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Minister of Foreign Affairs  
Dr Nkosazana Dlamini Zuma with  
African Union Chair  
Prof Alpha Oumar Konare during  
the AU Conference, Durban

Deputy Minister of Foreign Affairs  
Aziz Pahad with the Dean  
of the Diplomatic Corps  
Ambassador Abdullah Alzubedi

Deputy Minister of Foreign Affairs  
Sue van der Merwe with her  
Greek counterpart Theodoros Kassimis  
at the Union Buildings, Pretoria



Minister of Foreign Affairs  
**Dr Nkosazana Dlamini Zuma**



Deputy Minister of Foreign Affairs  
**Aziz Pahad**



Deputy Minister of Foreign Affairs  
**Sue van der Merwe**

## **PART ONE**

### **MESSAGE FROM THE MINISTER OF FOREIGN AFFAIRS, DR NC DLAMINI ZUMA**

In his State of the Nation Address under the theme “Business Unusual – All Hands on Deck-to Speed up Change” President Thabo Mbeki identified 24 Apex priorities for the entire government for 2008.

In this regard and in the context of foreign relations the state of the nation address enjoins us to “enhance our focus on key areas in terms of our system of international relations, with a particular focus on some African issues and South-South relations”.

From this injunction of the State of the Nation Address we therefore map out challenges that lie ahead in our efforts to create a better South Africa in a better Africa and a better world!

Accordingly and in pursuance of our overall objective of consolidating the African Agenda, which is the flagship of our foreign policy, we will thus continue with our efforts in building and strengthening the institutions of both the African Union as well as those of our regional organisation SADC whilst advancing the objectives of Africa’s Economic Renewal Programme, NEPAD. As part of these continental efforts we will among others be hosting the African Diaspora Summit later this year

In this context we will indeed endeavour to strengthen bilateral relations with our sister countries in the continent by extending the number of our diplomatic missions from the current 46 missions in 43 countries.

We will indeed forge ahead with efforts to assist the peoples of Sudan and Darfur, Somalia, Chad, Comoros, Burundi, Western Sahara, Ethiopia and Eritrea as well as Kenya to find an amicable and peaceful resolution to their political challenges moving from the premise that there will be no military solution to these challenges.

In this regard, we certainly and furthermore will pursue the mandate given to us by SADC to assist the sister peoples of Zimbabwe to find a speedy resolution to

their political and economic challenges moving from the understanding that only the people of Zimbabwe acting with the support of the region can find a resolution to their challenges.

Motivated by none other than the need to deepen peace and democracy in Africa and thus lay a basis for sustainable development, our work in post-conflict reconstruction and development in such countries as the DRC, Cote d’Ivoire and Southern Sudan will indeed proceed unabated.

Moving from the premise that South Africa cannot prosper in isolation from its sister countries particularly in the neighbourhood, we certainly will pursue all efforts aimed at regional economic integration under SADC. In this regard, we shall be privileged to lead this regional body of our people in our capacity as Chairperson for 2008-2009. Work will certainly continue with our sister peoples in the region with a view to addressing challenges posed by the EU-Economic Partnership Agreements.

For its part South Africa will continue to work with the European Union within the context of the SA-EU Strategic Partnership as well as bilaterally with a view to pushing back the frontiers of poverty and under-development whilst laying a firm foundation for sustainable development.

This year marks the tenth anniversary of our diplomatic relations with the sister peoples of China. We cannot but concur with the sentiments expressed by President Mbeki in his State of the Nation Address that “the mushrooming of relations in a variety of areas between our governments and peoples confirms that the China-South Africa Partnership for Growth and Development is a strategic relationship of mutual benefit which can only grow from strength to strength”

Furthermore and in pursuance of the objective of advancing South-South relations, our work will seek to deepen the historic and strategic India-Brazil-SA Forum to advance the best interests of our peoples at bilateral as well as multilateral levels. In this regard we will certainly be participating in the IBSA Summit scheduled for India later this year.

In addition, we will continue to form part of efforts aimed at strengthening the Non-

Aligned Movement with a view to ensuring that it plays its strategic and historic role in world affairs whilst continuing to participate meaningfully within the New Africa-Asia Strategic Partnership and the Group of 77 and China, as well as pursuing the SACU-MERCOSUR/L Trade Agreement.

In the same vein, we shall continue to contribute to the realisation of the objectives of the Kyoto Protocol on Climate Change and ongoing improvements in this regard, and in giving further impetus to the negotiations on the WTO Doha Development Round.

Encouraged by the notion that the multilateral system of global governance remains the only hope for addressing current challenges facing humanity today, we certainly will continue to pursue our work in the UN General Assembly and its subsidiary bodies with vigour.

In this context our country looks forward to its participation in the UN's Review of the World Conference on Racism, Xenophobia and Related Intolerances (WCAR) which is expected to be held in 2009.

This year in April, our country will once more be bestowed with the honour and

privilege of leading the UN Security Council as President of this august body. Our tenure as a non-permanent member of the Security Council will indeed come to an end this year. However, in all the remaining months of our service in this body, our approach will certainly continue to be guided by steadfast principles rather than expediency in our approach to the maintenance of global peace and security.

In this regard, we will certainly continue to participate in the Board of Governors of the International Atomic Energy Agency (IAEA) with a view to ensuring non-proliferation around the world whilst guarding the principle of access to nuclear technology for peaceful uses. Our approach will always be guided by the need to pursue peaceful dialogue rather than confrontation in addressing challenges facing humanity in this regard.

