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**EXECUTIVE COUNCIL**  
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**24 – 30 June 2009**  
**Sirte, Libya**

**EX.CL/504 (XV)**

**REPORT ON THE ACTIVITIES OF THE MULTILATERAL  
COOPERATION SUB-COMMITTEE**

**REPORT ON THE ACTIVITIES OF THE MULTILATERAL  
COOPERATION SUB-COMMITTEE**

1. The reconstituted fifteen-member Multilateral Cooperation Sub-Committee of the Permanent Representatives' Committee (PRC) came into being in March 2009 after the expiration of the two-year lifespan of the preceding membership early this year. The Bureau of the Sub-Committee is composed of Benin (Chairperson); Cameroon (1<sup>st</sup> Vice-Chairperson); Egypt (2<sup>nd</sup> Vice-Chairperson); South Africa (3<sup>rd</sup> Vice-Chairperson); and Sudan (Rapporteur). The other members of the Sub-Committee are Angola, Chad, Congo, Ethiopia, Mali, Namibia, Niger, Sierra Leone, Tanzania and Tunisia.
2. The Sub-Committee had its maiden meeting on Friday, 27 March 2009. The meeting, which was presided over by its Chairperson, H.E. Edouard Aho-Glele, Ambassador of the Republic of Benin, was attended by all, but one, of the members of the Sub-Committee.
3. The meeting took place against the backdrop of the meeting of the PRC that was held on Wednesday, 25 March 2009 which considered the preparations for the Second Africa-South America (ASA) Summit and the draft Action Plan of the Africa-India Forum Summit. Regarding the ASA Summit process, the PRC had reviewed the work of the eight (8) Working Groups and observed that most of them, with the exception of two, had not made significant progress in developing concrete projects that could be considered at the Second Africa-South America Summit that would be held in Caracas, Venezuela, in September 2009.
4. To this end, the PRC mandated the respective African co-Chairs, with the collaboration of AU Commission's Departmental Focal Points, to initiate meetings of their Working Groups in order to finalize concrete project proposals that could be considered by both the Multilateral Cooperation Sub-Committee and the PRC within the following two weeks.
5. With respect to the Africa-India Action Plan, the PRC mandated the Sub-Committee to drive the process and ensure that the draft Action Plan was finalized before the first anniversary of the Forum Summit, which is 9 April 2009.

**A. Finalization of the Draft Africa-India Action Plan**

6. At its maiden meeting, the Sub-Committee focused specifically on the consideration of the draft Action Plan of the Africa-India Forum Summit. At the end of discussions, the Sub-Committee constituted a five-member Working Group to review the draft that had been prepared by both officials of the Commission and India sometime in November 2008 and circulated to Member States. Membership of the Working Group was drawn from the five geographical areas of the continent and included Namibia (Chair), Chad, Egypt, Ethiopia and Sierra Leone. The Working

Group was mandated to present its work to the Sub-Committee on Tuesday 7 April 2009.

7. All members of the Working Group under its Chairperson, H.E. Wilfried Emvula, Ambassador of the Republic of Namibia met on Tuesday, 31 March 2009 in Committee Room 3 of AU Commission beginning from 15h00. The Working Group laboriously considered the draft Action Plan in consonance with the Africa-India Framework for Cooperation and made amendments and proposals for the Sub-Committee's consideration at its scheduled meeting on 7<sup>th</sup> April 2009.

8. As scheduled, the Sub-Committee met on Tuesday, 7 April 2009 in Committee Room 1 of AU Commission at 16h00. The meeting was presided over by its Chairperson and was attended by ten members of the Sub-Committee.

9. The meeting considered the revised draft Africa-India Action Plan that had been prepared by its Working Group and exchanged views on the preparations for the Second Africa-South America (ASA) Summit that will be held in Caracas, Venezuela in September 2009.

