

DUBUISSON

Candidate for the 2027 Presidential Election



PEACE

FOR THE FRENCH PEOPLE

A VISION FOR THE STATE

5, 10 AND 20 YEARS

Summary of the systemic reorganisation of
France's structural operation. Technical document
for the press

A CLEAR VISION

THE NATIONAL COURSE

For too long, public action has accumulated instead of being organised. Standards overlap, service points multiply, administrations too often work in separate silos, delays lengthen, and citizens and businesses face complexity that ultimately costs more than the service delivered.

The vision set out here is simple in principle and demanding in execution.

The State must be rebuilt as a coherent, clear, interconnected, controllable and sovereign system.

This is not about adding another programme. It is about reorganising the very structure of French public administration so that every national decision can produce a real, measurable and rapid effect on the ground.

France must move from a fragmented State to a structured State, and from procedural administration to results-based administration.

It must move from correcting late to anticipating, tracking, controlling and adjusting.

THE NATIONAL DIAGNOSIS

France's difficulties stem first from structural disorder. The country bears an accumulation of tax, regulatory and administrative layers that hinders productive initiative.

Businesses face an accumulation of taxes, levies, formalities and national rules that sometimes duplicate European frameworks. This complexity damages competitiveness, slows investment and fuels litigation.

The cost of labour remains too high within the present architecture. The link between effort, net income, economic attractiveness and productive capacity is no longer clear enough. The system does not reward activity, skill, risk and value creation directly enough.

Public spending suffers from poor returns. Too many resources are absorbed by duplication, slow processes, overlapping bodies and partial schemes.

The issue is not only the level of expenditure. It is the poor visibility of the result obtained for each euro committed.

Public management has become too fragmented. France launches plans, but does not sufficiently redesign the systems required to implement them. The State remains powerful in its announcements, but too weak in operational integration.

Finally, trust is deteriorating because public action is not sufficiently traceable. A citizen, a business, a local elected representative or a journalist must be able to follow expenditure, contracts, delays, results, corrections and responsibilities.

THE REORGANISATION DOCTRINE

The backbone of the project is the State as a system. Every major public function must have a clear point of entry, an identified person responsible, a robust digital system, public indicators, an independent audit and the ability to correct quickly.

Public data deserve better management. They must be interoperable, protected and used on a clear legal basis.

Administrations must coordinate around shared registers, harmonised procedures and a single security framework.

Simplification must not mean less control. On the contrary, it must enable better control, because a simple system is easier to monitor, harder to defraud and quicker to correct.

Sovereignty is not limited to borders. It also concerns data, servers, energy, financial flows, visas, health, businesses, strategic metals, ports, airports, defence, Overseas France and logistics.



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The project maintains a principle of strict compliance. National law, data protection, rights of appeal, proportionality of measures, non-discrimination and judicial oversight must remain integrated into every reform.

A strong State is not an arbitrary State. It is a State that acts quickly because its rules are clear, its systems robust and its responsibilities visible.

5-YEAR TRAJECTORY

Put the State back on an effective footing

The first five years must lay the foundations. The State must reorganise its service points, registers, platforms, procedures, controls and implementation systems.

The first pillar is public transparency

Every public contract, every item of expenditure and every significant purchase must be traceable. Open data must become the rule. Public platforms must allow contracts, expenditure, indicators, delays, corrections and audits to be monitored.

The fight against corruption rests on a simple principle. Trust cannot be decreed. It is built through visibility, verification and sanctions.

The second workstream is the international business platform supporting exports

France must turn its diplomatic, administrative and economic network into an active tool. International calls for tender, foreign public opportunities, the needs of funders, sectoral markets and information reported by embassies must be brought together, translated and classified.

The third workstream is national banking compliance

France must establish a public banking-compliance support department focused on customer and business identification, anti-money laundering, combating fraudulent networks and judicial cooperation.

This system strengthens French financial credibility, the fight against fraud, the security of financial flows and attractiveness to equity capital.

The fourth workstream is the reorganisation of mobility, registration and insurance

The project creates an Automotive, Navigation and Transport Service, with a unified national framework for registration and insurance. The State must have a central system capable of verifying insurance cover in real time and interfacing with insurers, customs, maritime authorities, inland waterways authorities and European systems.

The fifth workstream is healthcare administration

The project provides for a single health fund, an end to regional fragmentation and a national pathway linking prescription, procedure, order, invoice and reimbursement. The nomenclature is simplified. The system is connected to professionals, pharmacies, medicines, stocks, alerts and anti-fraud controls.

The aim is to make healthcare administration lighter, safer and faster, with GDPR-compliant processing. Clinical time must be returned to care, not data entry.