Our work as part of overall government efforts aimed at making the FIFA-World Cup a memorable African event will indeed proceed with vigour given the number of days left for this world spectacle.

We certainly look forward to your unflinching support as we pursue these priorities with a view to create a better life for all our people.

## FOREWORD FROM THE DIRECTOR-GENERAL, DR AYANDA NTSALUBA

This Strategic Plan document comprehensively outlines the mandate of the Department and its obligations towards fulfilling its political, administrative, operational and corporate governance duties during the Medium Term Expenditure Framework (MTEF) cycle of 2008 - 2011.

The Plan builds on the foundations that have already been laid in previous years and affirms the good work that the Department as custodian of foreign policy implementation of the Republic of South Africa has undertaken until now. But it is also geared towards accelerating South Africa's progress made in the international relations arena by strategically facing the challenges that still remain.

This Strategic Plan is based on the decisions and priority guidelines from the January 2008 Cabinet Lekgotla and the President's State of the Nation Address of 2008. The Plan has been categorised into seven key priority areas, namely the Consolidation of the African Agenda, Strengthening of South-South Co-operation, Strengthening of North-South Co-operation, Participation in the Global System of Governance, Strengthening of Political and Economic Relations, Organisational Strengthening and the Provision of Operational Support Services.

The Department further articulated the objectives and action plans to these priorities at the Departmental Strategic Planning Workshop that was held from 24 - 25 February 2008. The workshop afforded the Department an opportunity for critical appraisal of its mandate reflecting on the positive advances that the Department has made and the challenges that still lie ahead. The workshop also widely discussed best practice strategies that will enhance and improve the administrative, operational and corporate governance mechanisms of the Department in accordance with the regulatory framework particularly the Public Finance Management Act (Act No. 1 of 1999) and public service acts and regulations.

In giving impetus to the "business unusual" approach, the Department will

work hard to bring about further improvements in both the human resources and infrastructural capacity. For this purpose, with the view to strengthening the organisational capacity of the Department, the Branch: Human Capital Management has been split into two Branches, namely Branch: Human Resources focusing on the skills development and talent management of all officials at Head Office and our Missions abroad and the Branch: FSI/PRAU (now to be known as the Diplomatic Academy), which will be responsible for the provision of adequate training for our diplomats to respond to the ever-changing challenges of consular, cultural, public and economic diplomacy.

During this MTEF cycle the Branch: Diplomatic Academy will seek to get its qualifications accredited and registered according to the SAQA Act to ensure that the kind of education provided is at par with the best. On the other hand the Branch will also launch the Masters' Programme in conjunction with the University of Pretoria. The programme will target Senior Managers in the Department with the objective of reinforcing their skills, especially in dealing with the ever important area of Economic Diplomacy

The Cadet Programme has been revitalised to attract talented young people to the Department. The Programme targets graduates for further training in the Department with the intent of permanently absorbing those who have satisfactorily completed their training.

The New Head Office project that will house all officials of the Department into one building is well underway to be completed within the set timeframes and fully complies with environmental assessments requirements and recommendations. The refurbishment of our Missions and Chanceries abroad to be of world class standards continues to be a priority and relevant work will be carried out in this regard.

The Department continues to take steps to ensure that its financial management systems conform to the regulatory framework governing the public service and, in particular, the Public Finance Management Act (PFMA) requirements. An improved communication and information technology service is also being implemented to

ensure that the Department stays abreast of innovation within these specialist areas.

Across the Department, the Plan guides the formulation of the Operational Plan of the Department, the development of Business Plans of the different Branches and the completion of Performance Agreements of all officials. Furthermore, the Plan firmly reinforces South Africa's foreign policy objectives and contextualises our engagements with our counterparts through active participation in multilateral and bilateral forums on the African continent, in the South and in the North.

This Strategic Plan is an incisive and insightful document that advances the journey that the Department will traverse over the next three years.

As we table this Strategic Plan, we are inspired to ensure its successful implementation both by our loyalty to our democratic state and its founding values so eloquently captured in our constitution as well as the dependable guidance and support we continue to receive from our political leadership – Minister Dr NC Dlamini Zuma and the Deputy Ministers A Pahad and S van der Merwe .

## Mission Statement

### Vision

Our vision is an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which contributes to a world that is just an equitable

### Mission

We are committed to promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all

### Strategic Objectives

- Through bilateral and multilateral interactions protect and promote South African National interests and values
- Conduct and co-ordinate South Africa's international relations and promote its foreign policy objectives
- Monitor international developments and advise government on foreign policy and related domestic matters
- Protect South Africa's sovereignty and territorial integrity
- Contribute to the formulation of international law and enhance respect for the provisions thereof
- Promote multilateralism to secure a rules based international system
- Maintain a modern, effective and excellence driven Department
- Provide consular services to South African nationals abroad
- Provide a world class and uniquely South African State Protocol service

### Values

The Department of Foreign Affairs adheres to the following values:

- Patriotism
- Loyalty
- Dedication
- Ubuntu
- Equity
- Integrity
- Batho pele

## Legislative Mandate of the Department

According to the South African Constitution the President is ultimately responsible for the foreign policy and international relations of South Africa. It is the prerogative of the President to appoint Heads of Mission, to receive foreign Heads of Mission, to conduct state to state relations and to negotiate and sign all international agreements. International agreements which are not of a technical, administrative or executive nature will only bind the Republic after being approved by Parliament. Parliament also approves ratification or accession of the Republic to multilateral agreements. All international agreements must be tabled in Parliament for information purposes.

