



**ENA** ÉCOLE  
NATIONALE  
D'ADMINISTRATION

# Charter of the INFLEXION Journal

(Journal of the National School of Administration of  
the Democratic Republic of Congo)

Version 1.0



February 2025

« When we face tomorrow's problems with yesterday's organizations, we reap today's tragedies. » **Michel Crozier**

## Preamble

The National School of Administration of the Democratic Republic of Congo (ENA-RDC) plays a crucial role in training public servants and strengthening administrative capacities for the transformation of the public sector. One of the pillars on which the ENA-RDC relies is the dissemination of knowledge using a culture of innovation and discussion around key ideas and contemporary issues in the public sphere.

Indeed, in a context of globalization and the increasing complexity of governance challenges, as well as the acceleration of profound changes in public management driven by the growing demands of economic development and the improvement of public policies, the production and dissemination of scientific knowledge are essential to inform decision-making and foster a culture of critical reflection within the public sector.

The INFLEXION Journal, initiated by the ENA-RDC, positions itself as an intersection of ideas, a space for discussion, and a platform for exchange bridging the academic and professional worlds in the pursuit of public reform. It aims to promote strategic, critical, and forward-thinking reflection in the fields of public administration, governance, public policy, and the monitoring and evaluation of the relevance of public choices.

The INFLEXION Journal embodies the regulatory mission of scientific research at the ENA, as prescribed by Article 4, Paragraph 4 of Decree No. 13/013 of April 16, 2013, which establishes the creation, organization, and functioning of the National School of Administration. In this context, the INFLEXION Journal aspires to place strategic, critical, and forward-thinking reflection at the heart of public action and decision-making by publishing original, relevant, and solution-oriented works aimed at fostering a more effective state and a public administration that serves the community. These works aim to produce relevant knowledge to inform collective action, transform public dynamics, and push the boundaries of knowledge in service of an agile and visionary state. The INFLEXION Journal will thus contribute to a better and shared understanding of the constraints, inertia, and socio-institutional dynamics that structurally influence the functioning, efficiency, and performance of Congolese public administrations, thereby encouraging necessary institutional adjustments.

The choice of the title “INFLEXION” for the journal of the National School of Administration of the Democratic Republic of Congo (DRC) is particularly appropriate, as it evokes both the idea of directional change and profound transformation—two key elements in the context of administrative sciences and public policy. “INFLEXION” derives from the mathematical concept of an “inflection point,” where the curvature of a function changes concavity. “INFLEXION” thus marks a rupture and embodies the idea of science in service of change, science's capacity to alter trajectories, provoke decisive turns in public management, and inspire evidence-based reforms. In an ever-evolving environment where governance, decentralization, and public management face multiple challenges, the term “INFLEXION” also symbolizes the state's ability to adapt its structures and practices to meet the needs of development, efficiency, and sustainability. It underscores the importance of continuous reflection on local, national, and international transformations, in line with global trends while preserving the country's institutional autonomy and identity. Finally, “INFLEXION” carries a dimension of intellectual openness, encouraging the

exploration of new theoretical and practical avenues in the field of administrative sciences, particularly in a country seeking institutional renewal and political stability.

The INFLEXION Journal is intended to be multidisciplinary and transversal, bringing together contributions from experts, researchers, and public decision-makers around a common mission: “to contribute to the sustainable development and positive transformation of Congolese public administration, and by extension, the development of the DRC.”

This Charter establishes the rules governing the INFLEXION Journal and serves as its sole reference.

It is structured around the following provisions:

### **Article 1: Purpose, Aims, and Scope**

This Charter aims to regulate the operations of the INFLEXION Journal, initiated by the ENA-RDC. It defines the journal’s objectives, editorial line, organization, submission and evaluation procedures, ethical and integrity standards, dissemination, and copyright.