The sixth workstream is the business environment

The project provides for a reform of company law centred on the SA and SAS, with a simplified pathway for the self-employed and



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better protection of personal assets.

The system must centralise formalities, deeds, filings, apostilles, qualified signatures, certificates of authenticity, online applications and multilingual support.

The beneficial ownership register is updated without delay when a significant change occurs.

The competent authorities retain full, traceable access. Published data are reduced where disclosure is not necessary for public information.

Round-the-clock support uses overseas relays to cover time differences and ensure continuity of service nationally and internationally.

10-YEAR TRAJECTORY

Build the infrastructure of national power

Within ten years, the priority is no longer only to put the administration in order. France must install the infrastructure that makes it less dependent and more competitive.

The first pillar is energy

One plan provides for a large-scale energy programme across mainland and Overseas France, targeting a total capacity of 46.64 gigawatts. Indicative investment is €32 billion for the generating units. Networks, storage, authorisations, safety, consultation and environmental integration are treated as conditions for success.

This strategy seeks to reduce energy dependence, stabilise costs, secure industry, strengthen Overseas France and prepare long-term export capacity.

The second pillar is sovereign digital infrastructure

France must have sovereign data-centre hubs, some located in Overseas France. These infrastructures guarantee the hosting of sensitive data and business continuity,

cybersecurity, encryption, energy efficiency, supervision by a public operations centre and failover capability in a crisis.

Digital sovereignty is not a slogan. It is the State's capacity to protect its data, keep essential services available, withstand attacks and treat remote territories as links in the same national system.

The third pillar is logistics

The project provides for a national rail-road freight network and multimodal hubs. Motorway entry points, ports, airports, freight stations, inland platforms and priority corridors must be linked by a common architecture.

Freight movements must be booked, tracked, controlled, secured and decarbonised. The digital manifest, logistics ticketing, screening at entry points and interoperability across customs, security, rail, air and sea must become the norm.

The fourth pillar is industrial defence

France must increase its capacity in critical segments such as drones, munitions, missiles, hybrid vehicles, cyber and AI systems, aerospace, overseas logistics and technical training. The logic is not only military. It also concerns industry, training, exports, technological sovereignty and production capacity in a crisis.

The fifth pillar is bioclimatic urban planning

France must adapt its cities to heat, water, mineralised urban areas and climate shocks. This policy is not decorative. It aims to reduce urban temperatures, air-conditioning costs, health risks and losses, while improving the attractiveness of cities.



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The sixth pillar is productive human capital

Training, apprenticeships and careers in defence, health, digital technology, energy, industry, cybersecurity and logistics are becoming infrastructure as important as roads and networks.

The aim is to align national training with the country's industrial and sovereign needs.

The seventh pillar is the creation of centres of excellence

A territory with a high concentration of institutions and economic activity is envisaged as an advanced experimental zone, bringing together within a defined area all the components of a trusted ecosystem:

Enhanced security, clear taxation, regulatory compliance, specialised banking services, customs infrastructure, traceability of strategic flows, digital certification and a premium offer for international investors.

This type of territorial configuration is intended to serve as a reference testbed, a reproducible model combining sovereignty, attractiveness and innovation in the management of sensitive assets.

The aim is not to create an enclave cut off from the country. It is to test a model of excellence and derive reusable standards for other strategic territories.

20-YEAR TRAJECTORY

Build an independent, robust and simplified France

Within 20 years, France must have a fully reorganised public and economic system. The country must control its data, flows, energy, exports, registers, businesses, titles, procedures, critical infrastructure, industrial capacity and overseas footholds.

The expected result is a France that is simpler for the population, faster for business, safer for its territories and firmer in protecting its interests.

Within 20 years, the major public functions must be interconnected.

The France envisaged by this trajectory is a nation in which the State no longer merely produces rules. It produces order, security, continuity, evidence and power.

Overseas France at the heart of the Nation

The overseas territories must no longer be treated as peripheries. They are France's strategic footholds in the world.

They give the Nation a presence in the Caribbean, South America, the Indian Ocean, the Pacific and the North Atlantic. They extend France's strategic, maritime, energy, digital and logistics reach.

The vision behind this strategy is one of convergence and distributed power.

The overseas territories must have their own energy, digital, healthcare, logistics and training capabilities, while being fully connected to the national system. The first wave of overseas investment brings together energy and smart grids, logistics hubs, health, education and digital technology.

Guadeloupe

Guadeloupe must become a major French foothold in the Caribbean. The priority is to strengthen energy autonomy, smart grids, port and airport logistics capacity, local healthcare, training for strategic occupations and sovereign digital connectivity.

The benefit to the Nation is direct. Guadeloupe becomes a Caribbean hub for flows, data and essential services,



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businesses and France's regional presence.

