

36th AAPAM ROUNDTABLE CONFERENCE

African Association for Public Administration and Management (AAPAM)

PROCEEDINGS

36th ROUNDTABLE CONFERENCE

Effective Partnerships for Citizen Centered Sustainable Development



Kingdom of Morocco

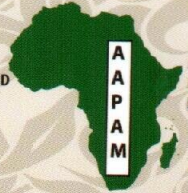


Royaume du Maroc



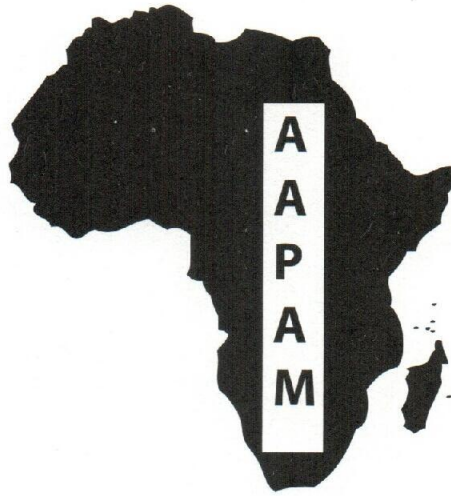
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AFRICAN ASSOCIATION FOR
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MANAGEMENT (AAPAM)



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

Effective Partnerships for Citizen Centered Sustainable Development



Effective Partnerships for Citizen Centred Sustainable Development

Report of the 36th Roundtable Conference
of the African Association for Public Administration and Management (AAPAM)

Hosted by

The Kingdom of Morocco

March 2nd- 6th 2015

AAPAM Partners

1. United Nations Department of Economics and Social Affairs (UNDESA)
2. Institute of Public Administration of Canada (IPAC)
3. Deloitte East Africa
4. African Training and Research Centre in Administration for Development (CAFRAD)
5. African Cabinet Government Network (ACGN)
6. International Institute of Administrative Science (IIAS)
7. Department of Foreign Affairs, Trade and Development, Canada (DFTAD)

African Association for Public Administration and Management (AAPAM)

36th Roundtable Conference Report

Effective Partnerships for Citizen Centered Sustainable Development Africa

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FOREWORD

The African Association for Public Administration and Management (AAPAM) annual Roundtable Conference brings together public administration and management experts, practitioners and stakeholders across Africa and beyond. It is a premier event aimed at enhancing and sharing knowledge on international best practices. It is a forum that aims at creating awareness on global socio-economic successes, challenges and lessons learnt in the field of public administration and management. Various participants with diverse backgrounds and expertise come together to find common solutions to public sector problems, share experiences, discuss emerging issues and develop networks geared towards the development of Africa. AAPAM captures the proceedings of the conference sessions and publishes them as a knowledge sharing tool.

The 36th Roundtable Conference held from the 2nd to the 6th of March 2015 in Rabat, Kingdom Morocco, focused on the theme: “Effective Partnerships for Citizen Centred Sustainable Development”. The conference provided a rich platform for sharing knowledge, experience and practical skills in addressing concerns plaguing effective implementation of the citizen centred development in Africa. In this regard, the conference elaborately discussed the role of partnership in propelling development in Africa. The Rabat conference provided a forum for peer learning, mentorship and networking for stakeholders in public administration and management. It was conducted through scholarly and practical presentations, open discussions, and specialised group discussion sessions. It also witnessed the awarding of the 2015 AAPAM Gold Medal and 7th AAPAM Innovative Management Award Winners.

Africa needs to move forward as a continent and evolve from being labelled as a developing country to one characterized by efficiency, citizen’s access quality to services and overall effectiveness in governance and leadership. For this to take place, it is imperative that countries and governments across the continent should work hand in hand to achieve the “Africa We Want”.

This report gives an insight to the proceedings of the AAPAM 36th Roundtable Conference. It is an enriched knowledge sharing publication capturing the issues discussed and resolutions made in the conference in Morocco. The report voices the experiences and knowledge of a rich mix of experts and stakeholders drawn from all over Africa and beyond.

This report is a timeless knowledge fountain for even more years to come.

Dr. Roland Msiska

AAPAM President

ACKNOWLEDGEMENT

The African Association for Public Administration and Management (AAPAM) sincerely thanks the Government of the Kingdom of Morocco for hosting the 36th AAPAM Roundtable Conference. This conference in Morocco was an exceptional one because it took a period of less than three months to consult, plan and implement. We are most grateful to His Majesty King Mohammed VI May God Assist Him for according AAPAM the privilege of holding its Conference in Morocco for the first time. We are deeply grateful to His Excellence Mr. Mohand Laenser, Minister of Planning and Development, who officiated the opening of the Conference on behalf of the Head of the Government of the Kingdom of Morocco and His Excellence Mr. Mohamed MOUBDI, Minister for Civil Service and Modernization of Administration, who was the official Partner of AAPAM in Morocco. We also thank His Excellence Mr. Fathallah Oualalou, the Mayor of the City of Rabat and Her Excellence Ms. Sandra McCardell, Canadian Ambassador to the Kingdom of Morocco, for gracing the opening ceremony of Conference.

Our sincere gratitude goes to His Excellence Dr. Abdulaziz Othman Altwajiri, Director General of the Islamic Educational, Scientific, and Cultural Organization (ISESCO) and his staff for the splendid hosting facilities and the extraordinary warmth accorded to our delegates during the Conference.


AAPAM appreciates the Moroccan National Organizing Committee including the former Secretary General of the Ministry of Civil Service and Modernization of Administration, Mr. Diouri Azzeddine, for their commitment and team spirit in hosting the Conference. We recognise the people of the Kingdom of Morocco for their hospitality, warmth and rich culture that coloured the Conference.

AAPAM recognizes Dr. Najat Zarrouk, Member of the UN Committee of Experts on Public Administration, for her key initiative in assisting to organize the Conference in Morocco. We recognise her tireless effort, perseverance and dedication in ensuring that the Conference was successfully organized and carried out.

We thank His Excellence Mr. Driss El Yazami, President of the National Council of Human Rights Kingdom of Morocco, for his Testimonial Lecture which challenged our thinking and expanded our knowledge in the field of public administration.

Special thanks goes to our Chairpersons, Speakers, Presenters and other resource persons who took time out to prepare and present such thought provoking presentations which acted as the pinnacle of the Conference. AAPAM further appreciates the Rapporteur General, Dr. Mataywa Busieka and his team for penning down the conference proceedings.





We equally recognize the presence and contribution of all the Honorable Ministers, Cabinet Secretaries, Heads of Civil/Public Service, Permanent / Principal Secretaries, Governors/Mayors and Chief Executive Officers who attended the conference; we do not take your presence for granted.

Our deepest gratitude is to our development partners, especially United Nations Department of Economic and Social Affairs (UNDESA), Department of Foreign Affairs, Trade and Development, Canada (DFTAD), Institute of Public Administration Canada, (IPAC), Deloitte East Africa, Institute of International Administrative Sciences (IIAS), Africa Cabinet Government Network (ACGN), African Training and Research Centre in Administration for Development (CAFRAD) and all our other partners for their endless support and commitment to stand with AAPAM as it works to achieve its goals.

AAPAM thanks the outgoing Executive Committee and Council under the leadership of former AAPAM President and Secretary General to the Government of South Sudan, Mr. Abdon Agaw Jok Nhial. We also acknowledge the efforts of the new AAPAM Executive Committee led by incoming AAPAM President Dr. Roland Msiska. We appreciate the AAPAM Secretariat under the Secretary General Mr. George K. Scott and all individuals and institutions that though not mentioned here, supported and facilitated the 36th AAPAM Annual Roundtable Conference to ensure that it was a resounding success.

Finally, without the presence of our esteemed delegates, all efforts to hand down, exchange and share information would have been futile. AAPAM is grateful for the dedication and commitment exemplified by our delegates through the years.

G.K. Scott

Secretary General – AAPAM.

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CHAPTER 1

INTRODUCTION

The 36th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted by the Ministry of Civil Service and Modernization of Administration, Kingdom of Morocco in partnership and coordination with the AAPAM Secretariat at the Islamic Educational Scientific and Cultural Organization (ISESCO) in Rabat, Kingdom of Morocco, from 2nd - 6th March 2015. The 36th Annual Roundtable Conference was held under the theme: **“Effective Partnerships for Citizen Centred Sustainable Development”** and the following sub-themes guided discussions at the conference:

- a) Political-Administrative Partnerships for Sustainable Development;
- b) International Trends on Partnerships between Political and Bureaucratic Leaders for Effective Policy Formulation and Implementation;
- c) Assessing the effectiveness of Sustainable Partnerships in Decentralized and Devolved Systems;
- d) Governments/Civil Society Partnerships for Sustainable Development: Roles, Responsibilities and Accountabilities;
- e) Partnerships thrive on the Prism of Consultation, Participation and Inclusivity;
- f) Transparency, Communication and Access to Information;
- g) Building Effective Partnerships through Gender and Diversity Management
- h) Institutionalising Ethical conduct and Integrity in Sustainable Partnerships;
- i) Country Case Studies.

ATTENDANCE AT THE CONFERENCE

Five hundred and twenty (520) delegates from forty five (45) countries attended the Conference. Among the participants were Ministers, Cabinet Secretaries, Deputy Ministers, Heads of Public/Civil Services and Secretaries to Cabinet, Permanent/Principal Secretaries. Others were Chairpersons and Commissioners for Public Service Commissions; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers from all over Africa and AAPAM Young Professionals.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), and Deloitte. Also in attendance were the African Training and Research Centre in Administration for Development (CAFRAD) and the African Cabinet Secretaries Network.

The countries represented at the Roundtable included Azerbaijan, Austria, Australia, Botswana, Burundi, Belgium, Benin, Burkina Faso, Cameroon, Canada, Congo, Ethiopia, Democratic Republic of Congo, Gambia, Ghana, India, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Nigeria, Sierra Leone, Somalia- land, South Africa, Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, the USA, Zambia and Zimbabwe.



CHAPTER 2

OPENING AND WELCOME

In his opening remarks, **His Excellency Mohand Laenser, Minister of Planning and Development**, expressed, on behalf of the Government and Moroccan people, the country's honour to host the AAPAM Roundtable Conference for the first time. He anticipated deeper reflections on the important theme of the conference. He commended delegates for attending in numbers and expressed pride in the country's participation, especially the Moroccan guests. He characterised the conference as another foundation on the road to achieving the post MDG's dispensation noting that governments are still faced with many challenges that require urgent solutions. Solutions, he stressed, are only possible through adopting new ways of managing the public sector through the rule of law.

Morocco, the Minister noted, was acutely aware of its obligations in partnering with both local and international partners and was open to global efforts to share strategy and approaches. The King of Morocco impressed upon visiting African countries to anchor sustainable cooperation and as part of a strategy to adopting multilateralism to strengthen common interest. In looking forward to fruitful contributions, he reminded participants that better results in service delivery are achievable through collaboration and partnerships.

The Mayor of the City of Rabat, **His Excellence Mr. Fathallah Oualalou** was delighted to preside over the opening ceremony of what he called an audacious event. It was, he admitted, a source of pride and honour for the city of Rabat to host delegates from all over Africa and many organizations. In extending a warm welcome to delegates, the Mayor stressed that Africa is at the closet heart of the Kingdom and that relations are strong based as it were on human, cultural, political and spiritual considerations. He added that liberation movements in Africa and those against discrimination fund solidarity with the Kingdom.

The Mayor highlighted, for good measure, that, the Kingdom seeks to strengthen and consolidate its historical debts with African countries with the objective of working together to consolidate and re-enforce partnership networks for sustainable cooperation. This, he added, was critical, especially now that Africa has become a subject of competition in the world due to its vast natural resources. He took delegates through the rich history of the city of Rabat and how it came about noting that the city was selected as one of the world's green cities in 2012 and a universal heritage by UNESCO. He concluded by stressing the urgency and need for efficient management of cities through decentralization and modernization, hence applauding the conference theme for acknowledging the nexus between governance and administration which demand more collaboration.

The Message of ISESCO was addressed by **Dr. Amina AL HAJRI, Deputy Director General of ISESCO** on behalf of **His Excellence Dr. Abdulaziz Othman Altwaijri, Director General**

of ISESCO. In welcoming delegates to ISESCO, Dr. Amina AL HAJRI applauded the conference theme which, she said, reflects correctly the methodology of development based on cooperation to create enabling environment for sustainable development which is a precursor for realizing the targets of improving administration in Africa. She said ISESCO was greatly honoured to host the conference since its constitution provides for educational, scientific and cultural development which paves the way for social and economic development. The theme, she added, teases out productive initiatives and ISESCO is keen on collaborating and cementing this evolving partnership.

Mr. Abdon Agaw Jok Nhial, AAPAM President noted that it was his great honour to address the 36th AAPAM Roundtable Conference especially given that the hosting came as a massive planning for the conference within such a short notice of under three months. He highlighted the significance of the 36th Conference which will usher in a new Executive Committee. Based on the many countervailing factors, he was happy to see a satisfactory attendance at the conference. He was satisfied that in spite of the Ebola scare, the conference had attracted delegates from more than 40 countries. Other highlights of the conference, he noted, was the awarding of the Gold medal together with innovative management award. The outgoing President extended a welcome to all delegates and hoped that all will derive benefit from the discussions and engagements in the course of the five days. He also commended the Mayor for the excellent facilities in the City.

Dr. John-Mary Kauzya, delivered a message of support on behalf of the United Nations Department of Economic and Social Affairs (UNDESA). He noted that the conference theme was central to the UN implementation of the MDGs. The entire world, he averred, is searching for what it takes to achieve sustainable development and that UNDESA was privileged to have a partner in AAPAM that is ready to discuss and take forward the effort of achieving sustainable development. He challenged African leaders to be ready to embrace change and partnerships adding that attendances at the conference bear testimony to the commitment of African leaders to pursue partnerships for economic development. He underscored the significance of AAPAM convening the roundtable in North Africa region for the first time.

Dr. Kauzya concurred with the postulation that Africa's challenges were enormous and cannot be addressed by a single country working on its own, but rather require collaboration, partnership and integration. He concurred that there were many forms of partnerships, coming and bringing heads together like was the case at the Roundtable Conference. These partnerships, he emphasized were avenues of sharing information and exchanging best practices. He called for the continuation of the togetherness in spirit to inspire all to meet the citizens' needs. He concluded by committing UNDESA to the subsisting cooperation framework with AAPAM towards intensifying efforts to strengthen collaboration. He noted that, their support for human resource development as exemplified in APS-HRMnet initiative aims at growing strong instruments to enhance state capability without which such changes Africa's development would dwindle.



The Canadian Ambassador to the Kingdom of Morocco, Her Excellency Ms. Sandra McCardell, welcomed the delegates. She was glad to see the strength of the enduring Canadian collaboration and contribution through the Institute of Public Administration of Canada (IPAC). She reflected that citizen centred service delivery is a major issue since active citizens and tax payers demand better services. She pointed out that citizen's interest should be at the heart of all government programs rather than them being at the periphery of service delivery initiatives. He hoped that the outcomes from the Conference would go towards helping to achieve values of professionalism. She added that efficiency in governance is about challenging public servants to be open to innovation and professionalism.

The Ambassador further advised that public servants can and should impact service delivery through efficient and flexible deployment of new technologies. She was happy that an increased number of stakeholders in the public matters ensure that government monopoly is avoided. Canada, she added, through its collaboration recognises the importance of good governance, transparency and efficiency and that is why the country supports various initiatives in Morocco. She wished delegates successful deliberations noting that, based on the quality of experts present, useful outcomes were to be expected.

His Excellence Mr. Mohamed MOUBDI, Minister for Civil Service and Modernization of Administration of the Kingdom of Morocco commenced his remarks by saying that he was happy to preside over the official opening of the AAPAM 36th Roundtable Conference. He expressed the pride of the government of the Kingdom of Morocco to be the first host of AAPAM conference in the region. He welcomed delegates and thanked them for their expertise and contribution. He further noted that the city of Rabat had a rich history. The Minister congratulated and thanked the AAPAM leadership for the choice of Morocco. He equally appreciated the support and contributions of all partners. He appreciated the importance of the theme which called for commitment to build effective and efficient public administration. He noted that the theme was timely many regions of the world were witnessing changes and facing new challenges in their endeavour to aspire for democracy, quality and sustainable development.

The Minister identified a need for governments to work together to combat poverty and inequality through building partnerships with Civil Society. Modern challenges, he reminded delegates, call on governments to be in line with global changes for better efficiency and the need to strengthen transparency and build capacity in human development. Reforms, he reflected, can only succeed where there is a wide spectrum of collaboration. The new Moroccan Constitution makes provision for transforming the public administration and in line with this; his office is setting up a new code of conduct for public servants. The code of conduct will be in line with the political transition and done with the understanding that good conduct encourages transparency and good governance. In emphasising that good governance is the precursor to the achievement of peace and development, the Minister saw much room for collaboration among African governments in the framework of sustainable development.

The Minister gave the assurance that the Kingdom of Morocco availed its experience to share with other African countries. He additionally commended CAFRAD for its work of supporting regional integration which involved partnering with African countries. He also assured the delegates that Morocco was committed to the African Charter and thanked UNDESA for the technical support it continues to provide to this sector. He reported that Morocco is engaged in various modernization transformation initiatives to ensure access to information and anchoring the principles of transparency and good governance. The Minister challenged experts in the conference to enhance partnerships among African countries for sustainable development. He concluded his remarks by thanking all who contributed to the planning of the conference and wished delegates fruitful deliberations.

THE KEYNOTE ADDRESS

In delivering the Keynote Address, **His Excellence Mr. Driss El Yazami, President of the National Council of Human Rights – Kingdom of Morocco** applauded the Conference theme given that African countries face the dual challenge of how to protect human rights for all while at the same time ensuring citizens participate efficiently in elaboration of policies. He advised on the need to evaluate the implementation of women rights on Beijing platform at both international and domestic levels. He lamented that although it was twenty (20) years after Beijing initiative, important progress had not been made. The progress was limited in many respects since discrimination against women still abound. He pointed out that critical participation of women has been widely acknowledged but very few women have access to the labour market. He further noted that many pro-women laws have been promulgated but women generally still experience violence with a third of women suffering sexual violence from intimate partners.

He called for urgent efforts to make 2015 a crucial year to achieve equality between men and women adding that post 2015 intervention should strive to abolish all forms of violence against women. Women cannot and should not be considered as a social category to receive differential treatment rather equality between men and women cannot be subject to availability of resources. He concluded that success in woman empowerment can only be realised when all women have equal opportunity, access to decision-making, opportunities and possibilities not limited by stereo types and zero violence.

MESSAGES OF SOLIDARITY

As is the tradition during such Roundtable Conferences, various AAPAM strategic partners delivered messages of solidarity. **Mr. Andre Juneau, the President of the Institute of Public Administration of Canada (IPAC)** recognised that it was a great honour and privilege to bring greetings to AAPAM and delegates at the Roundtable Conference. He thanked AAPAM for the facilitation and the Morocco Kingdom for hosting the Conference. He also thanked the



Canadian Ambassador for attending the Conference, noting that the theme was important as it related to the challenges in the continent. He underscored the importance of giving opportunity to citizens to influence governmental action, demand better services and ensure citizen-centric reforms whilst avoiding the challenges arising from the top-down approach. He agreed that the goal of efficient and effective service delivery is accomplished through talents of a strong administration. He emphasized that AAPAM and IPAC are committed to work towards the promotion of excellence in public management through application of innovative interventions. He concluded by explaining the mandate of IPAC which among other things focuses on strengthening public administration through evolved networks with global organization.