10. With respect to the revised draft Africa-India Action Plan, the Chairperson of the Working Group presented the outcome of the work of his Group on the draft Africa-India Action Plan to the Sub-Committee. He underlined three basic principles that underpinned the work of his Group, which were the following:

- The need to strengthen capacities of the African Union Commission to better deal with the various partnerships and their follow-up;
- The need to avoid unnecessary duplication of existing efforts at strengthening capacities of the African Union Commission; and
- The need for equitable representation and geographical spread of institutions and vocational centers that would be provided by India to Africa.

11. After his presentation, the Chairperson of the Sub-Committee thanked him, members of his group and officials of AU Commission for the quality of work that had been produced. Thereafter, the revised document was thoroughly examined by the Sub-Committee and some amendments effected. The revised draft Action Plan was forwarded to Member States of the Union by the Commission on Monday, 13 April 2009.

12. The PRC was scheduled to have discussed on 2<sup>nd</sup> June 2009, the Plan of Action as revised by the Sub-Committee to enable it be finalized with India. However, this was not possible because of time constraint. The Plan will still be discussed by the PRC in its session preceding the Sirte meeting and its reaction would be communicated during that meeting.

**B. Preparations for the Second Africa-South America Summit**

13. It is to be recalled that the Second Africa-South America (ASA) Summit was to have taken place in Venezuela on 28 to 29 November, 2008 but was postponed. According to Executive Council decision EX.CL/Dec.480 (XIV), the Summit was to be held in August 2009, but upon consultation between the Presidencies of the AU and Venezuela, the host of the Summit, it has now been proposed that the 2<sup>nd</sup> ASA Summit will be in September 2009. The new dates are as follows:

- Meeting of Senior Officials: 14 & 15 September 2009;
- Ministerial meeting: 16 & 17 September 2009;
- Heads of State & Government: 18 & 19 September 2009

14. The new dates will be presented to the Assembly of Heads of State and Government at its next session in Sirte, Libya for endorsement since it had previously endorsed the August 2009 date.

15. The Commission informed the PRC and the Sub-Committee that preparations for the Summit had intensified following the 4<sup>th</sup> Meeting of the Coordination Group of the Africa-South America (ASA) Summit that was held in Caracas, Venezuela, on 8 and 9 January 2009. The meeting was attended by Nigeria, ASA Regional Coordinator for Africa; Brazil, ASA Regional Coordinator for South America; the African Union Commission; the Pro-Tempore Chairmanship of the Union of South American States (UNASUR); and the Bolivarian Republic of Venezuela, the host of the meeting and of the Second ASA Summit.

16. The meeting, among other things, reviewed progress that had been recorded since the previous meeting of the Coordination Group that was held in Brasilia, Brazil, in June 2008 as well as the implementation of the outcomes of the First Senior Officials Meeting (SOM) that was also held in Brasilia in June 2008; and the status of the Working Groups of the eight thematic areas of the partnership, including their meeting schedules, functions and work methodology.

17. Following that Senior Officials meeting and the mandate of the Sub-Committee and the PRC, the 8 Working Groups have been seized with the task of concluding their consultations and to come up with concrete programmes and projects that could be considered and adopted by both the Sub-Committee and the PRC before engaging the South American counterparts ahead of the Second ASA Summit.

18. At its meeting on Friday, 22 May 2009, the Sub-Committee proposed that the respective African co-Chairs and the Departmental Focal Points should produce a concise working document that would capture progress made with respect to the work of their Working Groups. The document should be presented to the PRC for consideration in order to help the African side come up with beneficial projects and programme in the partnership.

19. The AU Commission had conveyed the proposal of the Sub-Committee to the respective co-Chairs and Departmental Focal Points and efforts are being made to convene a PRC meeting to consider the submissions of the respective Working Groups.

20. The consideration of the presentation by the Working Groups have become critical because the Sub-Committee at its meeting on Monday, 1<sup>st</sup> June 2009, recommended that no Working Group should engage in bi-regional meeting with the South American side unless, and until, the projects proposed by the African Working Groups have been considered and endorsed by the PRC, as Africa's position in the process.

