

# Manifesto



## Candidature of HE Madam Fatoumata CM Jallow Tambajang

Former Vice President of The Republic of The Gambia  
For the Position of Deputy Chairperson Of the African Union Commission (AUC),  
Addis Ababa, Ethiopia





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*My Commitment  
to Serve the People  
of Africa*

I humbly submit my candidature for the position of Deputy Chairperson (DCP) of the African Union Commission (AUC). I have always been guided by the belief that the AUC and Africa as a continent have the vast resources, opportunities, and potential to advance successfully and achieve the aspirations set out in Agenda 2063, “The Africa We Want”, addressing pressing issues affecting the continent.

I am confident that if elected, I will contribute significantly to the work of the AUC in advancing its agenda to address the emerging issues facing our African continent because I have the required qualifications, competence, commitment, and passion. I am a senior Gambian executive leader with over 35 years of in-depth, diverse, and resilient political, managerial, and operational leadership experience across Africa and the globe. I have served as Vice President of the Republic of The Gambia; Minister of Health, Social Welfare and Women’s Affairs; Policy Adviser on Women to three successive Presidents of the Republic of The Gambia; Chairperson of the National Women’s Council; and Women’s Representative to The Gambia National Economic and Social Council, under the leadership of the First President of the Republic of The Gambia. I have also served as former UNDP Chief Technical Adviser on Gender and Policy Reforms to enforce of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and UN Resolution 1325. My prior appointments include UNV/UNDP Adviser on Gender, Health and Population in Liberia; UNDP Gambia Financial Manager; Thematic Leader in many sectors; Chairperson of the Staff Association, the Staff Performance Management, Staff Appointment and Promotion Panel, the Training and Asset Control Committees. In addition, I championed the establishment of an unprecedented Coalition of seven Gambian opposition political parties and four civil society organisations (CSOs), which ushered a peaceful democratic dispensation in The Gambia. I am a principled and self-driven leader with a mission to serve humanity and empower people, and I can readily embrace challenges as a pathway towards the pursuit of organisational growth and excellence of the AUC if elected. My significant executive experience acquired over the course of my distinguished career with UNDP, the Government of the Republic of The Gambia and CSOs, has proven instrumental during high-level and complex negotiations, as well as for coalition and alliance building.

I am a proficient bilingual in both English and French, holding a Bachelor of Arts degree from the University of Nice in France and have been trained by UNDP to the levels of an international development management expert, gender consultant and trainer of trainers. I am a self-developed critical thinker with 30 years of proactive leadership in governance, institution building, country programming and management, financial management, development cooperation, human resource development, gender mainstreaming, women and youth transformative leadership development, conflict prevention and resolution, peace mediation, international elections observation and reporting and social entrepreneurship.

This expertise has enabled me to engineer and contribute to several documented flagship projects and accomplishments of UNDP in The Gambia and Liberia country offices, UNDP regional policy and gender programs, the Gambia government, and women's organisations. I have also travelled extensively in many African and western countries for professional engagements, including representing my country in AU and ECOWAS heads of state summits. My dream is to continue serving the people of the African continent with absolute humility, dedication and respect for justice, human rights, and equity in all its forms. If elected to serve as Deputy Chairperson, I would unreservedly competently, and faithfully support the Chairperson of the Commission to implement fully the mandate of the AUC in an effective, efficient, and all-inclusive participatory manner for the overall benefit of the people of Africa.

I am convinced that a seamless interaction between the office of the Chairperson and that of the DCP is critical to effectively addressing the complex and pressing issues facing Africa. The pivotal role of the AUC in responding to the continent's multi-layered challenges cannot be overemphasised.