Dr. Ernest S.A. Surrur, Cabinet Secretary and Head of Public Service Sierra Leone and also the African Cabinet Government Network (ACGN) President commenced his remarks by stating that it was his great pleasure to participate in the Conference. He significantly noted that AAPAM was founded in 1971 in Free Town, Sierra Leone. He was therefore pleased to observe how AAPAM had grown in value and membership. He specially appreciated the AAPAM President for the immense contribution he had made over the last three years. It was an honour, he admitted, to represent the African Cabinet Government Network which he said was a young organization committed to establishing effective partnerships for citizen centred service delivery.

The network, he explained, provides peer support to policy development and implementation to ensure effective development. The network, he reported, had already held a successful conference in Addis Ababa, Ethiopia, as well as a successful training workshop in Kigali, Rwanda. He extended an invitation to heads of public services and secretaries to the cabinet to join the network and join hands in assuming the major responsibility to build efficient partnerships between administrative and political leaderships. He embraced the natural partnership with AAPAM that is geared towards to implementing objectives of sound public administration.

Dr. Steve Troupin, the Project Officer at the International Institute for Administrative Sciences (IIAS) delivered special greetings from the President of the institute. He thanked the Government of the Kingdom of Morocco for the warm welcome and AAPAM and CAFRAD for the subsisting long-term beneficial partnership. He noted that the IIAS had similar objectives as AAPAM and explained that IIAS programmes are based on study groups as well as a general consultative forum with the UN. Through study groups, he explained, IIAS connects experts to learn from each other. He praised the choice of the theme which he said appeals to pragmatism in dealing with citizen's needs. He announced that the IIAS Congress that was scheduled to take place in Rio de Janeiro, Brazil and invited all to attend. **Mr. Ifeanyi Emmanuel Odogwu, Expert in CAFRAD**, also delivered a special message of solidarity and support from CAFRAD.

CHAPTER 3

SUMMARY OF PRESENTATIONS

The focus of the sub-theme **“Partnership between Administrative and Political Leaders”** was on partnership for policy making and implementation. Public policy is understood in the sense of partnership with the people considering that the first level of judging whether a situation warrants intervention, must come from the public. The African environment is still harsh needing special focus and intervention. The main challenge in the continent is the disparity between and among countries. The UN Rio meeting on a similar topic cited three pillars namely, social, economic, environmental and poverty eradication. It was noted for instance that the higher the administrative leader goes the more they can influence policy-making processes.

The input however recognised the caveat that for a leadership to cause impact it must be transformative – transforming systems, people, and processes for sustainable development. Unless all these transformations happen simultaneously, there can be no development especially when people are not involved in policy making processes. It was regrettable that some senior administrators fail to exert themselves and provide the correct policy interpretation for fear of political leaders. Leaders were encouraged to practice entrepreneurial policy making in asking, for example, “what is the consequence if this policy succeeds?” Failure to assess the consequences of transformative leadership compromises the most critical part of transformative leadership. The role of management development institutes was flagged as needing attention to enhance capacities to handle the whole issue of public service transformative leadership.

An input was made on the **“Effective and Sustainable Partnerships for Devolved Systems of Government: A Structural and Institutional Framework”** which reviewed forms of partnerships and proposed better ways of constructing partnership for effective administration. The input advocated for an inclusive bottom-up approach, calling for a different thinking to come up with winning ways. The input posed important questions like: “why do some partnerships succeed and why others fail?”. The input also attempted a definition of what goods and services should be available to citizens and through which forms of partnerships.

The input on **“Consensual Public Administration: the Last Mile towards Consensual Democracy”** controversially defined democracy as a majoritarian democracy which ignores the minority. The input offered that consensual democracy is the preferred model since it puts emphasis on negotiation, consensus building and partnerships. Consensual democracy however suffered an essential setback in that it ignores the political institutions of the state and presupposes that representatives know what all the represented want. The input faulted the view that cabinet and legislators are the best site for consensus building and highlighted areas where citizen participation is and should be undertaken.



Inputs on the sub-theme **“Institutionalizing Ethical Conduct and Integrity in Sustainable Partnerships”** centered on strengthening professionalism, ethics, integrity and accountability in the public service for sustainable development in Africa. The need to appreciate that the public service is an instrument of state action was highlighted. The public service, it was said, is defined by the services it delivers and that the importance of the public service lies in the quality, equality, fairness and accessibility of the services delivered.

The fact that the public service mirrors the public servants was stressed. It was observed that efforts put in the infrastructure of the public service are far much greater than efforts to address the quality of service delivered. The Conference also received inputs from Kenya on impartial governance and institutional building in the public service. A similar experience was received from the Kingdom of Morocco which focused on the proposition for a new vision in public service delivery in the context of human rights and the principles of good governance

The major challenges currently faced include weak state of ethics compliance, prevalence of unethical conduct, lack of professionalism & accountability and inability to sanction wrong doing. Other secondary causes were also identified which include, amongst others, weak traditional institutions, failure by supervisors, inadequate resources and weak monitoring of ethics and integrity compliance. In addressing the challenges, the following interventions were recommended: building and maintaining ethics foundation; institutional strengthening and motivation of the public servants to act professionally, ethically and be accountable.

Another input on the question of ethics and professionalism revealed that e-learning and e-training can be a new way to develop human resources capacity and improve the performance of individuals and groups in organizational setting. It was reported that on-line training course on professionalism, integrity and ethics is also provided. At present there are 19 online training courses in English, Russian and Spanish as well as availability of e-learning materials in Arabic, French, Portuguese, Romanian, Russian, Spanish and Ukrainian. It was further reported that all courses are available online for FREE 24/7/365 at unpan.org. Learners who successfully complete a course receive a certificate from DPADM/UNDESA and Learners' essays are published in the UNPAN e-learning blog.

The panel on the sub-theme **“Building Partnerships through Gender Diversity Management”** dealt with the sensitive issue of promoting gender in the public service. Delegates were taken through the importance of networking in promoting leadership. It was explained that networking is imperative in enhancing participation and representation of women. Some highlights reflected that every gender policy and structure in any state stresses gender equality. Women status remains a concern as most of them are illiterate, live in extreme poverty, have no access to credit and lack representation in decision making processes. In a nutshell, the input underscored the importance of networking: making budgets available to address gender issues, awareness in addressing stereotypes about women, encouraging access to scientific institutions/programmes by women/girls for them to be exposed to

scientific disciplines, implementing vast programmes for municipalities to provide proper accommodation for women and promoting women's leadership skills as well as enhancing work carried out by women. As a best practices, the floor was given to the Chair of the African Women Elected Officials Network (REFELA), created in Morocco in 2011, and to the representative of Morocco (Ministry of Economy and Finances) who was among the Winners of the United Nations Public Service Award in 2014 for the project "Gender Sensitive Budgeting".

Another perspective on gender stressed that effective public services require that solutions come in part from the users themselves and their capacity to take shared responsibility for positive outcomes. The fact that citizen-centered governance respects the idea of equality of opportunities and goes beyond to recognize the value of the differences that exist among citizens like gender, ethnicity, disability, minority, youth was stressed. It was regretted that even though the spirit of the Millennium Development Goals (MDGs) required a fundamental transformation in distribution of power, opportunities and outcome for both men and women, so far none of the governments prioritized this goal. This is in spite of the fact that the 3rd goal on women's empowerment is often referred to as 'the mother' of all goals because its achievement is very critical to achievement of all other development goals. It was pointed out that inequality between men and women is a relational issue and cannot be solved by focusing on women only. Promoting gender equality and diversity is essentially a political issue and should be addressed through political responses.

Additional reflections on the matter of gender parity revealed that targeted interventions made to narrow the gender gaps that disadvantage sectors of the society include the idea to empower the disadvantaged, special research on the differential impact of economic activities on sectors of society; or supporting networks addressing gaps or sensitizing citizens against discrimination. Examples of targeted interventions include: empowerment of women and girls to claim their right to quality education and health care services, enacting and supporting implementation of legislation promoting equal rights to ownership and inheritance of productive resources, supporting equal access to land, water and ecosystems as well as access to resources including finance and training. Other key interventions are equal opportunities in the labour market and supporting women's full and equal participation in prevention and resolution of conflicts, including all stages of peace negotiations and peace keeping among others.

Benefits of entrenching equality and inclusion in partnerships with citizens were highlighted and it ensures that citizens participate in the economy besides helping their communities to take responsibility for their own lives. It also allows for considerations of equity and fairness in the provision of services, enhances effectiveness and responsiveness to public preferences and is instrumental in tackling poverty, social exclusion and inequality. This input cautioned that entrenching gender equality and inclusion principles require a mix of top level commitment and leadership capacity as well as government willingness.



Further contributions on the gender mainstreaming matter elicited heated debates with the outgoing AAPAM President Mr Abdon Nhial underscoring the urgency and need for women empowerment which he said was of special importance to South Sudan. He called on senior administrators to influence politicians to accelerate the promotion of women rights acknowledging that there is a clear connection between women rights and human rights.

The conference noted that gender equality refers to equal rights, opportunities and influence of women and men in all aspects of life – political, civil, social, cultural, economic and environmental. It entails equal access to social goods, services and resources and equal opportunities in all spheres of life for both men and women. It goes beyond parity in numbers to also embrace equal representation and access to political influence, financial resources, land rights, legal aid and education. It involves recognition of gender-specific challenges and barriers faced by women and men and redistribution of power and control over political and economic resources.

Speakers on the sub-theme **“Government-Civil Society Partnership for Sustainable Development: Roles, Responsibilities and Accountabilities”** identified innovative public management and leadership as a key element to becoming an effective manager in today’s dynamic and ever changing environment. Thus effective and efficient public managers must be change champions, be experts in working around constraints and need to work harder at removing constraints. The spirit and practice of transformative leadership and change management is a fundamental prerequisite to any serious and bold effort to improving service delivery.

In particular, transformational leadership fosters: team approaches, intrapreneurship, and a culture of risk taking and innovation-entrepreneurial public service. The input highlighted further that transformational leadership is about a leader who operates as a facilitator of visions who can: define a vision, inspire others to work towards that vision, build and coach the team that is necessary to deliver the vision and manage the work that is necessary to the success of the vision. Four pillars that are necessary for transformational leadership are: building innovative teams, develop resilience within the organisation, engage in open government practices and build on the premise of citizen engagement.

Another perspective focused on civil society partnerships. Participants noted that there has been a notable growth in Civil Society Organisations (CSO) across the board and a replication of the kinds of roles they have taken on. The CSOs have successfully negotiated a place in regional and sub-regional intergovernmental organisations, including the African Union (AU) and NEPAD. CSOs however have a major comparative advantage over state and multilateral players in capacity development in that they operate at grassroots level where they are in close contact with people which enables them to reach disadvantaged sections of the population effectively. The CSO are also able to engage in political activity and work with organisations

which are not open as the same way government agencies are. By organising self-help participation and empowerment among underserved sections of society, they can achieve more than state institutions.

This reflection further acknowledged that CSOs face a number of challenges which include amongst others: unfulfilled community needs, high expectations, mismatched goals; hostility and non-cooperation by some government agencies and individuals; gender inequality and unstable resource base, particularly financial and other non-human resources. Possible interventions recommended in addressing the challenges were: resource sharing – jointly undertake activities especially advocacy related ones - ; clarify and intensify collaboration with government institutions and the private sector; enhancing the role of communities in local fundraising and championing for effective aid from development partners. It was critical for governments and CSOs to collaborate in order to: promote civic engagement, increase government transparency and accountability, enhanced execution of development projects, contribute to formulation of pro-development policies.

On the matter of **“Deploying new Technologies for Service Delivery Enhancement”**, it was pointed out that there is a common understanding among member states that good governance and public administration through e-government play a central role in sustainable development since effective, inclusive and efficient service delivery is critical in addressing issues of poverty eradication, human rights and economic and social growth. In dealing with e-government challenges, it is often dependent on the national capacity for change which itself largely determines the success of good governance. It was stressed that Governments-Civil Society Partnerships for Sustainable Development have to play a key role in fostering a renewed global partnership for good governance and development.

Furthermore, it is of paramount importance that countries take full advantage of the potential of ICT as a powerful enabler for multi-stakeholder cooperation in terms of providing effective platforms to mobilize resources, to facilitate knowledge sharing, transfer of best practices and capacity-building initiatives and promoting transparency and fight against corruption. Again, effective modalities adopted by pilot governments as well as the comparative advantage of collaborative multi-stakeholder approaches should be considered in formulating new government-civil society cooperation frameworks for sustainable development.

Recommendations for e-government development included building national and local capacity in a holistic and integrated manner which is central to addressing the multi-faced, highly complex and interdependent challenges faced by our societies today. Data revolution can facilitate this innovative process. It was also necessary to improve e-government where countries should establish clear national vision, supported by committed leadership, appropriate policies and collaborative governance frameworks such as Whole of Government (WoG) and Open Government approach, and greater investment in Telecommunication infrastructure, especially Mobile and provision of online services.



Reflections on the sub-theme **“International Trends on Partnerships between Political and Bureaucratic Leaders for Effective Policy Formulation and Implementation”** highlighted the best practice on managing the interface between political and bureaucratic leaders. The global trend is based on the principle that civil servants should undertake their duties in a manner that serves the collective rather than a partisan interest. This feat is achieved by most countries either by entrenching the principle within the Constitution, a law or regulation, or by limitations on political involvement in administration, or by strong conventional or customary support. International trends also reflect that political responsiveness can be enhanced by selecting staff on the basis of both merit and commitment to a particular policy programme. The question is whether the selected staff would as willingly assist in the implementation of the policy priorities of a new government, and the next.

COUNTRY CASE STUDIES

Several rich Country Case Studies were presented at the conference. The Kenyan case highlighted the challenges of fiscal relations in a devolved system. The input expressed optimism that different actors from the two levels of government will cooperate to enhance fiscal relations for better service delivery to the citizens. Already there are signs of cooperation between the Governors and Members of the County Assembly (MCAs) in confronting issues of common interest and so is the case between the Senators and Members of Parliament (MPs). It was further reported that anecdotal evidence suggests that in some countries Governors, Senators and MPs have come together to forge a common development agenda on local development. It is hoped and expected that the current confrontational fiscal relations will soon transform into cooperative fiscal relations.

The Kingdom of Morocco case highlighted the challenge of establishing a public service at the service of citizens and the competitiveness of the private sector within the framework of the new Constitution. Implementation of four (4) strategic priorities (social transformation, public service citizens oriented, Productivity of the Small and Medium companies (PME), the IT industry), two (2) accompanying measures (digital trust, human capital) and two (2) detailed rules for implementation (management of the strategy and financial resources) was also initiated. The program known as E-GOV was also implemented as a priority pillar aiming to link the administration with citizens and business needs, in terms of efficiency, quality and transparency.

On the matter of institutionalising ethical conduct and integrity in sustainable partnership, a case study based on various programmes on the APS-HRM network was shared. It was reported that the session is used as a way to elicit feedback from participants on what should be contained in the programme. Emphasis was on “Golden role of ethics of reciprocity”. Lessons were drawn from the Framework for managing professionalism, ethics and accountability

in the public service in Tanzania. Some of the administrative, legal and policy frameworks include but not limited to:- the Constitution of United Republic of Tanzania (1977); the Public Service Act (2002); the Public Leadership Ethics Act (1995); the Prevention and Combating of Corruption Act (2001); the Public Finance Act (2001); the Public Procurement Act (2004); the Public Service Code of Ethics and Conduct (2005) and the African Charter on Values and Principles of Public Service and Administration in Africa– due for ratification by Tanzania in the next Parliamentary session.

Three (3) Core Values in the Tanzanian Public Service Code of Ethics were identified as professionalism, honesty and responsibility. The current phase of the Tanzania public service is at a stage of strengthening ethics, good governance and anti-corruption institutions through the review of various legislations to make them more effective. The government is setting-up various committees to oversee issues of ethics and accountability as well as e-Government initiatives to increase service and information access electronically, hence reducing red-tape, costs and citizen complaints; continuous issuance of ethics and accountability guidelines; continuous efforts by government institutions to sensitize their staff on compliance to ethics and professionalism; collaboration with non-state actors in promoting and monitoring ethics compliance and accountability in public service. An effort is also made to engage Professional Associations in promoting ethics leading to the formation of the Tanzania Professional Organization (TAPO) and Employees' motivation.

The Kingdom of Morocco also shared its experience in gender mainstreaming and responsive budgeting. The process of making public budget accessible to women was unpacked. The importance of budgetary reforms and creation of budget instruments for gender was underscored. The input also highlighted that the Moroccan constitutions grants provision to promote gender equality, prohibits inequality and discrimination. Gender integration takes into consideration the needs of men and women as it is part and parcel of good governance. Morocco has since then adopted national strategies and policies which are gender sensitive. To date, women participation in the public service has increased with the challenge that there is a very slow growth in the increase of women that take up higher positions and representation in parliament. Part of the interventions to addressing this challenge is ensuring representation and participation of women in decision making processes.

It was reported that 'e-government' is a priority axis in Morocco aiming to bring the administration of the needs of the citizen and the business, in terms of efficiency, quality and transparency through an ambitious program, aiming at the implementation of 89 services and projects of e-Government. As part of the government strategy to modernize the administration and improve its performance through the use of ICT, the Ministry of Public Service and the Modernization of the Administration of Morocco grants annually, the National Prize for e-government named "E-mtiaaz".



DISCUSSIONS, OBSERVATIONS AND RESPONSES

At plenary, discussions, observations and responses were taken on the various inputs presented. In one such case, it was clarified that the application of the terminologies of “customer and client” was introduced by the New Public Management paradigm and these are in line with a business oriented approach to public management. A question was posed on how to build consensus in situations of bias and depravity and what can be done to deal with vast stretches of inequality in Africa. In response, it was recommended that there was need for all sectors of society to work together to combat poverty and inequality through building partnerships with Civil Society. On the question of who monitors the set standards and the relationship between the results of performance management contracts and customer satisfaction surveys, weak monitoring systems were blamed for poor results noting however that impact should be felt at the grassroots.

Some delegates inquired about the margin of manoeuvres for public servants to adjust policies to respond to citizen demands within the framework of the political and administrative interface. On this question it was explained that, classically there is a line between the administrative and the political leaders but in reality there is no clear demarcation. It was observed that there is need for caution never to underestimate the power of bureaucrats. In stressing the reality that bureaucrats make policy and ministerial input is very minimal, bureaucrats were encouraged to provide sound technical advice to political leaders to ensure evidence based decisions.

