



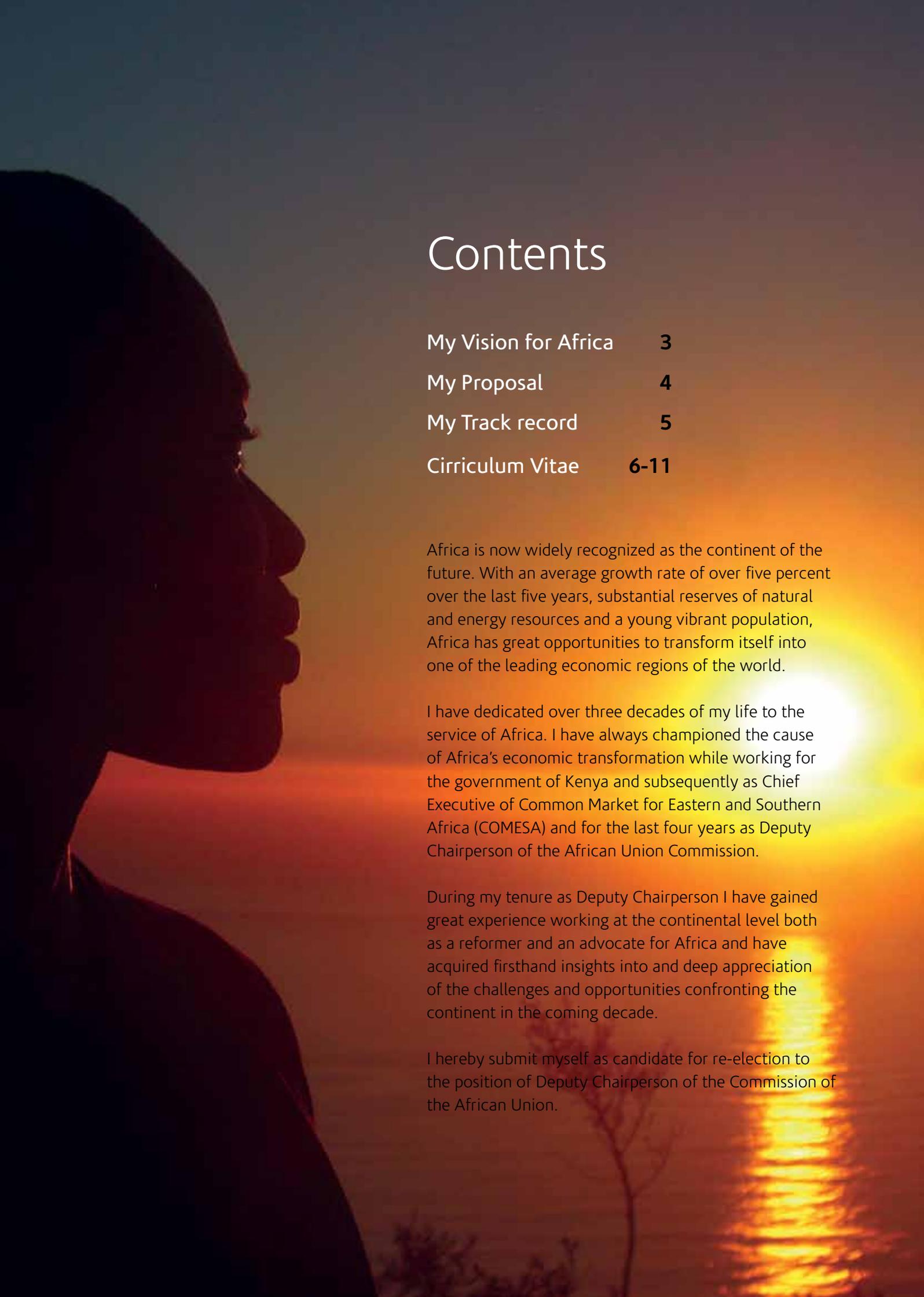
"An integrated, peaceful multicultural continent with empowered peoples driving growth, development and built around a strong African Union."

It's Africa's Time!

As the most promising region in the world due to a growth rate averaging five percent during the last six years, African States must seize this opportunity to prosper.

Erastus Mwencha

Deputy Chairperson Candidate (2012-2016)



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Africa is now widely recognized as the continent of the future. With an average growth rate of over five percent over the last five years, substantial reserves of natural and energy resources and a young vibrant population, Africa has great opportunities to transform itself into one of the leading economic regions of the world.

I have dedicated over three decades of my life to the service of Africa. I have always championed the cause of Africa's economic transformation while working for the government of Kenya and subsequently as Chief Executive of Common Market for Eastern and Southern Africa (COMESA) and for the last four years as Deputy Chairperson of the African Union Commission.

During my tenure as Deputy Chairperson I have gained great experience working at the continental level both as a reformer and an advocate for Africa and have acquired firsthand insights into and deep appreciation of the challenges and opportunities confronting the continent in the coming decade.

I hereby submit myself as candidate for re-election to the position of Deputy Chairperson of the Commission of the African Union.

My vision for Africa and the Commission

“An integrated, peaceful multicultural continent with empowered peoples driving growth, development and built around a strong African Union.”

