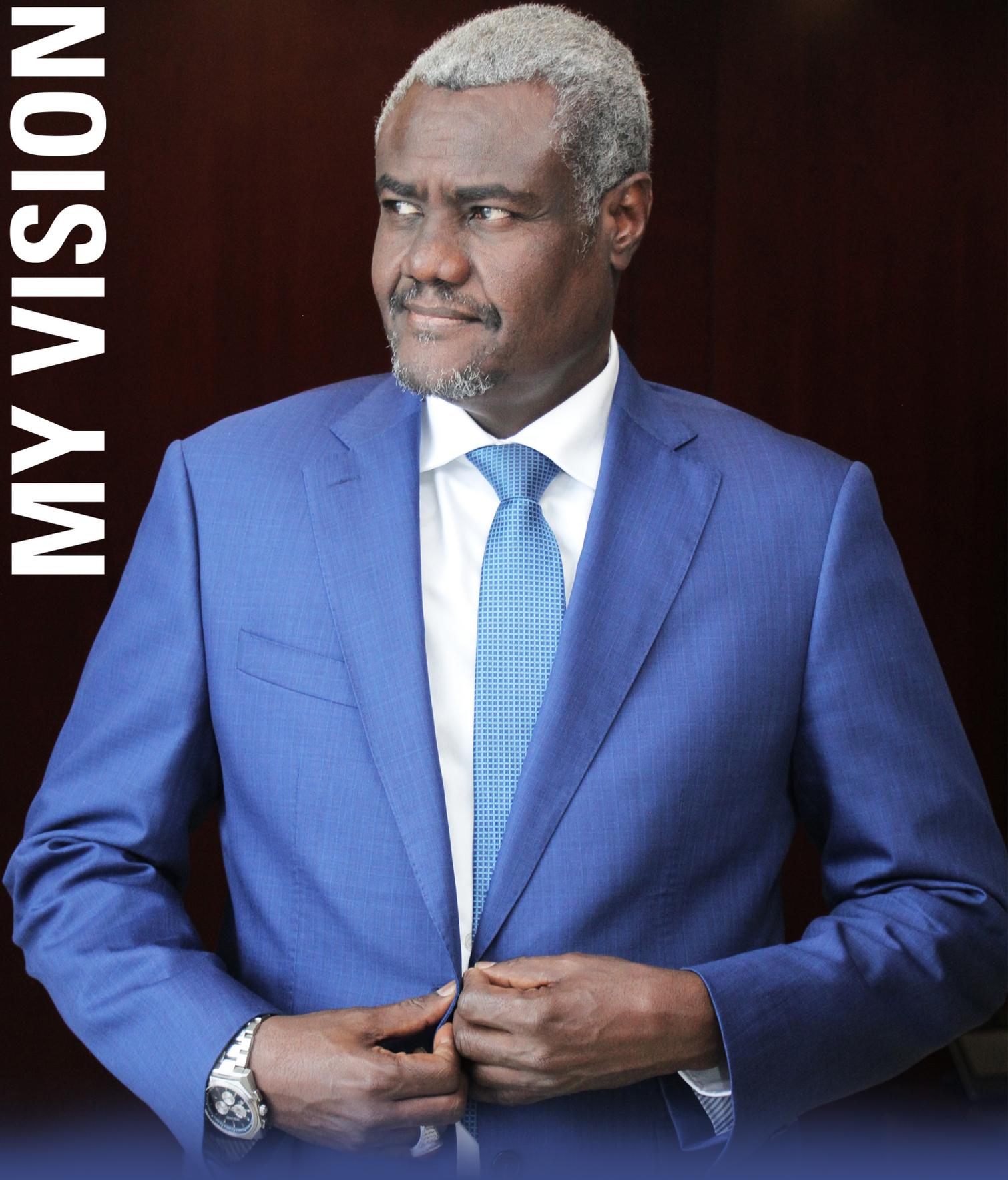


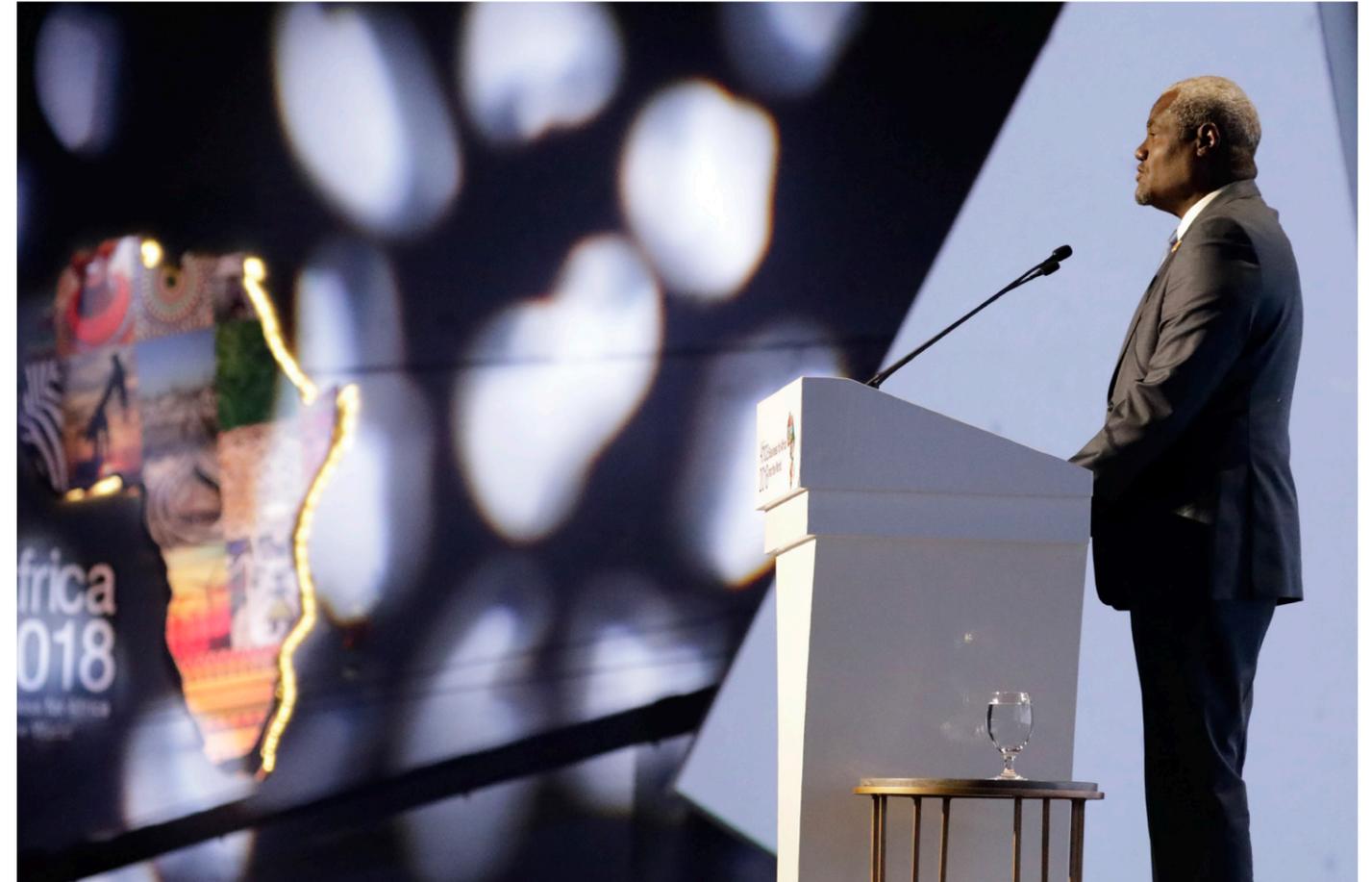
**MY VISION**



**FOR THE TERM OF OFFICE 2021-2024**

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**T**he mandate entrusted to me on 17 January 2017 is fast approaching an end and I will present an exhaustive assessment of it to the Assembly at the next Summit of our Union, scheduled for 6 and 7 February 2021.

What follows is a broad outline of my vision with the priorities for a second term for which I seek re-election, should I win the endorsement of our Heads of State. In doing so, I am also following the established practice of all candidates seeking this mandate, by sharing it with public attention.

This vision recapitulates the context of its presentation (I). It considers the synthesis of the past achievements (II) and puts forward the programmatic priorities for the next term (III).



