



DRAFT Rev. 3

**AFRICAN UNION (AU) OUTLINE FRAMEWORK FOR
STRATEGIC PARTNERSHIPS**

**Partnerships Management and Coordination Division
(PMCD)**

Draft African Union Outline Framework for Partnerships

Background

1. At its meeting of 29th June 2015, in the Caucus Meeting Room 21 of the African Union Commission New Conference Complex, the Working Group of the Permanent Representative Committee Sub-Committee on Multilateral Cooperation (PRC-SCMC), under the Chairmanship of Egypt, requested the Commission to develop a template in the form of an outline framework for Partnership. The meeting agreed on the need to approach all engagements with the African Union Strategic Partnership in a more robust, purpose-driven and result-oriented manner. It recognized the need for the African Union to be self-oriented and proactive rather than being reactive in its engagements with Partners.
2. The resolve to adopt this dynamic approach stemmed from the need to deviate from the status quo that has maintained overtime, where the African Union Partners have been allowed the prerogative to develop concepts that guide relationships between both parties that ordinarily should have been joint efforts, spelling out the areas of needs for both sides.
3. The strategy to adopt in engaging with Partners and developing frameworks for cooperation as well as determining areas of cooperation should be premised on the fact that Africa needs something from Partners and Partners need something from Africa. In that respect, time has come for Africa to first identify its needs and gaps that may exist which require the support of Partners, and then further identify the Partners that have such competences to assist.

Rationale for the Development of the Outline Framework Document

4. The purpose of this Outline Framework document is to develop a template which will guide the African Union in engaging with its Strategic Partners and practically provide guidance on the baselines and approach that underpin the identification of areas of cooperation and development of working documents for the Partnerships, which the African Union is engaged in, taking into consideration what Africa wants to achieve in the next three to four years in accordance with the priorities stipulated in the AU Agenda 2063 First Ten Year Plan.
5. In undertaking this exercise, the following African Union reference documents were used, namely:

- (i) Constitutive Act of the African Union
- (ii) Decisions and Declarations of AU Policy Organs
- (iii) Agenda 2063 First Ten Years Plan: 2013-2023;
- (iv) African Union Commission Strategic Plan 2014-2017
- (v) Approved Budget Program for 2016.

6. In addition to these documents, a Report on the Evaluation of Africa's Strategic Partnerships has been provided to the Sub-Committee for its consideration.

7. The Partnerships Management and Coordination Division (PMCD) was also required to liaise with the various African Union Commission (AUC) technical Departments in order to collect their views as their involvement in the partnership process is critical.

8. A more detailed Outline Framework or prototype with the technical content that will highlight the core competencies, comparative and competitive advantages of Partners as well as the needs and gaps of the African Continent would be developed after receiving inputs from AUC technical Departments and after the process of evaluating the Strategic Partnerships has been completed and recommendations adopted. It is believed that this generic Outline Framework document will guide future development of all Strategic Partnerships documents, namely Declaration, Action Plan, etc.

Africa's Priority areas during First Ten-Year Plan of the AU Agenda 2063

Aspiration 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development

9. *There are six goals under this aspiration: 1-7*

- (1) A High Standard of Living, Quality of Life and Well Being for All
- (2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation
- (3) Healthy and well-nourished citizens
- (4) Transformed Economies and Jobs
- (5) Modern Agriculture for increased productivity and production
- (6) Blue/Ocean Economy for accelerated economic growth
- (7) Environmentally sustainable climate and resilient economies and communities

Aspiration 2: An Integrated Continent, Politically united and based on the Ideals of Pan Africanism and Vision of African Renaissance

- 10.** *There are three goals under this aspiration: 8 -10*
(8) United Africa (Federal or Confederate)
(9) World Class Infrastructure crisscrosses Africa
(10) Decolonization

Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law

- 11.** *There are two goals under this aspiration: 11-12*
(11) Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched
(12) Capable institutions and transformed leadership in place at all levels

Aspiration 4: A Peaceful and Secure Africa

- 12.** *There are three goals under this aspiration: 13 - 15.*
(13) Peace Security and Stability is preserved
(14) A Stable and Peaceful Africa
(15) A Fully functional and operational APSA

Aspiration 5: Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics

- 13.** *There is only one goal under this aspiration: 16.*
(16) African Cultural Renaissance is pre-eminent

Aspiration 6: An Africa Whose Development is people driven, especially relying on the potential offered by its Youth and Women

- 14.** *There are two goals under this aspiration: 17 -18.*
(17) Full Gender Equality in All Spheres of Life
(18) Engaged and Empowered Youth and Children

Aspiration 7: Africa as a strong and influential global partner

- 15.** *There are two goals under this aspiration: 19 - 20.*
(19) Africa as a major partner in global affairs and peaceful co-existence
(20) Africa takes full responsibility for financing her development.

Africa's Priority areas under Strategic Plan 2014-2017

- 16.** *The African Union Strategic Plan 2014-2017, centers around five pillars, namely:*
- (i) Peace and Security;
 - (ii) Social, Economic & Human Development;
 - (iii) Integration, Cooperation & partnerships;
 - (iv) Shared Values; and
 - (v) Institutions, Capacity Building and Communication.
- 17.** These pillars have been designed to enable the African Union achieve the overall goal, namely: "Accelerate progress towards an integrated, prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global arena, effectively driven by an accountable, efficient and responsive Commission".
- 18.** These five pillars are already reflected in the Agenda 2063.

Africa's Priority areas as aligned with the Budget Programme

- 19.** Africa's priority areas as indicated in the approved yearly Budget of the African Union have been subsumed under the AU Strategic Plan, 2014-2017, and the First Ten-Year Plan of the AU Agenda 2063.