The Journal seeks to encourage the production and dissemination of knowledge in the fields of governance, public management, and public policy. It covers a broad but specific range of topics, including:

- Issues related to public governance, including state reform, decentralization, new forms of citizen participation, etc.
- The operational management of the state, particularly in areas such as public finance management, human resource management, social security, public planning, public procurement, etc.
- Financial markets.
- The formulation, implementation, monitoring, and evaluation of public policies.
- Digital governance and the digitization of public services.
- Sustainable development, the green economy, and climate resilience.
- Contemporary challenges and the integration of Congolese public policies in bilateral, multilateral, and decentralized cooperation.
- Foreign policy, public diplomacy, and issues related to regional and sub-regional organizations.
- Innovative administrative practices and the improvement of institutional performance.
- Institutional reforms and their impact on public affairs management and the business climate.
- Issues related to ethics, transparency, and accountability in governance.
- Legislative drafting and foresight in public policy formulation.
- Contemporary transformations in local, national, and international governance.
- Public crisis and risk management (economic, climatic, health, security) and public responses to emerging challenges.
- Social inequalities, national solidarity, and the inclusion of peripheral groups in public policies.

## **Article 2: Objectives**

The INFLEXION Journal aims to:

- Stimulate high-quality scientific research on governance, public management, and public policy issues.
- Foster a spirit of dialogue between researchers, practitioners, and public decision-makers.
- Highlight the work of national, regional, and international researchers on public governance issues.
- Showcase Congolese expertise in addressing the major emerging challenges of our time.
- Provide practical, strategic, and forward-looking perspectives for improving public administration.

## **Article 3: Target audience**

The INFLEXION Journal targets the following audience:

- Researchers in the social sciences, particularly in political science, public administration, economics, law, and related fields.
- Public administration practitioners at all levels.
- Students in social sciences, management, law, economics, etc.
- Political decision-makers and civil society actors.

## **Article 4: Governing Bodies**

The INFLEXION Journal is composed of the following bodies:

- A Scientific Advisory Board;
- A Review Committee;
- An Editorial Committee.

## **Article 5: Scientific Advisory Board**

The Scientific Advisory Board is the strategic steering body of the Journal. It is composed of ENA officials as well as other independent national or international figures with proven expertise in research and moral integrity.

The Scientific Advisory Board is responsible for defining the journal's thematic focus and major editorial decisions.

To preserve the independence and integrity of the editorial process, the Scientific Advisory Board does not intervene in the validation of articles for publication.

Members are appointed by the Director-General of the ENA.

They receive a non-permanent intellectual contribution fee, the amount of which is determined by the Director-General of the ENA.

## **Article 6: Review Committee**

INFLEXION is a peer-reviewed journal.

The Review Committee ensures the quality and integrity of the articles published in the journal.

It is composed of national and/or international experts with proven research expertise and moral integrity.

Members serve a two-year term, renewable.

The Review Committee operates independently in the execution of its tasks.

This Committee validates, through a double-blind peer review process, the articles proposed for publication.

Members are selected competitively by the Scientific Advisory Board and appointed by the Director-General of the ENA.

They receive a non-permanent intellectual contribution fee, the amount of which is determined by the Director-General of the ENA.

## **Article 7: Editorial Committee**

The Editorial Committee manages the logistical aspects of the journal. It is composed of ENA staff and independent experts with recognized expertise in scientific research.

It is led by an Editor-in-Chief.

Under the coordination of the Scientific Advisory Board, it manages calls for contributions, the article selection process, and communication with authors.

It organizes the editorial calendar and ensures compliance with publication deadlines.

It liaises with the Review Committee and the Scientific Advisory Board for the validation of selected articles.

It is responsible for the layout, design, and graphic quality of the journal. It manages the publication in both print and digital formats, ensuring optimal dissemination to the target audience. In collaboration with the ENA's IT department, it administers the journal's digital platform, ensuring smooth and secure access to publications.

## **Article 8: Selection criteria, submission, and evaluation process**

Articles will be selected based on their originality, relevance, methodological quality, clarity, and rigor of analysis, as well as their contribution to advancing knowledge in the fields of governance, public management, and public policy.

Submitted articles must be original, adhere to academic standards, and be relevant to the journal's thematic focus.

The journal upholds ethical and integrity standards in research, as outlined in Article 9.

All articles undergo a double-blind peer review process to ensure scientific quality and the integrity of the evaluation process.

Articles may be published in French or English, with an abstract in both languages.