The Moroccan case demonstrated that partnerships are not an objective but a means to an end. In the Moroccan experience, trust is considered more important than capacity building. Partnerships in Morocco are a new framework but a procedure especially financial imposes limitations to levels and depths of partnerships. In responding to the question how consensual consensus work in an environment of state secrets, it was explained that information on matters of consensus building do not fall in the category of state secrets and in any case most countries make consultations a constitutional imperative.

Delegates stressed the importance and relevance of government initiatives to promote professionalism, ethics and accountability and specifically a consideration of collaboration with stakeholders outside public service and government domain. The role of the media in particular cannot be underestimated since media is constantly watching government performance and making wake up calls for public servants to perform better and conform to professionalism, ethics and be accountable. To achieve this, an appeal was made to governments to make provisions for enough budgetary resources to cover this important element, as there is no way professional ethics and integrity can be promoted without the right resources. There was a call to strengthen professional bodies such as AAPAM to hold professionals and practitioners accountable and by not associating itself with members engaging in wrong doing. Public servants were called upon to lead and act by example and that there is nothing that can replace this element. There was emphasis on need to instil patriotism in the early stages such as curriculum at primary level.

Discussions on the issue of promoting gender elicited robust discussion. It was acknowledged that gender policies and structures in any state stress on gender equality. It was recognised that 20 years after Beijing, significant progress has been made but achievements are limited since women still face numerous obstacles of discrimination and violence. It was however acknowledged that success for gender initiatives can only be achieved when all women have equal opportunity, have access to decision making and opportunities and possibilities are not limited by stereo types and violence. It became apparent that gender mainstreaming should be an ongoing issue for discussion, in order to maintain sustainable development.

Emphasis was also put on the emancipation programs for the boy child as at the present moment this segment of society feels left behind and out of the process. Furthermore there should be a study conducted to evaluate this perception, by consulting with societies at all levels to hear their views. The conference also noted that women ascending into leadership positions enter a hostile environment and there is immense pressure on their side, therefore it is imperative that women address the challenges they face in a women forums (women to women).

Participants reached consensus that we currently live in the era of globalisation hence ICT must be harnessed as a powerful enabler to improve service delivery. Delegates noted that better results are achievable through collaboration and partnerships. The conference agreed that participatory democracy creates conditions for peace and sustainable development and again there is ample room for collaboration among African government within the South-South Cooperation framework to realise the achievement of the post MDGs agenda.

On the issue of leadership it was stressed that if leadership has to cause impact it definitely has to be transformative through transforming systems, people and processes to sustainable development. A worrying trend was highlighted where, even though CSOs are recognised important role players at grassroots levels many are transforming into opposition parties to government. The need for healthy civil society organisations that are accountable to self and to government was stressed. Participants also identified a need for a legal framework for civil society organisations. Such a regulatory framework will clearly identify their responsibilities. Conference appreciated the successful Moroccan model of collaboration between government and CSOs and recommended this as best practice for other countries.



CHAPTER 4

AAPAM AWARDS PROGRAMME

The Conference witnessed the presentation of awards in various categories. The AAPAM President, **Mr. Abdon Agaw Jok Nhial** took time to explain what the Gold Medal for exemplary service represents noting that this is the fourth such an award. He noted that the main objective of the award is to offer an opportunity to learn from exemplary work, individuals have done both at national and international levels in delivering service to the community. The Gold Award was jointly presented by the Kingdom of Morocco, Minister for Public Service and Modernization of Administration and the outgoing AAPAM President Mr. Abdon Jok Nhial to the winner Amb. Francis Muthaura, the retired head of the Kenyan Public Service. Amb. Muthaura's impressive biography was presented to the delegates. In his acceptance speech, Ambassador Muthaura expressed great delight in his nomination at such a noble ceremony attended by many distinguished people. He dedicated the award to the public servants who worked with him during his winding journey of duty in the public service and sincerely thanked the organisers for facilitating such a unique recognition of his long stint and contribution in the Kenyan public administration. Three finalist organizations were presented with the AAPAM Innovative Management Award (IMA) in recognition of innovative approaches to service delivery. The winners were:

- Huduma Kenya Programme, Kenya (**Gold**),
- I-School E-Learning, Zambia (**Silver**)
- Animal Health Programme, South Africa (**Bronze**)

THE INFORMATIVE SESSION

At the informative session the Institute of Public Administration of Canada (IPAC) representative announced the African Leaders of Tomorrow Scholarship. This is a new Canadian scholarship program in honour of the late Nelson Mandela and is jointly funded by the Government of Canada and the Master Card Foundation. The program is managed by the Canadian Bureau for International Education (CBIE) in partnership with the Institute of IPAC and in collaboration with AAPAM as well as the Canadian Association of Programs in Public Administration (CAPPA).

These scholarships are for a master's degree in public administration in Canada which includes a professional development component. Invitations were sent to young professionals between the ages of 22-35 years old, with an undergraduate university degree; 2-5 years of professional experience in the public sector, civil society sector, or research institutions/academia. The programme is open to candidates from countries in sub-saharan Africa and that approximately 130 scholarships will be awarded, starting with a pilot program in 2015.

BREAK-AWAY SESSIONS

On the margins of the Roundtable Conference the following networks met and held vibrant discussions on issues of specific and particular interest to them. These were:

- APS-HRMnet
- AAPAM Young Professionals Network
- Academia
- Public Secretaries/Heads of Public Services.

In this forum, information was exchanged, experiences shared and lessons learned. The APS-HRMnet made an input that highlighted that the initiative is entering its 6th year since establishment and that its key activities centre on facilitating capacity building workshops in HR development. Informative papers were presented at these workshops and a decision was taken to compile them into a book. Prof Mutahaba edited the book titled: Public Sector Current Stage and Future Development, with the UNDESA support which is greatly appreciated.

Africa Cabinet Government Network (ACGN) called for more effective role for bureaucrats in cabinet processes among which includes stricter requirements for proposals to Cabinet as well as templates requiring evidence on implementation issues and risks – to ensure bureaucrats are consulted, simple implementation plans to be submitted with proposals to be the basis of later implementation reporting and more time & encouragement for Ministers to consult civil servants on other ministers' proposals. The ACGN underscored the importance for ministers and civil servants to work together better, especially in developing policy which includes engaging citizens and other stakeholders in a way that does not pre-empt cabinet's collective decision-making. This approach would result in more realistic policy proposals with better understanding of community needs and implementation constraints, more ownership of policy decisions and better decisions that are more likely to be implemented.

The AAPAM Council held its respective General Assembly, which is usually held once in three years. During the General Assembly, a new president and Deputy president were elected. These were Dr. Roland Msiska, the Secretary to Cabinet and Head of Public Service Zambia and H.E. Mr. Mohamed MOUBDI, Minister of Civil Service and Modernization of Administration, Kingdom of Morocco, respectively. Five Vice-Presidents were also elected, namely:

- Mrs. Bridget Katsriku – West Africa;
- Mr. Fondjo Ngambo Vincent Pierre – Central Africa;
- Dr. Atif Mohamed Ahmed – North Africa;
- Prof. Gelase Mutahaba – East Africa;
- Mr. Diphofa Mashwahle – Southern Africa
- Mr. Titus Ndambuki – Commissioner Kenya Public Service Commission as an Ex-Officio Headquarters (Kenya).



CLOSING CEREMONY

The 36th Roundtable Conference was officially closed by H.E. Mr Mohamed MOUBDI, Minister of Civil Service and Modernization of Administration, Kingdom of Morocco. Delegates expressed sincere appreciation to the Kingdom of Morocco: the National Organising Committee; the Management and Staff of ISESCO and the people of the Kingdom of Morocco for their hospitality as well as outstanding hosting, courtesies and the exciting excursions that were arranged for them. The Conference also conveyed profound gratitude to AAPAM's partners, especially UNDESA, IPAC, the APS-HRMnet, Cabinet Secretaries and Deloitte for their unrelenting commitment to and support for the Annual AAPAM Roundtable Conferences. The delegates thanked the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment towards making the 36th Roundtable Conference a resounding success.

Delegates were pleased to know that the 37th Roundtable Conference will be held in Lusaka, Republic of Zambia in February 2016 at the invitation of the Government of Zambia. The Conference theme is: "Towards the 21st Century Public Administration and Management to Achieve Agenda 2063". Delegates thanked the Government and the people of Zambia for the invitation and generous offer to host the Conference.

APPENDIX I

CONFERENCE COMMUNIQUE

INTRODUCTION

1. The 36th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted by the Ministry of Public Sector and the Modernization of Administration, Kingdom of Morocco in conjunction with the AAPAM Secretariat at the Islamic Educational, Scientific and Cultural Organization (ISESCO) in Rabat, Kingdom of Morocco.
2. The 36th Annual Roundtable Conference was held under the theme: "Effective Partnership for Citizen Centred Sustainable Development": the following sub-themes guided discussions at the conference:
 - a) Political-Administrative Partnerships for Sustainable Development
 - b) International Trends on Partnerships between Political and Bureaucratic Leaders for Effective Policy Formulation and Implementation
 - c) Assessing effectiveness of Sustainable Partnerships in Devolved Systems
 - d) Governments-Civil Society Partnerships for Sustainable Development: Roles, Responsibilities and Accountabilities
 - e) Partnerships thrive on the Prism of Consultation, Participation and Inclusivity
 - f) Transparency, Communication and Access to Information
 - g) Building Effective Partnerships through Gender and Diversity Management
 - h) Institutionalising Ethical conduct and Integrity in Sustainable Partnerships
 - i) Country Case Studies
3. Five hundred and twenty (520) delegates from Thirty Eight (38) countries attended the Conference. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials. Others were Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers and AAPAM Young Professionals.
4. The countries represented at the Roundtable included Azerbaijan, Austria, Australia, Belgium, Botswana, Burundi, Benin, Burkina Faso, Cameroon, Canada, Ethiopia, Democratic Republic of Congo, Gambia, Ghana, India, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Somali-land,



Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, United States of America, Zambia and Zimbabwe .

5. Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the Institute of Public Administration of Canada (IPAC) and the United Nations Department of Economic and Social Affairs (UNDESA). Also in attendance were Deloitte East Africa, African Cabinet Government Network (ACGN), United Cities and Local Governments of Africa (UCLG-Africa), International Institute of Administrative Sciences (IIAS) and African Training and Research Centre in Administration for Development (CAFRAD)
6. The AAPAM Gold Medal for exemplary service was awarded to Ambassador Francis Muthaura, the retired head of the Kenyan Public Service. Three finalist organizations received AAPAM Innovative Management Award (IMA). The winners were: Huduma Programme - Kenya (Gold), I-School E-Learning- Zambia (Silver), Animal Health Programme - South Africa (Bronze)



OFFICIAL OPENING

7. The Roundtable Conference was organized in eight plenaries, four concurrent sessions and breakaway sessions. The 36th AAPAM Roundtable Conference was officially declared open by His Excellence Mr. Mohamed MOUBDI, Minister for Public Service and Modernization of Administration - Kingdom of Morocco
8. On the margins of the Roundtable Conference the following networks met and held vibrant discussions on issues of specific and particular interest to them. These were: the AAPAM Young Professionals Network, the APS-HRMnet, the Academia and Public Secretaries/ Heads of Public Services. In this forums information was exchanged, experiences shared and lessons learned. The AAPAM Council and the Human Resource Management Network (HRMNet) held their respective annual meeting alongside the conference.
9. During the General Assembly, Dr. Roland Msiska, Secretary to the Cabinet and Head of Public Service, Zambia was elected the a new AAPAM President taking over from Mr. Abdon Jok Nhial, Secretary to the Cabinet Government of South Sudan. Mr. Mohamed MOUBDI, Minister, Minister of Civil Service and Modernization of Administration, Kingdom of Morocco was elected as the Deputy President. The elected Vice-Presidents are: Pierre Vincent FONDJO NGAMBO – Central Africa; Dr. Atif Mohammed Ahmed – North Africa; Mrs. Bridget Katsriku – West Africa; Prof Gelase Mutahaba – East Africa; Mr. Diphofa Mashwahle – South Africa and Mr. Titus Ndambuki – Commissioner Kenya Public Service Commission as a special Ex-Officio Headquarters (Kenya).

INTERVENTIONS AND OBSERVATIONS

10. In recognition of the complex and dynamic nature of sustainable development which requires flexible and transparent decision-making that embraces a diversity of knowledge and values, the objective of the 36th Roundtable Conference was to present a platform for participants to examine and assess the extent to which effective partnerships between political and administrative leaders can achieve sustainable development.
11. Based on the understanding that citizens are more interested in government outcomes, reach and impacts than they are in controls over inputs and bearing in mind that results-minded citizens, when empowered through clearer paths of access into the governance processes, create pressure for their political representatives and administrators to be results-oriented; Conference noted that:
 - 11.1 Better results are achievable through collaboration and partnerships.
 - 11.2 The 36th Roundtable has presented another foundation for the road to achieving the MDGs.
 - 11.3 Matters of sustainable development are of common interest to the multilateral system and information and experience sharing is a critical input to realising this objective.
 - 11.4 Inclusivity, participation and consultation in policy formulation and implementation is increasingly sought and embedded into national and international discourse.
 - 11.5 Participatory democracy creates conditions for peace and sustainable development.
 - 11.6 20 years after Beijing significant progress had not been made, achievements are limited since women still face numerous obstacles of discrimination and violence.
 - 11.7 The quality of the public service is verified in the quality, equity, quantity, accessibility and affordability of the service that it delivers.
12. The Conference acknowledged that:
 - 12.1 There is need to work together to combat poverty and inequality through building partnerships with Civil Society.
 - 12.2 Public Reforms can only succeed where there is a wide spectrum of collaboration and the need to strengthen transparency and build capacity in human development.
 - 12.3 There is ample room for collaboration among African government within the South-South cooperation geared to realise the achievement of MDGs.
 - 12.4 Success for women can only be achieved when all women have equal opportunity, have access to decision-making and opportunities and possibilities are not limited by stereo types and violence.



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- 12.5 Public policy is understood in the sense of partnership with the people.
 - 12.6 Impact driven leadership must be transformative – transforming systems, people, processes sustainable development etc.
 - 12.7 With increased pressure on governments to deliver quality responsive services to the citizens, there is need for increased trust through visible outcomes and effective partnerships.
 - 12.8 Public Service Reform programs that do not result in marked improvement in service delivered fail precisely because they remain structuralist and do not impact people's lives.
13. The Conference made the following recommendations:
 - 1.1 Role of management development institutes which need to be equipped to handle public service transformative leadership.
 - 1.2 Use innovation to learn to do more with less and ensure a bottom up approach in policy formulation.
 - 1.3 Governments should respects the idea of equality of opportunities and recognize the value of the differences that exist among citizens like gender, ethnicity, disability, minority, youth.
 - 1.4 The citizen should be at the 'centre' of the service delivery system – receiving the services and participating in formulation of the agenda for public service delivery.
 - 1.5 African countries should embrace and inculcate a culture of professionalism, ethics and integrity in the public service.
 - 1.6 Members should device new ways through risk taking and deployment of new technologies to make partnerships work for sustainable development.
 14. The 36th Conference entrusted the AAPAM Secretariat with the responsibility of publishing conference outcomes for wider dissemination among member states for them to infuse in national public service transformation agendas.
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ACKNOWLEDGEMENTS

15. Delegates expressed sincere appreciation to the Kingdom of Morocco: the National Organising Committee; the Management and Staff of ISESCO and the people of the Kingdom of Morocco for their hospitality as well as outstanding hosting, courtesies and the exciting excursions that were arranged for them.
6. The Conference conveyed profound gratitude to AAPAM's partners, especially IPAC, UNDESA and Deloitte East Africa for their undiminishing commitment to and support for the Annual AAPAM Roundtable Conferences.
17. Delegates thanked the AAPAM Leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment to making the 36th Roundtable Conference a resounding success.
18. Delegates were pleased to know that the 37th Roundtable Conference will be held in Lusaka, Zambia in February 2016 at the invitation of the Government of Zambia. The Conference theme is to be communicated later. Delegates thanked the Government and the people of Zambia for the invitation and generous offer to host the Conference.



APPENDIX II

MESSAGES OF SOLIDARITY

SOLIDARITY STATEMENT FROM INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA (IPAC)

Mr. Andre JUNEAU

President, Institute of Public Administration of Canada (IPAC)

Good morning. It is my great honour and pleasure to have the opportunity to participate in the 36th Annual AAPAM Roundtable on "Effective Partnerships for Citizen-Centered Sustainable Development". On behalf of the Institute of Public Administration of Canada I wish to thank our hosts AAPAM and the Kingdom of Morocco for their warm welcome and for organizing this conference. I am joined here this week from Canada by Ann Masson, the Director of Domestic and International Programs at the Institute of Public Administration of Canada, also known as IPAC and I would like to welcome Ambassador Sandra McCardell from the Embassy of Canada in Morocco.

The conference theme this year is one that is highly relevant in this time of great transformation and change, both on the African continent and around the globe. Public servants from across the world are being challenged, not only by our leaders but by the public as well, to undertake a complex redesign of how government services are delivered and the role that the public plays in influencing these changes. Citizens today demand a results-oriented government and a government that serves their needs.

Citizen-centered reform focuses on creating the right institutional environment for results-oriented reform by focusing on creating participatory structures through which citizens are empowered and engaged to demand better results from government. With this environment in place, governments have incentive to adopt a results-oriented approach to enhance service delivery for sustainable development. Citizen-centered reform challenges the top-down governance models entrenched in the developing world by asking legislatures and executives to think in less hierarchical terms and in more horizontal ones. Public sector leaders will require new thinking, flexibility and continuous innovation to meet this challenge.

Therefore this year's theme comes at an appropriate time and place as leaders and thinkers from across Africa gather here this week to discuss how we can collectively gain a better understanding of the factors that strengthen and transform sustainable partnership into an effective vehicle for citizen-centered service delivery. Indeed, the road to service delivery for sustainable development can only be accomplished through the talents and skills of a strong competent public sector.

This theme aligns closely with AAPAM's vision as well as IPAC's, its sister organization, as both organizations work to promote excellence and professionalism in public administration and management in order to meet the challenges of a world that is becoming more interconnected and more complex. As some of you may know, IPAC is a Canadian non-governmental professional association, founded in 1947 and dedicated to the promotion of excellence in the theory and practice of public administration and management. We encourage innovation and best practices, create effective knowledge networks, and lead public administration research. Our members include public servants from all orders of government and academics. We carry out our mission regionally, nationally and internationally, facilitating the exchange of new ideas and best practices among jurisdictions.

IPAC focuses on sharing of knowledge and innovation as an integral component of our work. Some of the ways we do this is through our leading-edge research, publications, events and awards. For example, IPAC develops and shares knowledge through our national and international research papers, case studies, leadership briefs, and publications such as our *Public Sector Management* magazine and *Canadian Public Administration* Canada's only Research Journal dedicated to public administration. These sources help to document best practices and lessons learned in our work and provide a source of inspiration and ideas.