Martinique

Martinique must form part of the same strategic Caribbean arc.

It must be structured as a platform for territorial continuity, logistics, connected healthcare, digital services and regional support.

Its national role is to strengthen the French position in the Caribbean, provide redundancy with Guadeloupe and create shared capacity for maritime, air, economic and administrative flows.

French Guiana

French Guiana is a continental, border and strategic territory. The programme must consolidate smart grids, logistics hubs, digital infrastructure, local healthcare services, training and control capabilities there.

French Guiana must be treated as a French foothold in South America. Its importance extends beyond its own territory. It strengthens the national presence in an area where control of borders, flows, energy and digital infrastructure is decisive.

Réunion

Réunion must become the major French hub in the Indian Ocean. The project concentrates there the functions of territorial continuity, regional interconnection, remote healthcare, logistics, training, sovereign digital infrastructure and energy autonomy. For mainland France, the benefit is a strong French base in the Indian Ocean, able to support economic flows, crisis situations, health services, data and regional coordination.

Mayotte

Mayotte must be fully connected to the national architecture. The priority is

access to essential services, logistical continuity, local healthcare, skills development, connectivity and energy. The national benefit is to strengthen French continuity in the Indian Ocean and reduce disruptions in operation that weaken public authority.

New Caledonia

New Caledonia must be conceived as a Pacific hub. The programme applies there the core energy, logistics, digital, healthcare and training framework. Regional data centres, redundant networks, logistics hubs and continuity capabilities must be structured to a high level of security.

The benefit to the Nation is a consolidated French presence in the Pacific, with data, energy and resilience capabilities.

French Polynesia

French Polynesia requires an approach suited to geographical dispersion. Digital infrastructure, redundant connections, local administrative services, logistics and territorial continuity are essential. In this vision, Polynesia is not a remote territory. It becomes a network of French footholds in the Pacific, linked by robust digital and logistics infrastructure.

Wallis and Futuna

Wallis and Futuna must be integrated into the same national foundation and benefit from strategic investment in its economic development. The chosen approach requires territorial continuity, health, digital technology, training, logistics and access to national schemes. The benefit is political as much as practical. No French Pacific territory should remain outside the common system.

Saint Martin and Saint Barthélemy

Saint Martin and Saint Barthélemy form part of the coherence of the Caribbean arc. The priority is digital interconnection, territorial continuity,



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logistics, essential services, secure flows and access to national economic tools. These territories give France an additional presence in a region with intense regional movement. They must therefore be treated as footholds, not merely as administrative exceptions.

Saint Pierre and Miquelon

Saint Pierre and Miquelon must be integrated into the logic of national continuity in the North Atlantic. The same architecture applies: essential services, health, digital technology, energy, logistics and links with mainland France.

The national benefit is the consolidation of a structured French presence in a distinctive maritime and geographical area.

Benefits shared by Overseas and mainland France

Overseas France gives France a genuine global presence. It enables regional export hubs, continuity bases, digital relays, projection points, energy platforms, test sites for remote healthcare innovation, places of climate resilience and maritime sovereignty capabilities.

Mainland France benefits from this distributed power. Overseas France benefits from a better organised State, more reliable systems, stronger infrastructure and a central place in national strategy. The Nation gains a complete architecture. The national territory is no longer limited to a centre and peripheries. It becomes a network of French footholds around the world.

Financial discipline

This strategy distinguishes projects capable of generating revenue, those serving an economic-interest mission, those requiring public compensation and those that primarily deliver gains in sovereignty, security or efficiency. A strategic State cannot be a State that spends without control. It invests, measures, corrects and is accountable.

Implementation governance

The project requires concise, clear and firm governance. A national monitoring committee must steer all major workstreams. Regional committees must adapt implementation to the territories. Overseas committees must monitor the trajectories specific to each basin.

Major decisions must be evaluated at 24 months, 48 months and then every five years. The country must no longer wait ten years to discover that a system does not work. It must see the gaps, understand the causes and correct them quickly.

The presidential message

France can no longer be content to announce reforms. It must rebuild the way it operates. It must reduce duplication, simplify procedures, protect its data, secure its flows, support its businesses, modernise healthcare, organise exports, strengthen defence, control energy, fully integrate Overseas France and make every euro of public money traceable.

Within five years, the State must once again be able to deliver.

Within ten years, France must have sovereign infrastructure.

Within twenty years, the Nation must function as a complete, stable, controllable and powerful system. The vision is of a France with simpler procedures, stronger decisions, safer data, faster administration, greater economic attractiveness, a stronger presence in the world and greater unity across its territories.

France must not merely reform its public policies. It must reorganise its structure. This is the condition for becoming once again a power of order, production, trust and sovereignty.



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