**C. Proposed Africa-Iran Partnership**

21. At its meeting on Friday, 22 May 2009 the Sub-Committee considered an invitation from the Iranian authorities to the Chairperson of the Sub-Committee for members of the Bureau of the Sub-Committee to undertake an official visit to Iran, from 18 to 24 June 2009. According to the Iranians, the purpose of the visit was to prepare the grounds for holding the Iran-Africa Summit.

22. After an extensive consideration of the invitation in its principle and practicality, the Sub-Committee mandated its Chairperson to respond to the invitation by indicating that the AU has a subsisting decision not to engage in any new partnership until the conclusion of the global review of all Africa's existing partnerships had been finalized. The Chairperson was also to add that the Sub-Committee would get back to the Iranian authorities upon the completion of the study.

**D. Africa-Korea Partnership**

23. At its meeting on 1<sup>st</sup> June 2009, the Sub-Committee was informed by the Commission of a Korean proposal to host the 2<sup>nd</sup> Korea-Africa Forum in Korea, from 24-25 November 2009. In considering this issue, it was recalled that South Korea decided to organize the First Africa-Korea Partnership Forum immediately after the China-Africa Summit in November 2006. That meeting was attended by five African Presidents – Benin, Congo (Brazzaville), Ghana, Nigeria and Tanzania and Ministers from 25 African countries. Although the Chairperson of the AU Commission was invited as Observer, he did not attend.

24. The Forum adopted a Declaration, which among other things, decided that it would hold every three years, at Ministerial level.

25. It was further recalled that the Korean authorities did not involve the Commission in the First Forum, other than inviting its Chairperson as Observer. However, on this occasion of the 2<sup>nd</sup> Africa-Korea Forum, Korea has expressed its

willingness to involve the Commission in both the preparation and coordination of the Forum and to follow the Banjul format as amended, even though the Forum is limited to Ministers only.

26. The Sub-Committee exchanged views on the Korean proposal and observed that in the light of the ongoing global review of all existing partnerships, it was incumbent on the AU to uphold the principles and tenets of the review exercise. It was also the view of the Sub-Committee that the intervening period between now and the proposed Forum was loaded with activities which could constrain the full participation of Member States in the Forum. As a result, it was recommended that the Forum be considered upon the completion of the global review exercise.

**E. Global Review of Africa's Strategic Partnership with other Parts of the World**

27. At its meeting on Friday, 22<sup>nd</sup> May 2009, the Sub-Committee formally received the Study that was carried out by the Commission on the global review of Africa's Strategic Partnership with other parts of the world. The Study was carried out in accordance with Executive Council decision, EX.CL/Dec.397(XII), which:

“REQUESTS the AU Commission to follow-up on this and undertake a review of all existing partnerships in order to effectively implement strategies and partners, rationalize the number of Summits and identify criteria for such partnerships to ensure coherence between and within these partnerships and make necessary recommendations to Council and the Assembly”.

28. The Study focused on 15 sections, namely:

- I. Introduction
- II. Purpose of Strategic Partnership
- III. NEPAD: Example of a Strategic Partnership
- IV. Defining Africa's Strategic Partnership
- V. Principles Governing Partnerships
- VI. Elements of a Strategic Partnership
- VII. Framework of a Strategic Partnership
- VIII. Continent to Continent Partnership
- IX. Continent to Country Summits
- X. Relationships initiated outside the Continental Framework
- XI. Partnerships in Prospect
- XII. Institution to Institution Partnership
- XIII. Structure of Participation in Partnership Summits
- XIV. Recommendations and Way Forward
- XV. Conclusion

29. The Sub-Committee exchanged views on the Study and agreed that the work should be subjected to a thorough examination. As a result, its standing Working Group was mandated to review the Study carried out by the Commission.

30. The Working Group met on Friday, 29 May 2009 and commended the Commission for the depth and quality of the study. It observed that it contained the essential elements that were prescribed by Council in its decision, indicated above. However, the Working Group was of the view that there was need for a comparative assessment and evaluation of each partnership in order to reach a conclusion as to its viability or otherwise.