# 1.1

## **Vision**

My vision for the AU is fully aligned with the aspirations of Agenda 2063 and the AU's Institutional Reform Agenda, which is to have a competent, financially independent and a more perfect Commission (political, economic, social, and cultural) for the greater good of the whole continent with a singular constituted voice diligently focused on ensuring an accelerated implementation of said Agenda. This will facilitate, with God's help, the attainment of the august targets of our able heads of state towards the goals of genuine independence and sovereignty, underpinned by an entrenched culture of democracy, good governance, human rights, peace, and stability as well as political and economic security for all her citizens at home and in the diaspora. As a competent and highly motivated African citizen, impassioned, yet principled about the continent's advancement, these guiding principles have and will continue to inspire my dedication and commitment to serve faithfully and humbly, if given the opportunity, as the DCP of the Commission under the direct supervision of the AUC Chairperson and in concert with all relevant organs of the Commission and international agencies, including the voices of women and youth.

# 1.2

## **Mission**

The previously outlined vision would be the bedrock of my commitment to work with AUC as DCP, if elected, with focus on supporting the Chairperson in the fulfilment of his/her political mandate to guide the advancement of the aspirations set out in Agenda 2063, "The Africa We Want", while also addressing the pressing issues affecting Africa and the inherent challenges of the commission in the spirit of Pan-Africanism and African renaissance.

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Priority Actions for the  
Achievement of My  
Mandate as Deputy  
Chairperson of the AUC

In line with my vision and mission, I will ensure that the Office of the DCP, which is the backbone of the Commission that interfaces with the Commission, AU's leadership bodies, namely the assembly, the Executive Council (EC) and the Permanent Representatives Committee (PRC), AU organs and agencies as well as international partners, including EU, UN and others, in line with the relevant policies, procedures and best practices of international organisations, deliberations of AU organs, past annual financial programmes and audit reports. Strengthening the Office of the DCP to become a centre of excellence for accountable and quality service delivery would be the first of my priorities, which entails to critically assess, harness, and maximise staff capacity, ensure professional ethics, merit-based professional rewards, and policy compliance.

## 2.1

### **Enhance Administrative and Financial Effectiveness, Efficiency and Responsiveness of the AUC**

I would also motivate staff in planning and working conscientiously to address operational constraints in a proactive and “client”- or “user”-focused manner in delivering a broad range of quality service for the overall effectiveness of the Commission and, by extension, the AU. These initiatives would enable me to guide the Commission in responding effectively to the needs of a leading and learning organisation, where all staff members are empowered and supported in reaching their full potentials. My experience has proven that such initiatives can inspire and motivate staff to accept responsibility with a can-do and winning attitude. Creating this congenial environment would also enable me to set the tone and professional culture of work in line with the Commission's established standards by ensuring that the finance and administration divisions are guided by core values such as integrity, professionalism, exceptional customer service, fiscal prudence, teamwork, respect for gender balance and diversity.



As a matter of priority, I will foster an environment that unites the leadership and staff through promoting transparency, synergies, fair and best overall administrative practices, fiscal responsibility, staff growth and welfare, leadership outreach; and building sustainable and win-win bridges with all internal and external stakeholders of the Commission, premised on the principles of unity, mutual respect and honour towards the highest office and the face of the organisation. I will also work closely with the senior leadership team and the staff Association to devise strategies and implement actions that inspire commitment to the AU's values, attract and retain Africa's best talent. Rapid staff mobilisation and deployment will be employed to support the organisation in streamlining staff recruitment, deployment, and separation (terms/conditions for terminations, etc). I will also encourage staff rotation within the Organs and Agencies, where needed, to improve the global knowledge base and functionalities of the organisation as well as improve succession planning at managerial levels.

In terms of negotiating on behalf of the organisation with the Commission's financial stakeholders, I will create mutually beneficial dividends for all stakeholders, thereby fostering transparency and trust as expected by the African Union and my fellow Africans to achieve the successful implementation of Agenda 2063. Consequently, I will support the Chairperson to steadfastly employ efforts to deal with unexpected challenges, emerging issues, risks, and threats, as well as harnessing the benefits of multilateralism and progress on the continent. Given my experience and years of participation in the work of the Commission in my previous capacities, I will endeavour to enhance conditions for broad internal ownership, phased and gradual implementation as well as feedback loops that allow progress.

I will work to deepen partnerships with Regional Economic Communities and Regional Mechanisms (RECs/RMs), CSOs, the private sector, think tanks from African universities, NGOs, and philanthropists, as I believe these would be critical to the achievement of the goals set out in Agenda 2063. I believe strengthened partnerships with these actors would leverage the Commission's capacity to systematically track and advance the implementation of AU decisions and protocols at all levels.

