African Association for Public Administration and Management (AAPAM)

PROCEEDINGS

AAPAM 38th ROUNDTABLE CONFERENCE

A Transformed Leadership: Managing National Resources to Achieve the Objectives of Africa Agenda 2063 and Sustainable Development Goals
A Transformed Leadership: Managing National Resources to Achieve the Objectives of Africa Agenda 2063 and Sustainable Development Goals

Report of the

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2. United Cities and Local Governments of Africa (UCLG-A) and African Local Government Academy (ALGA)
African Association for Public Administration and Management (AAPAM)

38th Roundtable Conference Report

A Transformed Leadership: Managing National Resources to Achieve the Objectives of Africa Agenda 2063 and Sustainable Development Goals

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UN Avenue, Magnolia Close, 132 Fuchsia Close Gigiri
P.O. Box 48677, 100
Nairobi, Kenya
Email: aapam@aapam.org / info@aapam.org
Tel: +254 20 2629650/ +254712366787/ +254 773552976

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FOREWORD

I am delighted to present to you this African Association for Public Administration and Management (AAPAM) 38th Annual Roundtable Conference Report. The conference which was held from 6th to 10th November, 2017 in El Jadidah, Kingdom of Morocco, was premised on the theme, ‘A transformed leadership: managing national resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals’. It offered a platform for ventilating on transformational leadership with an aim of developing strategic and proactive approaches to addressing sustainable resource utilization in the African continent.

Africa is certainly endowed with massive resources such as the various, vast, rich and unique natural mineral and oil deposits; wild life habitation; historical and cultural heritage; water and water resources; land and agricultural products amongst others. However, despite the numerous resources, most African nations are ranked among the poorest in the world with majority of their population living on less than one United States dollar a day.

Subsequently, it will take transformational leadership in the continent to speed up development especially within the context of the Agenda 2030 for Sustainable Development and African Union Agenda 2063. The continent’s wealth should be harnessed and utilized for the betterment of the people. Therefore, the 38th AAPAM Round-table conference focused on transformation in the management of natural resources to enhance development in the continent.

This report therefore captures the proceedings of the conference which advocated for a multidimensional innovative, equitable, inclusive and sustainable management of resources. Moreover, it proposes, the use of renewable energy, policy coherence, citizen participation and most importantly good governance as some of the initiatives in fostering transformation in the management and utilization of resources. Further, it offers introspection for all stakeholders to gauge their actions in supporting the transformation agenda in the continent.

Based on the conference survey, most delegates identified resistance to change and lack of political good will as key impediments of transformational leadership in resource management. This report therefore also captures some of the possible strategies to overcome challenges in resource management.

I encourage you to explore more by reading this report which is a valuable literature for decision makers, advisors, researchers, private sector actors, Non-Governmental Organisations (NGOs) and other stakeholders interested on issues shaping Africa’s development.

Dr. Roland Msiska
AAPAM President
ACKNOWLEDGEMENTS

The African Association for Public administration and Management (AAPAM) is sincerely grateful to the Government and People of the Kingdom of Morocco for hosting the 38th Annual Round-Table Conference in the beautiful city of El Jadida. Specially, we are grateful to His Majesty King Mohammed VI for the support and courtesies accorded to AAPAM and all the delegates.

Similarly, we extend our singular appreciation H.E. Mr. Mohamed Ben Abdelkader, Minister Ministry of Civil Service and Modernization of Administration - Kingdom of Morocco, H.E. Mohammed El Guerrouj, Governor of El Jadida Province - Kingdom of Morocco and Mr. Ahmed Laamounri, Secretary General Ministry of Civil Service and Modernization of Administration - Kingdom of Morocco for their able leadership and facilitation in hosting the conference. We also recognise them for gracing the official opening and closing ceremonies of the conference. Likewise, we are thankful to the Ministry of Civil Service and Modernization of Administration, Kingdom of Morocco and the National Organising Committee (NOC) for a job well done.

AAPAM recognises the immense contribution United Cities and Local Governments of Africa (UCLG-A) and African Local Government Academy (ALGA) towards the successful hosting of the conference. We applaud Mr. Jean-Pierre Elong Mbassi, Secretary General UCLG-A, Dr. Najat Zarrour, Director ALGA and their entire staff for the priceless support and logistical facilitation that greatly contributed to the success of the conference.

Moreover, we are grateful to the United Nations Department of Economic and Social Affairs (UNDESA), African Training and Research Centre in Administration for Development (CAFRAD) and other development partners for their support.

A special appreciation goes out to Mr. Driss Gherraoui, General Secretary of the Economic, Social and Environmental Council- Kingdom of Morocco for delivering a compelling key note address. In the same vein, we salute all our resource persons including the chairpersons and speakers for teaming up with us in delivering the conference.

To our Chief rapporteur, Dr. Busieka Mataywa together with your team, we thank you for the excellent work of compiling these proceedings.

We also acknowledge the active and dedicated participation of all the delegates including ministers; heads of public/civil services and secretaries to cabinet; permanent/principal secretaries, local elected officials and other high-ranking government officials, chairpersons and commissioners for public service commission; heads of management development institutes; young professionals; representatives of statutory institutions, scholars and all delegates who attended the conference.

Furthermore, we acknowledge the AAPAM Executive committee, Council and the Secretariat for their individual and collective efforts and sacrifices that immensely contributed to the successful hosting of the conference.

Finally, we thank the Mazagan Beach and Resort, El Jadidah management and staff for the warm hospitality.