The Minister of Foreign Affairs, in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy and with the daily conduct of South Africa's international relations. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults The Cabinet and individual Cabinet Ministers on aspects of importance, as well as on aspects that overlap with the priorities and programmes of other Ministries and Departments.

In view of the Ministers overall responsibility, Minister advises the Presidency and Ministers on those international matters in which they should be involved, provides them with strategic information on developments in the international arena, facilitates their participation at international events, and advises them on policy options that they may pursue in the national interests. Other Cabinet Ministers are required to consult the Minister of Foreign Affairs on their international role. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between Departments.

To facilitate interaction and collaboration, government has implemented the system of Clusters at both Ministerial and Departmental levels. Important issues of foreign policy and international relations, the development of sector priorities and the implementation of international relations programmes are the core foci of the clusters. In terms on this mandate, the Department participates in all five clusters and Co-chairs the International Relations, Peace and Security Cluster.

The Parliamentary Portfolio Committee on Foreign Affairs is an important mechanism to ensure oversight and accountability in the formulation and conduct of South Africa's foreign policy and relations.

The Department's overall mandate is to work for the realisation of South Africa's foreign policy objectives. More specifically, the Department's primary mandate is to assist the Minister in carrying out her cabinet and Ministerial responsibilities. The Department conducts its mandate by: monitoring developments in the international environment; communicating government's policy positions; developing and advising government on policy options, mechanisms and avenues for achieving objectives; protecting our sovereignty and territorial integrity, assisting South African citizens abroad; and by assisting partner Departments in navigating complex international dynamics.

South Africa's diplomatic and consular missions help to enhance our international profile, and serve as strategic mechanisms for the achievement of our national interests and for carrying out our mandate. South Africa maintains diplomatic relations with countries and organisations through 119 missions in 99 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa.

### Defining South Africa's Foreign Policy

Foreign policy is a multidimensional set of policies, principles, strategies, objectives, and plans that cannot easily be packaged into a neatly described formula. However, it is necessary to consider in broad but clear terms the general orientation of our foreign policy – which serve to define our national values and benchmark our foreign policy decision-making and strategies.

Our Presidents and Foreign Ministers have enunciated the principles underlying South Africa's foreign policy since 1994 in various forums. These include State of the Nation addresses, budget vote speeches, addresses to international and regional bodies such as the United Nations, the African Union and the Non-Aligned Movement, as well as in various foreign policy discussion documents such as those for Heads of Mission Conferences and Strategic Planning initiatives. Despite some significant changes and developments in the global environment, these principles have remained consistent and enduring, and have taken on even greater significance given current international developments.

The following list of South Africa's foreign policy principles is a distillation from the aforesaid speeches, statements and documents on South Africa's foreign policy.

### Principles Underpinning South Africa's Foreign Policy

The principles which serve as guidelines in the conduct of our foreign relations include:

- A commitment to the promotion of human rights
- A commitment to the promotion of democracy
- A commitment to justice and international law in the conduct of relations between nations
- A commitment to international peace and to internationally agreed upon mechanisms for the resolution of conflicts
- A commitment to Africa in world affairs, and
- A commitment to economic development through regional and international co-operation in an interdependent (and globalised) world



## OVERVIEW OF THE STRATEGIC PRIORITIES OF THE DEPARTMENT OF FOREIGN AFFAIRS FOR THE PERIOD 2008-2011

The thrust of the work of the Department of Foreign Affairs remains anchored on the following overarching priorities as confirmed by the January 2008 Cabinet Lekgotla and the President's State of the Nation Address, namely:

- Consolidation of the African Agenda
- Strengthening of South-South Co-operation
- Strengthening of North-South Co-operation
- Participation in the Global System of Governance
- Strengthening of Political and Economic Relations

The work of the Department in these priority areas is supported by the following activities:

- Organisational Strengthening
- Organisational Support
- Rendering of Professional Services

### CONSOLIDATION OF THE AFRICAN AGENDA

The principal focus area of South Africa's foreign policy is the Consolidation of the African Agenda. South Africa's goals for the African continent are the resolution of conflict; and the building of an environment in which socio-economic development can take place. The Government's view is that socio-economic development cannot take place without peace and stability, as these constitute the necessary conditions for sustainable socio-economic development. Similarly, socio-economic development is critical for addressing the root causes of conflict and instability. South Africa's engagement with Africa rests on four pillars that constitute the overall objective, i.e. the Consolidation of African Agenda, as follows

- a. Participation in regional and continental integration, including the strengthening of the African Union (AU) and its structures, and promoting integration and development of the Southern African Development Community (SADC);
- b. Implementation of the New Partnership for Africa's Development

(NEPAD) as Africa's socio-economic development programme, and the SADC Regional Indicative Strategic Development Plan (RISDP) as the regional expression of NEPAD;

- c. Support peace, security, stability and post-conflict reconstruction initiatives, including the strengthening of South Africa's participation in the implementation of Africa's peace and security agenda and management of peace missions; and
- d. Strengthening bilateral political and socio-economic relations by way of effective structures for dialogue and cooperation with all countries in the continent.