# 2.2

## Strengthening the Overall Operational Efficiency of the AUC

I am readily available and professionally equipped to commit myself to contribute to strengthening the Commission and transforming its backbone, namely the Office of the DCP, to be a centre of excellence for the operational efficiency of the Commission, for attracting and retaining competent African professionals as well as mobilisation of adequate resources, including systematically assessing and following-up the contributions of member states. I would propose a scale of assessment of member states to Chairperson for review to ensure equity and assure contributions are based on ability to pay. Arrears outstanding initiate a framework for proper study and enactment of methodologies to encourage States in arrears to pay their dues. This would allow the growth of the revenue of the AU, eventually making it self-financing as recommended by its Reform Agenda.

Another salient and critical issue, which I will focus on, is the speedy implementation of assembly decisions, executive council resolutions and audit recommendations which would make the institution earn more respect in the assembly and African population. I would also ensure the efficient management of resources and delivery of quality services, teamwork, and submission of periodic progress reports to the Chairperson for informed decision-making. My 35 years of demonstrated proactive leadership and accomplishments as former Vice President and Minister of Health, Social Welfare and Women's Affairs, coupled with extensive experience in international development management and good governance with UNDP and as co-founder and leader of diverse CSOs have deepened my knowledge about the mandate and modus operandi of the AUC. Such exposure has positioned me to contribute significantly to the advancement of Agenda 2063 and the creation of a conflict-free and prosperous Africa, driven by and benefiting its people.

## 2.3

### **Effective & Timely Responses to Development Challenges of Africa**

Consistent with the outlined transformative institutional architecture of the DCP office, I will contribute to exploring and providing adequate and timely responses to financial needs of programs to address emerging issues such as the COVID-19 pandemic, conflicts, violent extremism and irregular youth migration and the socio-economic impact of climate change efficiently and effectively. This avenue would enable to support the Chairperson in addressing and mitigating these challenges and facilitating the work of African heads of state and governments in guiding the implementation of Agenda 2063, which is anchored on fostering quality and affordable education for all—leaving no one behind, creating employment, increasing investments on the empowerment of women and youth, on sustainable agriculture, infrastructure, food security, the industrial and new technological revolutions within a peaceful and secure environment.

## 2.4

### **Promotion of Partnerships for Development**

My focus on the promotion partnerships for AU's development efforts would be applying my expertise in this area by ensuring the competency the DCP office to support the Chairperson in deepening and attracting new strategic partnerships with Regional Economic Communities and Regional Mechanisms (RECs/RMs), the UN, EU, US, China, Latin America and the Caribbean, Arab League, Asia, CSOs, the private sector, think tanks from African universities, NGOs, philanthropists and other development partners. I strongly believe that this would be critical to the achievement of the goals set out in Agenda 2063 because these actors would strengthen the Commission's capacity to effectively implement AU decisions and protocols at all levels.

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## Strategic Plan of Action for Success

My strategic plan of action for a successful mandate as Deputy Chairperson presented below is guided by Agenda 2063 and the African Union Administrative Reform Roadmap and the Kigali Decision on Financing the Union:

- Provide proactive leadership to the Office of the Deputy Chairperson in implementing and improving the overall financial goals and objectives of the AUC, with focus on transforming it to a centre of excellence to ensure good governance and efficient management of resources and maintenance of a culture of professionalism of the Commission. I would support the Chairperson's efforts to mobilise strategic resources for diversifying and growing the revenue base of the Commission thereby achieving ensuring adequate funding for the for implementation of Agenda 2063. Priority would be also be given to addressing emerging pressing issues facing Africa, such as combating the COVID-19 pandemic and the transition to a better post-COVID-19 for Africa, conflicts and youth migration and supporting ECOWAS, SADC, the EAC, IGAD and the other RECs/RMs in restoring peace and human security (in the Sahel, the Horn, Central Africa, Libya, and elsewhere) and improving, education, healthcare, HIV/AIDS, agriculture, building centres for scientific and technological development and provision of adequate staff housing
- Establish a strategic and competent cabinet to ensure a smooth transition through transparent recruitment of diverse and qualified male and female professionals, comprising one chief of staff, 3 senior advisors, a special assistant, and a communication expert.
- Oversee the preparation and updating of work plans, financial records the general management of the payroll, the revenue base, bank cash withdrawals and deposits in line with the financial rules and regulations.
- Evaluate existing accounting system and recommend improvements, where necessary.
- Supervise the formulation and management of the budgeting system as well as expenditures within approved program budgets.
- Ensure efficient reconciliation of accounts and preparation of quality financial reports.