### **Article 9: Ethics and integrity**

Authors must guarantee the originality of their work and adhere to citation and referencing standards as defined by the Scientific Advisory Board.

All submitted articles will be checked for plagiarism. Proven cases of plagiarism will result in immediate rejection of the article and exclusion of the author from future publications.

Authors must declare any use of artificial intelligence tools or any conflicts of interest that may influence their work.

### **Article 10: Dissemination of Articles**

The INFLEXION Journal will be available in a printed version for libraries, public institutions, and strategic partners.

A digital version will be published on an online platform, allowing for open access or subscription-based access to reach a wider audience.

### **Article 11: Frequency and Acceptance Conditions**

The INFLEXION Journal will be published twice a year.

The Journal accepts original articles that have not been published elsewhere or submitted simultaneously to other journals. If authors wish to publish part or all of their article in another journal, they must seek prior approval from the Editor-in-Chief.

The Journal accepts articles written in English or French. The abstract and keywords must be translated into both languages. Articles should be submitted electronically in Word or LaTeX format. LaTeX format is strongly encouraged.

### **Article 12: General Formatting**

Manuscripts must be submitted in double-spaced format using 12-point font. The length should be between 5,000 and 10,000 words, excluding the bibliography.

The manuscript should be organized as follows:

- (i) Title page, including the abstract.
- (ii) Main body of the paper.
- (iii) References (bibliography).
- (iv) Tables and figures, each on a separate page.
- (v) Appendices, including data sources, detailed proofs, and mathematical derivations.

The first page of the manuscript should contain the following information: (i) the title, (ii) the author(s)' name(s) and institutional affiliation(s), (iii) an abstract summarizing the key contributions of the article, with a maximum length of 150 words, (iv) a footnote on the first page indicating the corresponding author's name, address, phone number, and email address, (v) at least one classification code according to the INFLEXION Journal's article classification system, (vi) up to four keywords designed to help readers identify the article's place in the literature and the nature of its contribution, (viii) acknowledgments and information on grants received may be included in a first footnote, typically placed at the end of the title, which should not be included in the consecutive numbering of footnotes.

### **Article 13: Document Structure**

The manuscript should be divided into sections and subsections.

Subsections are discouraged in the introduction.

Sections should be numbered with Arabic numerals, starting with "1. Introduction."

Subsequent sections, subsections, and sub-subsections should be numbered as follows: 2; 2.1; and 2.1.1.

Section titles should be short and should not exceed one line.

Subsection headings should not immediately follow section headings.

No lower-level heading should immediately follow a higher-level heading without an intervening sentence.

Footnotes should be kept to a minimum in number and length.

Footnotes should be numbered consecutively throughout the text with superscript Arabic numerals.

Endnotes should not be used.

### **Article 14: Text Rules**

The words "I" and "we" should be used sparingly and not as a regular construction. As a guideline, "I" or "we" should not appear more than twice per page.

The use of opening quotation marks "epigraphs" displayed before the introduction is prohibited. If necessary, it is recommended to insert quotations in the text after the introductory paragraphs or in the first footnote.

The use of displayed lists, bullet points, or numbered lists is prohibited.

### **Article 15: Mathematics**

Displayed formulas should be numbered consecutively throughout the manuscript in the form (1), (2), etc., on the right margin of the page.

Numbering formulas by section (e.g., 2.1; 2.2...) is prohibited.

Mathematical notation should be designed to help the reader understand the concepts. For example, in economics, it is no coincidence that "I" is often used for investment rather than "X." The use of compound notation (such as INVEST) should be avoided.

### **Article 16: References**

References to publications and working papers should follow the *American Psychological Association* (APA) *Formatting and Style Guide* (7th Edition). For this model, the following types of references can be noted:

(i) "Cenyucel (2025) established that..."

(ii) "This problem has been the subject of several studies in the literature (see, for example, Mulumba and Kabongo, 2000)."

(iii) "This problem has been the subject of several studies in the literature (see, for example, Mulumba et al., 1969)."

The author should ensure that there is a direct correspondence between the names and years in the text and those in the reference list (bibliography).

The reference list (bibliography) should appear at the end of the main text (before the appendices). It should be listed in alphabetical order by author name.

