

AFRICAN UNION

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Senior Leadership Position Curriculum Vitae (CV) Template

Position : CHAIRPERSON OF THE COMMISSION

Personal Information:	
Name:	Richard J. Randriamandrato
Physical Address:	II Y 53 Bis Andrainario, Antananarivo 101, Madagascar
E-mail Address:	Cpa.mdg@gmail.com ; rjrandriamandrato@gmail.com
Phone Number:	+261 330820660
Date of Birth (dd/mm/yy):	07/03/1959
Nationality:	Madagascar
Citizenship:	Madagascar
Gender:	Male

Vision statement:

At this stage of the implementation of the Agenda 2063 and prior to a strategic planning exercise, is to take stock of the progress made during the first decade since the adoption of the Agenda. My vision is therefore based on the lessons learned in order to repolarize collective actions for the coming years towards achievable objectives taking into account geopolitics and of the evolving context of international relations. The Conference of Heads of State and Government, the first organ of the African Union, and the Executive Committee must be in tune to assess the geopolitical issues which risk weakening Africa's positioning in the world. The role of the African Union Commission is to provide technical and managerial impetus necessary to maintain 2015 momentum, without losing sight of the diplomatic and political aspects linked to the exercise of this institutional leadership.

The most pressing issues vary from one region to another on the Continent. Political and security issues are the most obvious and call for greater vigilance and dexterity from the AU to develop sensitive and strategic issues through dialogue in order to alleviate border tensions. The establishment of peace between border countries at war requires the maintenance of permanent dialogue and relational diplomacy that the AU must maintain and promote. The AU must learn from its mediation experiences. These have not always been conclusive. The Commission must establish real strategic monitoring by renewing the mechanisms for exchanging information through permanent representations which play a role of intermediation and transmission of diplomatic messages. We must therefore review their mode of operation and missions, country by country, where tensions present risks of an explosion in the relational context between neighboring states. This is a delicate exercise and African missions, like everywhere in the world, are suffering the setbacks of disinformation and propaganda. The rise of nationalism and the promotion of extremist ideas increasingly risk weakening the effectiveness of supranational institutions. The AU as much as the European Union but also the UN are criticized for the effectiveness of their missions. This new approach to informational and strategic monitoring will serve both to feed institutional communications and to anticipate urgent actions to be carried out and which require a decision by the organs of the Union.

A differentiated but balanced approach with Africa's strategic development partners must also be established. Africa is today present in major international conferences and economic interest groups (G7, G20, BRICS). The AU is approached as a continental organization, and sometimes through the countries that have joined these groupings. Positional solidarity must be ensured and strengthened to better defend the interests of Africa. Africa, like everywhere in the world where the interests of great powers are the subject of strategic covetousness, must ensure that its own interests do not suffer the setbacks of global competition, particularly on mining resources and positioning of influence. There is also the question of ideological terrorism which remains a sensitive subject. The AU must revitalize the structures enabling a climate of tolerance between peoples to be established.

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Urgent economic issues are linked to the technologies of the future. Digital technologies are there before our eyes, available, to name only artificial intelligence and the unlimited applications that digital technologies can bring to humanity. Digital skills exist on technologies of the future but it remains insufficient. Of the world's 20 countries with the weakest digital skills, 12 are in Africa (World Bank, 2022). Yet, Africa's digital and technology sectors are poised for growth. According to projections, Africa's digital economy will reach US\$180 billion by 2025, and US\$712 billion by 2050. Therefore, it is urgent to develop human capital capable of facing digital technology challenges. Over the past ten years, African companies have taken initiatives to adapt to the digital market. Initiatives are multiplying. SMEs as well as large continental companies no longer wait for political "agendas" to innovate. The AU must nevertheless remain at the forefront of public initiatives in the digital market. The AfCFTA has endorsed this track of digital development to boost continental trade. The establishment of a customs union has the potential to increase the continent's trade by more than 50% (source IMF 2023). The AU must also consolidate its achievements from the first years of adoption of the AfCFTA already ratified by 44 African countries.