## I CONTEXT OF MY CANDIDATURE

In two months I will complete my first four-year term at the helm of the African Union Commission (AUC). I am proud to have led the Commission with a team that gave their best for the success of our joint mission. I am particularly honoured to have done so under the respective leadership of Presidents Alpha Condé of the Republic of Guinea, Paul Kagamé of the Republic of Rwanda, Abdel Fattah el Sissi of the Arab Republic of Egypt and Cyril Ramaphosa of the Republic of South Africa, to whom I pay high tribute for the support, insights and leadership each one displayed during his chairmanship of our Union.

I extend my gratitude and thanks to all the Heads of State of the Continent who have all been a constant and strong support for me during these four years. I am particularly grateful to them for the trust, consideration and honour they have bestowed on me in carrying out my task.

From the very first day of the past term, I decided to visit all our Member States. I have visited the overwhelming majority even though the COVID-19 pandemic prevented me from completing this cycle of visits. I am determined to close the list in the next few weeks. Everywhere I have been in Africa, I have been shown the same consideration and , warmth..

In stating the broad outlines of my vision, I would like to remain anchored in the doctrinal heritage of the Founding Fathers, the Aspirations of Agenda 2063 and to respond to the demands of the world today. These three determining factors lie at the heart of my vision, and articulated with the simplicity and frankness that characterises my temperament and my political philosophy. It is also my personal concept of morals and ethics, guided by the principles of Truth, Honesty, Integrity and Commitment.

How then, can I avoid the anguish of facing, again, the immense challenges, as an obligation to do better, more and faster. I can not no excuse for ignoring the details of such challenges and the pervasive problems they reveal. Referring to the context of my election in 2017, I the world has become increasingly complex and its outlooks largely obscured.

The COVID-19 pandemic, dwindling resources, the multiplicity of global challenges, national egoism and the decline of multilateralism have hampered our forward march. The loosening of the chains of solidarity, the weakening of the humanist values of generosity, respect for others, the decline in spirituality and the pervasiveness of material and mercantile considerations, all this has worsened the objective difficulties of existence in Africa, as in the rest of the world.

Africa is a very young Continent. Its demographic growth is prodigious. African youths represent 60% of our populations. Any initiative in favour of Africa must be based on this cardinal fact.

Young Africans are struck with a real «evil of the century», that of the uncertainties of the future as regards their employment opportunities and the low content of policies of intergenerational alternation.

African women, literally half of our world, are the subject of an appalling increase in incantatory speeches. By observing the political changes that have taken place on the Continent in electoral processes, as well as in popular non-electoral changes such as in Tunisia, Egypt, Burkina Faso, The Sudan, Mali and others, women have been a catalytic force behind these movements to rewrite History in our countries.

Undeniably, the African context has undergone many positive changes during the term, both in terms of economic and social development of our Member States, both individually and as a bloc. In view of the achievements made by the AU during the same period, a second look at the outcomes is enlightening for more than one reason. This context is, however, marked by concerns about democratic and economic governance. Corruption, mismanagement, the fragility of States and conflict factors such as electoral violence, unconstitutional changes of government and extension of Presidential term limits have continued to fuel the debates within the African public opinion.

My vision for the term for which I am seeking reelection, remains dependent on the decisions and policies as determined and adopted by the sovereign organs of the Union, which are binding on us and to which, therefore, I would give the highest attention.





Coupled with this duty to our member states and Organs, my vision will also be based on an uncompromising reading of my experience and my continued and constant commitment to Agenda 2063, which is and remains my essential doctrinal reference. These sources of inspiration have shaped my understanding of the issues at hand and has, in a certain sense, imbued in me some of its educational virtues. The Seven Aspirations of Agenda 2063 are a well-crafted summary of the PanAfrican dream in current and foreseeable African times. This in no way distracts from the fact that this developmental Agenda remains dynamic in its articulation and implementation, to adapt and enrich itself in perpetual renewal.

Consequently, if I am re-elected, I would like to submit my vision for the next term to the requirements of method, rigorous programming and the demands of global transformations currently underway

During the term under review, I have learnt immensely about myself, the AU, Africa and the world. The experience, thus gathered, has certainly made it possible to realise significant progress in many areas. The End-of-term Report will provide a comprehensive account of this. This experience has also enabled us to gauge our limits, gaps and shortcomings. It has pinpointed the areas where more decisive and clear action is needed including the priority of that action .

Above all, it taught us that in four years you cannot do everything, as resources and capacities are limited. Such limits issue first of all from ourselves. I am the first to recognise it and I am keenly aware of it.