All references should be prepared in the detailed format below, in the Reference Format section.

### **Article 17: Figures and Tables**

All figures should be numbered consecutively in the text with Arabic numerals.

Figures should include an explanatory note so that a reader can easily understand the origin and significance of the document without referring to the main text.

In a figure, line types and symbols should be chosen to be understandable when printed in black and white.

The background of the figures should be white only.

Figure axes should be clearly labeled.

Tables should be numbered consecutively in the text with Arabic numerals.

Tables should be self-contained, meaning that the reader should be able to understand them without referring back to the text of the article.

Tables should include an explanatory note, including variable definitions so that the reader can easily understand the content.

Each table should have a title followed by a descriptive caption. Authors should check tables to ensure that the title, column headers, captions, etc., are clear and relevant.

## **Article 18: Appendices**

The policy of the INFLEXION Journal is to publish appendices, if any, following the reference list.

## **Article 19: Supplementary Material**

Authors are strongly encouraged to submit any supplementary material that may be of interest to readers.

Supplementary materials enhance the ability to replicate results and citations in research. They may include: (i) appendices containing details on proofs, explanations of data sources, and calculation algorithms, (ii) computer programs, (iii) data files, (iv) more in-depth explorations of topics covered in the published paper, such as the development of theoretical models, robustness analysis of empirical specifications, or additional computational experiments.

Authors should ensure that the main document can be read and understood without reference to supplementary materials.

The provision of supplementary material (such as proofs, datasets, or computer programs) may be required as a condition of publication. However, they are not reviewed with the same level of detail as the main document.

## **Article 20: Templates**

The INFLEXION Journal provides templates to assist in formatting manuscript submissions using LaTeX or Microsoft Word.

## **Reference Format**

For books:

Zigbi-Johnson, Najha. (2017). Reclamation, Usurpation and Commodification: Tracing the Black Diaspora Through Musico-Cultural Traditions of Cuba and the United States. <https://jstor.org/stable/community.20472390>

For contributions to collective works:

Jjuuko, Adrian, and Monica Tabengwa. Envisioning Global LGBT Human Rights: (Neo)Colonialism, Neoliberalism, Resistance and Hope, edited by Adrian Jjuuko, Nancy Nicol, Richard Lusimbo, Nick J. Mulé, Susan Ursel, Amar Wahab, and Phyllis Waugh. University of London Press, 2018. <http://www.jstor.org/stable/j.ctv5132j6.10>, pp. 779-835.

Schmidt, Elizabeth, & Dellums, Ron. (1980). Decoding Corporate Camouflage: U.S. Business Support for Apartheid. Institute for Policy Studies. <https://jstor.org/stable/al.sff.document.bmdv13>

For periodicals:

Slipman, S. (2000). Corporate responsibility. RSA Journal, 148 (5494), 4–6. <http://www.jstor.org/stable/41378952>

### **Article 21: Types of Articles**

The Journal will publish:

- Research articles: presenting the results of original and unpublished research.
- Review articles: providing an overview of a specific research field.
- Research notes: presenting preliminary research results or case analyses.

### **Article 22: Rights**

Authors retain the rights to their work but grant the Journal exclusive distribution rights. Any secondary use must explicitly acknowledge the Journal as the original source.

### **Article 23: Revision and Entry into Force**

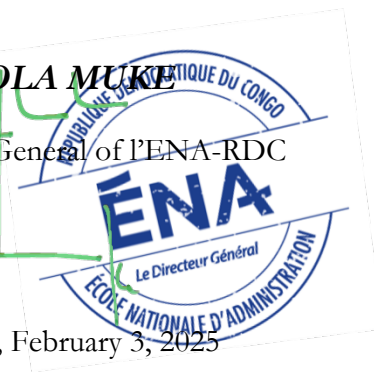
This Charter may be periodically revised, upon proposal by the Scientific Advisory Board, to adapt to scientific and institutional developments. Any changes will be communicated to contributors and partners.

Adopted by the ENA-RDC, this Charter constitutes the governing framework for the INFLEXION Journal.

This Charter enters into force on the date of its signature.

**TOMBOLA MUKWE**

Director General of l'ENA-RDC



Kinshasa, February 3, 2025