To this end, South Africa utilises SADC, AU and NEPAD as entry points for achieving these goals and objectives. South Africa seeks to enhance and strengthen the capacity of each of these African multilateral organisations so that they can provide a framework for each member state to reach its full potential in terms of peace, security, stability, economic and social development, civil society participation and gender equity.

South Africa continues to contribute extensively to strengthening governance and capacity of the AU and its structures. The political and economic integration of Africa has been and will continue to be a motive force that drives the African Agenda. A commitment exists to provide impetus to this objective, which is rooted in the need to strengthen Africa's political, economic and social development agenda and to defend Africa's geo-strategic interests, which, includes being among equals in the global architecture. A case in point is participation in and implementation of the outcomes of the Extra-Ordinary Session of the AU Executive Council, scheduled to take place in April 2008 in Tanzania. This Extraordinary Session will add momentum to the debate on Continental Integration and the capacity of the AU Commission. This will be done through reviewing relevant developments such as, the Audit Report, recommendations of Ministerial Committee of Ten, AU Commission's views of Audit Report and other reports related to advancing this imperative.

An additional dimension to the pursuance of the Consolidation of the African Agenda, particularly as it relates to ensuring that the African Diaspora plays an important role in Africa's renewal, would be through the convening of the African Diaspora Summit in South Africa and ensuring post Summit implementation report backs to various regions with a high presence of the African Diaspora.

Furthermore, operationalisation of the African Court of Justice and the African Court on Human and People's Rights and the AU Financial Institutions are important elements. Closely linked to the issue of continental integration is the need for integration at regional level. In terms of the Abuja Treaty, one of the key milestones for the attainment of the African Economic Community is the rationalisation and harmonisation of the Regional Economic Communities (RECs) as the building blocs of the AU. With South Africa hosting a number of continental and regional meetings, it will provide an opportunity to lend support to regional integration and achieving the Millennium Development Goals (MDGs).

South Africa will renew its efforts to strengthen SADC in terms of both capacity and implementation of its programmes. In terms of the latter, South Africa will continue to contribute towards sustainable regional economic integration and infrastructure development in SADC, as well as assessing the future of the Southern African Customs Union (SACU) within the broader integration process. These priorities will be highlighted in South Africa's role as Chair of the SADC for one year from August 2008, which will commence with the hosting of the SADC Summit also marking the implementation of the SADC Free Trade Area. Close coordination with relevant government departments and other stakeholders will be necessary to ensure that the SADC Summit, as well as all SADC statutory meetings for the year, are successful and outcomes-based.

South Africa has, in collaboration with key African countries, been at the forefront in promoting NEPAD as Africa's primary development programme; in mobilising African and international support for NEPAD and in supporting NEPAD structures and processes. In looking forward, it is crucial that South Africa strengthens its efforts to accelerate NEPAD to a higher plane of action and implementation, maintaining both an internal and external focus; establish linkages to NEPAD at the national level to ensure that NEPAD is made relevant and has positive impact on the quality of life of all South Africans; and define and maintain a close interface between NEPAD and RISDP, considering the latter as regional face of NEPAD. Concerning the implementation of NEPAD at the national level, this must be situated within the overall South African national development framework and strategy, vis-à-vis the International Relations, Peace and Security (IRPS) Cluster and other Cluster Priorities, e.g.:

- a. Fast-tracking implementation of NEPAD Priority Sectors (i.e. infrastructure, information communication technology (ICT), agriculture, tourism, capacity-building, etc);
- b. Implementation of the recommendations of South Africa's Peer Review Report in terms of the South African Programme of Action (as coordinated by the Department of Public Service and Administration); and
- c. To utilise National Framework for Local Economic Development (LED) as platform for development and implementation of NEPAD and RISDP programmes within South Africa.

Considering the implementation of NEPAD within the Southern African region, and in order to realise maximum impact and to address development discrepancies that exist between the member states of SADC, it is essential that close alignment be sought between the outward dimension of South Africa's national development framework and inward implementation of RISDP. An obvious focus of this alignment would be context of spatial development initiatives, such as development corridors, growth triangles, growth centres and transfrontier conservation and development areas.

Within the Continental context, the decision of the Addis Ababa Heads of State and Government Implementation Committee (HSGIC) regarding the expeditious integration of NEPAD into the AU structures and processes provides a significant step forward, especially in terms of the continental ownership of NEPAD as well as the AU serving as an implementing agent in its own right. With reference to the review of NEPAD, the desired outcome of the forthcoming NEPAD Review Summit will be to retain NEPAD as Africa's overarching developmental programme. A critical aspect is the utilisation of continental development funds for NEPAD programmes and projects (including the Pan African Infrastructure Development Fund (PAIDF), the African Development Fund (ADF); the African Infrastructure Consortium, the African Water Facility, the African development Bank (ADB) Project Preparation Facility, the African Peer Review Mechanism (APRM) Trust Fund and the Common African Agriculture Development Programme (CAADP) Support Group).

The Consolidation of the African Agenda also serves as the point of departure in South Africa's engagements with the international community. South Africa participated in the AU-EU Summit held in Lisbon, Portugal in December 2007. The

key task remains the monitoring of the implementation of the Joint Implementation Strategy of the AU-EU Strategic Partnership endorsed by the Lisbon Summit. Central to this is the implementation of the Joint First Action Plan (2008-2010) of the Africa Europe Strategic Partnership. This partnership prioritises action in various fields such as Energy, Democratic Governance, Migration, Trade and Regional Integration. An additional challenge would be the review of the Interim Economic Partnership Agreements in line with concerns raised by Africa's Heads of State and Government.