31. In this regard, the Working Group agreed to complement the work that was done by the Commission and examined the following issues:

- I. Evaluation cum Operational Conclusion of each Partnership;
- II. Criteria for establishing Strategic Partnerships between Africa and other Parts of the World; and
- III. Process for establishing a Prospective Partnership.

32. In a nutshell, the Working Group concluded as follows:

- I. Some Partnerships were progressive while some others were not beneficial to Africa and should be reviewed or rationalized;
- II. There is need for Africa to evolve an appropriate and consistent format of participation in view of the enormous opportunities derivable from some of the partnerships;
- III. There is need for an efficient follow-up mechanisms that would enhance the full involvement of AU Member States; and
- IV. Involvement of the AU mechanisms such as the Sub-Committee on Multilateral Cooperation and the AU Commission for proper implementation and follow-up.

33. The Sub-Committee received the work of the Working Group on 1<sup>st</sup> June 2009 and commended the review done by the Working Group. However, the Sub-Committee highlighted some of the drawbacks of existing Strategic Partnerships, including:

- Africa's inability to prioritise her development needs, meaning that Africa has always attempted to tackle all its challenges at the same time without prioritization;
- Lack of management capacity within the Commission and lack of synergy between the AU mechanisms;
- Inability to strengthen the internal partnerships and lack of a proper definition of the roles and full involvement of the Regional Economic Communities (RECs) in Africa's Strategic Partnerships; and

- Inability to identify the specific motive and interest by partners in proposing a partnership with Africa.

34. In conclusion, the Sub-Committee recommended the following:

- I. There is need for an impact analysis of all existing partnerships;
- II. There is need for a cost-benefit analysis of each partnership in order to determine their comparative advantage and value addition;
- III. There is need for an effective management structure to handle Africa's partnerships. This could be by way of creating a dedicated Coordination Unit within the Office of the Chairperson of the Commission.
- IV. There is need for a matrix of each partnership in terms of the benefits offered;
- V. There is need to prioritize Africa's development needs that focus on limited areas of cooperation; and
- VI. There is need to support the maintenance of the Banjul decision that recognizes the inclusiveness of all AU Member States in the preparatory process of each Summit. In this regard, the Commission should be mandated to brief the PRC on the outcome of any Summit immediately after it is held.

35. In concluding its examination of this subject, the Sub-Committee agreed to recommend to the PRC that additional work should be done by both the Commission and the Sub-Committee to incorporate the observations made by the Working Group and by the Sub-Committee itself into the Study as reported above. In this respect, it was decided that written comments could be submitted by Member States to the Commission.

36. The details of the comments and observations as well as recommendations made by the Working Group and the Sub-Committee are contained in a separate report.



EX.CL/504 (XV)  
Annex

**GLOBAL REVIEW OF AFRICA'S STRATEGIC  
PARTNERSHIP WITH OTHER PARTS OF THE WORLD:**

**Comments and Recommendations of the Sub-Committee on  
Multilateral Cooperation**

## GLOBAL REVIEW OF AFRICA'S STRATEGIC PARTNERSHIP WITH OTHER PARTS OF THE WORLD:

### *Comments and Recommendations of the Sub-Committee on Multilateral Cooperation*

#### Introduction

1. It is to be recalled that the AU Commission had submitted a comprehensive report, Document EX.CL/374 (XI), on the growing number of partnership arrangements to the 12<sup>th</sup> Ordinary Session of the Executive Council held in Addis Ababa, in January 2007. Council thus took decision, EX.CL/Dec.397(XII), which, among others,

“REQUESTS the AU Commission to follow-up on this and undertake a global review of all existing partnerships in order to effectively implement strategies and partners, rationalize the number of Summits and identify criteria for such partnerships to ensure coherence between and within these partnerships and make necessary recommendations to Council and the Assembly”

2. Following this directive, the Commission undertook the Study and formally presented it to the Sub-Committee on Multilateral Cooperation on 22 May 2009. The Study focused on 15 sections, namely:

- Introduction
- Purpose of Strategic Partnership
- NEPAD: Example of a Strategic Partnership
- Defining Africa's Strategic Partnership
- Principles Governing Partnerships
- Elements of a Strategic Partnership
- Framework of a Strategic Partnership
- Continent to Continent Partnership
- Continent to Country Summits
- Relationships initiated outside the Continental Framework
- Partnerships in Prospect
- Institution to Institution Partnership
- Structure of Participation in Partnership Summits
- Recommendations and Way Forward
- Conclusion.

