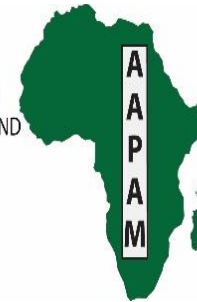


AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAPAM)

39 Annual Round Table of AAPAM

On

Innovation, Resourcefulness, Integration and Inclusivity; Fundamentals for the Transformation of Governance and Public Administration in Africa to achieve the Agenda 2063 and Sustainable Development Goals.

Fairgrounds Holding, Gaborone, Botswana On 6th- 9th November 2018

AAPAM GOLD MEDAL AWARD 2018

***Your Excellency, Honorable Minister,
Honorable President of AAPAM;
Honorable Guests and participants;
Dear African Fraternity of AAPAM,
Dear African brothers, sisters, and colleagues;
Ladies and Gentlemen;
Doo-meh-lah mah, doo-meh-lah rah;
Good evening everyone;***

Thank so much Dear Dr. Roland Msiska

It is a great honor and an immense privilege for me to receive, today, in this blessed African Country of Botswana, the AAPAM Gold Medal, the highest recognition from my African Peers and from AAPAM.

Allow me to take this precious opportunity to humbly express my deepest and eternal gratitude and warmest thanks to all AAPAM Family and Team, to the Honourable President of AAPAM, to the Secretary General of AAPAM, to all AAPAM leaders, Representatives, Members, and Networks, and to all those who have been involved in the selection process.

Allow me also to express my deep gratitude and my warmest thanks to the Government of Botswana for all the facilities given to me which allow me to be here today with all of you. My gratitude goes to Dr John Mary Kauzya, from the UNDESA, for his continuous support.

My eternal gratitude goes to Mr. Driss OUAOUICHA, the Honourable President of the Al Akhawayn University of Ifrane in Morocco who supported and submitted my candidacy to this prestigious Award.

Excellencies, Ladies and Gentlemen,

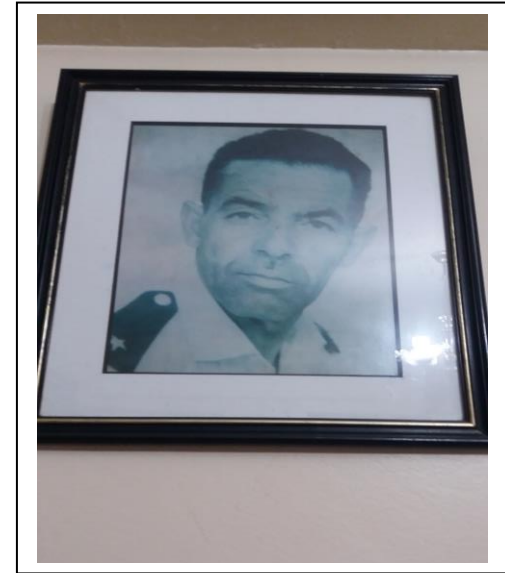
Receiving today such an honor, it's a matter of pride, a great honor and an immense privilege for the woman I am, for the Moroccan woman I am, for the African woman I am, for my parents and for the mother of my daughter Dounia I am.

Receiving today such an African recognition is the wonderful harvest, the result and the impact of a long, very long journey, about half a century during which I gain trust and respect, becoming a sort of “brand” that I wish for every public servant in our beloved Continent, Africa.

This long journey, this wonderful harvest, and this great career are based on three pillars that I want to share with all of you tonight:

The first Pillar: it's my the "DNA" that I had the honor to present during the last AAPAM Conference in Zambia.

I draw this "DNA" from my deep roots as an african rural woman, as the daughter of rural parents, the daughter of a military man and the wife of a military man too. This DNA is made by a set of Values, Virtues and Principles linked to each other that guide my whole life, my character, my conduct, and my behaviour, whenever I am, and wherever I am, in any position I had the honor to hold. My DNA is based on the Patriotism, the love



of my Country and the love of the Best for my Country, the respect of law and order, the discipline, the humanism, the empathy, the trust, the optimism, the kindness, the courtesy, the dignity, the courage, the honesty, the tolerance and respect of others, the sense of duty and responsibility, including towards my family and relatives, the respect for my words and commitments, the integrity, the love of work, and the merit.