For the past 20 years, IPAC has implemented numerous International development Programs across the globe which focus on strengthening the capacity of public sector institutions through workshops, seminars, training, conferences and technical assistance. We build strategic partnerships through the twinning of jurisdictions and institutions and public servants in Canada and Africa, the Americas, Asia, Europe and the Middle East. IPAC collaborates and builds networks with local, national, regional and multi-sectoral networks and organizations, such as our long-standing partnership with AAPAM which has been continuing since 1994, as well as with other associations such as the United Nations Committee of Experts on Public Administration, the Commonwealth Association for Public Administration and Management and the International Institute of Administrative Sciences. I would be remiss if I didn't note our sincere appreciation to the Government of Canada who provides support for our partnership program with AAPAM through the Department of Foreign Affairs, Trade and Development.



A decorative vertical bar on the left side of the page, consisting of a series of vertical, slightly irregular, greyish-green lines of varying heights and widths, creating a textured, totem-pole-like appearance.

I am looking forward to discussing, deliberating and most of all learning together with fellow colleagues this week on how we can collectively build effective partnerships for citizen-centered sustainable development to support our work and build greater confidence and trust in the public sector. I truly believe that this is an excellent opportunity to share lessons learned from different countries, and reflect on the past in order to move forward into the exciting new global context unfolding in Africa and around the world.

Thank you very much and I wish you a most successful conference.

SOLIDARITY STATEMENT FROM AFRICA CABINET GOVERNMENT NETWORK

Dr. Ernest SURRUR

President, Council of African Cabinet Government Network

Secretary to the Cabinet and Head of the Civil Service, Sierra Leone

It gives me great pleasure to participate in this 36th Roundtable Conference of AAPAM, representing not only my nation of Sierra Leone, but also the newly established Africa Cabinet Government Network.

I would like to remind honourable participants that AAPAM was founded in 1971 in Freetown and in 1978 our capital city hosted the first annual AAPAM Roundtable meeting. Sierra Leoneans are very proud to have played an instrumental role in the birth of this organisation, along with others such as Mwalimu Julius Nyerere of Tanzania and Dr. Robert Ouko of Kenya. And we are very pleased to see how AAPAM has grown in numbers and value over the years, not just with these roundtable conferences but also with the other support provided to African civil servants and others who care about public administration and management across Africa.

I would like to express special appreciation to the President of AAPAM, Abdon Agaw Jok Nhial, for the contribution he has made as President over the last two years. I have been privileged to work alongside him not only in AAPAM, but also in the new organisation we have established together to bring African Cabinet Secretaries together.

It is my great pleasure and honour to represent the Africa Cabinet Government Network at this conference. We are a much younger organisation than AAPAM, but equally committed to pan African peer support for development.

Our Network has been set up to provide African Cabinet Secretaries with peer support and technical assistance, especially to support evidence-informed policy making. It is critical that, as Africans, we learn from each other, by sharing our experiences and our dreams, and the positive and negative lessons of our endeavours.

Our new Network has already held a most successful Roundtable of our own, in Addis Ababa just one year ago, which brought together Cabinet Secretaries or other senior officials from 11 Cabinets in Africa. At that meeting we established the Council of African Cabinet Secretaries, as the governing board of the Network. I was privileged to have been elected as the Council's first President.





Since then we have hosted a successful training programme in Kigali for policy analysts and are now providing in-country support to 4 Cabinet secretariats.

A total of 13 Secretariats have now participated in one or more Network activities: Ethiopia, Ghana, Liberia, Malawi, Rwanda, Tanzania, Sierra Leone, Somalia, Somaliland, South Sudan, Uganda, Zambia and Zanzibar. I see some of you here today and I look forward to meeting with you during the course of the week.

I also look forward to meeting others who are involved in supporting Government decision-making who might be interested in joining.

In Sierra Leone I have the dual role of Secretary to the Cabinet and Head of the Civil Service, which has placed me at the interface between the political leadership of the country and the nation's civil servants. A major part of my responsibilities is to build effective partnerships between these political and bureaucratic leaders, of which I shall speak more during a later presentation. The organisers have wisely highlighted the importance of such partnerships as one of the themes of this conference.

The need to bring together political and bureaucratic leaders in effective partnership also lies behind the growing partnership between AAPAM and the Africa Cabinet Government Network. There is a natural synergy between AAPAM's work on building civil service capacity to deliver on government priorities and our role in supporting the decision-making process that determine those priorities. Effective development requires both processes to make wise and implementable policies, and the capacity and leadership in the civil service to implement them.

As AAPAM's younger sibling, the Network is proud to be a partner for this conference and look forward to its success for all participants.

APPENDIX III

SPEECHES

Welcome Address by His Excellency Mr. Mohamed MOUBDI

Minister of Civil Service and Modernization of Administration - Kingdom of Morocco

كلمة السيد الوزير

بمناسبة انعقاد المؤتمر السنوي السادس والثلاثون
للجمعية الإفريقية للإدارة العامة والتدبير

الرباط في ، 2 مارس 2015

- السيدات والسادة الوزراء،
- السيد رئيس الجمعية الإفريقية للإدارة العامة والتدبير،
- أصحاب المعالي والسعادة،
- السيدات والسادة الخبراء وممثلوا الدول الشقيقة والصديقة والمنظمات الدولية والجهوية،
- حضرات السيدات والسادة.



يسعدني أن أفتتح اليوم أشغال المؤتمر السنوي السادس والثلاثون (36) للجمعية الإفريقية للإدارة العامة والتدبير، الذي ينعقد حول موضوع: "شراكات فعالة من أجل تنمية مستدامة في خدمة المواطنين".

وإنه لمن دواعي الإعزاز، بأن يحتضن المغرب هذا المؤتمر ولأول مرة بمنطقة شمال إفريقيا وبمدينة الرباط بالذات، عاصمة المملكة وملتقى الحوار بين الثقافات.

كما يطيب لي في مستهل كلمتي هذه، أن أرحب بضيوفنا الكرام، أصحاب المعالي والسعادة، وزراء وممثلو الدول الإفريقية والصديقة وممثلو المنظمات الدولية والإقليمية والخبراء والمختصين، وأشكرهم على تلبيتهم الدعوة للمشاركة بخبراتهم وتجارب بلدانهم في فعاليات هذا اللقاء الإفريقي الهام، الذي يكتسي موضوعه أهمية خاصة في الظروف الدولية والإقليمية الراهنة.

وأغتنم هذه المناسبة لتقديم الشكر إلى الجمعية الإفريقية للإدارة العامة والتدبير (AAPAM) على اختيار المملكة المغربية لاحتضان مؤتمرها السادس والثلاثون (36). كما أحيي شركائنا ومسؤولي القسم الإقتصادي والإجتماعي التابع لهيأة الأمم المتحدة (UNDESA)، والمنظمة الإسلامية للتربية والعلوم والثقافة (ISESCO)، ومعهد الإدارة العامة بكندا (IPAC)، على إسهامهم البناء في تنظيم هذه التظاهرة.

كما نعرب عن تقديرنا لأهمية المواضيع التي سيتطرق إليها هذا المؤتمر ومواصلة العمل على تحقيق التنمية المستدامة بما تفرضه من التزام ببناء شراكات فعالة بين الحكومات والمجتمع المدني في خدمة المواطن.

حضرات السيدات والسادة ،

لا يخفى عنكم أن هذا المؤتمر الإفريقي يلثم اليوم في ظل ظرفية دقيقة، تعرف فيها حول مناطق من العالم، تحولات عميقة وتواجه رهانات جديدة تحظى باهتمام وانشغال كبيرين من المنتظم الدولي، قوامها التطلع إلى الديمقراطية والتنمية المستدامة في إطار الكرامة والمساواة واحترام حقوق الإنسان.

لذا، بات من الضروري أكثر من أي وقت مضى، العمل بتضافر جهود مختلف بلداننا الإفريقية سواء في إطار المنظومة الدولية أو باقي المنتديات الدولية والإقليمية، بغية العمل جنبا إلى جنب، على محاربة الفقر وتحقيق التنمية المستدامة بقارتنا الإفريقية.

فضلا عن تعزيز الحكامة الجيدة وبناء الشراكات بين الحكومات والمجتمع المدني والإرتقاء بالمرفق العام، وهي كلها أوراش كبرى تتطلب منا جميعا مجهودات متواصلة من أجل تحقيق طموحاتنا في التنمية الإقتصادية والإجتماعية والبيئية.

وهي تحديات أصبحت تفرض على الإدارة ضرورة التأقلم مع مستجدات محيطها الداخلي والخارجي المتحول والمتسم بدينامية وحركية دائمتين. الشيء الذي يقتضي تعزيز أداء الأجهزة

الحكومية والسعي إلى عقلنته، بغاية توفير النجاعة الضرورية والمطلوبة لتدخلاتها، وفق منظور منجدد يركز على دعم وترسيخ الشفافية، وتطوير الكفاءات والتأهيل لمواكبة وقيادة التغيير.

ومن الأكيد أن ذلك، لن يتأتى إلا باعتماد إدارة رشيدة وحكامة جيدة وطاقات قيادية لمسار الإصلاح، وذلك بالنظر إلى العلاقة الوثيقة بين التنمية الإدارية والحكامة العامة.

وفي هذا السياق، فإن الدستور الجديد للمملكة ينص على تقويم مؤسسات دولة حديثة، مرتكزاتها الشراكة والتعددية وتعزيز آليات الحكامة وتخليق الحياة العامة، وربط ممارسة السلطة والمسؤولية العمومية بالمراقبة والمحاسبة، ودسترة هيآت الحكامة الجيدة وحقوق الإنسان وحماية الحريات وتنظيم المرافق العمومية المتعلقة بتسييرها فضلا عن تحسين علاقة الإدارة بالمرتفقين.

وتزيلا لمقتضيات الدستور المتعلقة بالحكامة الجيدة، أعدت وزارة الوظيفة العمومية وتحديث الإدارة ميثاق المرافق العمومية، الذي يحدد قواعد الحكامة الجيدة المتعلقة بتسيير الإدارات العمومية والجهات والجماعات الترابية والأجهزة العمومية.

وتتمثل أهم أهداف هذا الميثاق في تكريس المبادئ العامة والأساسية للمرفق العام؛ من مساواة واستمرارية وحياد، وقابلية للتغيير والملاءمة، وتعزيز سيادة القانون، وكذا تدعيم الشفافية وتيسير الولوج إلى المعلومة وإلى الخدمات العمومية.

حضرات السيدات والسادة ،

وإذا كانت دول إفريقية عديدة قد حققت تقدما ملموسا في تطوير الحكامة الجيدة من أجل تنميتها الاقتصادية باستقرارها السياسي والاجتماعي، فهناك دول أخرى في حاجة إلى الدعم والمؤازرة لتمكينها من إنجاز أهدافها وبرامجها التنموية، وهنا تكمن أهمية التعاون جنوب- جنوب فيما بين الدول الإفريقية.

وفي هذا الإطار، أكد صاحب الجلالة الملك محمد السادس، على وضع استراتيجية تعتمد على تعزيز التعاون جنوب- جنوب، مبنية على مقاربة شاملة ومندمجة تساهم بشكل ملحوظ في توسيع مجالات التعاون والمصالح المشتركة مع كل بلدان القارة الإفريقية، سميتها البارزة تبادل التجارب والخبرات في كل ما يتعلق بالقدرات المؤسسية والحكامة وتأهيل الاقتصاد.

وفي هذا السياق، فإن المغرب رغبة منه في تعزيز شراكة مع الدول الإفريقية الشقيقة والصديقة، يضع تجربته رهن إشارة هذه الدول لتوطيد دعائم نموذج تنموي بشري ومستدام وتضامني بقارتنا الإفريقية.

وأود الإشارة هنا إلى الدور الذي يقوم به المركز الإفريقي للتدريب والبحث الإداري للإنماء (كافراد) في هذا المجال والذي يبذل جهودا في إرساء أسس تعاون متينة فيما بين مختلف إدارات الدول الإفريقية ووضع خبراته رهن إشارتها، خاصة فيما يتعلق بتطوير القدرات وتعزيز الشراكات من أجل تنمية مستدامة وحكامة جيدة.

وحدير في هذا السياق بالتذكير، أن ميثاق الوظيفة العمومية المصادق عليه من طرف المؤتمر الإفريقي الثالث لوزراء الوظيفة العمومية المنعقد بوبندوك (ناميبيا) في فبراير 2001، يعتبر حدثا هاما بالنسبة للإدارة الإفريقية وتوتيجا لدراسات مكثفة وعميقة وكذا لمجهودات متواصلة قام بها وزراء الوظيفة العمومية الأفارقة.

ويعبر هذا الميثاق عن إرادة الدول الإفريقية بالالتزام بعقلنة وترشيد الخدمات المقدمة للمواطنين وتفعيل ونشر الميثاق على المستوى الوطني.

وفي هذا الإطار، وجب التنويه بإدارة الأمم المتحدة للشؤون الاقتصادية والاجتماعية(UNDESA) والتي قد ساهمت بشكل كبير بتوفير وسائل الدعم والمساعدة لإعداد هذا الميثاق الإفريقي.

حضرات السيدات والسادة ،

لقد اعتمدت الحكومة المغربية في إطار تفعيل برنامجها عدة خيارات وإصلاحات شمولية لتحديث الإدارة والمرفق العام تتمثل في:

- تيسير الولوج الى المعلومة والى الخدمات الاساسية وتحسين الاستقبال ،
- إعادة تنظيم الهياكل الادارية و تحديد مهامها على ضوء الدور الجديد للدولة،
- تدعيم قواعد الحكامة الجيدة ، وترسيخ مبادئ النزاهة والشفافية في التدبير العمومي ،

- الرفع من قدرات الموارد البشرية وتأهيلها،
- اعتماد مناهج الإدارة الإلكترونية وتطويرها،
- وضع نظام لتقييم جودة الخدمات العمومية،
- ترشيد وعقلنة التدبير العمومي والتحكم في النفقات العمومية،
- تبسيط الاجراءات الإدارية وحذف التعقيدات في علاقة الإدارة بالمتعاملين معها،
- تعزيز الديمقراطية التشاركية.

وهي منطلقات من شأنها أن تحدث تغييرات عميقة في أنماط التنظيم والتدبير السائدة في الإدارة، وأن تعيد التوازنات الرئيسية للجهاز الإداري برتمته، وتؤهله ليكون قادرا على مواجهة التحديات لتوفير تنمية مستدامة في خدمة المواطنين.

حضرات السيدات والسادة،

إننا لنتطلع بكثير من الثقة والأمل إلى ما سيسفر عنه هذا المؤتمر الهام من خلاصات علمية هادفة، وتوصيات عملية ناجحة، نرجو مخلصين أن يكون لها أثرها الإيجابي في دعم الشراكة بين دولنا الإفريقية ووضع استراتيجيات تضمن ديمومة توفير الخدمات العمومية لصالح المواطن، وبما يؤهلها للقيام بكل اقتدار بكامل مسؤولياتها السياسية والاقتصادية والاجتماعية والثقافية داخل المنظومة الدولية.

ولايسعني في الختام، إلا أن أتقدم بعبارات الشكر إلى جميع القائمين على تنظيم فعاليات هذا المؤتمر الهام، مجدداً الترحيب مرة أخرى بكل رؤساء وأعضاء الوفود المشاركة، مع متمنياتنا الخالصة لهم بالمقام الطيب ببلدهم الثاني المغرب.

والسلام عليكم ورحمة الله وبركاته.



His Excellency Message

Mohand LAENSER,

Minister of Planning and Development on behalf of the Head of Government of the Kingdom of Morocco

كلمة السيد محند العنصر
وزير التعمير وإعداد التراب الوطني
باسم رئيس الحكومة

في افتتاح أشغال المؤتمر السادس والثلاثين للجمعية الأفريقية للإدارة العامة والتدبير

2 مارس 2015

بسم الله الرحمن الرحيم

السيدات والسادة الوزراء،

أصحاب المعالي والسعادة السفراء،

السيدات والسادة الخبراء والمدراء،

السيدات والسادة ممثلو الدول الشقيقة والصديقة والمنظمات والمجتمع المدني،

حضرات السيدات والسادة ،

إنه لمن دواعي سروري أن أفتتح، بإسم رئيس الحكومة في المملكة المغربية، أشغال المؤتمر السنوي السادس والثلاثين للجمعية الإفريقية للإدارة العامة والتدبير، الذي يلتئم اليوم ببلادنا، بحضور ومشاركة نخبة من المسؤولين والمهتمين بشؤون الإدارة العمومية بإفريقيا، بغاية تعميق النظر والرأي، حول موضوع ذي أهمية بالغة، هو: "فعالية الشراكات من أجل تنمية مستدامة في خدمة المواطنين".

وأود، بهذه المناسبة، أن أشكركم وأحييكم، وأن أعبر لكم عن كامل اعتزازنا بحضوركم ومشارككم الواسعة والوازنة في هذا المؤتمر، وأخص بالذكر ضيوف المغرب الكرام، معربا للجميع عن تمنياتنا لكم بالمقام الطيب بيننا في بلدكم المملكة المغربية، آملا أن يشكل هذا المؤتمر لبنة أخرى على درب الاستجابة للتطلعات والطموحات المتجددة لشعبنا، وتحقيق الأهداف الإنمائية المنشودة لما بعد 2015.

حضرات السيدات والسادة

يشهد عالم اليوم تحديات كبرى غير مسبوقة في كل الميادين، تتطلب منا حكومات ومسؤولين على مختلف المستويات، مضاعفة الجهود من أجل إيجاد حلول ناجعة لها.

ولأجل ذلك، فقد أضحت رفع هذه التحديات مطلبا ملحا وتوجها أساسيا في برامج وخطط الحكومات والمنظمات والفاعلين على المستوى الإقليمي والدولي.

ولن يتأتى ذلك، إلا من خلال اعتماد أساليب جديدة في تدبير الشأن العام، واعتماد استراتيجيات وخطط فعالة لدعم دور دولة القانون؛ السبيل الوحيد لتحقيق الاستقرار والتنمية الحقة ببلداننا.

حضرات السيدات والسادة،

انطلاقا من موقع المملكة المغربية، ووعيا بمسؤولياتها والتزاماتها، نؤكد لكم اقتناعنا التام بأهمية تنسيق الجهود بين مختلف الشركاء، على المستوى الوطني والدولي، بغاية جعل الحكامة دعامة أساسية للتنمية الشاملة والمستدامة.

لذا، فلا مناص أن يتجاوز التنسيق الحدود الإقليمية، لينفتح على محيط دولي واسع، تتصافر فيه كل الجهود من أجل تبنى استراتيجيات مشتركة، تستنهض كافة الآليات المؤسساتية والتشريعية والتنظيمية الضرورية، وتستنفر سائر الطاقات.

ولقد حرص العاهل المغربي الملك محمد السادس ومنذ اعتلائه العرش، على قيام جلالته بزيارات منتظمة إلى الدول الإفريقية، واضعا نصب عينيه ترسيخ نموذج للتعاون جنوب - جنوب، باعتباره



السبيل الأنجع لتحقيق التنمية والاندماج في الفضاء الإفريقي من خلال تبني استراتيجية، تركز على فضائل التعاون، وعلى ضرورة تحقيق تنمية بشرية متوازنة ومستدامة، وذلك بانتهاج مقاربة شمولية ومندمجة، تساهم بشكل ملحوظ في توسيع مجالات التعاون والمصالح المشتركة مع جل بلدان القارة الإفريقية.