- Ensure speedy and effective solutions for accounting discrepancies and related financial issues.
- Ensure the management of all clients' accounts for payment settlements.
- Track resource needs for carrying out financial and administrative tasks and address issues expeditiously.
- Promote effective applications of innovative technologies and funding to improve, standardise, streamline, and automate financial and administrative processes.
- Develop mechanisms for enabling the earning of ancillary revenue from publications and events that can be useful for urgent and unforeseen expenditure needing speedy approval from the PRC without too much delay.
- Organise annual staff recreation events to develop a culture of cohesion and community in the context of inherent African values of warmth and friendship. These efforts will enable me to anchor my dream to institute a culture for excellence in service, knowledge able and supportive contributions on constituent issues and needs as an integral part of mutual accountability and cooperation for the success of the mission.

4

Conclusion


The success of the DCP position requires a combination of professional managerial and technical skills with experience and demonstrated political acumen. It also requires demonstrated competences in people, relationship building, conflict management, negotiation, a high degree of resilience, sense of professional integrity and transparency.

In the course of my 35 years of experience, I have honed these skills. Besides, like many in my generation, I came from a conservative family and was fortunate to secure higher education through the vision and guidance of my parents. Among the values they imparted in me are steadfastness in my faith, honesty, self-discipline, tolerance, proactive leadership, hard work, teamwork, respect for diversity and service to humanity. In addition, my boarding school education coupled with my early marriage and family life with eight children, as well as my long and diverse professional journey, have cemented these values in me. I am therefore confident that I can competently manage the diverse Office of the DCP, promote congeniality, promote a winning team spirit and mutual accountability to the excellence of the office and by extension impact positively to the smooth implementation of Agenda 2063.

In light of my deep love and commitment as a devoted citizen of the African continent to contribute to the advancement of the aspirations and priorities set out in Agenda 2063 and to address pressing issues affecting Africa as well as the inherent role the Commission, I am highly equipped and ready to be a constructive and supportive deputy to the Chairperson. This would include facilitating his efforts to ensure policy compliance, a culture of professionalism, mutual staff accountability to the good image of the Commission and, by extension, the African Union (AU) thereby fostering a peaceful, prosperous continent driven by its people under the respective able leaders of the AU.

It is with humility that I request the support of all of you visionary and committed Heads of State and Government to elect me for the position of Deputy Chairperson of the AUC. Thank you.



A portrait of Her Excellency Fatoumata CM Jallow Tambajang, a woman wearing a patterned headscarf and large, ornate earrings. The image is overlaid with a semi-transparent purple filter. The text is positioned on the left side of the image.

Biography of  
Her Excellency Fatoumata  
CM Jallow Tambajang  
For AUC DCP

Madam Fatoumata Jallow Tambajang, is a visionary, patriotic and eminent Gambian and African women's leader of substance, a former Vice President and Chairperson of Coalition 2016, which ushered in a peaceful democratic change in The Gambia and founder of many civil society organizations (CSOs) in The Gambia and Liberia with over 35 cumulative years of distinguished service in UNDP work, The Gambia government and private sector. She is also a winner of many national, continental/international awards, to name a few; Member of The Republic of The Gambia (MRG) and The African Woman of The Year in 2016 by the New African Magazine. She is currently The Gambia's candidate for the next Deputy Chairperson (DCP) of the African Union Commission (AUC), and her candidacy has been endorsed by the ECOWAS Authority.