With reference to South Africa's contribution to peace, security and stability in the Continent, efforts would continue to focus on support to SADC, AU and UN efforts aimed at bringing peace, security and stability in Africa. South Africa will continue with its contribution to Post Conflict Reconstruction and Development in Africa, in particular the DRC, Sudan, Burundi, and Comoros in continuation of the work already initiated in those countries. Priority will be given to supporting the development of an AU Security Sector Reform Framework as well as the mainstreaming of gender in peace missions in line with the AU Solemn Declaration on Gender Equality and UN resolution 1335 (2000) on women, peace and security. South Africa will support the strengthening of cooperation between the AU Peace and Security Council and the UN Security Council, including the deepening of partnership between the UN Peacebuilding Commission and the AU Commission for the coordination and harmonisation of post conflict reconstruction and development programmes in Africa. In the regional context, South Africa will continue its support in strengthening of the regional security architecture such as the operationalising of the recently launched SADC Brigade, the strengthening of the Regional Peacekeeping Training Centre in Harare and the launch of the Regional Early Warning Centre by August 2008 in Gaborone. South Africa will continue its support to all initiatives aimed at enhancing democratisation and good governance in the SADC region, particularly in the context of active participation in SADC Observer Missions to elections in member states scheduled for 2008/9, including Zimbabwe, Botswana, Malawi, Mauritius, Mozambique, Namibia and Angola.

The strengthening of bilateral relations through inter alia increasing South Africa's diplomatic representation remains a high priority for the Department in the medium term strategic framework. South Africa would also seek to utilise current and planned structured bilateral engagements to strengthen and expand co-operation

in the political, economic and social spheres. South Africa will consolidate bilateral co-operation with African countries by engaging in sustainable partnerships for development. These partnerships for development will focus on the following areas:

- a. Strengthening democratic institutions and effective governance.
- b. Strengthen mechanisms for conflict prevention, peace building and post conflict reconstruction and development.
- c. Build capacity in the military, police sectors and assist with security sector reform.
- d. Contribute to efforts to restore macro-economic and fiscal stability.
- e. Assist in instituting legal and regulatory frameworks for trade and investment and financial markets.
- f. Support and assist in establishing gender equity in all institutions of governance and within civil society.
- g. Build capacity in education, training, health services and on programmes to contain TB, malaria, HIV/AIDS and other communicable diseases.
- h. Support for the development of infrastructure to facilitate intra-African trade and investments.
- i. Forge partnerships to improve agricultural production for local consumption and for export.
- j. Co-operate on scientific and technological research.
- k. Assist in the development of tourism and encourage cultural exchanges.
- l. Co-operate in the beneficiation of mineral resources and improve capacity in the energy sector.
- m. Support the development of organised civil society, youth and other formations

## STRENGTHENING OF SOUTH SOUTH CO-OPERATION

South Africa has in the past 11 years played a prominent role in advancing the development agenda of the South through its leadership roles in UNCTAD, the Non-Aligned Movement, Group of 77 and China, and the steering committees of NEPAD and the creation of co-operation pacts between Asia and Africa. Currently South Africa is not occupying any leadership role in the groups of the South active in

the UN system. However, South Africa remains at the forefront of the activities of organisations of the South such as the NAM, and G77 and will continue to promote a coherent and integrated implementation of the UN development agenda, including internationally agreed development goals.

South Africa's active participation in fora such as the India-Brazil-South Africa Dialogue Forum (IBSA), the New Asia-Africa Strategic Partnership (NAASP), the Indian Ocean Rim Association for Regional Co-operation (IOR-ARC), and the Forum on China-Africa Co-operation (FOCAC) has also contributed to the strengthening of South-South co-operation.

The India-Brazil-South Africa Dialogue Forum (IBSA) has made significant progress in terms of providing an influential international platform from where the development challenges of the South could be prioritised and the global marginalisation of developing countries countered. IBSA has embarked upon a path that intends to increasingly ensure fair and equitable entrance and participation by developing nations in the global political, economic and social systems.

During 2008, South Africa will host the 5th IBSA Ministerial Commission Meeting, to coincide with the 1st IBSA Joint Naval Exercises in Cape Town, and South Africa will also participate in the 3rd IBSA Summit that is to be held in New Delhi, India. The theme of the 3rd Summit will be the development and implementation of an "Integrated Poverty Alleviation Strategy for IBSA". Future events on the IBSA calendar entail participation by South Africa in the 6th IBSA Ministerial Meeting and the 4th IBSA Summit in Brazil in 2009 as well as the hosting by South Africa of both the 7th Ministerial Meeting and the 5th IBSA Summit in 2010.

As Co-Chairs of NAASP, South Africa and Indonesia are playing leading roles in the advancement of NAASP processes. Key priority is the hosting of the NAASP Ministerial in preparation for NAASP Summit that will be hosted by South Africa in 2009.

A potentially highly significant forum that could play an important role in advancing the agenda of the South is the inaugural Summit of the India-Africa Forum, which will be held in New Delhi in April 2008. The Forum will aim at the development of a sustainable partnership based on the joint acceptance of the challenges of

the globalising world and on establishing a strong commitment to the development and industrialisation of Africa. Important components of the emerging partnership will be to engage through revolving lines of credit, capacity building programmes, small development projects under Indian aid assistance programmes as well as supporting the objectives of African countries and regional organisations to attain the MDGs.