ويعتبر أن الانفتاح على دول القارة الإفريقية، وتعميق التشاور البناء حول القضايا الراهنية ذات الاهتمام المشترك، أصبحا مسألة ضرورية وملحة، خاصة وأنا نتقاسم التوجهات والمصالح الإستراتيجية نفسها.

وفي هذا الإطار، فالمملكة المغربية ما فتئت تدافع عن تحقيق اندماج إقليمي إفريقي، يقوم على عنصر التكامل بين موارد دول القارة الإفريقية، والذي من شأنه أن يساهم في مواجهة أزمات القارة الإفريقية.

كما يشكل الأمن والاستقرار أولوية مركزية، فالشراكة التي تجمعا أصبحت جزءا لا يتجزأ من مختلف الاستراتيجيات التي يتم تبنيها محليا وإقليميا ودوليا، من أجل إضفاء قيمة مضافة، ونشر السلم والسلام داخل قارتنا.

حضرات السيدات والسادة،

تسير المملكة المغربية، على غرار باقي دول المعمور، بخطى حثيثة على درب الديمقراطية التشاركية وترسيخ المسؤولية والمحاسبة في الإدارة العمومية، بمشاركة ومساهمة جميع مكونات المجتمع، من مواطنين وفاعلين اقتصاديين واجتماعيين وهيئات سياسية.

ويستمد هذا التوجه مرجعيته، من دستور المملكة لسنة 2011، الذي رسخ مبدءا هاما في تدبير الشأن العام، يتمثل في ربط المسؤولية بالمحاسبة، كما أخضع المرافق العمومية لمعايير الحكامة الجيدة المتعلقة أساسا بالشفافية والمساءلة والمحاسبة.

وتفعيلا لهذه المبادئ الدستورية، تشهد المملكة المغربية، حاليا، حركة دائبة لجعل سنة 2015 سنة تنزيل المشاريع الإصلاحية الكبرى، إذ تحدونا إرادة قوية في التنزيل المحكم للدستور الجديد، بغاية الدفع قدما بكل الإصلاحات نحو ترسيخ بناء دولة القانون والمؤسسات، وتحصين كل المكتسبات الديمقراطية.

حضرات السيدات والسادة،

لا يخفى عليكم أن الإدارة الرشيدة والحكامة الجيدة لا تستقيمان مع البيروقراطية والانغلاق، الأمر الذي يتطلب إبلاء عناية خاصة واهتمام متزيدا لترسيخ مبادئ النزاهة والشفافية في التدبير، كمعايير أساسية للحكامة العامة.

فعلى الرغم من كل الجهود والمبادرات المحمودة التي اتخذتها دولنا في تأطير التنمية الاقتصادية والاجتماعية وتفعيلها، إلا أن هذه الجهود رغم أهميتها تبقى دون المستوى المطلوب، لتحقيق تجاوب كامل مع الانتظارات الكبيرة والمنتامية للشعوب والحكومات بالقارة الإفريقية .

الأمر الذي يجعل بلدانا مطالبة اليوم بمزيد من التعبئة وتكثيف العمل المشترك للاستجابة أكثر للحاجيات الملحة لمواطنينا، ولمواكبة التغييرات السريعة والتحولات العميقة التي يشهدها عالمنا المعاصر.

ان الظرفية الراهنة وتأثيرها على اقتصاديات بلدانا الإفريقية، ولو بدرجة متفاوتة، يشكل ضغوطا قوية على السلطات العمومية لإعادة النظر في أساليب الحكامة، والتفكير في أنماط جديدة للحكم، وترسيخ أسس الدولة الديمقراطية.

حضرات السيدات والسادة،

إن الإصلاحات العميقة المستدامة والشمولية وحدها كفيلة بتمكين إدارتنا من الانسجام والفعالية الضروريتين للقيام بوظيفتها كمحرك للتغيير الاقتصادي والاجتماعي.

ومن الأكد أن الشراكات الفعالة تعد مؤشرا هاما لتحقيق التنمية المستدامة، من خلال التفاعل بين مختلف المكونات الأساسية المتمثلة في الحكومة والقطاع الخاص والمجتمع المدني، بغاية تحقيق التنمية المستدامة، عبر جعل القطاع العام موازيا ومكملا لدور القطاع الخاص.

إن هذا المؤتمر، يعد فرصة لحشد الجهود ومناقشة الحلول، من قبل مختلف الفاعلين، كما يعد منبرا للتركيز على الممارسات الجيدة التي تفضي إلى تعاون ناجح بين الجهات الحكومية وغير حكومية وفرصة لتبادل الخبرات والمعلومات.

فالحاجة للشراكة الفعالة ستظل واحدة من مرتكزات عملنا، في ظل تنامي الاحتياجات ومتطلبات التنمية، وضرورة، أيضا، لتأسيس آليات تنفيذية لتبادل المعلومات والتخطيط الاستراتيجي.

وفي هذا الإطار، نأمل أن تكون أشغال هذا المؤتمر محطة متميزة، لبلورة آليات التنسيق الملائمة وحشد الجهود، لتحقيق نتائج أفضل، من خلال تحقيق شراكات فعالة، والعمل على تعزيز التواصل والتنسيق بين مختلف الجهات والقطاعات والهيئات الرئيسية الفاعلة في الدول الأفريقية.

ان نجاح بلدانا يبقى رهينا بقدرتنا جميعا على قيادة التغيير، حكومة وفاعلين، للسير قدما على درب الإصلاح الذي ارتضيناه، إيمانا منا جميعا بأن المشاريع الإصلاحية، عملية ممتدة في الزمن، تستدعي انخراطا والتزاما من طرف الجميع.

وختاما، أتمنى لكم ولأشغال مؤتمرنا كامل التوفيق والنجاح.

والله ولي التوفيق، والسلام عليكم ورحمة الله تعالى وبركاته.

Allocution de Monsieur Fathallah Oualalou, Maire de Rabat et Membre du Comité Exécutif de CGLU-Afrique.

Mesdames et Messieurs les Ministres,

Mesdames et Messieurs les Ambassadeurs,

Honorables invités,

Je suis heureux de vous accompagner à l'ouverture de votre Congrès annuel, le 36ème Congrès de l'Association Africaine pour l'Administration Publique et le Management (AAPAM).

Je voudrais vous souhaiter la bienvenue ici à Rabat à un double titre :

Premièrement, en tant que maire de la Capitale du Royaume du Maroc. La présence à ce Congrès de plus de 300 participants provenant d'une quarantaine de pays africains, est pour les habitants de Rabat l'objet d'un sentiment de fierté et de bonheur. Rabat et le Maroc vous accueille en tant que sœurs et frères avec qui nous partageons l'appartenance à notre Continent, l'Afrique qui nous rassemble et nous unit.

Deuxièmement, celui d'un Responsable de l'Organisation panafricaine, Cités et Gouvernements Locaux Unis d'Afrique (CGLU-A, en tant qu'Organisation des villes africaines, dont le Siège est à Rabat et Monsieur Jean-Pierre Elong M'Bassi le Secrétaire général. Rabat est donc aussi la Capitale des villes africaines.

Soyez donc les bienvenus : à Rabat, en Afrique et même à un troisième titre, au Maghreb, car c'est la première fois qu'un pays maghrébin abrite votre Conférence annuelle.

Au Maroc, l'Afrique a été toujours à l'ordre du jour. Notre histoire est profondément liée par le Sahara à l'Afrique, et à travers des siècles, par des liens humains, culturels, politiques et souvent spirituels. Par des combats pour nos indépendances, les mouvements de libération nationale et de lutte contre l'Apartheid (le cas de l'Afrique du Sud), ont toujours trouvé du côté marocain, solidarité et accompagnement. L'exil du Roi MOHAMMED V a constitué un point de départ pour tous les combats amenant à l'indépendance des Etats Africains. Aujourd'hui, le Maroc, grâce à la clairvoyance de Sa Majesté le Roi MOHAMMED VI, développe une politique visant à renforcer l'ancrage du Maroc en Afrique, sur tous les plans, économique, culturel, politique, humain et stratégique. Le but pour nous, est de promouvoir des réseaux de partenariats et d'amitiés Sud-Sud, dans le but d'assurer pour toute l'Afrique, les conditions de stabilité, de paix, de préservations des intégrités territoriales des pays et de créer pour tous nos pays, les fondements d'un développement réel, continu, inclusif et durable.

Mesdames et Messieurs,

Honorables invités,

L'histoire de Rabat est liée à quelques dates que je me permets de partager avec vous :

- Il y a 2000 ans, un Site Romain existe au Chellah que vous allez certainement visiter pendant votre séjour ;
- L'An 1150, la naissance de la Ville de Rabat avec l'arrivée des Almohades, avec création d'un camp militaire pour l'Andalousie ;
- Aux 16ème et 17ème siècles : l'expulsion des Andalous. La ville andalouse, est devenue une ville impériale ;
- 1912 : Rabat est devenue la Capitale du Royaume du Maroc ;
- Depuis le début de ce 3ème Millénaire, la ville connaît de grands changements initiés et orientés par SM le Roi. Elle se modernise à travers de grands projets de développement, Tels que ceux pilotés par l'Agence Bouregreg depuis 2004 ;
- 2010, Rabat a été déclarée Ville Verte ;
- 2012 : elle a été inscrite comme Patrimoine mondial de l'Humanité par l'UNESCO ;
- 2013, elle a abrité le 4ème Congrès mondial de Cités et Gouvernements Locaux Unis, marquant aussi le Centenaire du Mouvement Municipal ;
- 2014 : Signature d'une importante Convention avec l'Etat pour la rénovation et la modernisation de la ville, et pour en faire la Ville des lumières et de la Culture. En effet, entre 2014-2018, ville en chantiers pour sa modernisation.

Un travail de gouvernance immense qui rejoint d'ailleurs votre centre d'intérêt : comment rendre notre Administration efficiente et moderne ? C'est la voie du développement.

Cela m'amène à vous parler de CGLUA. C'est le Réseau Africain qui abrite toutes les communes, les villes, les régions et les associations d'élus locaux africains. Son Siège comme signalé plus haut, est à Rabat.

CGLUA est au centre aujourd'hui des mutations et des dynamiques, mais aussi des contradictions que connaissent les sociétés africaines, surtout dans nos villes et nos communes.

Depuis dix ans, un dynamisme économique réel (une croissance de 5% par an) est observé. Du fait de ses ressources naturelles, l'Afrique est l'objet d'une grande compétition entre les grandes puissances de ce monde : l'Amérique du Nord, la Chine et la vieille Europe. Elle s'urbanise rapidement. Une urbanisation chargée de grands défis. L'urbanisation mondiale se finalise au XXIème siècle en Afrique. Les villes deviennent aujourd'hui le centre de mutations majeures qui touchent les questions de compétitivité de nos économies de solidarités au sein de nos sociétés, de protection de nos environnements et enfin de compte du développement de nos pays. C'est pour cela que notre Plaidoyer à CGLUA à la faveur de la décentralisation, vise à faire des collectivités locales des acteurs majeurs de l'efficacité et de l'équilibre de la gouvernance ainsi que la base de tous les partenariats politiques, administratifs et économiques.

En même temps, et à partir de ces défis et des enjeux, nous devons préserver l'intégrité territoriale de nos pays, promouvoir la paix, la sécurité, la culture du dialogue et de la tolérance. La CGLUA



représentant des cités africaines au sein de CGLU-Monde, est présente à tous les rendez-vous continentaux et mondiaux qui concernent l'urbanisation (Habitat III), l'environnement (Climat) et le développement (L'agenda Post-2015 qui prolonge les engagements du Millénaire en matière de développement).

Cela implique la mise en place de grands partenariats entre l'ONU, les Organisations internationales économiques et financières qui représentent le monde dans sa globalisation, les Etats et les cités et gouvernements locaux.

La gouvernance de demain implique la mise en place de ce Partenariat tripartite: Monde/ Etats/Communes et Régions.

C'est pour cela que CGLUA est concerné directement par le thème de votre Conférence « L'efficacité des partenariats pour assurer le développement durable au service des citoyens.

Les élus marocains et les élus africains vont être à l'écoute de vos travaux. En leur nom, nous vous souhaitons de fructueux débats et un grand succès à votre Conférence.

Merci pour votre attention./.

Dr. Amina AL HAJRI,

Deputy Director General of ISESCO



كلمة

الدكتور عبد العزيز بن عثمان التويجري

المدير العام للمنظمة الإسلامية للتربية والعلوم والثقافة
- إيسيسكو -

**في افتتاح المؤتمر 36
للجمعية الإفريقية للإدارة العمومية والتدبير**

المقر الدائم للإيسيسكو. الرباط. المملكة المغربية: 2 - 6 مارس 2015م

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الحمد لله، والصلاة والسلام على رسول الله وآله وصحبه

أصحاب المعالي،
أصحاب السعادة،
حضرات السادة والسيدات،

يسرني أن أرحب بكم في المقر الدائم للإيسيسكو الذي يستضيف المؤتمر السنوي السادس والثلاثين للجمعية الإفريقية للإدارة العمومية والتدبير، متمنياً لهذا المؤتمر النجاح في تحقيق أهدافه التي تخدم التنمية الإدارية في الدول الإفريقية الأعضاء في هذه الجمعية النشيطة التي وازبت على عملها منذ أن تأسست في سنة 1971، والتي تضم في عضويتها اثنتين وثلاثين دولة إفريقية والمدعومة من طرف الأمم المتحدة.

أصحاب المعالي والسعادة،
حضرات السادة والسيدات،

إن العنوان الذي تم اختياره لهذا المؤتمر السنوي (فعالية الشراكات من أجل تنمية مستدامة في خدمة المواطنين)، يعبر بدقة منهجية، عن المفهوم الجديد للتنمية الإدارية التي تقوم على

التعاون والشراكة بين الفرقاء العاملين في هذا المجال الحيوي، ويهدف إلى تفعيل الإدارة العمومية في التنمية الشاملة المستدامة من أجل تطوير المجتمعات الإنسانية والنهوض بها، على النحو الذي يحقق الأهداف الإنمائية للألفية.

وإذا كانت المنظمة الإسلامية للتربية والعلوم والثقافة التي يسعدها أن تستضيف هذا المؤتمر الإفريقي الكبير، ذات اختصاصات واسعة، تدخل ضمن أهدافها المنصوص عليها في ميثاقها، فإنها تركز على التنمية بمفهومها العميق الشامل، وفي مجالاتها المتعددة. ومن جملة ذلك التنمية الإدارية، وإن كان بطريقة غير مباشرة، باعتبار أن التنمية التربوية والعلمية والثقافية لا تنفصل، في عمقها وأبعادها ومراميها، عن التنمية الإدارية الفاعلة في تنمية المجتمعات، لأنها تمهد السبيل نحو تحقيق الازدهار الاقتصادي، والتطور الاجتماعي، وتحديث آليات الإدارة التي هي في خدمة المجتمع في المقام الأول.

إن هذا المؤتمر الإفريقي الذي سينكب خلال هذه الأيام على دراسة المحاور المحددة له في ضوء العنوان الذي ينعقد في إطاره، هي مبادرة بالغة الأهمية تدرج في سياق المبادرات المهمة المنتجة والفاعلة للجمعية الإفريقية للإدارة العمومية والتدبير. ولا

يسع المنظمة الإسلامية للتربية والعلوم والثقافة إلا أن ترحب بهذه المبادرة، وتشيد بهذه الجمعية الناجحة في مهامها.

أسأل الله تعالى أن يلهمنا الحكمة والسداد في أعمالنا، وأن يوفقنا لما فيه الخيرُ والصلاحُ لأمتنا الإسلامية جمعاء.

والسلام عليكم ورحمة الله وبركاته.

OPENING SPEECH

MR. ABDON AGAW JOK NHIAL, AAPAM PRESIDENT

Your Excellency, Mohand Laenser, Minister of Planning and Development and the Representative of the Government of the Kingdom of Morocco;

Hon. Ms. Sandra McCardell Canadian Ambassador to the Kingdom of Morocco;

His Excellence Mr. Mohamed MOUBDI, Minister of Public Service and Modernization of Administration - Kingdom of Morocco;

Ministers Present;

Hon. Cabinet Secretaries;

Permanent Secretaries;

Members of the Diplomatic Corps;

Distinguished Ladies and Gentlemen;

On behalf of African Association for Public Administration and Management (AAPAM) I would like to recognize the presence of our honorable Guest of honor Hon Mr. Mohamed MOUBDI thank you for accepting to officially open the 36th Roundtable Conference.

As you might remember, the AAPAM 36th Roundtable Conference had to be rescheduled from November 2014 to March 2015 due to unavoidable circumstances. While we had planned to be in Ethiopia, circumstance had it that the conference is being Held in Morocco. The Kingdom of Morocco is our proverbial knight in shining armour, the government, through the Ministry of Public Sector and the Modernization of Public Administration, gracefully accepted to host this Roundtable conference with A short notice. We applaud the Kingdom od Morocco for this exemplary response.

Your Excellency , since your acceptance to host the conference, we have experienced nothing short of professionalism and competency from the National Organizing Committee, who have organized this conference assiduously. For that we are truly grateful. We acknowledge the formidable His Excellence Mr.Mohamed MOUBDI, Minister of Public Service and Modernization of Administration and his the national organizing team.

Your Excellencies, Ladies and Gentlemen, we note with profound gratitude the presence of honourable ministers from a number of African countries, who have put aside their busy schedules back home, in order to honour us with their presence in this Roundtable Conference. Honourable Ministers, we are deeply grateful for your support.



We would like to acknowledge the presence of our Development Partners, namely, the Department of Foreign Affairs, Trade and Development, Canada (DFTAD), the Institute of Public Administration of Canada (IPAC), United Nations Department of Economic and Social Affairs (UNDESA), Institute of International Administrative Sciences (IIAS), and Deloitte East Africa, Cabinet Government Network (ACGN), The African Training and Research Centre in Administration for Development (CAFRAD.), The Local Governments of Africa (UCLG-Africa), African Union, all our other partners.

African Governments are the key AAPAM partners assisting us to linking and liaise closely with the Heads of Public Service and various country representatives on the continent and beyond. Therefore, please allow me to acknowledge their representatives in this conference: Angola, Azerbaijan, Benin, Botswana, Burundi, Cameroon, Canada, Comoros, Democratic Republic of Congo, Egypt, Ghana, India, the Gambia, Kenya, Korea, Lesotho, Liberia, Malawi, Mali, Mauritius, our host Morocco, Mozambique, Namibia, Nigeria, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, South Africa, South Sudan, Swaziland, Tanzania, Uganda, United Kingdom, USA and Zambia. As we expand our government membership, please allow me to introduce our new government member "The Kingdom of Morocco". Join me in applauding the Kingdom of Morocco for hosting this conference within such a short notice. Your partnership and attendance of this roundtable conference does not only add value but also confirms your commitment to our partnership in knowledge sharing and efficient public service delivery in Africa.

AAPAM welcomes all delegates' participation in roundtable conferences because you provide invaluable practical knowledge in the area of governance, in turn, gain exposure and learn to benchmark for their own countries. We welcome our African Leaders.

