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EX.CL/545 (XVI)

EVALUATION OF THE GLOBAL REVIEW OF AFRICA’S STRATEGIC PARTNERSHIP WITH OTHER PARTS OF THE WORLD
INTRODUCTION

1. The Executive Council would recollect that at its 12th Ordinary Session in Addis Ababa, Ethiopia in January 2007, the Commission had submitted a comprehensive report, Document EX.CL/374(XI), on the growing number of Africa’s partnership arrangements. After due consideration of the Report, Council took decision, EX.CL/397(XII), which, among other things,

“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 the criteria for such partnerships to ensure coherence between and within these partnerships and make necessary recommendations to Council and the Assembly.”

“FURTHER REQUESTS the Permanent Representatives’ Committee to submit its recommendations on the above-mentioned study before initiating any new strategic partnerships.”

2. To implement Council’s directive, the Commission undertook the Study that examined the entire rubric of Africa’s strategic partnerships within the context of a new development paradigm. This was subsequently considered by the Sub-Committee on Multilateral Cooperation and the PRC. A preliminary report was submitted to Council during the Sirte session in June 2009. Council, in commending the work done by the Commission, the Sub-Committee and the PRC, requested them to complete work on the Study and to make final recommendations for its consideration. This report is in implementation of that Council decision.

HIGHLIGHTS OF THE STUDY

3. To facilitate consideration, a brief summary of the Study by the Commission is provided here. The Study is in fifteen (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.

4. After the introduction of what the Study was about, the Commission offered some thoughts on the purpose or purposes of Africa’s strategic partnership programmes. The Study referred to the state of development in Africa in comparison with the rest of the world, particularly with Asia where some countries were at the same level of development with many African countries in the sixties, but which had become developed countries while Africa remained underdeveloped.

5. The Study indicated the need for Africa to become developed in a globalized world which required it (Africa) to be competitive at both regional and international levels. It concluded that to become developed, Africa needed to forge a relationship with its partners of the North and those of the South to transcend the “assistance” system to become a “partnership system”, partnership which would be a relationship based on mutual enrichment and equality and in which each partner was fully aware of its rights, duties and responsibilities and which entailed mutual obligations.

6. The Study concluded this section by indicating that a partnership would be said to be strategic if it was built around specific objectives with pre-determined “win-win” outcomes for the mutual benefit of the parties involved. It entails strategic planning based on commonly defined priorities, as well as the necessity to define the implementation, follow-up, monitoring and evaluation criteria.

7. In the Study, the Commission opined that the New Partnership for Africa’s Development (NEPAD) was a good example of a strategic partnership – partnership between Africa and development partners, partnership between government and the private sector and partnership between Africa and others which makes Africa’s priorities the main agenda.

(a) DEFINING AFRICA’S STRATEGIC PARTNERSHIPS

8. In defining Africa’s strategic partnerships, the Study indicated that there was need for establishing the principles that would guide Africa’s partnerships with others. In this respect, it referred to the work carried out by a Task Force composed of African experts from both the public and private sectors, research institutions and development partner institutions which met in Addis Ababa from 11 to 13 September 2006 and whose report later formed the basis of a report by the Commission to Council.

9. The report focused on the relationship with three main emerging powers, that is, Brazil, China, and India, and suggested that the following key elements should guide the emerging relationship with these countries in the global system. These principles include the following:

- Africa’s relationships with emerging powers should be that of true and equal partnerships of mutual trust and benefit, not that of donor and recipient;
- The approach to partnership should be one of co-development that is human centered and in which both parties agree to commit their resources and assets for common interests;
Africa must face emerging powers as a united continent; and

These strategic partnerships should be consistent with the clearly defined vision and development strategy of the AU, with particular emphasis on speeding up industrialization, development of infrastructure, development and acquisition of technology and know-how and development of human capital, all of which are outlined in the Commission’s Strategic Plan and the AU’s NEPAD programme.