Madam Jallow Tambajang is a mother of eight and was a top student who, upon graduating from The Gambia's only and prestigious mix boarding school, Armitage High School, married at 16 and lived as a full-time house manager with her first husband in Zaire, now named Democratic Republic of Congo (DRC). She returned to The Gambia and got divorced at the age of 21 with her first four children. She taught in a school for two years while also pursuing private studies and eventually achieved a diploma in French Language from the University of Dakar, Senegal. She later earned a Higher Diploma in Teaching French Language and a Bachelor of Arts degree in French from the University of Nice, France, in 1979.

As indicated in her attached Manifesto, upon completing her studies in France, Madam Jallow Tambajang returned to The Gambia, worked with the United Nations Development Program (UNDP) for 14 years served in various professional capacities. Her last position was Senior National Program Officer/Adviser on governance, agriculture, livestock production and management, including rangeland development, economic management capacity building, private sector promotion, water resource management and sanitation, human resource management, census and population management, (UNFPA), women and youth in development (UNIFEM/UNDP), Transport and communications (UNSO/ITU), trade and industry (UNCTAD/WTO/UNIDO), Women in Development (WID), South-South Cooperation (UNTACD) and staff development. Madam Jallow Tambajang was appointed as Office Trainer on areas with her portfolio and designated acting Assistant Resident Representative (ARR) and WFP Country Director during the annual home leave and external official missions.

From 1986-2020 Madam Jallow Tambajang served her country as National Policy Adviser on Women to three successive Presidents of the Republic of The Gambia; Chairperson of the National Women's Council and Women's Representative to The Gambia National Economic and Social Council, under the leadership of the First President of the Republic of The Gambia. She exhibited exemplary leadership in these areas, including influencing and guiding the Government to adopt policy reforms and mobilize significant bilateral and multilateral funding, including from the World Bank, for the empowerment of women. This culminated in the adoption of a \$15 million WID Program for the institutional strengthening of the National Women's Bureau and empowering women to curb the feminization and consequences on national development. The program became a model in Africa and was subsequently replicated in other African countries by the World Bank.

Madam Jallow Tambajang was also instrumental in launching and attracting both domestic and external funding the Bill and Act on the Devolution of Customary Marriages to protect the rights of women. In addition, she co-founded the First and Women Micro Finance Institution (MFI) of The Gambia, namely the Gambia Women's Finance Association (GAWFA) in 1987 to empower low-income women who could not access bank loans because of lack of collateral. She subsequently served as the Association's first treasurer, trainer in corporate governance. She is also the Association's current chairperson with the exceptional mandate to guide restructuring the Association into a fully-fledged and viable microfinance institution (MFI) by December 2021.

Furthermore, she advocated for and mobilized support for the establishment of GAMCOTRAP, which is aimed at promoting the elimination of all forms of harmful traditional practices against women and girls, including Female Genital Mutilation (FGM).

In July 1994, Madam Jallow Tambajang was appointed as Minister of Health, Social Welfare and Women's Affairs following a public outcry for competent civilians to work with the defunct military Junta to return the country to democratic governance. Unfortunately, she was obliged to leave because of the excessive human rights abuses on innocent citizens. She was then placed under two years of political surveillance and banned from leaving the country but she succeeded in securing clearance from the government to join her children in the USA and subsequently returned to work with UNDP Post-War Liberia in 1997 for five years in the initial capacity as UNV/UNDP Adviser on Gender, Health and Population and later as Chief Technical Adviser on Gender and Country Programming and Management.