Africa still faces serious infrastructure shortcomings across all sectors, both in terms of access and quality. Yet, infrastructure development is a key driver for progress across the African continent and a critical enabler for productivity and sustainable economic growth. AU should not leave the infrastructure project to the states alone. AU must continue to hammer the implementation of the Programme for Infrastructure Development in Africa, a 30-year strategy by NEPAD. Jointly coordinated by the African Union Commission and African Development Bank (AfDB), PIDA provides the strategic framework for priority projects to transform Africa through the construction of modern infrastructure into an interconnected and integrated continent

Urgent issues are at the level of cooperation with Africa's strategic partners be it on continent to continent partnerships or continent to country partnerships. One of the AU's objectives is to encourage international cooperation with external partners to meet the Agenda 2063 vision of Africa. The Partnerships Strategy and Policy Framework was aimed to support reform process and it must be revisited.

Revisiting progress made on the role of regional and sub-regional organizations is also important undertakings for the coming year. The RECs are the backbones of continental integration. They are living bodies with sometimes setbacks in carrying out their missions defined in the Abuja Treaty. *The Protocol between RECs and AU is a source of inspiration to boost integration agenda. It must be renewed if necessary in the spirit of continental integration.*

Last but not least, there are the urgent issues at the managerial level. Major institutions such AU face the challenges of digital technology to modernize administrative and management processes. However, the rapid development of digital tools could dangerously change human relations if measures are not put in place to avoid hierarchical arbitrations. We must deal with internal turbulences caused by misinformation within offices. With generative AI gaining rapid momentum, its growing popularity is yet a reason to develop and deploy AI in an ethical manner. The Commission should take it as a top concern for AU management looking to use it or protect its organs against any misuse or abuse.

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Executive profile :

My professional career has allowed me to strengthen my abilities to analyze circumstances realistically in the defense of the interests of the institutions which have placed their trust in me to carry out a mission or to exercise responsibility. I believe that I have acquired the necessary leadership and management skills to promote good collective synergy within organizations such as the AU.

My 10 years at COMESA allowed me to work with staff from different cultural background who had to evolve together. I was able to appreciate how important the role of the leader was, in this case the Secretary General of COMESA, Mr. Erastus Mwencha (Kenya) and Sindiso Ngwenya (Zimbabwe) with whom I was I've worked with directly and who knew how to distribute responsibilities and entrust delicate missions to management personnel. I've learned from them how to create the right environment for distributed leadership at COMESA's management level. They tough me the basics of good leadership which isn't necessarily hierarchical. Leadership is about ownership, taking responsibility and accountability. It's a good and ethical principle I stand by today.

Throughout my career as minister, my objectives were in one hand to develop talents and to grant confidence based on cross-skills of teams. Be it at the Ministry of the Economy and Finance (2019-2021) with 10,000 agents, of the Foreign Affairs (2021) with 300 agents, I have managed moments of tension. I have experienced successes but also failures during crisis such as during the COVID 19 pandemic. On the other hand, discretion being a quality required in diplomacy, I have set myself the objective of respecting divergent point of view including with the President of the Republic. I believe that the basic diplomatic skills I've acquired, informational, relational and operational, will be an asset in leading the AU Commission.