My Proposal for a second term of office is an 8-Point Agenda to promote:

1. Strong and dependable continental institutions as synergistic instruments for integration.
2. Full implementation of the African Peace and Security Architecture for sustainable peace, security and stability.
3. Intra-Africa trade and investment, positioning Africa as a viable business destination.
4. Benchmarking and performance management in Africa's public service.
5. Innovative options for continental integration and programmes on agriculture and infrastructure in close collaboration with Regional Economic Communities and Member States.
6. Human capital development, particularly the youth, for integration across the continent.
7. Food production and security, environmental protection and disaster management.
8. Gender equity, women empowerment and Africa's cultural renaissance.

To achieve this, I will commit to support the Chairperson and work closely with my fellow commissioners, the AU Policy Organs and agencies, Regional Economic Communities and Member States, to include this agenda amongst AU's priorities.



My Proposal

I propose a lean and responsive commission embodying excellence and effectively facilitating the Union towards the realization of its vision through tangible results. One that complements and supplements existing continental institutional arrangements and programmes, in driving Africa's integration agenda with synergy.

I therefore propose to commit to positioning the office of the Deputy Chairperson in line with its mandate to offer timely and effective administrative support to the Chairperson and the Commission in our march towards this goal. It is essential in this regard to sustain the transformational and reforms momentum initiated and advanced in the last 3 years.

Consequently, the success of my second term will be defined by:

- 1** A lean and responsive commission characterized by:
 - Performance and results based management.
 - Systems and process bearing global standards.
 - A strong and effective administration.
 - Accountability, transparency and sound financial discipline.
- 2** Tangible results for the Union consistent with the 8-point agenda.
- 3** Five continental architectures, programmes and mechanisms fully operational and bearing concrete results.
- 4** The Union promoting Intra Africa trade.
- 5** The Union organs, institutions and the Regional Economic Communities working in synergy and promoting integration.



My Track Record

7 I have authored and co-authored seven publications on specialist themes; regional integration and economic transition.

9 I served for nine years in the Kenyan Government in various capacities.

25 I dedicated 25 years to COMESA where I:

- Facilitated the formation of a Free Trade Area that boosted trade and investment from USD 3 billion to USD 15 billion between 2000 and 2008.
- Promoted the The African Union Decision (the Yamoussoukro Decision) which liberalized air transport services in Africa. leading to enhanced air travel connectivity and reduced cost with the Eastern and Southern African region.
- Spurred increase in trade and interaction among the three Regional Economic Communities, COMESA, Southern African Development Community (SADC) and East African Community (EAC).

200 I was honoured to serve as Deputy Chairperson, where I worked closely with the Chairperson, to spearhead the:

- Clearing of a five year unclosed financial accounts backlog and saved member countries over US\$ 200 million.
- Streamlining financial systems and operations towards sound management.
- Introduction of results based programming and budgeting.
- Radical improvement of the ICT infrastructure.
- Formation of the Joint Secretariat Support Office to coordinate the joint initiatives of the AUC, Economic Commission for Africa (ECA) and the African Development Bank (AfDB).

Why I am the suitable candidate

Experience

- Driving strategic thinking and leadership on integration for over two decades.
- Managing large and complex organisations.
- Developing regional integration institutions in Southern and Eastern Africa.
- Conducting of high level sensitive negotiations.
- Building teams round a continental and regional integration vision.
- Serving as deputy Chairperson for four years steering the transformational and reforms agenda.

Passion and commitment to Africa

- Dedicated almost 30 years of my life to promoting the Pan African agenda through regional and continental integration.
- Developed a strong passion and commitment over the years to developing Africa.
- Demonstrated Pan African credentials.
- Mentored young Pan Africanists.

Capacity to deliver

- Core skills
 - Strategic thinker.
 - Results oriented.
 - Good communicator.
 - Embraces innovation.
 - Political know how.
- Interpersonal
 - Motivational and inspiring.
 - Leadership.
 - Comfortable in cross cultural environment.
 - Good at networking.
 - Close and personal relations with several African and International leaders.

Curriculum Vitae

As a career economist and regional integrationist, my 27 years of experience have been dedicated towards Africa's economic transformation and international negotiation in the context of a competitive global economy. Over the years, I have become an international trade and co-operation specialist.

African Union Commission

My work at the Commission has included institutional development, policy formulation, facilitating regional integration and assisting the AUC to respond to emerging challenges coherently and competitively.

I have been privileged to be part of the team that has been overseeing the transformation of the AU from its predecessor, the OAU. Owing to the expanded mandate of the AU, it was essential to institute wide ranging reforms to equip the AU with the tools to function as a robust organisation in an unpredictable world. In addition, we have been boosting service delivery in a bid to correct institutional weaknesses to enable the Commission to perform at optimum.

The biggest accomplishment at the AUC is the credible financial management. I have been involved in streamlining the Commission's financial systems, specifically the clearing of a five year backlog that jeopardised relations with the member countries and almost stalled funding. This accomplishment restored the goodwill of member countries as it saved them close to USD 200 million. Financial, procurement and oversight reforms have also boosted the Commission's budget absorption to 70 percent from half that amount five years previously.