A Memorandum of Understanding (MOU) on economic cooperation has been signed between India and SADC. The Forum, which was launched at the SADC Consultative Conference in Windhoek, Namibia in April 2006, envisages the empowerment of the people in the SADC region through skills development and direct foreign investment in the private sector as the key priority for the relationship between SADC and India. The SADC Secretariat has short-listed a total of eleven projects, of which seven of these have been identified for possible attention by the India-SADC Forum.

South Africa will continue to maintain its support for the Secretariat of the IOR-ARC and has already seconded an official to the Secretariat based in Mauritius. South Africa will continue to actively support the multilateral approach in the implementation of projects within the Forum on China-Africa Co-operation as a means of engagement between Africa and China.

The strengthening of South-South relations has in recent years developed into high level intercontinental engagements, a development that bodes well for the strengthening of solidarity and development of interdependence amongst developing countries in addressing common socio-economic challenges related to poverty, education, health, population, women and children. Another key aspect in this engagement is the co-operation in the scientific, technical and trade fields. In this regard, South Africa will actively engage in the upcoming intercontinental partnerships with South America and India.

## STRENGTHENING OF NORTH-SOUTH RELATIONS

South Africa engages with key global economic processes such as the World Trade Organisation (WTO) to conclude the Doha Development Round, the Organisation for Economic Co-operation and Development (OECD), the World

Intellectual Property Organisation (WIPO), the G8 and the World Economic Forum to promote the Africa Agenda, in particular, and the broader development interests of developing countries in general.

South Africa engages with the G8 in the context of the African and the G5 Outreach programmes to promote the African Agenda and contribute to the development of a more equitable system of global governance. The G8 Summit under the Presidency of Japan for 2008 will prioritise climate change and Africa's development and receive a report on the Heiligendamm Process in which South Africa, Brazil, India, China and Mexico are involved. In this connection, South Africa will prioritise the implementation of commitments from the Kananaskis and Gleneagles Summits and pursue a more inclusive process within the G8, based on partnership, equality and mutual respect.

South Africa is also heightening its participation in the OECD following a decision by the OECD Ministerial Council to place South Africa on an Enhanced Engagement status. South Africa is playing a key role in working towards the successful conclusion of the Doha negotiations where agricultural liberalisation remains a key objective.

South Africa remains an active member of the Commonwealth and the decisions of the Heads of Government during the 2007 Commonwealth Heads of Government Meeting (CHOGM) in respect of a new scale of assessment for member states, a new dispensation in respect of the Commonwealth Youth Programme and the implementation of the recommendations on the expansion of Commonwealth membership will need attention during 2008/2009.

South Africa will be participating at a high-level at the TICAD IV in Yokohama between 28 and 29 May 2008. South Africa has lobbied for Africa's voice to be reflected, as a partner, in the Yokohama Declaration and continues to engage Japan on the need for a time-bound Action Plan and a Follow-up Mechanism to monitor and report on the implementation of programmes in support of African development initiatives, including scientific and technical cooperation to address African challenges, and to ensure synergies between existing African development programmes and Japanese priorities. In the course of the next three years, South Africa, in consultation with Africa, will continue to foster and monitor commitments to the operationalisation of TICAD outcomes.

## **PARTICIPATION IN THE GLOBAL SYSTEM OF GOVERNANCE**

### **South Africa's multilateral interests**

South Africa works actively towards global political and socio-economic stability and security within the multilateral system. South Africa will therefore promote development, security, human rights and international law through its participation in international fora, notably the United Nations (UN) system and its specialised agencies.

The UN, through its universal membership and the broad mandate entrusted upon it by Member States in terms of its Charter, occupies the central and indispensable role within the multilateral system of governance. South Africa recognises the need for, and importance of, addressing the pressing social and economic needs of the international community, particularly those of the peoples of Africa and the rest of the developing world, and looks to the UN to advance the development agenda and address underdevelopment and the eradication of poverty.

Through South African participation in the multilateral fora it also upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law.

South Africa's domestic policy informs the vision of its foreign policy in creating a better South Africa, a better Africa and a better world and aims to counter threats that impact on global political and economic stability. South Africa's foreign policy therefore recognises that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity.

With South Africa's historic first election as a non-permanent member of the UN Security Council (UNSC) for the period January 2007 to December 2008 an opportunity was created to contribute through this body in pursuit of resolutions to many of these global threats. During the first year of its two-year term as an elected member of the UNSC, South Africa actively carried out its global mandate to participate in discussions and decision-making on all the issues that are on the agenda of the Council. African conflict situations continue to comprise a large part of the agenda of the Security Council. South Africa will use the second and last year

of its membership to further advance on the theme of enhancing the cooperation between the United Nations and regional organisations, in particular the African Union. Under South Africa's Presidency of the Security Council in April 2008 a joint meeting of the UN Security Council and the African Union Peace and Security Council will be initiated. Furthermore, South Africa intends to continue to carry out this mandate in 2008 through advocacy of more transparent and democratic working methods and procedures in the Council. South Africa will further pursue a policy of dialogue including consultations with all interested countries outside the Council, in particular the affected parties to conflict situations.