10. The report also proposed that:

• The private sector should be involved in Africa’s partnership process;

• There was need to respect the principles of subsidiarity and complementarity and adopt a SMART approach (specific, measurable, achievable, relevant and timely);

• The adoption of an implementation and management model that would consist of a template which provided for (a) a political statement setting out the general principles of the partnership; (b) a plan of action clearly indicating measurable and quantifiable activities and an implementation, monitoring and evaluation mechanism.

11. It is recalled that all of this was accepted by the Executive Council and endorsed by the Assembly of Heads of State and Government.

12. The Study indicated that although the work of the Experts referred to above was based on the emerging countries - Brazil, China and India – the recommendations were applicable to all of Africa’s partnerships and the principles and mechanisms recommended were being applied to all partnerships.

(b) ELEMENTS OF A STRATEGIC PARTNERSHIP

13. The Study, in paragraphs 27 to 32, attempted to define what the elements of a strategic partnership should be. It posits that Africa’s partnerships should facilitate the continent’s development and should recognize that there is no ideal partnership since all partners are in it for what advantage they could get out of it (partnership with Africa). It argued that a strategic partnership should involve the process of teaming up with others for specific purposes and should be a bridge that facilitates joint undertakings for specific goals, and the leveraging of the assets of the partners for mutual benefit.

14. In specific terms, the Study recommended the following criteria for a successful partnership:

• The selection of a partner must be appropriate in terms of its capacity to achieve Africa’s set objectives;

• The partnership must also be complementary, one that adds value to Africa’s development efforts;
• The framework of continental partnership must be conceived as a network that is mutually re-enforcing, that is to say there must be synergy within and among relationships;
• The estimation of benefits (from the partnership) must have a short and long term component with emphasis on innovation and enlargement of technical and operational resources;
• The partnership must, of necessity, be a developing and dynamic one, subject to adjustments and re-definition in order to achieve defined objectives.

(c) FRAMEWORK OF AFRICA’S STRATEGIC PARTNERSHIPS

15. One major element of the Study is the categorization of Africa’s partnerships into four main groups. These are:

• Continent to continent partnerships where the partnership is between Africa and another continent or similar body. This includes partnership between Africa and EU, Africa-South America and Africa-Asia;
• Continent to single country partners which are Africa-China, Africa-India, Africa-Turkey, Africa-Japan (TICAD), AGOA (with America) and Africa-France;
• New partnerships which include Afro-Arab and Afro-Caribbean, and prospective ones such as with Iran; and
• Institutional Cooperation with the Organization of American States (OAS), the Organization of Islamic Conference (OIC) and the Commonwealth of La Francophonie.

16. The Study by the Commission provides details on each of the categories, highlights the difficulties each of them faces, the positive aspects and what changes need to be made. The Commission also made suggestions, several proposals and recommendations in the Study. This informed the work of the Sub-Committee which began consideration of the report on 22 May 2009. It set up a five-member Working Group which examined the report in detail and thereafter the full Sub-Committee considered the Working Group’s recommendations. Before the Sirte Summit in June/July 2009, the PRC also reviewed the work done by the Sub-Committee.

17. It is to be emphasized that the Commission concluded the Study by making specific recommendations and suggesting the way forward. These covered the guiding principles for partnerships; implementation and management model; the framework for engagement; a dedicated structure within the Commission to manage partnerships; the criteria for participation in Summits; the strengthening of the
capacity of the Union – Member States and the Commission - to manage partnerships; taking ownership and making partnerships people-centered and the rate of implementation and outcomes of plans of action. All of this is contained in paragraphs 131 to 147 of the Study, which is commended for scrutiny.

OUTCOMES OF THE EXAMINATION OF THE COMMISSION’S REPORT BY THE SUB-COMMITTEE ON MULTILATERAL COOPERATION AND THE PRC

18. In examining the Study, the Multilateral Cooperation Sub-Committee set up a five-member Working Group to carry out an in-depth analysis of the Study and to make recommendations to the Sub-Committee. The Working Group, under the leadership of the Ambassador of Namibia, H.E. Wilfried Emvula, met several times with the Commission assisting it. It submitted its observations and recommendations to the Sub-Committee, which after a series of debate, also made preliminary recommendations to the PRC.