These limitations also emanate from our legal and political structure, which lacks flexibility to grant sufficient leeway of action to the Commission, and even less to its Chairperson. I wonder if the still unfinished debates on the reform have sufficiently outlined this undeniable handicap.

Finally, our limits are due to the modest means and resources, which reflect the capacities and the level of development of our States and, subsequently, of our Continental Organisation. No matter how legitimate our ambitions for the Organisation are, we, unfortunately, cannot fulfill all of them at once. A brief consideration of the results illustrates this.



## A SUMMARY ANALYSIS OF THE RESULTS

Taking the results into account in the vision is essential. In its brighter and less bright aspects, the consideration of the results of the term under review is enlightening in more than one way. This is true of both its contributions and its shortcomings. Without in any way claiming to be exhaustive, I would like to express satisfaction at some fundamental achievements, whose contribution to our Continental project, will continue to guide us in the future.

The Institutional Reform, decided in January 2017, with Rwandan President Paul Kagame as Champion, aims at providing the Organisation with an efficient and effective Commission, capable of meeting the agreed Continental priorities. During this period, progress has been made, inter alia, in the restructuring of the Commission, the Working methods of the Union with the establishment of a Coordination Summit instead of the Ordinary one of July, the Division of Labour between the Commission and the Regional Economic Communities (RECs), the financing of the Organisation and the implementation of budgetary reforms.

The pursuit of efforts to «Silence the Guns» on the Continent is also in recognition of the fact peace and security is a crucial dimension, and that setting it as an objective is an essential condition for our development goals.

The involvement of the Commission, crowned by some remarkable successes, in the resolution of numerous crises such as Somalia, South Sudan, the CAR, The Sudan and so on has been a landmark in our commitment to peace and security in Africa. The unanimous adoption of a resolution, at the Nouakchott Summit, on the Western Sahara conflict has enshrined the commitment of Africa to actively support the efforts of the United Nations for a just and equitable solution to this intolerable conflict. The results obtained in the fight against terrorism in The Sahel, the Lake Chad Basin and Somalia indicate the resolve of Africa to play its full part in the universal fight against this scourge, which continues to pose real risks of spreading to more regions of the Continent.

The establishment of the African Continental Free Trade Area (AfCFTA), in March 2018, in Kigali, its launch in June 2019 in Niamey, the appointment of its Secretary General and its installation in Accra, in August 2020, indisputably represents a historic step for the effective trading as from 1 January 2021.

The adoption, in January 2018, of the Protocol on Free Movement of persons, the right of residence and the right of establishment and the introduction of a Pan African Passport in February 2019 have been an important step towards greater integration.



The launching in January 2018 of the Single African Air Transport Market (SAATM), an initiative known as «Africa's Open Skies», establishes a single unified market through the liberalisation of the airspace in Africa. This is a decisive source of impetus for the economic integration programme of the Continent.

The establishment of a Youth Consultative Council and the appointment of an AU Youth Envoy in November 2018, are meant to strengthen links and space for this vital segment of the African population to produce its best for the building of the Continent. The 'One Million Job by 2021' initiative and the strengthening of the AU Youth Volunteer Programme are now underway.



The revitalisation, as from 2018, of the AU Peace Fund, has, to date, raised to \$400 million, of which \$195 million are available. The establishment of a Youth Fund and the Women’s Leadership Fund, launched in 2020 is remarkable progress towards the financial empowerment of our Organisation.

At the economic level, Africa needs to undergo a profound change. Sustainable and quality infrastructure, an industry and a private sector generating jobs and geared towards meeting local needs, an agricultural sector that feeds as much as it brings in foreign exchange, all supported by a modern education and health system that is accessible to the largest number of people. All of this underpinned by rigorous and transparent governance, the foundations on which the Africa we want, will be built. The agency that henceforth will be charged with overseeing this vast developmental agenda is AUDA-NEPAD, the African Union Development Agency.

The Continental Response Strategy for to COVID-19, through the establishment of a Response Fund, an effective advocacy for debt cancellation and the Medical supplies Platform initiative, has highlighted our ability to show solidarity and our organisational response capacities. Africa CDC has shown remarkable efficiency in coordinating continental policy and action , training and deployment of response staff and making equipment and medicines available.

The reorganisation and diversification of our Strategic partnerships have opened up a fairly wide field for our international cooperation.

With the United Nations and the European Union, the AUC has entered into framework Agreements which have laid the foundations for multifaceted cooperation, particularly in the areas of peace and security as well as development and governance.