Excellency, after consultations, we arrived at this year's theme: **Effective Partnerships for Citizen Centered Sustainable Development**. I believe that the partnership route is what will accelerate the pace for development in Africa. Citizen-centred reform combines elements from common reforms, results-oriented management, decentralization and participation, with a new reform element, results-oriented evaluation. Through the selection of these elements as well as the synergy between them, the citizen-centred reform model directly challenges the top-down governance models entrenched in the developing world.

In addition to the presentations that will be made by our paper presenters, it is worth noting that this Roundtable is quite special as we will hold general elections to usher in a new Executive Committee. AAPAM elections are held after every 3 years in accordance with the AAPAM constitution. The conference will also mark awarding of two AAPAM prestigious Awards being the AAPAM Gold Medal and the AAPAM Innovative Management Award.

Your, Excellency, distinguished guests, ladies and gentlemen, with these few remarks I wish you fruitful deliberations. It is my hope that you will enjoy hospitality and beauty of Morocco.

Thank you very much.

Dr. John-Mary Kauzya

Chief of Public Administration Capacity Branch (PACB)
Division for Public Administration and Development Management (DPADM)
Department of Economic and Social Affairs (DESA)
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Dr. Amina Al Hajri, Deputy Director General of ISESCO

Her Excellence Ms. Sandra McCardell, Ambassador of Canada to the Kingdom of Morocco

Hon. Ministers present

Mr. Abdon Jok Nhial, President of AAPAM

Representatives from IPAC, CAFRAD, IIAS, Africa Cabinet Government Network

The Secretary General of AAPAM and your colleagues, Dear participants

Members of the press

Ladies and gentlemen.


First let me say that I am very happy to be here in this beautiful city of Rabat to join Africa's public Service leadership in the 36th AAPAM Roundtable conference whose theme "Effective partnership for citizen centred sustainable development is important to the unfolding plans and strategies for the post 2015 development agenda: 2015 being the last year in the implementation of the Millennium Development Goals.

DPADM/DESA is privileged to have a partner in the AAPAM that is ready to discuss and confront the challenges that face the world surrounding the whole ambition of achieving sustainable development. One of the opportunities Africa's governments should harness to implement development strategies is this readiness on the part of public service leaders to embrace collaboration and partnership for development.

Indeed the mere fact that this AAPAM Roundtable is taking place in the Kingdom of Morocco is testimony of the resolve of Africa's Public Service leadership to forge partnership in the whole of Africa to champion Africa's development. This should be saluted because I believe this is the first time or at least the only time I have seen since I came to know AAPAM that the roundtable is being held in this part of Africa.

Therefore the Kingdom of Morocco must be highly lauded for accepting to host the Roundtable. Excellences, ladies and gentlemen, it is not because I am an International Civil Servant at the United Nations that I say this. As an African concerned with development, I must say to you that the challenges facing Africa are enormous and cannot be addressed by





single countries working in isolation. Collaboration, partnership, togetherness and integrated purpose must be a feature of Africa's governance to be able to confront the development challenges. There are many means of collaboration, but the most important of them is the one that puts heads together as we have all come to do here in Rabat this week. We have come here to spend a week figuring out how to strengthen partnerships to benefit citizens of Africa, how political leaders and Senior Civil Servants can work in harmony to engineer development, how the various capacities of the public service, human and institutional capacities as well as information and communication technologies can be harnessed, strengthened and channeled to sustainable development. We have not only come here to discuss partnership and collaboration. We have come to practice partnership and collaboration since here we have Ministers and Public Servants, as well as representatives of international organizations concerned with championing governance and public administration capacity development.

This spirit that has brought us together for the first time in Morocco, in the northern part of Africa, must continue to grow to drive Africa's push into a brighter future for our fellow citizens. They look up to us for this. They deserve our commitment to effective service delivery and development.

And for this reason, excellences ladies and gentlemen, DPADM/DESA stands to continue collaborating with AAPAM and African governments as well as other partners; CAFRAD, IIAS, IPAC and others to intensify efforts for developing governance and public administration human and institutional capacities for development. As has been the case for the last few years that the Africa Public Sector Human Resource Managers Network, we will continue to work with and support the APS-HRMnet to grow into a strong institutional instrument for championing the development of the capacity to manage human resources in Africa's

Public Service because we know that without an effectively managed and capable human resource chances of Africa's development dwindle to zero.

Excellences, ladies and gentlemen allow me to conclude by expressing gratitude to the Government of the Kingdom of Morocco for the warm welcome that was accorded to us and for hosting this conference. Allow me also to thank AAPAM management, and the management of the APS HRMnet for the excellent collaboration with DPADM/UNDESA.

I wish you successful deliberation and look forward to enjoy participating.

Ms. Sandra McCardell

Canadian Ambassador to the Kingdom of Morocco

36e Conférence annuelle de la table ronde de

l'Association africaine pour l'Administration publique et le management (AAPAM)

Rabat, 02 Mars 2015

Monsieur le Ministre de la fonction publique et de la modernisation de l'administration,

Monsieur le Ministre de la planification et du développement,

Monsieur le Maire de Rabat

Madame la Directrice-Générale adjointe d'ISESCO

Monsieur le Président de l'Association africaine pour l'Administration publique et le management,

Monsieur le Directeur de l'Institut d'administration publique du Canada,

Mesdames et Messieurs,

Il me fait plaisir d'assister avec vous à l'ouverture de la 36e Conférence annuelle de la table ronde de l'Association Africaine pour l'Administration publique et le Management (AAPAM).

Je me félicite de la contribution du Canada à l'organisation de cet événement par le biais de l'Institut d'administration publique du Canada dans le cadre du Programme de gouvernance démocratique.

Le Canada est fier de contribuer à ce regroupement d'expertise qui encourage la réflexion et la recherche en administration publique.

Le thème « Les partenariats efficaces pour le développement durable axé sur les citoyens » que vous avez choisi pour votre conférence est des plus importants.

En effet, le secteur public est en mutation constante. Il doit relever de nombreux défis dont répondre à toute une série de nouveaux besoins et de nouvelles attentes de la société. Cette mission n'est pas simple, étant donné que les populations sont tantôt "clients" "réceptaires de services, tantôt "citoyens actifs" s'acquittant de leurs impôts, obéissant aux règles et pratiquant leur devoir démocratique de voter.

Néanmoins, la finalité première d'une gouvernance démocratique reste dans la livraison des services de base pour tous. Les citoyens et citoyennes doivent toujours demeurer au centre de toute politique publique. Pour ce faire, un gouvernement devra œuvrer à bâtir un secteur public performant permettant un environnement propice au développement et à la croissance économique durable où les citoyens ne sont pas seulement spectateurs mais aussi des acteurs importants.

Mesdames et Messieurs,



Le Gouvernement du Canada a récemment entrepris une vaste réflexion collective en associant directement plus de 110 000 fonctionnaires pour améliorer ses services aux citoyens et bâtir la fonction publique de demain.

Les résultats de cette consultation à grade échelle – nommé ‘Objectif 2020’ -- vise « l'excellence au service de la collectivité » dans le respect des valeurs que sont: le respect de la démocratie, le respect envers les personnes, l'intégrité, l'intendance et l'excellence.

J'aimerais partager avec vous ici cinq conclusions qui, je crois, sont les plus pertinentes pour votre groupe d'experts réunis ici:

- 1 Qui dit gouvernement efficace, dit fonctionnaires productifs. La question des ressources humaines est à la base de tout;
- 2 La fonction publique doit être capable et très performante, ouverte à l'innovation, à la transformation et au renouvellement continu;
- 3 Un nombre croissant d'acteurs souhaite jouer des rôles qui étaient autrefois de l'exclusivité des gouvernements; ce qui ouvre la voie à plusieurs formes de partenariats où les secteurs privés et publics peuvent travailler main dans la main;
- 4 La fonction publique doit intégrer les changements démographiques et les réalités locales qui ont une incidence sur les attentes, les valeurs et les demandes de services;
- 5 On note une forte demande pour des outils et des méthodes de travail plus performants et plus souples. Les progrès électroniques doivent donc être mis-a-partie afin de fournir des services plus efficaces, aisément accessibles aux citoyens et mieux adaptés aux réalités régionales.

Mesdames et Messieurs,

Le Canada, par le biais de ses programmes de coopération, a reconnu depuis longtemps l'importance d'une saine gouvernance pour assurer le développement social, politique et économique durable. Une qualité centrale des pays qui réussissent est la présence d'une administration publique efficace et transparente, plus réactive aux besoins et aux attentes de la société.

Pour en venir aux relations entre le Canada et le Maroc, nos deux pays ont su tisser au fil des années des liens étroits et bâtir des passerelles entre les deux continents. Longtemps partenaire du Maroc, le Canada appuie la mise en œuvre des réformes prioritaires qui ont pris un élan particulier depuis l'adoption de la nouvelle constitution de 2011.

Nous intervenons actuellement sur deux thématiques complémentaires, que sont d'une part l'éducation, la formation professionnelle et l'employabilité des jeunes, et d'autre part la croissance économique durable et l'appui à une meilleure gouvernance économique.

Certains projets visent directement la qualité de l'administration publique. A travers les projets « Gouvernance Locale au Maroc », le Canada a apporté son appui au vaste chantier de la

décentralisation et de la déconcentration, que le Maroc mène avec beaucoup de volontarisme et de clairvoyance, et dont la prochaine étape sera la mise en œuvre de la Régionalisation avancée.

À moindre échelle – mais pas moins innovateur– nous avons accompagné les ambitions du Maroc numérique avec un projet de e-gouvernement, en collaboration avec l'Université Al-Akhawayne, dont l'objectif était dans un premier temps de doter la ville de Fès d'un réseau électronique sans fil pour interconnecter ses administrations et, dans un deuxième temps de dresser une feuille de route en vue de généraliser le cyber-gouvernement à l'échelle nationale.

Mesdames et messieurs,

En conclusion je souhaite plein succès à vos délibérations lors de ces prochains jours sur des sujets qui sont au cœur du bon fonctionnement l'Etat moderne et du plein épanouissement de chaque citoyen. Vu la qualité des participants et le niveau d'expertise présent, je suis persuadée que vos échanges durant cette semaine vont contribuer à faire avancer la réflexion sur les meilleures pratiques en matière de politiques axées sur le citoyen.

Je vous remercie de votre attention.



H.E. Mr. Abdelaziz BENZAKOURAI

Wassit of the Kingdom of Morocco- the Ombudsman of the Kingdom of Morocco



مدخلة النقيب عبد العزيز بنزاكور
وميثاق المملكة المغربية

بمناسبة انعقاد المؤتمر السنوي السادس والثلاثين للجمعية الإفريقية
للإدارة العمومية والتدبير حول موضوع:

"فعاليات الشراكة من أجل تنمية مستدامة"

في الحارورشة

"مأسسة السلوك الأخلاقي والنزاهة من أجل شركات مستدامة"

الرباط، من 2 إلى 6 مارس 2015

ميادة الرئيس،

حضرات السيدات والسادة الأفاضل،

يطيب لي، وأنا ألبى دعوة وزارة الوظيفة العمومية وتحديث الإدارة، وكذا جمعيتكم الموقرة للمساهمة في مؤتمرها هذا، الذي اختير له موضوع هام جدا لارتباطه الوثيق بمتطلبات التنمية المستدامة، وتعبئة الطاقات والسلوكيات ضمن شراكات ملتزمة وهادفة مع الإدارات، في خدمة المواطنين، أن أقدم بوافر الشكر للمنظمين الذين أتاحوا لي هذه الفرصة بمعية خبراء مرموقين وطنيين ودوليين، مهتمين بالموضوع الذي نحن بصدد ملامسته في هذا المنتدى.

لقد طُلب مني، كوسيط المملكة المغربية، التدخل خلال الورشة المتعلقة "بمأسسة السلوك الأخلاقي والنزاهة من أجل شراكات مستدامة". ومن الطبيعي، أن أتعرض للموضوع من وجهة نظر المؤسسة التي أتشرف برئاستها. فالمقصود بالمأسسة المنشودة هو إقرار واعتماد سلوكيات وممارسات فاضلة، ومناهج عمل مستقرة ناجحة، وظروف عمل شفافة منفتحة، تُرضي في آخر المطاف المطالب المشروعة للمرتفقين في مختلف

مكونات القطاع الإداري العمومي، وذلك عبر شراكات (Partenariat)، نكتف من خلالها الجهود، في تعاون محمود، بين كافة المتدخلين ضمن معالجة موضوعية ومجدية للتصرفات الإدارية.

وسأكتفي، لو سمحتم، بالتطرق للموضوع من منظور الوساطة المؤسساتية، التي أحدثت منذ فترة قصيرة نسبياً في ثوبها العصري الحالي، المنسجم مع ما تعمل به غالبية المؤسسات الأجنبية المشابهة، ولو باختلاف مسمياتها وأفاق تنخالاتها.

هذا، وأرى أنه يكون من اللائق تناوله من خلال:

- دور المؤسسة في رفع التظلمات؛
- إسهامها التشاركي في تخليق الإدارة، بما يتضمن ذلك من حث على النزاهة، ودفع إلى التنمية؛
- الحرص على حسن السلوك داخل المؤسسة ذاتها.

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أولاً: حول رفع التظلمات

إن الهدف من إنشاء هذه المؤسسات، كما تعلمون حضرات السيدات والسادة، هو حسن تطبيق القواعد القانونية، والتقيد بمبادئ العدل والإنصاف في معاملات الإدارة، لتبسيط مساطرها، وإعمال الشفافية في اتخاذ قراراتها، مع العمل على نشر قيم التخليق في تدبير المرافق، عبر تواصل فعال مع كل من يلجأ إلى خدماتها، في سائر مناحي الحياة اليومية التي أصبحت، كما نعيشه جميعاً، تكتسي تعقيداً متزايداً، بفعل التخصص الدقيق وضرورات إشباع الحاجيات المتولدة عن ذلك.

إن المؤسسة المغربية، فيما يخصها، تستقبل يومياً، مركزياً وعبر مندوبياتها الجهوية، العديد من الشكايات والتظلمات ذات الصلة بما يأمله المرتفقون من إصغاء لمطالبهم العادلة، ومن تسخير للوسائل القانونية والتنظيمية الكفيلة بإيجاد الحلول المناسبة والمقبولة لما قد يتعرضون له من حيف أو تقصير.



ويقتضي الأمر، بالتالي، دراسة صلب الشكاية، من مختلف جوانبها القانونية والتنظيمية، قصد التأكد من جدية ما تستند إليه من وثائق تبريرية وحجج ثبوتية.

بعد ذلك، يُطلب من الجهاز الإداري المعني بالشكاية إبداء رأيه، وإنصاف مسعى المتظلم، خلال أجل محدد، قابل للتمديد إذا ما دعت الضرورة إليه. وهكذا، فالوساطة المؤسساتية، بسائر البلدان التي اعتمدها، تعتبر مكملة للقضاء الإداري، غير أنها تختلف عنه في طبيعة أساليبه واستنتاجات عمله ودرجة إلزامية قراراته.

إن نسبة التوفيق تعتبر معقولة، بالنظر إلى حجم ما يتم تقديمه إلى المؤسسة من شكايات. ونذكر، من خلال تطرقنا لمضامينها، استمرار نوعية معينة من التظلمات، ومن بينها تأخر تنفيذ الأحكام القضائية الصادرة في مواجهة القطاعات الإدارية، وتبعات نزع الملكية، ومخلفات الاعتداء المادي على الأملاك الخصوصية...

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ثانياً: حول إسهام مؤسسة الوسيط في تخليق الإدارة

حضرات السيدات والسادة، تتوفر المؤسسة على وسائل إقناع وتأثير متنوعة، فهي لا تقتصر على النظر في المنازعات فقط، بل وفضلا عن الدفع إلى إرساء قواعد الحكامة الرشيدة للتدبير الإداري، لها صلاحية إشاعة قيم الأخلاق الفاضلة التي أحدثت أساسا من أجلها، مع الالتزام بالشفافية في مختلف مراحل المعالجة المكتبية والميدانية، إضافة إلى العمل على تقريب الإدارة من المواطن.

وهكذا، فمن جملة المسؤوليات الملقة على عاتق الوسيط، نجد الحرص على إحلال الانضباط الإداري، وخضوع التصرف الإداري للتخليق المهني، أي احترام الضوابط التي يرقى المجتمع بها، والمرتكزة على قواعد متفق من لدن الجميع على صلاحها، إن معنويا أو عمليا، وعلى مطابقتها للمرجعيات المستلهمة من التاريخ والحضارة، وكذا للتطور الاقتصادي والاجتماعي والثقافي.

فعلى الإدارة أن تكون في خدمة المرتفقين، لا أن تكون حاجزا بينهم وبين نيل مبتغاهم المشروع.



ويتطلب التخليق عمليا شروطا عدة، من بينها:

➤ استمرارية الهياكل والإجراءات والمساطر الإدارية، دون تغيير

مفاجئ ومتسرع تُحجَب أسبابه عن المعنيين به أو الخاضعين له؛

➤ العمل حسب تراتبية إدارية سلسلة، تُوفِّر تدخلات متعاقبة تقلل من

مخاطر الاستفراد بكيفية اتخاذ القرارات، وتتيح المراقبة الذاتية ؛

➤ التعامل باحترام للمسؤولية الملقاة على عاتق كافة الموظفين، مع ما

يتطلبه ذلك من تواضع وتفهم في تعاملهم مع المرتفقين، سواء كانوا

مواطنين أو أجنب مقيمين؛

➤ التواصل الدائم والمبسط مع المرتفقين، لتوضيح ما تقتضيه

المصلحة العامة، وما تنص عليه التشريعات والتنظيمات المُعدّة

أصلا لأجل ذلك.

ولتحقيق هذه الغاية المثلى، يعمل الوسيط عبر آليات محددة، وفي

عدة مناحي موازية، لكنها متكاملة ترمي إلى حث الإدارات خاصة على:

(1) إعداد فضاءات استقبال تكون بوابة تترجم الالتزام الإداري بأن

القطاع فعلا في خدمة المرتفقين ورهن إشارتهم باستمرار؛

2) تبسيط المساطر والإجراءات الإدارية، وتطويرها بما ييسر الخدمات، مع الحرص على مجانيته؛

3) إعداد دليل منهجي بشأن تلك المساطر والإجراءات؛

4) مواكبة المستجدات، وإيجاد الحلول لما يطفو على الساحة من إشكاليات، بعيدا عن كل جمود وبيروقراطية في العمل الإداري قد يعوقان التقدم؛

5) التحديث، وعند الإمكان، التواصل عن بعد، مع الاعتماد على المعلومات العصرية الشائع استعمالها حاليا؛

6) توفر مختلف الإدارات على وسائل التدقيق والإفتحاص، ليس فقط للتدبير المالي، ولكن أيضا بقصد تقييم العمل، والوقوف على مواطن الضعف أو النقص؛

7) تحصين الإدارات نفسها من كل ما يمكن أن يتسرب إليها من مؤاخذات وإدانات؛

8) تعليلها لمقرراتها ومواقفها بشكل مقنع؛



9) الحرص على الانخراط فيها من منطلق الاستحقاق، بناء على تكافؤ فرص التوظيف، وفي نطاق المتطلبات الحقيقية لاختيار المؤهلات التي تكون الإدارة فعلا في الحاجة إليها؛

10) اجتهادها، ومبادرتها إلى تطوير الإشكاليات الهيكلية أو الطارئة؛

11) تصرفها دوما تحت وازع المسؤولية المرتبطة بالمحاسبة؛

12) تفرغ الموظفين للمهام الإدارية، تفاديا لما يمكن أن ينشأ من

تضارب المصالح؛

علاوة على هذه التوجهات، نحو المُبتَغى من عمل الإدارة العمومية والمؤسسات التابعة لها أو المراقبة من طرفها، يحظى الوسيط بوسائل هامة تعزز عمله الرقابي غير المباشر والإصلاحي المواكب، وذلك عبر توصياته قصد الرفع من مستوى أداء الإدارة، وتجاوز ما قد يعرقله، بل وأكثر من ذلك، تقديم اقتراحات بإجراء التعديلات على النصوص القانونية والتنظيمية الكفيلة بتخطي الصعوبات والوضعيات المتجاوزة أو غير المناسبة.