“Since 2005, I have actively participated in African Union Peace and Security Architecture (APSA), a mechanism of tremendous value in peace and stability...”



I have been instrumental in numerous other reforms at the AUC including:

- The establishment a modern human resource policy characterised by: transparency, staff development and performance management especially key performance indicators (KPIs).
- The installation of an expedient ICT infrastructure to enable the Commission operate efficiently by harnessing information swiftly, reliably and more securely.
- The Introduction of the medium term expenditure framework (MTEF) in 2010 to provide a framework for multiyear results-based planning and budgeting.
- The adoption of modern procurement processes, including the launching of a Procurement Manual that meets international standards and best practices.
- Facilitation of physical infrastructure and buildings such as the African Union Conference and Offices Complex – to be inaugurated January 2012, the AU Peace and Security Building - construction commenced in April 2011 and the proposed African Village Project and Residential Premises for Deputy Chairperson and eight Commissioners.
- Instituting improved working tools and methods for conference management and publications.
- Adoption of best practices and benchmarks in monitoring and evaluation as a way of sealing identified performance gaps.
- Creation of a Department of Information and Communications (DIC) to coordinate the media strategy on creating awareness about the AU’s vision and mandate.
- Expansion of the Office of Internal Audit to encompass implementation of an audit software in order to embark on new audit areas.



- Formation of a Joint Secretariat Support Office (JSSO) for the AUC to coordinate its functions with the Economic Commission for Africa (ECA) and the African Development Bank to enhance efficiency and avoid duplication.
- Introduction of The Strategic Partners Dialogue - a forum converging Pan-African institutions and Africa's strategic partners to discuss issues pertaining to Africa's evolving role in global matters.
- Introduction, in partnership with ECA, of direct assistance to member states in public sector reforms.
- Introduction of the SAP ERP (in 2008 which has assisted in managing and reporting information effectively as well as enhancing financial controls.
- Improved financial reporting and other measures to bring Financial Management in line with International Public Service Accounting Standards.
- Introduction of result-based management to ensure that implementation management within the Commission is focused on results. The HR performance appraisal systems have assisted in monitoring and assessing staff performances. To enhance service delivery, continuous improvement (kaizen) methods in selected departments have been introduced.
- Transformation of the AMERT from an activity based tool into a computerised platform to help facilitate proper project implementation, monitoring and evaluation, and decision making as well as complement the MTEF implementation.

“In recognition of my efforts towards Africa’s economic transformation, the governments of Kenya, Madagascar and Djibouti have honoured me with their highest awards. “

Since 2005, I have actively participated in African Union Peace and Security Architecture (APSA), a mechanism of tremendous value in peace and stability.

I have also actively facilitated and participated in high level international fora such as the UN, EU, Economic Community Of West African States (ECOWAS), Association of Southeast Asian Nations (ASEAN), Forum on China–Africa Cooperation (FOCAC) and Tokyo International Conference on African Development (TICAD) as well as undertaking several international consultancies with United Nations Industrial Development Organization (UNIDO), United Nations Development Programme (UNDP) and International Finance Corporation (IFC) and World Health Organisation (WHO). I am well versed in international diplomacy as such I have participated in strategies to revamp the AUC’s relationship with key stakeholders and development partners.

Due to my vast experience in international trade, I have authored and co-authored seven publications on specialist themes such as regional integration and economic transition. I have also presented papers on issues related to regional integration and also undertaken study tours hosted by the EU, ASEAN, ANDEAN (South American countries custom union) and ECOWAS. I have attended numerous professional seminars and gained relevant knowledge in standards and quality control, logical framework, industrial project planning and competitive investment promotion.



“ I am well versed in international diplomacy as such I have participated in strategies to revamp the AUC’s relationship with key stakeholders and development partners.”



COMESA

Prior to joining the AUC, I worked for 25 years with COMESA (and COMESA's predecessor, PTA [Preferential Trade Agreement]). I was directly involved in the formation of COMESA's specialised institutions including: COMESA Clearing House, COMESA Court of Justice, PTA Reinsurance Company, Regional Investment Agency (RIA) African Trade Insurance Agency (ATI), Leather and Leather Products Institute (LLPI), Eastern and Southern African Trade and Development Bank (PTA Bank)

Among my remarkable achievements at COMESA was facilitating the formation of a Free Trade Area that boosted trade and investment from a USD 3 billion to USD 15 billion between 2000 and 2008. I was also closely associated in the making of the Free Sky Policy that liberalised the member countries' air space and consequently bring the cost of air travel down, and spurring increased trade and interaction among the three Regional Economic Communities, COMESA, SADC and EAC.

"I will continue to promote gender equity, women empowerment and Africa's cultural renaissance"

Government of Kenya

Prior to joining the COMESA, I served in the Government of Kenya for nine years (1983-1992 in various top positions. As a senior economist, I was involved in industrial promotion through the Ministry of Industry and also served as a director in various government bodies.



“I am confident that by serving another term as the Deputy Chairperson, I can provide the needed continuity to entrench the ongoing reforms at the Commission that will see Africa take off towards a brighter future.”