Academic and Professional Qualifications (Indicate your academic and professional qualifications, beginning with the highest qualification)			
Name of Institution	Address of the institution (Postal address, Telephone numbers, and Website)	Qualification Received	Year Obtained
Université Libre de Bruxelles	Centre d'Etudes des Relations Internationales et Stratégiques Avenue F.D. Roosevelt B-1050 Bruxelles (Belgique)	Master in international politics	1992
Institut d'Etudes Politiques	25 rue Gaston de Saporta 13100 Aix-en-Provence Sciencespo-aix.fr	Diplôme d'études politiques Option: International Relations	1983

Other Relevant Training (Indicate other certified trainings/courses you have attended that are relevant to this role)			
Course Title	Certifying Body or Institution	Address of the institution (Postal address, Telephone numbers, and Website)	Year Attended
Executive Program in International Finance	Georgetown University, School of Business	Georgetown University Main Campus 3700 O St., N.W.. Washington, D.C. 20057 (202) 687.0100 Georgetown.edu	1999

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Work Experience (Indicate your work experience beginning with the most current or most previous one. Give a comprehensive work history and include/leave the editables accordingly to capture your work experience)

Name of Organisation/Employer: Government of Madagascar - Ministry of Foreign Affairs

Address of Organisation/Employer (Postal address, Telephone numbers, and Website) :

Position Held (Title of the role) Minister of Foreign Affairs

Duration (Start Date to End Date) March 16th to October 18 2022

Number of People Supervised + 300

Responsibilities Government function

Achievements

Name of Organisation/Employer: Ministry of Economy and Finance

Address of Organisation/Employer (Postal address, Telephone numbers, and Website):

Position Held (Title of the role) Minister de l'Economie et des Finances

Duration (Start Date to End Date) January 24th 2019 to August 15th 2021

Number of People Supervised +10000

Responsibilities Government function

Achievements

- Negotiation of Enlarged Credit Facility with IMF (300 millions DTS)
- Negotiation of USD 1.3 billions projects/programmes financing with World Bank

Name of Organisation/Employer: Office of the Prime Minister of Madagascar

Address of Organisation/Employer (Postal address, Telephone numbers, and Website):

Mahazoarivo Palace

Position Held (Title of the role) Special advisor in charge of international relations

Duration (Start Date to End Date) 07/2018 to 02/2019

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<i>Responsibilities</i>	- Suivie des dossiers de coopération bilatérale et multilatérale - Président du Bureau permanent du Comité National Nutrition (CNN)
<i>Achievements</i>	
Name of Organisation/Employer: Senate of Madagascar	
Address of Organisation/Employer (Postal address, Telephone numbers, and Website):	
<i>Position Held (Title of the role)</i>	Special advisor to the President in charge of international relations
<i>Duration (Start Date to End Date)</i>	02/2016 to 07/2018
<i>Number of People Supervised</i>	
<i>Responsibilities</i>	- Advise the President on bilateral affairs and African inter-parliamentary relations; - Relations with technical and financial partners (Morocco, India, Japan); - Liaison with inter-parliamentary assemblies (Inter-Parliamentary Union, Pan-African Assembly, Parliamentarians for Global Action (International Law and Human Rights Programme).
<i>Achievements</i>	
Name of Organisation/Employer: PSI Madagascar	
Address of Organisation/Employer (Postal address, Telephone numbers, and Website):	
www.psi.org	
<i>Position Held (Title of the role)</i>	Deputy Resident Representative in charge of marketing and strategic planning
<i>Duration (Start Date to End Date)</i>	09/2014 to 03/2015
<i>Number of People Supervised</i>	+300
<i>Responsibilities</i>	- Deputy Chief of Party - Integrated Social Marketing program (USAID funding USD 36.8 million); - Supervision of health service delivery activities (215 Top Réseau clinics), training and input distribution (1133 agents); - Redefinition of the institutional image of the PSI in Madagascar; - Supervision of 9 regional teams ; - Founding member of the Committee of the humanitarian NGO (PINGO) acting in family planning activities in Madagascar