Involvement of stakeholders

- 20.** In order to ensure coherence and effectiveness, the need to involve all African Union Member States, AUC, Other AU Organs, NEPAD and Regional Economic Communities have been underscored.

Guiding Principles on Partnerships

- 21.** It is observed that some of the African Union Partners seek visibility and would readily accept to engage cooperation in various areas that may fall outside their core competencies. In that regard, Africa should focus its partnership with respective partners on specific areas, after conducting an assessment on the prospective Partners' abilities to engage in identified areas of cooperation. This will ensure that partners actively and effectively deliver on the agreed areas of cooperation.
- 22.** Africa's needs have been identified and enumerated in the AU Agenda 2063, and further clustered into five implementation phases of which the First Ten-Year Plan has been adopted for implementation. Determination of areas of cooperation with Strategic

Partners should therefore be aligned with what Africa wants and in line with the Aspirations of the First Ten-Year plan of the AU Agenda 2063.

23. Africa's priorities areas for implementing the 20 goals outlined under the aforementioned seven aspirations are as follows:

1. Incomes, Jobs and decent work
2. Poverty, Inequality and Hunger
3. Social security and protection Including Persons with Disabilities
4. Modern and Livable Habitats and Basic Quality Services
5. Education and STI skills driven revolution
6. Health and Nutrition
7. Sustainable and inclusive economic growth
8. STI driven Manufacturing / Industrialization and Value Addition
9. Economic diversification and resilience
10. Agricultural Productivity and Production
11. Marine resources and Energy
12. Ports Operations and Marine Transport
13. Sustainable natural resource management
14. Bio-diversity, conservation, genetic resources and eco-system,
15. Water Security Climate Resilience and Natural Disasters preparedness and prevention
16. Framework and Institutions for a United Africa
17. Financial Institutions
18. Financial and Monetary Institutions
19. Communications and Infrastructure Connectivity
20. Democracy and Good Governance
21. Human Rights, Justice and The Rule of Law
22. Institutions and Leadership
23. Participatory Development and Local Governance
24. Maintenance and Preservation of Peace and Security
25. Institutional structure for AU Instruments on Peace and Security
26. Fully operational and functional APSA Pillars
27. Values and Ideals of Pan Africanism
28. Cultural Values and African Renaissance
29. Cultural Heritage, Creative Arts and Businesses
30. Women and Girls Empowerment
31. Violence & Discrimination against Women and Girls
32. Youth Empowerment and Children
33. Africa's place in global affairs.

- 34. Partnership
- 35. African Capital market
- 36. Fiscal system and Public Sector Revenues
- 37. Development Assistance

24. In addition to the principles enshrined in the African Union Constitutive Act, there is a need to further identify guiding Principles that are expected to establish the platforms necessary to provide guidelines on the baselines and approach that underpin the identification of areas of cooperation, development of framework for cooperation and necessary working documents for the Partnerships that the African Union is engaged in. This outline framework document would act as a template for each Strategic Partnership, and will attempt to bring ownership, assertiveness and uniformity in the way Declarations, Framework for Cooperation and Action Plans are prepared.

25. Accordingly, the guiding principles on partnership will include:

i. Strategic focus

- All documents to be developed in readiness for the Strategic engagements with Partners should provide insight into the African Union's strategic objectives, and how those objectives relate to the ability of Partners to give support; It should be able to create and sustain outcomes aimed at making better the lives of the African people, and elaborate on what Africa can offer in return both in terms of its resources, technical capacities, and so on.

ii. Stakeholder inclusiveness

- All the identified areas of cooperation for consideration towards advancing the objectives of the Strategic Partnerships shall include the collective interest of all AU Member States, African Union Commission, other organs of the African Union NEPAD, and Regional Economic Communities (RECs) that readily includes the buy-in of Member States.

iii. Conciseness and reliability

- Determination of areas of cooperation should not be ambiguous. It should be understandable and implementable. It should be specific and result-oriented.

iv. Self-Reliance on Initiation of Concept and Funding

- Africa should strive to originate all documents relating to the identified areas of cooperation and be firm in negotiation of Africa's interest.

v. Development of Strategic Partnerships Forum/Summit Declarations

- The development of Declarations for all Forum/Summit pronouncements should maintain a flow that is in sync with the identified areas of cooperation. It should be reader-friendly and precise. Representatives of both sides should endorse the Declaration so adopted, in order to preserve its authenticity.

vi. Monitoring and Evaluation

- There would be a need to ensure that the parameters for monitoring and evaluation are put in place so that commitments are honored.
- All activities undertaken within the framework of the partnership should be conducted in the spirit of trust, equality, mutual respect, transparency and confidence building.

vii. Future outlook

- There should be conscientious examination of the identified areas of cooperation with a view to ascertaining the opportunities that exist as well as challenges and uncertainties that may be encountered in the course of attempting to achieve the set objectives.

A Matrix indicating the existing structured/formalized AU Strategic Partnerships; Current areas of Cooperation; Priority areas to focus and Justifications. (See attached table)

26. It is envisaged that this Matrix will guide the formulation of the African Union Program Budget.

Concluding Thoughts

27. The draft Outline Framework document has been developed to ensure that proposals advanced for discussion and negotiations with African Union's Partners are self-oriented, demand-driven and strategically focused towards Africa's development and integration agenda, as expressed in the AU Agenda 2063. The new approach will enable understanding of the areas of cooperation with Partners, guarantee ownership of

the agreed areas of cooperation and stimulate confidence during the process of negotiations and implementations.

28. While applying the merits of the proposed guidelines, it would be important to ensure that the agreed areas of cooperation at every given time would be limited in scope to enable delivery.

2015

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