAFRAD are further increased by various grants from the Commonwealth Fund for Technical Co-operation, the International Development Research Centre of Canada, and the Friedrich Ebert Foundation of the Federal Republic of Germany.

VI. Relations With International/Governmental Organizations

As a problem and action-oriented institution CAFRAD is concerned with the professionalization of public and development administration and management in Africa. In functional terms this means establishing and maintaining the closest links between CAFRAD and world organizations in the field of public administration and management, and making the best possible use of such contacts. CAFRAD is co-ordinating its overall activities with those of the Public Administration and Finance Division of the United Nations, with UNESCO, and with their respective projects in Africa. More especially, CAFRAD is co-operating with the ECA and both organizations joined hands in September 1973 in an all-African United Nations Program of Public Administration which CAFRAD is taking a leading role in implementing. CAFRAD is also co-operating with other government agencies, organizations and institutions as appropriate ; the Centre is also an Executive Member of the African Association for Public Administration and Management and enjoys a close working relationship with other professional organisations such as the Institute for Economic Development and Planning (IDEP), the British Institute for Management, the International Union for Local Authorities (IULA), the International Institute for Administrative Sciences (IIAS), the American Society for Training and Development (ASTD), the Institute of Social Studies, The Hague, the Institut National d'Administration Publique in Paris, and the Arab Organization for Administrative Sciences.

VII. *Activities*

CAFRAD is an integrated institution providing training, research, consultancy, and information services. Such activities are carried out by the : (I) Training of Trainers Program ; (II) Human Resources Development Program ; (III) Top Management Program ; (IV) Project Management Program ; (V) Urban and Rural Development Program ; and (VI) Library and Documentation Centre.

Each of the above programs provides training and research support for senior African administrators and managers, and for national training institutions, such as IPAS, ENAS and Management Centre. 1976/1977 research projects included :

- 1°) Administrative Reform — African Case Studies ;
- 2°) Status of Institutionalization of Career Policies and Guidance in Africa ;
- 3°) Integrated Urban and Rural Development ;
- 4°) The Public Management of Urban Squatter Communities ;
- 5°) Preparation and Execution of the Budget in Morocco ;
- 6°) Analysis of the Training undertaken by Senior Servants in Selected Francophone African Countries ;
- 7°) Collection of Data for preparing a manual on management training institutes in Africa ;
- 8°) Administrative implications of the New International Economic Order (documentary research) ;
- 9°) CAFRAD Thesaurus of Administrative Information Descriptors ;
- 10°) African Government Documents ;
- 11°) The Establishment of an Administrative Training Materials Clearing House ;
- 12°) Managing Public Enterprises in Africa — towards improved performance ;
- 13°) Follow-up survey of the Implementation of the Recommendations of the 1974 African Training Policies Conference ;
- 14°) Improving the capabilities of the African National Training Institutes (IPAS and ENAs) ;
- 15°) African Integrated Network of Administrative Information.

VIII. *Publications*

CAFRAD publishes a half-yearly bilingual *Journal of African Administrative Studies* ; a half-yearly trilingual newsletter the *CAFRAD News* ; and a quarterly trilingual *African Administrative Abstracts*.

Other publications include occasional bibliographies, research monographs, and an Information Bulletin.