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<i>Achievements</i>	
Name of Organisation/Employer: Unated Nations Development Programme	
Address of Organisation/Employer (Postal address, Telephone numbers, and Website): UN Office - Galaxy complex Ankorondrano	
<i>Position Held (Title of the role)</i>	Programme coordinator
<i>Duration (Start Date to End Date)</i>	08/2013 to 09/2014
<i>Number of People Supervised</i>	4
<i>Responsibilities</i>	<ul style="list-style-type: none"> - Strategic planning and management of development policies; - Program management: preparation of annual work plans, budgets; - Recruitment/supervision of consultant work; - Contribution to the preparation of country documents for Sustainable Development Goals; - Monitoring and evaluation of the program in accordance with UNDP quality procedures and standards (GAR, ABDH, EBP) and monitoring / evaluation reports on ATLAS; - Contribution to UNDAF 2015-2019 planning.
<i>Achievements</i>	Adoption of the policy programme document for the Transition Government
Name of Organisation/Employer: Common Market for Eastern and Southern Africa	
Address of Organisation/Employer (Postal address, Telephone numbers, and Website): COMESA Building Lusaka, Zambia	
<i>Position Held (Title of the role)</i>	Chief administrator for Strategic Planning and Research
<i>Duration (Start Date to End Date)</i>	02/2002 to 09/2009
<i>Number of People Supervised</i>	3
<i>Responsibilities</i>	<ul style="list-style-type: none"> - Development of strategic plans; - Represent COMESA at NEPAD steering committee; - Focal point for TICAD III 2003 and IV 2008 (Japan), CAD/OECD; - Analysis of perspectives for Africa after the G8 Okinawa Summit (TICAD II) on the creation of the Global Fund to fight AIDS, Tuberculosis and Malaria; - Administrative and financial management of the Strategic Planning and Research Unit;
<i>Achievements</i>	Developed 2 strategic plans documents

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Name of organisation : Ministry of Foreign Affairs of Madagascar	
Adresse de l'organisation ou de l'employeur (adresse postale, numéros de téléphone et site web) :	
<i>Position held (title)</i>	Director of cabinet du Ministre
<i>Duration</i>	12/2000 to 01/ 2002
<i>Number of persons supervised</i>	+12
<i>Responsibilities</i>	<ul style="list-style-type: none"> - Responsible of the day to day management of the Office of the Minister; - - Coordination of joint programs (United Nations, World Bank, Japan, Iran); - - Organization of the celebration of the Year of the United Nations on Civilizations; - - Evaluation mission of the Madagascar Embassies in Paris and Tokyo; - - Member of the African Union delegation during the Comoros Island crisis.
<i>Achievements</i>	Négociation Fomboni I et II (Fédération des Comores) accords

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As junior consultant :

Associate Research

Results Education Fund, Washington, DC

From: December 1998

To : December 1999

Responsibilities:

- Performance evaluation of 56 micro-finance institutions in Africa.
- Analysis of good practices and reporting on success stories and sharing of findings;
- Preparation of the 1998-99 activity report, including the French translation of the document;
- Appeal to the United Nations General Secretariat for the implementation of Resolution 52/194 - "The role of microcredit institutions in the eradication of poverty." »

National consultant for the development of private sector

Banque mondiale, PNUD, BIT

From : 1989

To : 1998

Responsibilities :

- Support for the preparation of sectoral strategies for the development of the private sector;
- Organization of B2B sessions (focus on South Korea and Japan)
- APEX private sector financing evaluation (Japan / UNDP financing);
- Participation in the preparation of the UNDAF document 2001-2002
- Mid-term evaluation of the UNDAF 2015-2019
- Development of the national strategy for managing risks and catastrophes;

Skills and Competencies (In not more than five hundred (500) words, demonstrate how your experience and qualifications match the skills and competencies outlined in the role profile of the position you are applying for)

My years of experience acquired within the government, public organizations, parapublics and NGOs allow me to better appreciate, understand and anticipate the problems that human relations are facing and which can affect decisions as much as the methods of operation of these institutions. Today I have a more than appreciable step back and targeted knowledge of issues of governance, diplomacy and international relations. I consider myself a diplomat driven by a sense of realism coupled with a constructivist spirit and I believe that power relations in Africa and the world are dictated by the perceptions that guide the behavior of States. Behind the perceptions, there are men but also information generation mechanisms. It is necessary to know how to combine human sensibilities and information to make a better appreciation of the context. For me, it is in Africa's interest to better understand the multipolar challenges facing the African continent. The AU as a continental integration organization must know how to dictate its strategic interests. I think I have an intellectual postulate that allows me to adapt culturally and emotionally to the changing circumstances of international relations. I think I have an inclusive approach to information and analysis.

