

VISION STATEMENT FOR **RWANDA'S CANDIDATE**  
FOR ELECTION TO THE POSITION OF DEPUTY CHAIRPERSON OF THE AFRICAN  
UNION COMMISSION

(Dr Monique Nsanzabaganwa)

**“Ensuring Implementation, Efficiency and Accountability  
of the AUC to Realize the Africa We Want”**

Our continent faces enormous challenges that call for authentic and practical leaders to work together to mobilize its citizens in the search for adequate solutions. The 2020 Global Report on Food Crises revealed that one in two acutely food insecure is an African and a bigger number are on the brink to slide back to this status as a result of the COVID-19 pandemic, conflicts, terrorism, locusts and other climate-change born disasters as well as pockets of corruption and ill governance in different parts of the Continent. Yet, Africa has what it takes to overcome these and other pressing challenges. For instance, the continent is endowed with resources, abundant cultural heritage, diverse pool of talented and hard-working women and men, and youth who hold promising demographic dividends. Moreover, Africa has well thought-out blueprints for socioeconomic transformation. However, inadequacies in implementation have delayed their potential.

Fortunately, recent reform efforts underscore the fact that leaders of member countries of the African Union have done their share of duty, affirming political will to tackle inconsistency and lack of accountability in implementation. They have set up a streamlined African Union architecture where the AU Commission at the helm, AUDA-NEPAD and the RECs, will complement each other on delivering the Africa We Want.

This gives me much hope. I am convinced that Africa can, Africa should, and Africa must deliver on its Agenda 2063 promise. Africa will deliver as a result of increased ownership of its destiny and resolve to meet the expectations of its citizens through the African Union Member States.

Part of the hope I carry with me comes from the experience of my country, Rwanda. This is a country that has now risen from the ashes of a genocide. I have experienced first-hand from Rwanda's model of development that ownership, inclusion, and a culture of accountability can turn around a failing country. This has been an inspiration for me as a leader and as a daughter of Africa who wishes to be part of efforts to plant seeds for “Africa's Century.”

Rwanda is a “school” where I have been trained for my 21 years of professional experience and 18 years as a senior Government official. I learned that there is power in setting a shared vision and closely monitor its implementation. I learned that leadership must be deliberate in establishing and nurturing strong institutions that bring a great sense of dignity to the people.

Indeed, it is in recognition of Rwanda's track record in overcoming pernicious circumstances and building a strong state that is able to place the people at the center of socioeconomic transformation that the AU selected H.E. President Paul Kagame to spearhead AU institutional reforms.

I have been fortunate to play a part in the reconstruction of my country. It is with a great sense of pride that I aspire for the position of Africa Union Commission Deputy Chairperson. I recognize that this is a unique opportunity as it is the first election of the senior leadership of the AU Commission in after the reform AU Commission. Indeed, in recognition of the objective of the reforms, I am convinced that the experience from the reconstruction of my country makes me the kind of candidate you are looking for to bring value to the African Union Commission.

If elected, I will be coming in at a critical time to implement administrative and financial reforms of the AU, with a keen focus on financial sustainability and full accountability of the organization. My scheme of priorities would be as follows:

1. **Innovate for Financial Sustainability**: I would emphasize **financial efficiency** and enhance planning and responsible resource mobilization to ensure **financial predictability** and **sustainability** in funding the African Union not only through its member states but also through the strengthening of important partnerships in a context of mutual accountability. Moreover, I would pursue the **rationalization of financing** for AU, AU institutions, as well as AU programs, taking into account effective division of labor between the AUC, AUDA-NEPAD and the RECs. Finally, building on my experience and networks in the financial sector, I would explore **innovative market solutions** by facilitating a forum where key Pan-African financial institutions and other private sector players bring to fruition ideas on delivering the most crucial projects of the Agenda 2063 through a market mechanism.
2. **Enforce Financial Accountability**: This is a key foundation for financial sustainability. I would implement **international accounting standards** most appropriate for the organization and ensure transparent financial reporting. Further, I would implement tools and controls, regularly reviewed by internal and external auditors, to ensure **proper accountability by the AUC and AU organs to the member States**. Furthermore, **audit recommendations and issues raised by member states** would be taken seriously without impunity, and implementation progress reports presented to the policy organs on a regular basis.
3. **Enhance Performance Based Management**: I would ensure the **new structure of the AUC is implemented and the skills that are relevant to the new functions are attracted** through a process that is **competitive, competence-based, and fair to member states**. An **automated performance-based management system** would be established whereby organizational goals will be cascaded down to individual key performance indicators, annually reviewed.
4. **Manage Member States and stakeholder relationships**: **Trust and confidence** of the member States and other stakeholders ought to be preserved at all times. I would ensure member States are fully appraised and well supported in their decisions with **quality financial impact and total cost analysis reports presented on key decisions they are called to take**.

Similarly, I would intensify collaboration with members States and partners to ensure there is **value-for-money for their contributions**. Moreover, **procurement** would deliberately be made transparent, and African women, youth and firms encouraged to participate.

5. **Support successful implementation of AUC key program areas:** By ensuring a spirit of **collaboration and a sense of common purpose**, I would support the implementation of key AUC program areas.

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