19. The Working Group, the Sub-Committee and the PRC all commended the Commission for the quality, details and coverage of the Study and expressed support for most of the conclusions reached and the recommendations made. Nevertheless, they suggested that a number of changes should be made in the Study in order to enhance its quality and usefulness.

20. Some of these include the following:

i) NEPAD should not be considered as part of the strategic partnerships in the sense of partnerships with some continents or countries since it is an African programme for its own development;

ii) Three partnerships classified in the Study as Partnerships in Prospect should be re-classified as partnerships already in existence. These are the:

iii) Partnership between Africa and the Arab World;

iv) Africa-Caribbean Partnership; and

v) Korea-Africa Forum.

vi) Institution to Institution partnership or relationship such as those between the AU Commission and the OAS General Secretariat, OIC Secretariat, the Commonwealth and La Francophonie, should not be considered in the Study since they are largely institutional arrangements the AU Commission has struck with its partners;

vii) The criteria for establishing partnerships should be more clearly spelt out and additional ones to those proposed in the Commission’s Study should be provided;
viii) Clearer and specific recommendations on the status of existing partnerships should be made as to whether they should be retained, modified and how or dropped completely;

ix) Consideration of new partnerships should be considered only after the Study has been concluded and its recommendations adopted including the criteria for engaging with partners; and

x) The Study should have provided figures and statistics to indicate the effects of the partnerships on Africa’s development.

21. The Commission was largely in agreement with these observations. However, it pointed out, with respect to the last one, that statistics could only be provided by Member States since most of the projects and activities were carried out between the partners and individual countries. A request to Member States to provide the Commission such an analysis has not met with any positive response.

22. In finalizing its work on the Study and making recommendations, the Sub-Committee and the PRC premised their consideration on the following parameters:

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

23. What follows is a summary of the conclusions of the Sub-Committee and adopted by the PRC.

i) AN EVALUATION/OPERATIONAL CONCLUSION OF EACH PARTNERSHIP

24. On the basis of paragraphs 33 to 119 of the Study, which is captioned “Framework of Africa’s Strategic Partnerships”, the following assessments are made:

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;
- Need to provide resources for implementation of decisions taken; and
- It is recommended that this partnership should continue and be strengthened.

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 mechanisms that would ensure the effective implementation of the process;
- Need to identify the financing mechanism of the projects/programmes of the partnership; and
- Continuation of this partnership is recommended.

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;
- Need for an evaluation of the process in terms of its sustainability and its revitalization or possible downgrading to a Ministerial meeting; and
- Continuation of this partnership in its present form is not recommended.

CONTINENT TO COUNTRY SUMMITS

a) Africa-India Partnership

- The Africa-India partnership has potentials 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 as they have been backed with concrete projects and earmarked funding;

• Partnership has faithfully respected the wishes of the African Union relating to the principles of a continent-to-country partnership; and

• Continuation of this partnership is recommended.

b) Africa-Turkey Partnership

• The Africa-Turkey partnership has enormous potentials 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;

• A decision needs to be taken by AU executive organs in terms of the participation of Member States in this partnership; and

• Continuation of this partnership is recommended.

Critical Points on Continent to Continent Partnerships

25. It was noted that Continent to Country partnerships 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, partnerships should be established on the basis of the size of the partner’s economy, comparative advantage and value addition to Africa’s development agenda.

26. Furthermore, there is need to determine the levels at which such partnerships should hold. It is suggested that not all the partnerships should necessarily be at Heads of State and Government level. Furthermore, engagement with a region need not be at partnership level. For example, it could be in the form of one-off meetings/engagements or any other type of interaction.