Allow me to share with you few examples:

- During my primary school, when I received an excellent grade, I was entitled to an apple or a banana what we do not always see on our family table. I learned very early that things are worth.*
- To help my father who had a limited salary that did not allow him to feed 12 persons, I started working at the age of 8, and during all my childhood and my adolescence, I have to sell in the streets, going from door to door, all what my mother and my elder siblings produced with their hands. I learned very early the meaning and the value of work, the hard work and the honest work.*
- My empathy comes first from my parents and then from the fact that during all my adolescence I had the duty, especially during religious holidays, to go to our poor neighbours or to those in vulnerable situation with a tray including the same meals that we will have ate at home.*

- *My love and veneration of work comes in particular from my mother, my “role model”, who is approaching her eighty years, but used to wake up at 5 o’clock in the morning to do her prayers, to clean her room, to prepare and bake the bread, to knit or to do her market. It comes also from the fact that during all my childhood and adolescence, I spent almost all my holidays in the countryside where I saw the rural women waking up at 4 am, working all day, with the smile and the enthusiasm serving the husband, the children, at least 6 or 7, the family-in-law, the animals and pets, and only going to bed around 11 pm.*



Despite all what we see and read on Africa, this DNA is common to the majority of African, men and women, and we must remain convinced that we are in Africa good persons living with such DNA and we need to work hard to transmit it to our children and around all of us.

The second pillar: The Keystone that consolidates and maintains the cohesion and the sustainability of this DNA, is a long-life investment in education, learning, reading, training, peer-learning, capacity building, empowerment, including through travels to more than 50 Countries, to gain knowledge, skills, competencies, to learn from other civilizations, to get from them the best and leave for them the worst, and above all to gain the respect from others and self-confidence in my own potential.

This journey also started when I was only 3 years by learning French from Social assistants of the Moroccan Army, and only 5 years when I join the primary school, until I got my Master Degree from the French University Pantheon-Sorbonne, my Phd in Political Sciences from the University Mohammed V of Rabat, and became graduated also from the National School of Public Administration of Morocco, as Honor student, beside several study tours in Africa and around the World.

We need to keep in mind, as said by Albert Einstein “Once you stop learning, you start dying” and by our Prophet Sidna Mohamed Whe advice us to “ask for knowledge from the cradle to the grave”, knowing that “The roots of education are bitter, but the fruit is sweet”, as it was said by Aristotle

I take this special moment to express my eternal gratitude to all my teachers and professors, highlighting the fact that they were excellent civil servants, very professional, competent and committed to their work and duty. Today things have changed in a dramatic way.

The third pillar: Having several causes in my life holding them with honor, pride and commitment.

Every human being in this world must ask himself what he or she is doing for his community, for his country or for his continent? We need to ask ourselves, from time to time, why we deserve to be on this Planet among its population?

Each person needs to stand up for what he or she believes in, based on her or his convictions, time, means and resources, as an essential life skill. We do need to stand up to make a difference and positive change for ourselves and for others, through our engagement, our commitment, our actions, our words, or a combination of all this.

For me personally, I'm very proud to stand up for des following Causes:

- I stand up for the promotion of the Values and the Virtues of the Public Service;*
- I stand up for the investment in Africa Human Capital at all levels;*
- I stand up for the empowerment of women and girls around the World, with a special mention to my own daughter who joined her College last year in Florida International University and to whom I did my best to transmit the above "DNA"; Since her first Semester, she's on the Dean List as a serious and disciplined student.*



- *I stand up for the fight against any unethical conduct and corruption in Africa at all levels;*
- *I stand up for the promotion of Networking everywhere as a key Lever and driven for peace, stability, progress, solidarity, and common interest.*

Excellency's, Ladies and Gentlemen;

Allow me now to address in particular the youth, as young leaders or young managers in the Public Administration to whom I want to extend the following advices:

- *Choosing to serve in the Public Service and make a career in the Public Administration do not make you rich materially, but proud to serve, to have such a nice reason to weak up in the morning, and to return home at the end of the day, with the feeling of having solving an issue,*

or contributing positively to something good that serves the general interest, which contributes to the well-being of citizen and the progress of your Country. If you want to make money, join the Private Sector, or do your own business.