3. The Sub-Committee examined the Study on 22 May 2009 and observed that it contained the essential elements that were prescribed by the Executive Council decision, EX.CL.Dec.397 (XII), which mandated the AU Commission to undertake a global review of all existing partnerships. However, the Sub-Committee was of the position that there was need for a comparative assessment and evaluation of each partnership in order to reach a conclusion as to their viability or otherwise. To this end, it mandated a Working Group to carry out the assignment. The Working Group comprised Namibia (Chair), Chad, Egypt, Ethiopia and Sierra Leone, reflecting the five geographical regions of the continent.

4. On 1<sup>st</sup> June 2009 the Working Group submitted its report and the Sub-Committee addressed the following issues:

- An Evaluation cum Operational Conclusion of Each Partnership;
- Criteria for Establishing Strategic Partnership between Africa and Other Parts of the World;
- Process for Establishing a Prospective Partnership;
- Impact Analysis of Partnerships; and
- Recommendations.

**i) An Evaluation/Operational Conclusion of Each Partnership**

5. The Sub-Committee focused attention on paragraphs 33 to 119 of the Study, which is captioned *Framework of Africa's Strategic Partnerships* and made the following assessment:

**CONTINENT TO CONTINENT PARTNERSHIP**

**a) Africa-Europe (European Union) Partnership**

- The Africa-Europe partnership is a traditional form of partnership, which has gestated over a long period of time and should be consolidated. However, there is need to streamline it in order that the two sides derive maximum benefits and infuse dynamism into the partnership;
- Need to improve the follow-up mechanism, in particular the Troika process in order to enhance the full involvement of AU Member States;

- Need to fashion out an effective mechanism in the coordination process that would integrate the Multilateral Cooperation Sub-Committee of the PRC in the implementation of the Joint Africa-Europe Strategy; and
- The Sub-Committee recommends the continuation of this partnership.

**b) The Africa-South America Summit (ASA)**

- The Africa-South America Summit (ASA) is relatively new and not much has been achieved as attempts are currently being made to put in place the necessary mechanism that would ensure the effective implementation of the process;
- Need to enhance the structure of this partnership and prioritize and harmonize projects in order to reflect Africa's development needs;
- Need to identify the financing mechanism of the projects/programmes of the partnership; and
- The Sub-Committee recommends the continuation of this partnership.

**c) The Africa-Asia Sub-regional Organizations Conference (AASROC)**

- The Africa-Asia Sub-regional Organization Conference (AASROC) was still born and would require a firm structure if it is to play an important role in facilitating cooperation between the two regions;
- AASROC is unfamiliar to Member States and needs a fresh impetus and revitalization;
- Need for an evaluation of the process in terms of its sustainability and its revitalization or possible downgrading to a Ministerial meeting; and
- The Sub-Committee recommends that the partnership should not continue in its present form.

## **CONTINENT TO COUNTRY PARTNERSHIP**

### **a) Africa-India Partnership**

- The Africa-India partnership has potential for expansion and for evolving into an effective partnership;
- Commitments made under the partnership are capable of delivering substance to the peoples of the two sides and should be fully implemented;
- Partnership has faithfully respected the wishes of the African Union relating to the principles of a continent-to-country partnership; and
- The Sub-Committee recommends that this partnership should continue.

### **b) Africa-Turkey Partnership**

- The Africa-Turkey partnership has enormous potential but its rate and scope of implementation will need to take off because as of now, not much progress has been made in terms of the implementation of the Istanbul agreements;
- The Banjul decision on the format for participation of Member States should be respected in future Summits;
- Africa and Turkey should engage themselves in order to implement the objectives of this partnership; and
- The Sub-Committee recommends that this partnership should continue.