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

27. The following conclusions and recommendations were made:

a) The Forum on China Africa Cooperation (FOCAC)

• The FOCAC is a strong partnership, which has gestated over a long period of time. It is doing very well and has the potential of bringing obvious advantages to the two sides;
• 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;
• The role of the AUC and the PRC should be strengthened as agreed in Sharm El Sheikh, Egypt, during the 4th Ministerial Conference on FOCAC; and
• It is recommended that the partnership should continue with those countries that have relationship with China, as is the practice.

b) Africa-Japan (TICAD) Process

• The Africa-Japan (TICAD) Process has strong potential which should be appropriated although its format is different taking into account its origin;
• Need for a coordinating role for the Commission and the PRC, not only when TICAD meetings are approaching, but in all the activities of the cooperation;
• Africa’s priority requirements need to be articulated by Africans rather than being dictated 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
• It is recommended that TICAD becomes a formal cooperation arrangement and attended by all Member States, taking into account the history of TICAD and the partners that collaborate with Japan and Africa in the process.

c) Africa-US (AGOA)

• The African Growth Opportunity Act (AGOA) is aligned towards commence and trade. It is therefore, not a partnership per se;
• Nevertheless, there is need for Africa to take advantage of the opportunities offered by the partnership;
• There is need for a coordinating role for the Commission and the PRC, not only when AGOA meetings are approaching, but in all the activities of the cooperation; and
• It is recommended that the arrangement continues to subsist.

d) Africa-France Summit

• The Africa-France Summit is more of a political dialogue rather than an economic-based partnership. It is not part of the partnerships of the African Union. Consequently, it should not be handled through the AU process. This will avoid a situation whereby similar organizations with identical background and raison d’être, such as the Commonwealth and La Francophonie are elevated to the same status.

Evaluation of Partnerships Re-classified

a) Partnership between Africa and the Arab World

• Some meetings had earlier taken place in this partnership including the first and only Summit in 1977.
• However, there is 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 2010 as decided by the Assembly session of January 2009 in Addis Ababa, 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 is recommended.

b) Africa-Caribbean Partnership

• The process of the Africa-Caribbean Summit had already begun with meetings at experts’ and ministerial levels.
• A summit was planned for 2008, then later 2009 but no date has been proposed yet by South Africa.
• Involvement of AU Mechanisms such as the AU Commission and the Sub-Committee on Multilateral Cooperation for proper implementation and follow-up is required.
• This partnership is extremely important because, in terms of proportion of African Diaspora to others, the Caribbean holds the largest concentration of people of African descent outside the Continent. There is therefore need to up-grade interaction with this region.

c) Korea-Africa Forum

• The Korea-Africa Forum had already begun with the summit that was held in November 2006 but not strictly within the AU framework.
• This partnership has been reviewed and made 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.
• The second Forum has just taken place (23-25 November 2009) under the new format and with the full involvement of the PRC, the Sub-Committee on Multilateral Cooperation and the Commission.
• This Forum holds the prospect of mutual benefits for both sides and should be vigorously pursued.

PARTNERSHIPS IN PROSPECT

28. It was 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. However, such consideration should await the approval of these recommendations by the Executive Council and the Assembly. The new criteria should be used in evaluating the proposal for such new requests for new partnerships with Africa.

ii) CRITERIA FOR ESTABLISHING STRATEGIC PARTNERSHIPS BETWEEN AFRICA AND OTHER PARTS OF THE WORLD

29. On this issue, it is recommended that Africa’s strategic partnerships 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;
• It should be a bridge-building endeavor that facilitates joint understanding in order to attain specific goals;
• It should be one that enables Africa gain comparative advantage in the context of Africa’s overall relationships in the global system and should add value to Africa’s development agenda;
• It should be based on benefit and impact achievable in comparison to already existing partnerships and areas of collaboration as well as to the values it can add to those;
• 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

30. In establishing a partnership, it was observed that partnerships had been created in the past on the basis of an approach made by a prospective partner.
31. In this regard, it was recommended that, in the future, a prospective partnership should be predicated on the decision of the executive organs of the African Union.

iv) IMPACT ANALYSIS OF PARTNERSHIPS

32. In appraising the worth of any partnership, it was recommended that the following benchmarks should be considered:

- 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;
- Need to identify the core interests of a partner and ensure that Africa’s interests are preserved;
- Member States should provide data to the Commission which could be used to evaluate what benefits Member States receive as a result of the partnerships;
- Evaluation of the partnerships should be carried out regularly, at least every three years. To make such evaluation more credible, the services of external institutions – Research bodies, Universities, etc, should be involved.

v) RECOMMENDATIONS

33. In the light of the Study and the review by the Sub-Committee, it is recommended as follows:

- 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. Already, Council has taken a decision on this and the Structures Sub-Committee is seized on the matter. It is expected that the Unit, when established, will reinforce the work that is currently being done with respect to partnerships. That decision should be implemented immediately.
- 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.