Whilst some progress in respect of UN Reform was registered following the 2005 Millennium Review Conference, which saw inter alia, the establishment of a Peacebuilding Commission and the Human Rights Council; the formulation of new functions for the Economic and Social Council (ECOSOC); and implementation of some management reforms – some of these as well as new issues require ongoing attention.

Consensus support for the most recent resolutions on the revitalisation of the United Nations General Assembly (UNGA) bode well for democratic governance of the UN. The revitalisation debate includes issues such as the role and authority of the UNGA, its role in the selection of the Secretary-General, its relationship with other organs of the UN, its working methods - the core of which are transparency and accountability as well as inclusivity regarding participation. The UNGA is the central forum of the UN for developing countries due to its universal membership and democratic decision-making processes and South Africa will support all initiatives aimed at strengthening the UNGA and its role in multilateralism. South Africa is also supportive of ongoing efforts of the Secretary-General to improve the effectiveness of the Secretariat and holds it accountable to Member States for the use of resources and implementation of mandates.

UN Secretariat and management reform will be addressed in 2008 by the UN membership through a number of issues that are at the heart of the drive to reform the activities of the UN Secretariat and its responsiveness to mandates given to it by member states. These include strengthening of oversight functions and Secretariat accountability within the UN system (Office of Internal Oversight Services and the Joint Inspection Unit), the strengthening of the Department of

Political Affairs and Special Political Missions and the Peacebuilding Commission, as well as human resource issues and conditions of service for UN employees. Much of the reform emphasis in this area will focus on results-based management, risk management and internal controls – all of this aimed at increasing the overall effectiveness of the UN Secretariat. South Africa will actively participate in these processes.

A priority for South Africa's overall engagement and continued contribution to international governance structures will be to develop guidelines and criteria for a consistent and co-ordinated approach for identifying and fielding South African candidates for positions in international organisations to be filled as well as support of candidates of other countries in elections. It has become critical to formulate a co-ordinated approach in this regard.

In respect of UN programmatic and budgetary issues South Africa will focus on maximising support to development challenges that face the African Continent and developing countries in general. Of key concern will be efforts to ensure that the UN system becomes more responsive to the mandates given to it by member states, especially in the area of development.

South Africa continues to reaffirm its commitment to the protection of human rights and fundamental freedoms and is striving for the strengthening of the mechanism for the protection of, as well as the acknowledgement of, economic, social and cultural rights on par with all other human rights, including the right to development.

South Africa also continues to be a major and influential player in the development of international human rights law. In this respect South Africa is part of the leading countries at the UN who continually evaluate the effectiveness of the existing human rights treaties and propose additional instruments in a norm and standard setting process with the view to updating and strengthening such treaties. South Africa has, in conjunction with members of the AU, been actively involved in the elaboration of human rights instruments.

In terms of gender issues South Africa continues to play an active role in advancing the UN Secretary-General's proposals on strengthening the UN Gender machinery, and in mainstreaming gender into all peacemaking, peace keeping and

peace building operations of the UN whilst also continuing to seek to strengthen the protection given to Children in Armed Conflict.

Internationally there has been an increase in human vulnerability as a result of both the sudden onset of natural disasters and complex humanitarian emergencies. During recent times the world has witnessed a serious and concerning disregard for International Humanitarian Law (IHL) and its fundamental principles during conflicts, especially where civilians are indiscriminately targeted. The Department will, therefore, continue to contribute to the development of relevant international norms and standards in an attempt to alleviate human suffering and to protect the victims of conflicts. It will also co-ordinate South Africa's continued internalisation and compliance with relevant instruments of IHL. Following on this commitment to the development and implementation of IHL, the Department will again co-host the 8th ICRC Annual Regional Seminar on the Implementation of International Humanitarian Law and will also co-host, support and participate in the International Federation Of Red Cross and Red Crescent Societies (IFRC) 7th Pan African Conference of the Red Cross and Red Crescent during October 2008.

Food Security remains one of the major challenges to the Region and Continent. The Department will therefore continue to engage the UN Food Agencies within the context of the NEPAD Agricultural Priority and the Comprehensive African Agricultural Development Programme (CAADP) to ensure that the Agencies' programmes and work plans benefit the Continent and the Region. The Department will also effectively engage in the reform processes of these agencies to ensure that they respond to the particular needs of Africa efficiently.

In order to address the challenges of displaced persons, particularly in Africa, South Africa will continue to work with the United Nations High Commissioner for Refugees (UNHCR) and support their Repatriation, Re-integration and Rehabilitation programmes in order to contribute to the stability and sustainable development of the Continent. The Department will contribute in particular to efforts by the AU to find durable solutions to the challenges of Internally Displaced Persons (IDPS), Refugees and Returnees.

South Africa will continue to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction

and conventional arms. While actively promoting and supporting the non-proliferation of weapons of mass destruction, with the goal of promoting international peace and security, South Africa will continue to promote the importance of ensuring that non-proliferation controls do not become the means whereby developing countries are denied access to advanced technologies required for their development. Current focus areas include the preparations for the Review Conferences of States Parties to the Chemical Weapons Convention (2008), the Mine Ban Treaty (2009) and the Treaty on the Non-Proliferation of Nuclear Weapons (2010) with particular emphasis on the interests of developing countries, including the promotion of access to technologies, co-operation and assistance.