**RELATIONSHIPS INITIATED OUTSIDE THE CONTINENTAL FRAMEWORK: AFRICA-CHINA (FOCAC), AFRICA-JAPAN (TICAD), AFRICA-US (AGOA), AND AFRICA-FRANCE**

**a) China-Africa Cooperation Forum (FOCAC)**

- The FOCAC is a strong partnership, which has gestated over a long period of time;
- In many areas, the partnership has delivered some concrete outcomes that are beneficial to Africa although Africa needs to utilize the partnership to the fullest in terms of the potential of the available market and the business opportunities;
- Need to come up with an appropriate and consistent format of participation because of the enormous opportunities that are derivable from the partnership. This is to ensure inclusiveness of all Member States in the preparatory process; and
- The Sub-Committee recommends that this partnership should continue.

**b) Africa-Japan (TICAD) Process**

- The Africa-Japan (TICAD) Process has strong potential which should be appropriated;
- Africa's priority requirements need to be articulated by Africans rather than be instructed by external conception of Africa's needs and priorities. In this regard, the African Union and its Commission should articulate clear positions on how to facilitate the transformation process and discuss the prospects with the Japanese; and
- The Sub-Committee recommends that this partnership should continue

6. The Sub-Committee recommends that three partnerships be categorized as partnerships already in existence instead of partnerships in prospective. These are the following:

- The Partnership between Africa and the Arab World;
- The Africa-Caribbean Partnership; and
- The Africa-Korea Partnership.

7. This decision was due to the fact that their processes had long begun with some meetings held at even summit and ministerial levels and could therefore not be considered as prospective partnerships. An assessment of these three partnerships is as follows:

**c) Partnership between Africa and the Arab World**

- Some meetings had earlier taken place in this partnership including the first and only Summit in 1977;
- Absence of a proper mechanism that would ensure effective follow-up of the partnership hence the need to institute a proper mechanism;
- Efforts should be made to re-launch the partnership by holding the Second Afro-Arab Summit in 2009 as decided by the last Assembly session in Addis Ababa in January 2009, and as agreed by both the AU Commission and the League of Arab States General Secretariat;
- Involvement of AU Mechanisms such as the AU Commission and the Sub-Committee on Multilateral Cooperation for proper implementation and follow-up; and
- The Sub-Committee recommends the continuation of this partnership.

**d) Africa-Caribbean Partnership**

- The process of the Africa-Caribbean Summit had already begun with meetings at experts' and ministerial levels;
- A summit is planned for later this year (2009);

- Involvement of AU Mechanisms such as the AU Commission and the Sub-Committee on Multilateral Cooperation for proper implementation and follow-up; and
- The Sub-Committee recommends that this partnership should be consolidated.

#### **e) Africa-Korea Partnership**

- The Africa-Korea Partnership had already begun with the summit that was held in November 2006;
- Need to review the partnership in order to make it more consistent with current on-going partnerships in terms of format of participation and the role of the AU Commission and the Sub-Committee on Multilateral Cooperation; and
- Need to revitalize the partnership in order to achieve its set objectives and correspond with the processes of the African Union. The modality for doing this should be worked out by AU Commission.

#### **Observations**

8. The Sub-Committee notes that Continent to Country partnership should be clarified, prioritized and sequenced in accordance with Africa's development needs. Secondly, Africa's core interest should be paramount in deciding on any partnership. Thirdly, partnership should be established on the basis of the size of partner's economy, comparative advantage and value addition to Africa's development agenda.

9. There is need to determine the levels at which such partnerships should hold; not necessarily at Heads of State and Government level and not necessarily at partnership level. It could be in the form of cooperation or another type of interaction. Generally, all these partnership should align with the processes of the African Union. In this regard, the AU and its Commission should play both coordination and implementation roles in the partnerships.