Additional Recommendations Borne out of Recent Experience

34. In addition to the above recommendations coming out of the Study carried out by the Commission and the comments and recommendations by the Multilateral Cooperation Sub-Committee and the PRC, a few additional recommendations, which should be of general application in the conduct of all Africa’s partnerships, are hereby made. These recommendations are made in light of the experiences gained in the conduct of three partnerships within this year (2009).

35. These partnerships are the 2nd Africa-South America (ASA) Summit in Margarita Island, Venezuela, from 22-27 September 2009; the 4th Ministerial Conference of the Forum on China Africa Cooperation (FOCAC) in Sharm El Sheikh, Egypt, from 6-9 November 2009; and the 2nd Korea-Africa Forum in Seoul, Republic of Korea, from 23-25 November 2009. While the process with Korea was smooth and fully involved the PRC, the Sub-Committee on Multilateral Cooperation and the Commission, as well as in full respect of the AU practices, the same could not be said for the other two. FOCAC did not involve the Commission or the PRC, although this is now being changed. As for ASA Summit many difficulties were encountered.

36. In light of this, the recommendations made in the report of the 2nd ASA Summit, which are not specific to it, are recommended for general application in the conduct of all the partnerships.

37. Finally, arising from the experience regarding those to represent Africa in the Korea-Africa Forum under the Banjul (+) format, the following recommendations are made for consideration:

• Where one country has more than one hat, such as was the case with Libya (Chair of the Union, CEN-SAD and UMA); Ethiopia (Chair of IGAD and NEPAD Heads of State and Government Implementation Committee); Nigeria (Chair of ECOWAS and NEPAD initiating country); and until just before the Forum, Democratic Republic of the Congo (DRC) (Chair of ECCAS and SADC), such Chairs should agree to associate one other country in the meeting. With respect to the Korea-Africa Forum, IGAD and ECOWAS, after consultations, nominated their Troika members to attend the Seoul meeting. Similar arrangements should be made when overlapping of representation occurs.
• Where the countries of the Chair and the Rapporteur of the Multilateral Cooperation Sub-Committee are not in the team to represent Africa, they should be co-opted. This is in view of the deep involvement of the Sub-Committee in the preparation for and follow-up of partnerships. Their participation in the actual meetings will facilitate the follow-up process.

• Similarly, the first Chairperson of the Bureau of the Assembly and the immediate past Chairperson should be part of the AU team. This will ensure that a member of the Bureau or an immediate past Chair could Co-chair on the African side in case, for whatever reason the Chair is not able to be present (and no Bureau member is present) as was the case in the Korea-Africa Forum.

38. The above recommendations should be applicable whatever the level of the meeting – Official, Ministerial or Summit.

CONCLUSION

39. This report concludes with the last three paragraphs of the Commission’s Study as they are very apt and reflect the importance of partnerships to Africa’s development.

40. The 21st century is the century of opportunities for Africa. It is a century for the consolidation of its integration and resolute march towards the United States of Africa, characterized by the transformation for the political, economic, social and cultural union, allowing for greater solidarity and cohesion, in the face of the challenges of globalization.

41. To meet these challenges, the continent needs to forge relations in the form of strategic partnerships not only with its traditional partners, but also with the emerging powers of the other parts of the world. In so doing, she should ensure that the ties she is forging are not only solid and effective, but are also such as can produce results commensurate with the expectations of the African people.

42. This is why these partnerships should be built on the principle of equality and respect and on a win-win basis for the parties concerned. They should also comply with rules that enable each party to derive maximum benefits from the partnerships. For Africa, the African Union and its Commission will serve as levers and guarantors of the initiation, implementation, monitoring and evaluation of these partnerships, in accordance with the guidelines laid down by the decision-making organs of the continental organization.

43. The Study done by the Commission and the recommendations of the Sub-Committee, endorsed by the PRC, are hereby recommended for Council’s approval.