With China, significant and sustained progress has been made within the framework of the Forum for China-Africa Cooperation (FOCAC). For the first time, the African Union was considered as a major actor in the China- Africa cooperation, governed by FOCAC. TICAD, the framework of cooperation with Japan, continues in a satisfactory manner.

Cooperation Agreements and Strategic Dialogue were also established with countries such as France, the United States, Great Britain, Russia, Germany, India, Turkey and some countries of the Gulf.

Despite this progress, however, I am quite aware that the past term has revealed limits and fragilities that undeniable. Their identification, without complacency, seems to me to be an essential condition for our future progress. The full implementation of the Institutional Reform is bound to contribute to their mitigation, indeed their eradication. The numerous administrative dysfunctions, the impact of social burdens on the functioning of institutions, the shortcomings in the method of work in and between Departments and Specialised organsand so on must be detected at the appropriate time and corrected. It is my ardent wish that the priorities of the next term of office will afford an opportunity to remedy these shortcomings.



## III PRIORITIES OF THE TERM OF OFFICE



**T**he priorities of the term will set the normative framework for our future deployment. If I am re-elected, these priorities will constitute the rigorous programmatic framework that I hope for and which I will pursue to the best of my ability.

Faced with the disconcerting scale of the demands and the constraints imposed by limited resources, sometimes painful choices have to be made.

It would be demagogic to promise to achieve everything in four years. I cannot promise what I know is beyond my capacities and powers. Nor can I give in to dispersion of thought or action. I, therefore, intend to focus my efforts on priorities that are in harmony with the Agenda 2063.

My will is to devote myself, with the future Commission, to significantly advance our Pan-Africanist project, by focusing on Continental priority areas. I intend to translate them into concrete programmes and align them with the relevant institutions of the Union, as demanded by our decisions on Institutional Reform.

In my view, and subject to enriching amendments, these priorities should be defined in full harmony and coherence with our aspirations.

**First Priority:** Finalise the Institutional Reform and Strengthen the leadership of the Commission.

The finalisation of the Reform by connecting the African Union to its citizens, the establishment of a sustainable financing system, the strengthening of mechanisms for the implementation and monitoring of the Reform, the enhancement of unity and cohesion of the Departments will be, alongside other measures, the main dimensions of this priority.

Experience has shown that strengthening the leadership of the Commission requires particular attention to the unity and cohesion of its Departments. Deepening the team spirit and developing synergies will play a key role in the fulfilment of our desire to strengthen the leadership of the Commission. I would like, from the outset, if the decision-makers of the Continent renew their trust in me, to share this resolve with all the members of the new Commission and to reach a solid and binding consensus on this point.

This operational imperative, which is in line with the will to pursue the Institutional

Reforms, as a whole, with greater determination, and with the experienced of the past four years, will be key to our future successes.



**Second Priority:** Enhance Administrative and Financial Accountability.



Within the framework of the efforts to build a well-governed institution, it is critical to continue strengthening governance frameworks and systems to enhance accountability in all areas of administration and finance. To this end, all Departments and Offices will be instructed to draw inspiration from results-oriented performance and prudent management of resources in conformity with the relevant established Rules, Regulations and Policies.

Special efforts will be made to reduce, indeed, eliminate bottlenecks that significantly affect results. Further administrative and disciplinary actions will be taken, as necessary, to improve the functioning of the Commission and its Organs. The recommendations and findings of External Auditors will be diligently implemented to this end.

The COVID-19 crisis has had devastating effects on African economies, leading to a disruption of production chains and a sharp drop in demand. The fallout from the sharp fall in global growth and tighter financial conditions has negatively affected the income-generation capacity of most Member States, and consequently their capacity to contribute to the AU budget. Therefore, a more austere approach to budget expenditure will be adopted.

Finally, we need to encourage greater ownership of the Reform process as regards the financing of the Union.



### **Third Priority : «Silencing the Guns» at Continental level.**

The next term could be compromised if we do not significantly silence the guns in countries affected by crises and armed conflicts in Africa. Eradicating terrorism in The Sahel, the Lake Chad Region, Mozambique, Tanzania and Somalia, building peace in the CAR, South Sudan, Libya, The Sudan and ensure Africa's contribute to the solution of the Western Sahara conflict, will be the priority fields for Silencing The Guns. Enhancing early warning, prevention, promoting African mediation, while reaffirming the principle of African solution to African problems that respect democratic principles and human rights should be, among others, the instruments of this priority. Articulating more clearly the discourse on the financing of African peacekeeping operations on the Continent, good economic and democratic governance, will be the main thrust of our efforts to silence the guns.