## **SPECIAL PARTNERSHIPS**

10. These are engagements that are limited in nature and focus on specified areas of cooperation. They include the following:

- (i) Africa-US (AGOA), and
- (ii) Africa-France Summit

### **a) Africa-US (AGOA)**

- The African Growth Opportunity Act (AGOA) is aligned towards commerce and trade. There is thus need for Africa to take advantage of the opportunities offered by the partnership;
- It is a unique type of partnership as it does not cover the whole of Africa.

### **b) Africa-France Summit**

- The Africa-France Summit is more of a political dialogue rather than an economic-based partnership;
- The partnership accommodates more bilateral programmes rather than a continental framework and should therefore be elevated to the continental level;
- The African Union's participation in this partnership should transcend Observer status. In this regard, the African Union Commission should play both coordination and implementation roles in the partnership;
- Africa should be concretely represented in the partnership by the AU Commission and the Sub-Committee on Multilateral Cooperation; and
- The Sub-Committee recommends the continuation of this partnership.

## **PARTNERSHIP IN PROSPECT**

11. The Sub-Committee observed that there were a number of prospective partnerships that may be considered on the basis of the outcome of the Study of the Global Review of Partnership with other Parts of the World. This could include the proposed Africa-Iran Forum and Africa-Australasia Partnership, among others.

ii) Criteria for Establishing Strategic Partnership between Africa and Other Parts of the World

12. The Sub-Committee recommends that Africa's strategic partnership should be based on predetermined criteria including the following:

- It should be built around specific objectives with predetermined win-win outcomes for the mutual benefits of the parties involved;
- All strategic partnerships should not cover the same areas of cooperation and should be specific taking into account the strength of the partner in question;
- It should be a true and equal cooperation that is based on mutual trust and benefit, and not that of donor-recipient relationship. In this regard, the cooperation should be demand-driven;
- It should be consistent with the clearly defined vision and development strategy of the African Union as outlined in the Commission's Strategic Plan;
- It should respect the principles of subsidiarity and complementarity and adopt a SMART (specific, measurable, achievable, relevant and time-bound) approach;
- It should involve the Private Sector of both sides in order to play a crucial role in Africa's industrialization process as a basis for its development;

- Its benefits should have both short and long term components with emphasis on innovation, enlargement of technical and operational resources and potential enhancement;
- It should also include the political perspective, and the search for connectivity in a political environment;
- It should be flexible and should be an evolving partnership that is subject to adjustment and constant re-definition, thus the need for individual and collective assessment; and
- It should be premised on traditional and historical ties and must be agreeable to Member States of the African Union.

### **iii) Process for Establishing a Prospective Partnership**

13. The Sub-Committee observed that so far, partnerships have been created as a result of an approach by any of the partners.

14. The Sub-Committee suggests that all partnerships must be established subject to the decision of the executive organs of the African Union.

### **iv) Impact Analysis of Partnerships**

15. In appraising the worth of any partnership, the Sub-Committee recommends the following benchmark:

- Need for an impact analysis of all existing partnerships in the form of a matrix over a specified period of time;
- Need for a cost-benefit analysis of each partnership in order to determine their comparative advantage and value addition to Africa's development needs; and
- Need to identify the core interest of a partner and ensure that Africa's interest is preserved.

### **v) Recommendations**

16. In conclusion, the Sub-Committee made the following recommendations:

- Need for an effective management structure to handle Africa's partnerships. This could be by way of the creation of a dedicated Coordination Unit within the office of the Chairperson of the Commission;
- Need to align partnerships to the needs of the respective regions and in collaboration with the Regional Economic Communities (RECs);
- Need to prioritize Africa's development needs that focus on limited areas of cooperation with each partner on the basis of complementarity, subsidiarity and value addition;
- Need to support the Banjul decision that recognizes the inclusiveness of all Member States in the preparatory process of any partnership. In this regard, the Commission should be mandated to brief the PRC on the outcome of any summit immediately after it is held; and
- New partnerships could be identified and established subject to the decision of the executive organs of the African Union and should be established in accordance with the criteria indicated above.

2009

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