- As a woman, I can tell you that my career was and still is like a beautiful rose, but full of thorns, but I never ever give up, I remain confident, I resist, I remain standing up and proud as every African in this Continent should be and act;*
- You should have an ethical ambitions and work hard to achieve such ambitions, telling yourself, it's never enough for you, never enough for your organization, never enough for your country, and never enough for your continent. Don't rest on your laurels.*
- All this suppose a lot of sacrifices. In my own case, this supposed few friends, few parties and outings, long days of work, sleepless nights, especially when you are still young, single without children or family responsibilities. It's the appropriate time to build your career and*

empower yourself, after it becomes very very tough, in particular for women. In fact you need to be a super woman!

- *If all the civil servants are normally subject to regular review and control, be a citizen and a civil servant who respect the law and order, and a civil servant with self-control, and never give the opportunity to anyone to reproach or punish you;*
- *Be humble, don't be shy, and ask your peers, your colleagues, your bosses, your team when you don't know or don't understand, when you don't know how to solve a problem or when you are facing some challenges;*
- *Document yourself, have your own library especially with respect to your profession or mission;*

- *Learn and use to have empathy for others, by just putting yourself, when possible, in the place of others, just to feel what they feel, reject all forms of cruelty, aggressiveness, lack of consideration or respect, abuse of power, and remain simple. For example, when you receive in your office an elder person, see in her your own mother or your own father or grandparents. I will quote again our Prophet Sidna MOHAMED who said "Love for your brother what you love for yourself", and we find the same idea in the book of President Obama who's mother used to say to him: "Every time you make a decision, ask yourself what effect it will have on you" (in The Audacity of Hope -2007);*
- *Invest all the time in Team Work, because one hand can not applaud, while two or more heads are better than one;*

- *When you will arrive to a leadership position, act by example, establish a climate of enthusiasm, passion and dynamism for the work, ensuring to project all this around you and within the team working with you and for you. Give you wings and strengthen the wings of others (your family, your relatives, team, the people around you and the people you serve). Learn to give a second chance to others, including giving room for error;*
- *Be a visionary leader able to federate, to boost and to transform realities, problems, issues, challenges, constraints and complexities into optimism, hope, synergies, opportunities, positive attitude and energies, development, add value and progress;*
- *Never allow the power or the authority to change your nature, remain simple, because it is your nature which you remain when the power and the authority are not there anymore!*

- *Keep in mind when you will be elected or appointed in a given leadership position, you will meet 3 kind of people and civil servants:*
 - *Those who are ready to follow you, animated with the same DNA as yours, having the necessary competencies and skills. They are about 30%;*
 - *Those who want to do the same but they could not. You need to invest in their learning, training and capacity building to join the first cohort. They are about 50% in all our African administrations;*
 - *And a third category, I used to name them “the opportunist of the Public service”. You try one or 2 times, you will see it’s no way. Forget about them, don’t lose your time or energy with them. They are about 20% living with and on gossip, medical certificates, repeated absences, systematic bad work, arriving late, and all this ugly behaviour that still affect the image and perception of the Public administration and Public Service Delivery;*

- *Surround yourself with the “Best”, by attracting, retaining, developing, motivating, and investing in talents, and I can assure all of you that Africa has talents, but they are often “hidden figures”;*
- *Do your best to balance between your private and family life, and your professional life, which is a matter of organization, time management, team work, and delegation. For women, try to deal with our cultural traditions and habits, and our aspiration to modernity;*
- *Immunize, resist, protect, act and take action against unscrupulous behavior and against all forms of corruption within the organization and especially in dealing with citizens and with partners and other stakeholders;*
- *Never forget if God is in the details, the devil is also there;*
- *All your success should be the result of “10% of Inspiration, and 90% of perspiration”;*

- *If we do really want to be the change that we wish to see in our Continent, Africa needs, today more than ever, a new generation of Leaders, a new generation that works only 25 hours a day and 8 days a week, who believe in work and think it was tiring to rest!*
- *Never ever forget that one day you will retire from the Public Service, you will deserve the same behaviour that you have during your one career.*

Your Excellency, Honorable Minister,

Ladies and Gentlemen,

As I pray and ask God for Peace, Stability and Progress for our beloved Continent Africa, I ask God to grant AAPAM with a long life full of achievements and success.

I pledge to continue to support, to facilitate and stand up for AAPAM, and to be beside you and behind you, whenever your Organization needs me and needs my support and services.

My Warmest thanks to Africa and to AAPAM Fraternity.

God Bless Africa, God Bless Botswana, and God Bless AAPAM./.