FOCUSED ON THE POSITIVE

Could you tell us about your academic and professional background and what led you to a career in law enforcement/anti-corruption?

In 2007, I got my PHD in Public Law, with a major in Public Management. Before that, I pursued a master’s degree also in public law but with an emphasize on administrative sciences. I also followed the Fulbright Scholar-in-Residence Program on the field of study related to Public Administration and Policy Analysis, from 2012 to 2013 at the University of Minnesota. I joined the Supreme Court of Accounts of Morocco in 2002 and I have been working as a financial judge for almost 20 years. I am currently on secondment at the National Authority for Probity, Prevention and Fight Against Corruption (INPPLC) and work as an advisor to the Chairperson. I came here with the intention to work on investigations and integrate the investigator body of the entity.

It is interesting how your career path can change over time. I recall that when I was in high school, I first studied natural sciences. After maybe two years, I thought “I want to be a judge”. I then started by studying political sciences during my bachelor, but soon enough felt I wanted to learn more about public administration. That is when I thought becoming an administrative or financial judge would be interesting. I saw how important efficient public administration is in promoting good governance principles, which ultimately impact the life of all my fellow citizens. This is essential to develop a public sector that can deliver quality services to citizens. I decided to orientate my career on public finance management and public auditing because it is important to enhance integrity through accountability and to promote probity.

“At the end of the day, it is all about the common good”

What challenges, fears or doubts, if any, have you faced and overcome to reach your current position?

I have always preferred to look at the good side of things and events. So, I do not focus on “challenges”, I focus on the positive. I do not remember that I had to face any fears or challenges. When you have to make a decision and you are convinced by the ultimate purpose of that action, you have to go for it. And if things do not work out, at least you have tried. It is always about how you see things.

“I feel proud when I see the impact of my work in promoting integrity and accountability”

What achievement(s) are you the proudest of?

I am proud of everything I have achieved in my career. When we talk about “achievements”, we are talking about something in which we have put a lot of efforts. So, you should be proud of

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anything you do that requires a lot of work. I am proud to have been able to realize my dreams related to my career and my academic background. I am also proud when I see the impact of my work in promoting integrity and accountability, and to have contributed to establishing better legal frameworks and more transparency in public administration services. I know this will have a lot of impacts on citizens. I feel satisfied when I see that when I put a lot of efforts into something, it is worth it. For instance, maybe fifteen years ago, at the end of an audit, we provided recommendations on how to improve certain frameworks. A few years later, in 2015, an organic finance law was emphasizing on the importance of multiannual budget programs and annual performance audit reports. There, I could see the link with all the work previously done with my peers: our recommendations were implemented. We could notice improvements of the public budgeting system and accountability, which is very important for citizens. Of course, you are one of many working on the field to improve good governance and to find effective solutions. It was a teamwork and at the end of the day, I could say “I participated, I contributed”.

Given your successes, hurdles and experiences to date, what advice would you give to women working in the field of law enforcement?

My first advice would be to always try to improve yourself. to work on your competences, and to be assertive. Assertiveness is key. You have to know how to collaborate with your peers. Assertiveness is not only how you interact within your working environment but also how you interact with others in any situation. It is important to maintain a good working environment as we never work alone. You should also value and respect each other. Contribute, even if it is at your own level, but find a way to contribute. When you add all the efforts together, this is what makes a difference.

Learning from each other is also very important. Throughout my career, we received trainings on how to collaborate with our peers and how to take advantage of the multidisciplinary profiles within our teams. I also always advise to get mentorship and to mentor people that are at the beginning of their career.

“Mentorship is key”

When you are at a senior management position and there are new recruits, it is a type of mentoring when you share your experiences with them and give them advice. We also had the opportunity to be mentored when we first got recruited. You can have guidelines or manuals, but it can sometimes be complicated to understand and find ways to apply the theory to your specific case.

“It is always good to ask around”

Mentorship can also happen outside of the office, for instance by doing volunteer work. I had this experience as I volunteered in food banks and with youth in complicated situations. I was really impressed by the difference it could make on a young person’s life to receive support and help from another person. Sometimes, this completely changes the direction of their life.

In terms of gender equality and representation in anti-corruption law enforcement authorities, what changes do you hope to see in the future?

Here at the INPPLC, 50% of the board of members of the authority are women. Women representation in public administrations in Morocco is very satisfying in my opinion. This representation is very important, especially in law enforcement. You would be surprised to see how many women are at top managerial levels in public administrations. That is also why when you asked about advice, I said “permanently work on your intellectual competence, work on yourself”. Keep up the hard work because it pays off. Women representation is an important subject. You feel like it is an accomplishment of all women in the world when one succeeds. It is inspiring for many.