ومن جملة ما له أيضا من صلاحيات تصحيحية، إطلاع
رئيس الحكومة، عبر تقارير خاصة، على الاختلالات والنقائص
المضرة بمصالح المواطنين، قصد اتخاذ الجزاءات اللازمة
والتدابير الملائمة.

وعلى سائر الإدارات، كما ينص القانون على ذلك، تقديم
الدعم اللازم للوسيط أثناء مساعيه، والتعاون الوثيق معه لتيسير
مأموريته، هو ومندوبوه، عند قيامهم بالأبحاث والتحريات،
وكذلك مدعمهم بالوثائق والمعلومات الكفيلة بتسريع إيجاد الحل
الأفضل للقضايا المعروضة عليهم حتى يتمكنوا من إبلاغ
المشتكين بمآل شكاياتهم وموقف الإدارة إزاءها، مع جواز
مطالبته إياها بمراجعة مواقفها كلما تبين له أنها مجانية للقواعد
القانونية السليمة أو لمبادئ العدل والإنصاف القيمة.

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ثالثاً: حول الأخلاقيات داخل المؤسسة

هذا باقتضاب، عمل الوسيط تجاه الإدارة، حضرات السيدات والسادة، لكن أليس من المعقول والمنطقي، أن يقع التساؤل حول اجتهاد الوسيط نفسه داخل مؤسسته، لتشملها أيضاً تطلعاته الرامية إلى التخليق؟ إنه من الواجب الإقرار بأن الإصلاح يبدأ من الداخل، قبل تحفيز المحيط الخارجي على أعماله.

ولهذا قامت مؤسسة الوسيط، هي الأخرى، بتأصيل وتدوين أخلاقيات للعاملين بها، ووضع أرضية لما يجب أن يتقيدوا به من سلوكيات قويمية، وما يتعين أن يطبع تصرفاتهم من أخلاقيات جيدة، لأن العمل في إطار الوساطة المؤسساتية اختيار قبل كل شيء صادر عن الإيمان والقناعة بخطورة المهمة الكامنة في إرجاع الأمور إلى نصابها وفقاً للضوابط القانونية، والسعي إلى تطبيق المساواة عند طلب الاستفادة من خدمات المرفق العمومي بجميع مكوناته.

لذا، فإن المؤسسة وضعت مدونة سلوك للعاملين بها، يلتزمون

كلياً بمضامينها، نصاً وروحاً.

ومن بين ما نصت عليه هذه المدونة:

❖ التحلي بالاستقلالية، فكرياً وممارسة، والابتعاد عن كل تأثير، ذاتي أو

خارجي، قد يخل بمسار ومآل الملفات؛

❖ العمل بنزاهة، سلوكاً وتصرفاً، خلال ممارسة المهام اليومية،

والتحلي بالتجرد والحياد الواجبين، بهدف معالجة موضوعية

ومنصفة للقضايا المحالة عليهم؛

❖ اكتساب تقدير ووقار الأغيار، بالابتعاد عن كل شبهة أو شك أو ريبة؛

❖ استقبال المتظلمين باللباقة والعناية التامة، لإشعارهم بالاهتمام الفعلي

والكافي بمصالحهم، لكي يحسوا بالأطمئنان والارتياح على مآل تظلماتهم؛

❖ التقيد بالانضباط بأوقات العمل، وبالحزم والجدية أثناء القيام

بالواجبات، دون تهاون أو تقصير، مع الحرص على ضمان

استمرارية الدور المنوط بالمؤسسة؛

❖ المحافظة على سرية ما تحتوي عليه ملفات التظلمات؛

❖ التحلي بروح المسؤولية، والانكباب على معالجة عادلة وعاجلة لما يرد على المؤسسة من قضايا، حتى يقتنع الملتجئون إليها بصوابية مواقفها وحزم تدخلاتها.

هذه إذن بعضٌ من قواعد التخليق المهني المعمول به داخل المؤسسة، حتى تصبح قدوة للإدارات المتعاملة معها، ومثالا محفزا ومشجعا لها وللعاملين بها من أطر وأعوان.

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ميلادة الرئيس السيدات والسادة الأفاضل

مع كل ما سبقت الإشارة إليه، لا نزعم أنه باستطاعتنا إيجاد حلول لكافة الحالات، العالقة منها أو المستعصية، لأسباب خارجة عن إرادة الإدارة المعنية، ولا نجازف أيضا بتقديم تقييم عددي لتوفيق عملنا، لأن ذلك لن يكون إلا نسبيا، مقارنة مع طموحاتنا، وعلى كل حال مع المقاربات المبنية على إحصائيات رقمية ونوعية، والخاضعة لكل سياق محلي الذي تمارس الوساطة المؤسساتية في إطاره.

هذا، ونظرا لمحدودية الوقت المتاح، لا أريد الإطالة عليكم، رغم ما يتطلبه الموضوع من مزيد البيانات حول مهام الوساطة المؤسسية بشراكة مستمرة مع مختلف القطاعات الإدارية، وأهمية آثارها على مختلف الأنشطة المجتمعية، وخاصة فيما له علاقة منها بالمصادقية اللازمة وبالتنمية المستدامة.

شكرا على حسن إصغائكم.

والسلام عليكم.

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APPENDIX IV

AWARDS

INNOVATIVE MANAGEMENT AWARD SPEECH

■ MR. ABDON AGAW JOK NHIAL, AAPAM PRESIDENT

Honourable Guest of Honour,

Hon. Ministers,

Hon. Members of Parliament,

Your Excellences Ambassadors, High Commissioners and Members of the Diplomatic Corps,

Heads of Public Service and Permanent Secretaries,

Our Distinguished Development Partners,

Distinguished Delegates.

Ladies and Gentlemen,

On behalf of the African Association for Public Administration and Management (AAPAM), its Executive Committee, Council, Secretariat and the Innovative Management Awards Jury, I would like to welcome you to this year's 7th Innovative Management Award. I especially extend a warm welcome to the finalists of this year's award.

I am humbled and pleased to be in the midst of creativity and innovation. Each year, the Innovative Management Award has evolved and given way to the transformation of service delivery. I am delighted to see a public sector that is enthusiastic about change, as it strives to remain relevant, current and resilient in the global order.

Ladies and Gentleman, it is essential to note that the current wave and room for innovation, leaves the public sector at a place of remarkable opportunity. The public sector should therefore take advantage and engage in transforming the processes, systems and structures that give way to the delivery of public service.

Innovation is about doing things differently and/or doing different things. It does not necessarily mean the development of extensively exceptional products or services, it may involve the re-development of what already exists and therefore delivering real change and improving the lives of the citizens. It is best to note that Innovation is seldom if ever the work of a lone individual. It is most often found to be the result of a group approach where the team, as opposed to the individual, is key. It is a very rare occasion where an 'island' is the source of an innovative process.

As we endeavour to ensure citizen centred sustainable development in light of limited financial resources, we the public sector should tap into our resources and build teams that are diverse, capable and motivated to share new ideas that will transform the 21st century public sector.

Ladies and Gentlemen, the Innovative Management Award gives the public service that platform to showcase the best ideas this continent is ready to offer to the world. Inaugurated in 2007, the Innovative Management Programme aims to recognize the achievements in the public sector as a way of promoting best practice, excellence and professionalism in public administration and management in Africa.

Among the objectives of the AAPAM Award for Innovative Management are the following:

- To recognize and promote innovation in the public sector;
- To recognize organizations for creativity in performance improvement and service delivery;
- To identify and publicise success stories in the public sector worthy of emulation; and
- To facilitate the transfer of innovations and best practices in public administration and management.

This year we mark the 7th year of the Innovative Management Awards. As most delegates present here will recall, last year we did not present any awards to the finalist as the jury has taken an essential task of raising the selection criteria high thus ensuring that the public sector is igniting its inner creativity and innovation.

AAPAM Wishes to thank the various organizations that have participated in the competition. The enthusiasm expressed across the continent seeks to rise on a yearly basis. When the award was first implemented in 2007, there were 17 submissions, this number rose to 39 submissions in 2008 and this year, a total of thirty (30) submissions were received. We call upon organizations to continue participating in the programme because this is the surest way of maintaining the momentum of innovations in our organizations in the public sector.

Finally Guest of Honour, I wish, on behalf of the Executive Committee, to express our sincere thanks and appreciation to Dr. Roland Msiska and the jury team whom have effortlessly ensured that we highlight and promote best practices across the continent.

I now have the pleasure of inviting Dr. Roland Msiska, Secretary to the Cabinet and Head of Civil Service, Zambia and who is chairperson of the jury for the AAPAM award innovative management to brief the Guest of Honour and delegates about the work of the jury. Dr. Msiska. For all these, I can only say, on behalf of the AAPAM Executive Committee and Council, and indeed, on behalf of the AAPAM fraternity, thank you.



ACCEPTANCE SPEECH FOR THE APAAM GOLD MEDAL AWARD

Francis K. Muthaura

Rabat Morocco, 2nd March, 2016

Your Excellency Mohamed Moubdi, Minister for Civil Service and Modernization of Administration, Mr. Abdon Jok Agaw Nhial, President of AAPAM, Members of the AAPAM Executive Committee, Ladies and Gentlemen. I most sincerely thank you for this award. May I also congratulate the Governor of the Kingdom of Morocco and the City of Rabat for according us excellent facilities for this ceremony.

I am so delighted for the great honor you have accorded me through the prestigious AAPAM Gold Medal for 2015. My wife, Rose, is here with me to share the joy and great encouragement I am deriving from this prestigious continental award, in recognition of the service I rendered to the Government and the people of Kenya as a Permanent Secretary and Head of Public Service for a long time. I have always derived energy from the enduring support and love from my wife and our children - I salute them.

It was most humbling to receive the good news, in my retirement that my colleagues, at the continental level, have singled out me, among many, as a recipient of this prestigious award. Things don't just happen. Somebody somewhere should have thought about recommending me for the award. Without a good recommendation, there would have been no possibility for my candidature appearing in the list of those who were proposed for always lead with a clear vision and a well thought strategy for the realization of our goals.

Today, the African continent is experiencing the best optimism for dramatic socio-economic takeoff, with an exception of a few countries which are in the unfortunate state of conflict. The Public Services of our respective countries are playing a central role in planning and executing development strategies which are yielding results. AAPAM mission of building capacities and professionalism in the public service will continue to be an extremely important catalyst for building efficiency and productivity of our Countries and therefore, set the rhythm of Africa's transformation. Obviously the highly increased participation in this conference is a clear indication of the widening interest in AAPAM activities.

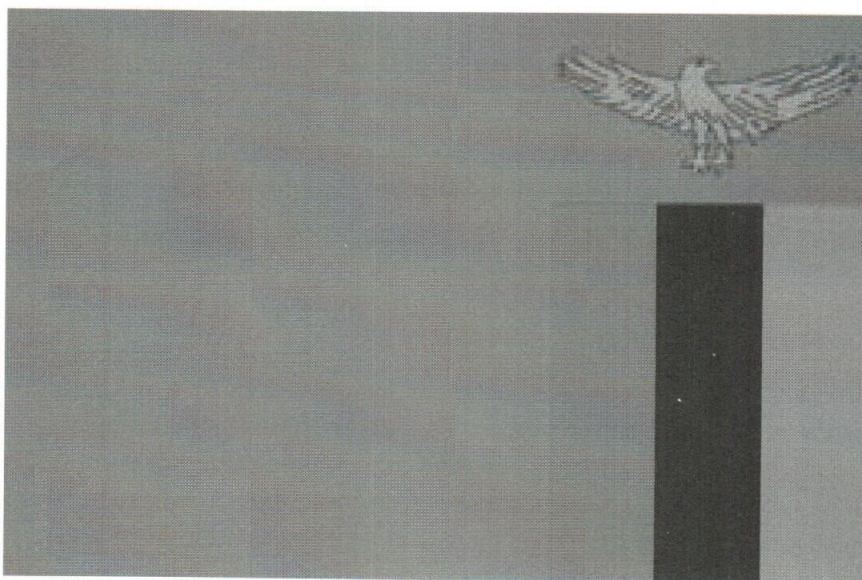
Mr. Chairman, Ladies and Gentlemen, with those few remarks, I wish to humbly accept this prestigious, AAPAM Gold Award. I will treasure it for life. I am certainly joined by the entire Kenya Public Service in celebrating this award.

Thank you very much.

APPENDIX V

INVITATION TO 37TH ROUNDTABLE CONFERENCE

Republic of Zambia



AAPAM in conjunction with the Republic of Zambia will hold the 37th Roundtable Conference in Lusaka, Zambia from 29th – 4th March 2016.

The 37th Roundtable conference theme is: **“Effective Partnerships for Citizen centred sustainable Development”** Dr. Velepi Mtonga, the Permanent Secretary, Republic of Zambia invited all delegates to the 37th AAPAM Roundtable Conference with a video clip showcasing the best of Zambia. In addition, delegates were presented with welcome packages from Zambia.

The Republic of Zambia looks forward to receive delegates in 2016.



APPENDIX VI

LIST OF PAST CONFERENCES

	Month & Year	Venue	Theme
1	Aug-78	Freetown, Sierra Leone	AAfrican Public Services: Prospects for the 1980's
2	Aug-79	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3	Sep-80	Victoria, Seychelles	African Public Services and Public Policy in the 1980's
4	Dec-81	Salisbury, Zimbabwe	Personnel in a Performance Oriented African Public Service in the 1980's
5	Nov-83	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6	Dec-84	Blantyre, Malawi	Public Enterprises Versus Privatisation: Which Way for Africa
7	Dec-85	Accra, Ghana	Food Crisis in Africa: Policy & Management Issues
8	Dec-86	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9	Dec-87	Gaborone, Botswana	African Crisis, Structural Adjustment and Impact on Responses by Public Africa Administration and Management in
10	Nov-88	Kampala, Uganda	Human Resource Employment: Policy and Management Issues Development and
11	Dec-89	Victoria, Seychelles	Towards Enhancing Public and Private Sectors Entrepreneurship in African
12	Dec-90	Abuja, Nigeria	Mobilising the Informal sector and NGO's for Recovery Development: Policy and Management Issues
13	Dec-91	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14	Dec-92	Arusha, Tanzania	Managing Science and Technology Policy in Africa

	Month & Year	Venue	Theme
15	Jan-94	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16	Nov-94	Nairobi, Kenya	Mobilisation and Utilisation of Resources for Effective Performance in the Public Service
17	Mar-96	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18	Mar-97	Nairobi, Kenya	Governance in Africa: Issues and Options
19	Nov-97	Gaborone, Botswana	Preparing African Public Administration and Management for the 21 st Century
20	Nov-98	Nairobi, Kenya	Public -Private Sector Partnership: the Path to Africa's Accelerated Development
21	Nov-99	Kampala, Uganda	Quality Management Assurances in Africa
22	Nov-2000	Victoria, Seychelles	Good Governance in Africa
23	Mar-02	Abuja, Nigeria	Managing Change in a Globalizing Economy
24	Nov-02	Maseru, Lesotho	The African Public Service in the 21 st Century
25	Apr-04	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26	Mar-05	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for
27	Dec-05	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Governance in Africa: Problems and the Way Forward Development and Good
28	Dec 06	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29	Sep 07	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa



	Month & Year	Venue	Theme
30	Oct 08	Accra, Ghana	Enhancing the Performance of the Public Service in a Developmental State
31	Sept 2009	Nairobi, Kenya	The World Economic Crisis: Challenges to the African Public
32	Nov 2010	Durban, South Africa	Realization of National Visions
33	Nov 2011	Lilongwe, Malawi	Delivery in Africa Strengthening Citizen Engagement through
34	Nov 2012	Zanzibar, Tanzania	Performance Delivery in Africa Management for Improving Public Service
35	Nov 2013	Kigali, Rwanda	Quality Leadership for Effective and Efficient
36	Mach 2015	Rabat, Morocco	Effective Partnerships for Citizen Centred Sustainable Development

APPENDIX VII

RAPORTEURS TEAM

Rapporteur General

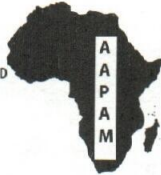
Dr. Mataywa Busieka - Department of Public Service Administration, Republic of South Africa



APPENDIX VIII

CONFERENCE PROGRAM

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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



PROGRAMME

36th AAPAM Roundtable Conference

Date: 2nd – 6th March 2015

Venue: The Islamic Educational, Scientific and Cultural Organization (ISESCO),
Rabat Morocco

Theme: Effective Partnership for Citizen Centred Sustainable Development

SATURDAY 28 th February 2015		
TIME	ACTIVITY	VENUE
	ARRIVAL OF DELEGATES	
9:00 – 6:00pm	Registration of Delegates in Hotels and ISESCO	
9:00 – 1:00pm	AAPAM Executive Committee Meeting	
2:00 – 3:00pm	Meeting of AAPAM Executive Committee	
SUNDAY 1 st March 2015		
10:00-6:00pm	Registration of Delegates in Hotels and ISESCO	
9:00 - 12:00pm	Meeting of AAPAM Executive Committee	
3:00- 5:00pm	Executive Committee and National Organizing Committee (NOC) meeting at ISESCO Meeting of Rapporteurs	
3:00 – 6:00pm	Exhibition Booths set up	
Opening and Welcome		
DAY ONE: MONDAY 2 nd March 2015		
TIME	ACTIVITY	VENUE
7.00 – 8.00am	Arrival of delegates and Late registrations	
8.00- 8.30am	All delegates seated	
8:30am-9.00am	Arrival of: Senior Government Officials Diplomatic Corps Arrival of Ministers Arrival of VVIPs	