Her work in Liberia entailed providing policy and technical advice to the UN Resident Coordinating system on the reactivation of the women's movement to support the implementation of the Beijing and African Platforms of Action and the domestication of the UN Convention on All Forms of Discrimination Against Women (UNCEDAW). She established and guided a national gender management system (GMS) consisting of a National Gender Forum and Focal Points, UN Gender Theme Group and focal points in key planning institutions, including the Ministry of Planning and Economic Affairs (MPEA). She also trained UN and key national policy and technical capacities in gender mainstreaming thus facilitating the engendering of the country programming and program management processes, namely, gender-sensitive UN Common Country Assessments (UNCCA), UN Assistance Development Framework (UNDAF), UN Demographic & Health Surveys (UNDHS), UN Country Programs, Post-War National Re-Settlement, Recovery and Reconstruction Program (NRRRP). In guiding the revival of the Liberia Women's Movement, Madam Jallow Tambajang initiated and guided the establishment of diverse and competent women's institutions, namely the First Ministry of Gender and Development; National NGO Secretariat; Liberia Women in Business (LIWIBUS); Liberia Rural Women Association (LIRWA); and UN award-winning Mano River Women's Peace Network (MAWOPNET), Youth Gender Advocacy Group of the University of Liberia and a Gender Media Fraternity. She formulated and mobilized significant UN cost-shared funding for the First UN National Gender Program and guided the building and strengthening of these women's organizations. This united and formidable movement boldly engaged warlords and compelled them to end Liberia's seven (7) year war, in which about 200,000 people lost their lives and the living ones suffered atrocities, insecurity and abject poverty. Liberian women thus became the bedrock for the restoration of democratic rule, peace and stability in Liberia.

This gender-enabling environment culminated into about a 20% increase in women's participation in the national legislature, government, national civic society leadership cadre and peace missions. Women, including internally-displaced women and victims of gender-based violence, eventually benefitted from UN-funded national humanitarian, reconstruction and development programs.

In 1992, Madam Jallow Tambajang secured UNDP funding for logistic support and supervision of the UNIFEM- commissioned 'Impact Assessment on Women and War' which was conducted by two eminent persons, Honorable Ellen Johnson-Sirleaf (former President of Liberia) and Honorable Elizabeth Rehns. Their report was adopted by the UN Security Council and used as the basis for UN Resolution 1325-Women, Peace and Security.

Madam Jallow Tambajang left UNDP Liberia in 2002 and served as lead consultant for the New York-based UNDP Regional Program for Africa (RBA), with the mandate to track and report on the implementation of UNRI325-Women and Peace and Security. The mission assessed the war-prone political environment, engaged all stakeholders, namely key Government officials of former President Joseph Kabila of the Democratic Republic of Congo (DRC), warlords, parliamentarians, Civil Society Organizations (CSOs), including women and youth leaders as well as the international community. It reported its findings to the UNDP RBA: lack of political will to enforce the Resolution, excessive atrocities against women and girls, namely the high number of women raped, abducted for sex slavery, tortured and murdered. Women and girls were found to live under constant fear for their lives and poverty with no public voice and strong organizations to champion their cause. The Mission recommended that UNDP RBA and UNIFEM engage and influence the UN Security Council to address these issues and for them to support UNDP Kinshasa's efforts to empower women to claim their rights to life, security, dignity and livelihoods. In following up on the implementation of its report, the mission was informed that the recommendations were implemented.

Cognizant of her prominent versatility, professional prowess and passion to promote democracy in Africa and protect human rights of the vulnerable citizens, Madam Tambajang undertook several other consultancies in the capacity of either team leader or deputy team leader in international tripartite elections observations in Guinea Conakry, Liberia, Nigeria, Malawi and Botswana under the sponsorship of UNDP Liberia, the National Democratic Institute (NDI) and International Republican Institute (IRI), the Commonwealth and the African Union (AU).

Madam Jallow Tambajang was recognized at all levels for her outstanding contributions to development through awards, namely the Prestigious New African Woman of the Year, for her exemplary and courageous leadership in creating Coalition 2016 which brought about democratic change to The Gambia and won the hearts of Africans and the international community. She also facilitated the planning and adoption of the government's four-year (2018-2021) National Reform Agenda and mobilization of funding, including support to the national and civil service and security reforms from the EU, UN and the Millennium Challenge Corporation (MCC).

Her awards include Member of the Republic of Gambia (MRG, 1994) and Eminent Person of the defunct OAU (1990) for her exemplary leadership in championing the cause of women and their families as a UNDP Performance Achievement Award -Outstanding Staff Member (Bradford Morse, UNDP Administrator,1990).