The ambition of a prosperous Africa must never be forgotten as an essential condition for our priority to silence the guns. I refuse the erroneous label that often portrays our beautiful and diverse Continent as cursed to remain undeveloped for its people.

**Fourth Priority : Execute successfully key Integration projects.**

Four major projects will continue to mobilise our efforts. In the forefront of these is the success of the AfCFTA. I intend to mobilise the necessary resources to support the AfCFTA Secretariat for the methodical, gradual but firm execution of this strategic project of our Continent.

The issue of Infrastructural development is particularly important to me. I would do everything possible to ensure that this term effectively witnesses the launch of one of our major regional infrastructure projects: There are a number that have already been identified to choose from.

We must choose these regional projects according to the relevance, feasibility and our resource mobilisation capacities. The Department of Infrastructure and the Development Agency would be called upon to serve this exciting ambition. In relation to this infrastructure issue, I will call upon the innovation and dynamism of our private sector, whose role in the PanAfricanist project must be strengthened.

Energy (electrification) and the African Transport Market complete the picture of the major Projects of the term. Such major projects are today, at least for some, in limbo. It is high time that they emerge and begin to take concrete form in action and not just in words.



**Fifth Priority:** Food self-sufficiency, reduce poverty by build Resilience through Agriculture and the Blue economy, Protect the Environment.



Strong action needs to be taken with Member States, the African private sector and the youths to promote agriculture as an important economic sector and counter the lack of enthusiasm in working in this key sector. A reversal of the trend is necessary here. We are all called upon to join forces to find answers and of the unbearable paradox of the immeasurable agricultural potential of the Continent against our poverty and malnutrition rates on the planet.

This priority is particularly urgent as the Continent continues its fight against Covid19 and other global pandemics, in order to mitigate the negative consequences these have on the livelihoods of our communities.

**Sixth Priority :** Operationalise policies in favour of Youth and Women.

Young Africans are experiencing uncertainty for their future and are frustrated with the weak content of intergenerational alternation policies. African youth long for change, innovation and creation. Our duty is to do everything to meet these legitimate aspirations. In its essence, the action of the Organisation must take into account these essential demands of freedom, modernity, emancipation, change, education, health, employment and physical, moral and intellectual development.

African women legitimately demand their rightful employer in society and financial emancipation. I will continue to be an ally and to intensify advocacy alongside their efforts with national authorities, partners and international bodies, partner. Here we need more concrete actions than speeches. I intend to work hard to honour my commitments to the Gender agenda, that includes the important Decade for Financial Inclusion of Women.

It is clear to me that we cannot talk of anchoring the democratic model in Africa nor furthering the values of freedom, equality, equity and justice which are as long as hundreds of millions of women continue to be marginalise and oppressed by archaic and retrograde systems. After more than sixty years of Independence, strong and sustained societal action to reverse this unbearable system that continues to crush our mothers, sisters and wives, under a thousand burdens, is to me an essential pillar in any strategic vision for the emancipation of our Continent.

The African Arts Festival, the Film Festival, the African Youth Festival, the Annualmeeting of African women, the Conference of African intellectuals, the activation and operationalisation of the Association of African Universities, the African Games, the Convention of the African Diaspora, all these instruments and fora, will require an innovative reawakening and synchronisation of their necessary momentum in close synergy with the appropriate organs of the Commission. This is, I confess, one of the areas where the current term ends with the least glorious results, despite some activities here and there.

I pledge to correct this tendency of the decline of a fruitful relationship between the Commission, Women, Youth, cultural industries and the of PanAfricanism.



### **Seventh Priority: Stimulate African thought on the obvious determining factors of crises.**

This priority refers to four major themes on which I will strive to advance African thought in the main centres of Continental decision-making.

At the top of these themes lies the issue of Constitutionalism and the Rule of law is. Many serious political crises result from questionable attitudes towards the very foundations of our States. Disrespect for our Constitutionalism is a recurrent determining factor of our crises. We can no longer remain silent on this issue. It is not a matter of questioning the value of the fundamental principle of the free choice of each people, of each State, to adopt its own Constitutional system. It is a matter of strengthening the advocacy for Member States to respect such choices once they are adopted and become the basis of power and its peaceful devolution in any Member State of our Organisation.