TIME	ACTIVITY	VENUE
9.00-9.05 am	Arrival of the Guest of Honor- The Representative of the Head of Government	
9.05-9.10am	National Anthem	
9.10-9.20am	Welcome Address by His Excellency Mr. Mohamed MOUBDI , Minister of Civil Service and Modernization of Administration - Kingdom of Morocco	
9:20-9:35am	His Excellency Message Mohand LAENSER , Minister of Planning and Development on behalf of the Head of Government of the Kingdom of Morocco	
9:35-9:45am	Welcome address of Mr. Fathallah OUALALOU , the Mayor of the City of Rabat and Member of the Executive Council of United Cities and Local Governments of Africa (UCLG-Africa)	
9:45 – 9:55 am	Dr. Amina AL HAJRI , Deputy Director General of ISESCO	
9:55-10:05am	Welcome Address from Mr. Abdon Jok Nhial , AAPAM President	
10:05-10:15am	Dr. John- Mary Kauzya - United Nations Department of Economic and Social Affairs (UNDESA)	
10:15-10:25am	Opening Remarks from Ms. Sandra McCardell Canadian Ambassador to the Kingdom of Morocco	
10:25-10:40am	Speech of His Excellency Mr. Mohamed MOUBDI , Minister of Civil Service and Modernization of Administration - Kingdom of Morocco	
10:40-11:30am	Group Photo Press Briefing Refreshments	
11:30-12:00pm	Keynote Address by: H.E. Mr. Driss El Yazami , President of the National Council of Human Rights - Kingdom of Morocco	



TIME	ACTIVITY	VENUE	
12:00-12:40pm	<p>Messages of Solidarity from Development Partners:</p> <ul style="list-style-type: none"> • Mr. Andre Juneau – President The Institute of Public Administration of Canada (IPAC) • Deloitte East Africa • Dr. Ernest S.A. Surrur- Africa Cabinet Government Network (ACGN) • Sir. Ifeanyi Emmanuel Odogwu- Expert the African Training and Research Centre in Administration for Development (CAFRAD.) • Dr. Steve Troupin, International Institute of Administrative Science (IIAS), 		
12:40 – 2:00pm	LUNCH		
TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)

2:00 – 3:20pm	PLENARY 1 Political-Administrative Partnerships for Sustainable Development		Chair: His Excellency N’Kolde Jean-Claude Kibala, Minister of Public Service of Democratic Republic of Congo
	The Administrative-Political Interface: A conceptual Review	Joseph Dada Olugbenga, -Nigeria	
	Effective Partnership between Ministers and Bureaucratic Leaders: From Policy to Implementation	Dr John-Mary Kauzya, Chief PACB/ DPADM/UNDESA	Co-Chair: Mr. Sefue Ombeni Yohana, Chief Secretary to the President, Tanzania
	Effective and Sustainable Partnerships for Devolved Systems of Government: A Structural and Institutional Framework	Prof. Margaret Kobia- Chair Person Public Service Commission –Kenya	
	Consensual Public Administration : the Last Mile Towards Consensual Democracy	Dr. Ludeki Chweya, Director General Kenya School of Government, Kenya	
	The new trends of territorial decentralization at international level including Morocco	Mr. Brahim Zieni, President of the Moroccan Observatory for public Administration and Professor in the National School of Administration	
3:20-4:15pm	Plenary Discussions		
4:15 – 4:30pm	HEALTH BREAK		



6:30 – 8:00pm	Welcome Reception and Gold Medal Award Ceremony		Chair: A representative of the Kingdom of Morocco
	• AAPAM Publications	G. K Scott - AAPAM Secretary General	
	• APS-HRMnet Book launch - Human Resource Management in African Public Sector: Current State and Future Direction	George Yambesi , President of APS-HRMnet	
	• Gold Award Ceremony		

DAY 2 - TUESDAY 3rd March 2015

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
9:30 – 10:30am	Plenary 2 Institutionalizing Ethical conduct and Integrity in Sustainable Partnerships		Chair: H.E. Mr. Abdesselam Abouddrar , President of the Central Instance for the Prevention of Corruption (ICPC) – Morocco
	The role of the Al Wassit in Improving the relationship between the public service and citizens in Morocco	Mr. Abdelaziz Benzakour Ombudsman of Morocco (Al Wassit of the Kingdom of Morocco)	Co-Chair: Mr. Carter N. Morupis - Permanent Secretary to the President and Secretary to Cabinet, Botswana

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
	Strengthening Professionalism, Ethics, Integrity and Accountability in the Public Service for Sustainable Development in Africa	Dr. John-Mary Kauzya , Chief PACB/ DPADM/UNDESA	
	Public service delivery in the context of human rights and good governance	Mr. Azad Jafarli , Director of International Relations Department in the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan	
	Impartial Governance And Institution Building In The Public Service	Joan A. Machayo -Kenya	
	Role of Financial Audit Institutions In Prompting Ethics In The Public Sector	Mr. Namrani Hassan , Chairperson of the Regional Court of Accounts in Rabat	
10:30 –11:15am	Plenary Discussions		
9:00 – 10:00pm	Meeting of the Jury for AAPAM Innovative Management Awards Venue: Auditorium 2		Chair: Dr. Roland Msiska , Chief Secretary Government of Zambia and Innovative management Chairperson



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
10:00-16:00pm	Interviews for finalists – AAPAM Innovative Management Award		Chair: Dr. Roland Msiska, Chief Secretary Government of Zambia and Innovative management Chairperson
11:15-11.30am	HEALTH BREAK		
BREAK AWAY SESSIONS			
11:30-1:00pm	1. Africa Public Sector Human Resource Managers’ Network (APS-HRMnet) Venue: Islamic Solidarity Room		Chair: Hon. Celina Comboni, Minister of Public Service of Tanzania and Matron of the APS- HRMnet
	Strengthening Professionalism, Ethics, Integrity and Accountability in the Public Service for Sustainable Development in Africa”	Dr. Stefania Senese, Public Administration Officer PACB/ DPADM/UNDESA Mr. George Yambesi, President APS-HRMnet	Co-Chair: Abdulkarim Faithallah Director of Human and Financial Resources, Ministry of Public Civil service and Modernization of Administration Morocco

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
	<p>2. Young Professionals Network (YPN) Session</p> <p>Auditorium 1-National Center on Scientific and Technical Research (CNRST)</p> <ul style="list-style-type: none"> • (East Africa experience) Recap of YPN conference 2014 • Presentation and adoption of YPN constitution • Elections of YPN officials 	<p>Mr. Kumba Samwel - Kenya.</p> <p>Jessica Omundo, AAPAM Programme officer</p>	<p>Chair: Mr. Titus Ndambuki, AAPAM Vice- president Eastern Africa</p> <p>Co-Chair: Mr. Mashwahle Diphofa Vice President, Southern Africa</p>
	<p>3. Cabinet Secretaries Heads of Public Service</p> <p>Venue: King Abdullah Bin Abdulaziz AL Saoud</p> <p>Politicians and bureaucrats in government</p> <p>Politicians And Bureaucrats In Government: Who Complicates The Partnership?</p>	<p>David Sonko, Consultant Uganda Management Institute</p> <p>Dr. Mark Johnston, Executive Director, Africa Cabinet Government Network</p>	<p>Chair: Dr. John-Mary Kauzya- United Nations Department of Economic and Social Affairs (UNDESA)</p> <p>Co- Chair: Dr. Ernest S.A. Surrur- Africa Cabinet Government</p>
	<p>4.Academia Session</p> <p>Venue :King Hassan II Room</p> <p>AAPAM Research</p>	<p>Dr. Obuya Bagaka, Kenya School of Government Kenya</p> <p>Prof. Gelase Mutahaba, Lecturer University of Dar-es Salam Tanzania</p>	<p>Chair: Dr. Finlay Sama Doh, Vice President, Central Africa</p> <p>Co-Chair Prof. Kobia Margaret, Chairperson Public Service Of Kenya</p>
1:00-2:00pm	LUNCH BREAK		



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
2:00-3:30pm	<p>PLENARY 3</p> <p>Venue: Islamic Solidarity Room</p> <p>Building Effective Partnerships through Gender and Diversity Management</p>		<p>Chair: Her Excellency Ms Diarra Raky TALLA, Minister of Labor, Civil Service and Institution's Relations, Mali</p>
	Gender Experience Malawi	<p>Hon. Patricia Kaliati, Minister of Gender, Children, Disability and Social Welfare, Malawi</p>	<p>Co-Chair: Ms Leila RHIWI, UN-Women Representative, Multi-County Office-Maghreb, Morocco</p>
	The Importance of Networking in Promoting Women Leadership	<p>Mrs. Fatimato Mint Abdulmalik, Mayor Tafragh Zina and Chair of the African Network of Women Elected Officials (REFELA)</p>	
	Gender Equality and Inclusion for Effective Partnerships for Sustainable Citizen Centered Development	<p>Dr. Florence Nyokabi Wachira Commissioner, National Gender and Equality Commission - Kenya</p>	

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
	The Moroccan Experience in Gender Responsive Budgeting	Mr. Mohammed CHAFIKI , Director of Studies and Financial Forecasting Ministry of Economy and Finance, Kingdom of Morocco	
	The Experience of Morocco in Gender Approach	Ms. Khadija MOSLEH , Lecturer at The National school of Administration and Gender Expert in Gender Approach Kingdom of Morocco	
	Gender Approach in the Morocco Civil Service	Mrs. Kawtar ALOUI MDAGHIRI , Head of Observatory of Public Employment Division, Ministry of Civil Service and Modernization of Administration, Kingdom of Morocco	
3:30-4:15pm	Plenary Discussions		
4:15-4:30pm	HEALTH BREAK		
4:30-6:00pm	AAPAM Council Meeting Venue: King Abdullah Bin Abdulaziz Al Saud Room		
BREAK FOR THE DAY			



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
DAY 3 - WEDNESDAY 4th March 2015			
TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
8:45-9:40am	PLENARY 4		
	International Trends on Partnerships between Political and Bureaucratic Leaders for Effective Policy Formulation and Implementation	Representative of the General Inspectorate of Finance, Ministry of Economy and Finance, Morocco.	Chair: Pierre Vincent Ngambo Fondjo Secretary-General, Ministry of Public Service Cameroon Co-Chair: Kombo Namulisa , Deloitte East Africa
	International Steps to Build Partnerships for Evidence-Informed Cabinet Decision-Making	Dr. Surrur- Africa Cabinet Government Network	
	International Trends on partnerships between Political and Bureaucratic Leaders for effective policy formulation and implementation	Dr. Mataywa Busieka , South Africa	
	The experience of the Kingdom of Morocco: towards a new Vision for the public service delivery respectful of the Human rights and the principles of good governance	Dr. Najat Zarrouk , Member on the UN Committee of Experts on Public Administration (CEPA), Morocco	
9:40-10 .00am	Plenary Discussions		

10:00-11:11am	PLENARY 5 Transparency, Communication and Access to Information		Chair: Hon. Prisca Sezi Mbaguta, (MP) Minister of State. Ministry of Public Service of Uganda
	Open Government E-government	Mr. Vincenzo Aquaro, Chief of EGB/DPADM/ UNDESA	Co-Chair: Mr. Amidou Adamou,
	Moroccan experience in open Government	Mr. Ahmed Laamoumri, General Secretary in charge, Ministry of Civil Service and Modernization of Administration – Morocco	Directeur de Cabinet of the Ministry of Public service and Administrative Reform of Benin.
11:00-11:30am	Plenary Discussions		
11:30-11:45am	HEALTH BREAK		
11:45-12:20pm	Informative Session		Chair:
	• The African Leaders of Tomorrow Scholarship.	Ann Masson, The Institute of Public Administration of Canada (IPAC)	Hon. Patrick. M. Mambas- Minister of Public Service Swaziland
	• Africa Cabinet Government Network	Dr. Ernest S.A. Surrur- Africa Cabinet Government Network (ACGN)	Co-Chair: Mr. Deng Choul Malang, AAPAM Vice-President, North Africa
CONCURRENT SESSIONS			



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
12.20-1.20pm	Concurrent Session 1 Venue: Islamic Solidarity Room Governments-Civil Society Partnerships for Sustainable Development: Roles, Responsibilities and Accountabilities		Chair, H.E. Lahbib CHOUBANI, Minister of Parliamentary and Civil Society Relations, Morocco Co- Chair: Mr Agyekum-DUAMENA, Head of Civil Service Ghana
	Leading Change effectively in Governments for sustained citizen Development	Dr. Elijah Achoch, Director, Ministry of Devolution and Planning, Kenya	
	E- governance	Vincenzo Aquaro Chief of E-Government Branch DPADM/DESA Ms Kombo Namulisa, Deloitte East Africa	

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
	<p>Concurrent Session 2</p> <p>Venue: King Hassan II Room</p> <p>Assessing effectiveness of Sustainable Partnerships in Devolved Systems</p>		<p>Chair: Ernest M.J. Kantchentche, Clerk to the Cabinet, Office of the President and Cabinet Malawi</p> <p>Co-chair: Dr. John Mitala Secretary of the Cabinet, Uganda</p>
	Assessing the implications of the political/ administrative interface in decentralized systems	Atolagbe Gambari, Nigeria	
	Assessing the implications of the political/ administrative interface in the Ethiopian federal system	Teferi Hailemichael, Ethiopia	
	Political-Administrative Partnerships for Sustainable Social-Economic Development.	Mgesi J. Machera, Vice Chairperson AAPAMYPN Tanzania	



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
	Concurrent Session 3 Venue: King Abdullah Bin Abdulaziz Al Saoud Room Partnerships thrive on the Prism of Consultation, Participation and Inclusivity		Co-Chair: Hon. James Elvis Omariba Ongwae, Governor Kisii County Kenya
	Good Governance based on a Common Bedrock of Values	Prof. Alexander Balthasar , Head of the Institute for State Organization and Administrative Reform (Vienna)	
	Government Decision-Making	Dr. Mark Johnston , Executive Director, Africa Cabinet Government Network.	
	Institutionalizing Ethical Conduct and Integrity in Sustainable Partnerships: The Kenyan Experience	Dr. Purity Gitonga , Ethics and Anti-Corruption Commission, Kenya Chair: Hon. Awut Deng Acuil , Minister of Public Service from South Sudan	
1:20-2:20pm	Lunch break		

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
2:20 – 3:10pm	PLENARY 6		Chair: The Honorable Patricia Kaliati, Minister of Gender Malawi Co-Chair: Mr. Gabriel Lengoibon, Teachers Service Commission, Kenya
	Venue: Islamic Solidarity room		
	Country Case Studies		
	Towards an analytical framework to benchmark the performance of urban drinking water supply	Mr. Steve Troupin International Institute of Administrative Science (IIAS) and Bacha Kebede, Ethiopia	
	Moroccan Civil Service Systems, Project and Main Reforms	Mr. Abdelkrim Fathallah, Director of Human and Financial Resources, Ministry of Civil Service and Modernization of Administration, Morocco	
Fiscal Relations in a Decentralized System: The Kenyan Case.	Dr. Obuya Bagaka, Kenya		
ASAN Service - New Generation of Public Service Delivery Mechanism	Mr. Elchin Huseynli, Deputy Director International Relations Department State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan		
3:10-3:30pm	Plenary Discussions		



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
3:30 – 4:30pm	Presentation of IMA finalists Venue: Islamic Solidarity Room		Roland Msiska, Chief Secretary Government of Zambia and Innovative management Chairperson
4:30-4.45pm	HEALTH BREAK		
4:45: – 6:30pm	AAPAM Elections (General Assembly)		
4:30 -5:30pm	1. Workshop Discussions and Preparation of Reports 2. Workshop for AAPAM Young Professionals' to finalize Report Venue: King Hassan II Room	Rapporteur General Dr. Mataywa Busieka	
7:00 – 10:00pm	DINNER AND CULTURAL EVENING VENUE- KABAJ PALACE Presentation of AAPAM Innovative Management Award Introduction and welcome for incoming AAPAM Executive Committee		The Kingdom of Morocco

DAY 4 - THURSDAY 5th March 2015			
09:30– 17:00	EXCURSIONS :		
	<ol style="list-style-type: none"> 1. Multi-secular History of the Kingdom of Morocco through the Monuments 2. The Model Morocco, Re-planning the Valley Bouregreg 3. The Art of Morocco-The Mohammed VI of the Museum of the Contemporary Art. 4. The Morocco of the Handcrafts- The Consuls Streets 		
DAY 5: FRIDAY 6th March 2015			
TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
9:00 – 10:30pm	PLENARY 7 African Minister’s Panel <ol style="list-style-type: none"> 1. Opening by Chair 2. Ministers interventions 3. Questions from the floor 		Chair: His Excellence Mr Mohamed MOUBDI , Minister of Public Service and Modernization of Administration - Kingdom of Morocco Co- Chair: Outgoing and Incoming AAPAM President
10:30 – 11:00am	HEALTH BREAK		



TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
11:00 – 12:15am	<p data-bbox="330 236 613 264">PLENARY 8</p> <p data-bbox="330 287 613 315">Presentation of Reports</p> <ol data-bbox="330 343 613 1172" style="list-style-type: none"> <li data-bbox="330 343 613 452">1. Presentation of Concurrent Sessions Report <li data-bbox="330 474 613 652">2. Presentation of Reports by APS-HRMnet , Young Professionals' Network, Cabinet Ministers and Academia <li data-bbox="330 675 613 812">3. Presentation and Discussion of Conference Communiqué <li data-bbox="330 834 613 1056">4. Proposal of way forward, resolutions made at past conferences and checklist of the progress made (AAPAM after 36 Conferences) <li data-bbox="330 1078 613 1172">5. Floor open for delegates to affirm commitment to resolutions made 		<p data-bbox="884 236 1096 377">Chair: Mrs. Bridget Katsriku, Vice President, West Africa</p> <p data-bbox="884 399 1096 470">Co-Chair: Head Of Civil Service Nigeria</p>

TIME	ACTIVITY	PRESENTER	SESSION CHAIR(S)
12:15 – 13:00am	CLOSING CEREMONY <ul style="list-style-type: none"> • Vote of Thanks by Delegates • Invitation to the 37th AAPAM Roundtable Conference by Host Country Zambia • Closing Statement by the AAPAM President • Closing of the Conference by an Official from the Government of the Kingdom of Morocco 		Chairperson: His Excellency Mr. Mohamed MOUBDI , Minister of Civil Service and Modernization of Administration - Kingdom of Morocco Co-Chair: Dr. Velepi Mtonga , Permanent Secretary Zambia
13:00- 13: 30	Press Briefing		AAPAM/ NOC/ Rapporteur General
13:00 – 14:00	LUNCH AND DEPARTURE		
THANK YOU GOVERNMENT AND PEOPLE OF THE KINGDOM OF MOROCCO			



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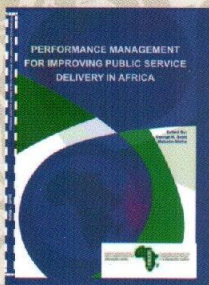
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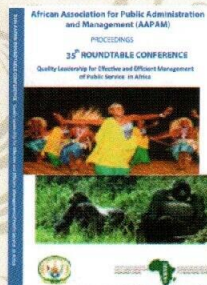


Delegates at the 36th Roundtable Conference

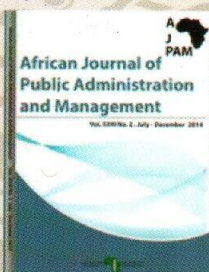
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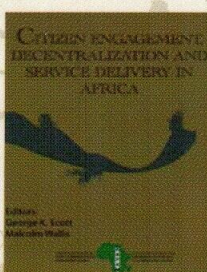
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