Oral ability that requires a natural ease to be understood will also be an asset in the exercise of high functions such as the presidency of the Commission.

Knowing how to evolve within an evolving team in the diversity of points of view but in the respect of divergent ideas and surround myself with diverse multicultural skills is a complex exercise that I acquired at COMESA (Lusaka).



Publications (if any): (Provide a list of publications you have authored or co-authored, provide links to access the publications if online)

- Natural Disaster and Risk Management Strategy, UNDP Resident Mission (01/2000 - 06/2000)
- National Human Development Report 2000, UNDP Madagascar (07/2000 - 10/2000)
- New Horizon: an export-led strategy for Madagascar private sector development, World Bank (1991)
- Framework document for the establishment of free zones in Madagascar (World Bank, 1987)

Réalisations et/ou accomplissements : (en cinq cents (500) mots maximum, indiquez toute autre réalisation en plus de celles mentionnées dans expérience professionnelle que vous souhaitez mettre en avant)

I'm the founding of a community development association in my village. Together with the villagers, we've put in place community footbridges, linking small roads, dip tanks, poultry houses, fish ponds, bee keeping, gardening, water and sanitation projects. Over the last 6 years, I'm proud of having transformed community life in my village. I'm currently supporting the construction of on classroom to primary education. I strongly believe on the self-reliance community project. National government cannot do everything. People have to take care of themselves for what is of primary concern in their communities.

I also mention my contribution to the introduction of NEPAD flagship projects. Indian Ocean flagship projects are not commensurate to those in the Continent but they deserve to be considered in the Agenda 2063.

Initiative I'm currently proud of is an initiative I've launch to educate young people on the effect of plastic pollution and littering on beaches. Plastic pollution in the oceans is irreversible as it takes hundreds of years to fully degrade. Besides, they are leaching toxic chemicals. I took initiative in my village to teach communities to reduce the use of plastics. It turns out that more of the produced plastic and fishing nets stay near shorelines. Beaches in my village is more and more full of plastic waste. I've put in place a weekly activity to regularly arrange beach cleanups by volunteers.

Currently, I'm in contact with a Dutch nonprofit organization whose goal is to get rid of 90 percent of floating plastic pollution in the ocean, to support a large project.

Working Languages (Indicate your speaking, reading, and writing proficiency levels for the AU languages below. Examples of proficiency levels: Excellent, Good, Fair, or Poor)

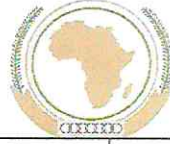
Working Languages	Speaking	Reading	Writing
Arabic			
English	Excellent	Excellent	Excellent
French	Excellent	Excellent	Excellent
Portuguese			

Referees (Indicate three persons as your referees with the details below. One referee should be a professional referee and one be a personal/character referee)

Name	Position and Organisation	Email Address	Telephone Number
HEM Andry Rajoelina	President of the Republic of Madagascar		+(261)333304001

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HEM Rafaravavitafika	Minister of Foreign Affairs of Madagascar	rafaravavitafika@gmail.com	+(261)346038148
Issa Sanogo	Resident Representative of the United Nations in Madagascar	Issa.sanogo@un.org	+(261)322360500

Certification

I, the undersigned, certify that this information correctly describes me, my qualifications, and my experience.

Name:	Richard Randriamandrato
Signature	A handwritten signature in black ink, appearing to read 'Randriamandrato' with a horizontal line underneath.
Date	02 August 20024