Here, the need to respect the independence of the judiciary, the sanctity of the institutions in charge of safeguarding Constitutions, in particular the Constitutional Courts and Councils, as well as the bodies in charge of the regularity and transparency of electoral processes arise more acutely. I sincerely hope that I will be able to take a number of initiatives here that will support the founding ideas of African Constitutionalism to take root.

Africa has an impressive political and legal instruments arsenal particularly constructive in this area. The Constitutive Act of the African Union, the African Charter on Democracy, Elections and Governance, and all the constitutive texts of all the Organs of the Union build a true pyramid of a complete political and legal order. However, the gap between this theoretical concept and our institutional practices is greatly worrying. I will do everything possible to reduce this gap during the next term of office.

An appeal will be made to academics, legal experts, political scientists, historians and sociologists from all linguistic and cultural spheres of the Continent to make their contributions to the preparation and design of a new pact of a solid and achievable African consensus.

The resurrection of communitarianism at the Continental level poses new challenges and

appears as another determinant of our latent and open crises. It is, therefore, necessary to tackle this phenomenon before it affects the unity of our peoples and annihilates the work done by our Founding Fathers. Innovative thought and study leading to political measures to be proposed to our Heads of State is urgently needed.

Fanaticism infests some regions of the Continent that are now deeply affected by ideological deviances. These are particularly the ones where radicalism and fanatical ideology continue to rage and spread death, devastation and desolation. Such deviances must, of course, be fought militarily, economically and politically. They must also be fought on the ideological, cultural and intellectual front. This undertaking, whose complexity is obvious to anyone, cannot be deferred. The appeal to authentic leaders of faith, academics, the world of art and culture, must be combined as a force for good to contain and eradicate terrorism, fanaticism and murderous blindness.

The spiritual dimension, African wisdom, African philosophy, the dialogue of civilisations, the dialogue of cultures, multilingualism and multiculturalism, which for a long time remained the “poor children” of our action, must regain therein their worthy place.

I repel sectarianism, that is blind to the contributions of others. I am resolutely in favour of the dialogue of cultures and civilisations.

Exclusion forms this quartet of misfortune. There is no African crisis today where exclusion is not a major determining factor. Advocacy for inclusion and for an aggregated institutional model is a real urgent need throughout the Continent. The Member States that are showing strong signs of recovery are precisely those that have made progress towards inclusion.. Together with the intelligentsia and all the decision-makers of the Continent, I would like to look at the possible horizon of a consensual democracy to remedy such shortcomings.



**Eighth Priority : Renewing our Strategic Partnerships.**



These principles include: Africa belonging to Africans, African solutions for African problems solved by and between Africans, the Continent speaking with one voice and Africa rely first and foremost on its own capacities. Africa stands with those who fight unilateralism and strongly advocate for a multilateralism of respect, equality and mutual benefit.

I intend to revisit, with the appropriate Organs of the Union, our Strategic Partnerships in order to align them, with these principles. There is no strategic benefit for Africa in disregarding any of these four simple but crucial principles.

Ultimately, the burning ambition here is that, at the end of the next term of office, we will be able to sing the African anthem, in a festival of Continental peace, in a joyous feast of well-being and the sweet silence of guns across the whole of Africa. What a dream, I will be told! Yes, I say it loud and clear - I dream of a Continent where the sound of weapons and the pain of violence will be definitively buried under the hymns of culture, the rumble of factories, the lights of scientific discoveries, the civilised matching of doctrines, healthy and peaceful competitions of political projects, inaugurations of educational, health, port, road, industrial, agricultural, environmental, sports and artistic infrastructures. I look into the horizon of this dream. I commit myself to do everything so that it becomes reality.

International cooperation and solidarity are irreplaceable. Our world is both multiple and one.

Africa and Asia, Africa and Europe, Africa and America, how can we not be proud that our Continent is today at the centre of these immense geostrategic entities? Ultimately, however, we will only fully enjoy this status if we assert ourselves, without complex or hesitation, in our own our identity, on a basis of total equality with others.

In this area of fruitful relations with our outside partners , the AUC and the Regional Economic Communities, and with a clear division division of labour, will have for mission to ensure that the four principles that will govern our redeployment on the international scene are respected in all circumstances.