Dr. George Scott
Secretary General
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CHAPTER 1

OFFICIAL OPENING AND WELCOMING

Welcome Remarks by Dr. Roland Msiska, AAPAM President and Secretary to the Cabinet - Republic of Zambia

In the opening remarks, Dr. Roland Msiska acknowledged and welcomed the presence of Mr. Ahmed Laamoumri, Secretary General, Ministry of Civil Service and Modernization of Administration- Kingdom of Morocco, development partners, collaborators and delegates at large. He conveyed AAPAM’s profound appreciation to Morocco, and more especially, special thanks to His Majesty the King Mohammed VI of Morocco for hosting, not once but twice, the AAPAM Roundtable Conference. He appreciated the Moroccan Minister for Civil Service and Modernization of Administration and the entire Ministry staff who worked tirelessly to ensure the success of the 38th RTC. He also applauded African governments represented for making time to grace the conference.

Dr. Msiska indicated that the 38th Annual Roundtable Conference continued with the theme of transformational leadership. Specifically the conference focused on managing Africa’s natural resources noting that only transformed leaders would take Africa from a net importer to an exporter of finished products. Whilst development is about people, there was a need for fundamental change in the way Africans think, as alluded to by Albert Einstein that one cannot change the way they work without changing the way they think.

The AAPAM President invited delegates, as leaders, to perceive social challenges, not as problems but rather opportunities, hence a need to develop capacity to deepen engagement of public service stakeholders. He urged delegates to recognise the need of being innovative since citizens deserve the best. He appealed to African leaders to emulate the Asian Tigers who quickly developed a merit based approach to the public sector stressing on the importance of selflessness as key to the achievement of goals of good governance. He concluded by outlining some of the important AAPAM programmes, underlining that the Roundtable Conference had become a platform of choice for both practitioners and the academia to come together and exchange ideas as they championed for the transformation of the continent, to ensure that African administrations are in tandem with the best in the world. He then wished delegates fruitful deliberations and urged them to take time to discover the wonderful panorama of El Jadida and the warmth of its people.

H.E. Mohammed El Guerrouj, Governor of El Jadida Province - Kingdom of Morocco

H.E. Guerrouj considered it a unique moment to welcome African delegates to his region and was impressed by the diversity presented at the conference which to him signified a return to a common African history. He expressed appreciation to AAPAM for choosing El Jadida as a venue to discuss important issues on transformational leadership and that the gathering would be remembered for a long time to come. He reckoned that the AAPAM delegates present in Morocco would irrigate the tree to deepen the fruits of friendship that was critical for the development of Africa, a continent with a billion people, majority of whom are the youth, and this would elevate Africa into a premier destination in the world.
H.E. Guerrouj stressed the importance of developing Africa to assume its rightful place in the World of Nations. This was only possible if Africa trusted Africa and embraced unity through deepening of regional integration. He reflected that Africa holds a special place in the fabric of Moroccan society, and as such, the King had set the country relations with Africa a priority as exemplified by the support Morocco provided in various initiatives on peace, climate change and the blue belt in the Congo. To further strengthen its relations with Africa and the Arab world, Morocco has signed more than 50 Agreements in the fields of health, mining, to mention but a few. He extended a hand of welcome to African investors to El Jadida, a region rich in agriculture and fishing, as well as in cultural collaboration where further opportunities existed. He concluded on an optimistic note that the conference would come up with recommendations that would enhance good governance in Africa and called on delegates to feel welcome in El Jadida.

Mr. Ahmed Laamounri, Secretary General Ministry of Civil Service and Modernization of Administration - Kingdom of Morocco

In welcoming delegates to El Jadida and wishing them a happy stay, Mr. Laamounri tendered an apology on behalf of the Minister who, was expected to close the conference. He thanked CAFRAD for its contribution and involvement in the conference noting that the Roundtable Conference presented an opportunity to share and exchange good practices for efficient and effective service delivery. Africa’s Agenda 2063 is an opportunity for Africa to achieve an integrated government through implementation of structural reforms. He mentioned that the Agenda 2063 was realizable despite of many challenges facing the continent.

Mr. Laamounri highlighted that Africa needed to embrace new technologies in implementation of good governance principles and building of capability to achieve development thereby enhancing the better living standards of its people. In acknowledging that the Kingdom of Morocco shared similar challenges and ambitions as fellow African states, he revealed that the country heavily invested in human capital for accelerated development in meeting the SDGs and towards improving people’s lives and dignity. Greater emphasis was placed on continuous training through CAFRAD to consolidate human resource capacities in various fields, required for building state capability. These efforts, he explained, were supported by extensive exchanges with partner countries through strategically constructed bilateral and multilateral cooperation which brought about complimentary development of skills and competencies. He concluded in the hope that the conference outcomes would enhance efforts to deal with transformation challenges in Morocco. He commended officials and experts who would share ideas at conference for their generosity and wished them well in their deliberations.

Mr. Jean-Pierre Elong Mbassi, Secretary General United Cities and Local Governments of Africa (UCLG-A) - Kingdom of Morocco

Mr. Jean-Pierre Elong Mbassi expressed great honour and privilege for the opportunity accorded to him to participate in the Roundtable Conference in the beautiful city of El Jadida, and thanked the Moroccan generosity. He applauded Morocco’s return to the community of the African Union which was equally keen on embracing transformation for the of realization of sustainable development. To achieve Agenda 2063, Africa needed to be more proactive by translating plans into actionable interventions as it endeavoured to integrate into the global community of nations, which is possible since Africa’s vision on development was in tandem with the global agenda.