An issue of increasing importance is that pertaining to energy security that continues to hamper development efforts. In this regard, South Africa will promote the right of particularly developing countries to adequate renewable sources of energy to underpin sustainable development, including access to nuclear energy as part of their energy mix, consistent with South Africa's domestic energy policies and programmes.

Through participating in international fora and multilateral organisations, one of South Africa's objectives is to advance active follow-up to the implementation of the outcomes of major UN Conferences and Summits. The various UN Summits and International Conferences, such as Durban (WCAR), Monterrey (FfD), Doha (WTO), Brussels (LDCs) and Johannesburg (WSSD) have provided clear strategies and international development goals (IDGs) including the achievement of the MDGs for advancing the development process. What remains is to ensure the implementation of the commitments made during these meetings. There is an urgent need to translate commitments that have been made into concrete action, in particular in the areas of financing for development and poverty eradication.

South Africa continues to contribute to the implementation of existing as well as the development of new Multilateral Environmental Agreements (MEAs) and other multilateral processes as a way to foster a global partnership in addressing global environmental challenges. This involvement includes areas such as biodiversity, desertification, global warming, deep seabed exploration and marine and maritime protection.

The threat posed by climate change and associated impacts on the loss of biodiversity and desertification continues to present a major challenge with which South Africa is actively engaged. A team of experts constituted by all the relevant departments will continue to interact with the international community in addressing strategies to combat these phenomena, most notably through the participation in the Bali Roadmap Process, which sets the framework of action for negotiations towards strengthening the climate regime after 2012. In addition climate change will be addressed in a number of other international forums, including the Major Economies Meetings (initiated by the United States of America) and the G8.

The sixteenth and seventeenth sessions of the third two-year thematic implementation cycle of the Commission on Sustainable Development (CSD) is regarded as the "Africa Cycle" as it focuses on the Johannesburg Plan of Implementation (JPOI) chapter that deals with sustainable development in Africa. In order to maximise the benefits for Africa, South Africa will support an assertive leadership role by Africa in this cycle. CSD 16 will also review the implementation of decisions taken on water during CSD12 and 13. It is therefore important for Africa that CSD16/17 is a constructive and action-oriented cycle that produces a positive outcome for the region. South Africa has a key role to play in facilitating and contributing to a stronger African position paper.

In the context of the United Nations Convention on the Law of the Sea (UNCLOS), South Africa is in the process of finalising the required scientific work in preparation of its submission for an extended continental shelf which will result in an increase of South Africa's territory by between 175 000 and 1,5 million square kilometres. The country is also seized with the discussions on the future of the International Whaling Commission and the performances review of a number of Fisheries Management Organisations such as the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR).

The South African government has recognised the fundamental importance of space science and technology, not only in the context of the modern knowledge-based society but as an integral part of a wider political and economic strategy to address national and regional development priorities. In this context the Department will continue to participate actively in the UN Committee on the Peaceful Uses of Outer Space, in particular to promote opportunities for developing countries to

access capacity building programmes in the area of Space Law as well as to actively support South Africa's participation in the UN Platform Space-based Information for Disaster Management and Emergency Response (UN SPIDER), which seeks to use space-based information for disaster management and support, in particular for developing countries

South Africa is also active in the field of social development as part of the global agenda on development. Follow-up to the 1995 Copenhagen World Summit on Social Development includes work on the three pillars of social integration, poverty eradication and full employment. The introduction of a focus on the social dimensions of NEPAD provided an opportunity to elaborate on the challenges facing the Continent. South Africa is currently in the midst of identifying elements that constitute the social dimensions in NEPAD, to highlight issues of poverty, hunger, illiteracy, health, infant mortality and gender balance, also through strengthening relations within the United Nations Educational, scientific and Cultural Organisation (UNESCO) context.

#### International Law

Over the past two decades, a radical transformation of international politics has taken place that has resulted in fundamental changes in the international legal order. The importance of international law in enhancing a rule-based international order has been considerably extended as international law moved away from its traditional premise of a system of sovereign states towards a more extensive 'constitutional' framework for international society aimed at improving the human condition. Consequently, a proliferation in fields of regulation and judicial organs has taken place. These developments have further enhanced the importance of the key principle of South Africa's strategic foreign policy objective to contribute to the formulation of international law and the enhancement of respect for its provisions.

In the area of Consolidation of the African Agenda, the continent's multilateral systems have been overhauled and new ones introduced, based on the principles of international law. International law continues to play an important role as these institutions continue with the implementation of their mandates and the formulation of new treaties such as the Convention on Internally Displaced Persons. International



law will continue to play a role in support of the African Agenda and to enhance Africa's own initiatives in developing effective structures of which the integration of the African Court on Human and Peoples Rights and the African Court of Justice are good examples.

Through the negotiation of various agreements in the area of strengthening South-South and North-South Co-operation, respect for international law will continue and form an important basis for strengthening relationships through the work of the Joint Commissions, etc. The same remains true for the area of strengthening political and economic relations.

In the area of Participation in the Global System of Governance, the formulation and codification of international law that takes place *inter alia* in the work of the International Law Commission, the Sixth (legal) Committee of the UNGA and in the Asian African Legal Consultative Committee, will continue to play an important role. South Africa's last year of membership as an elected member of the UNSC will also continue to raise interesting challenges and aspects of international law, and the opportunity to be involved in international law making of a different nature.

## **STRENGTHENING OF POLITICAL AND ECONOMIC RELATIONS**

The focus of South Africa's bilateral engagements in her international relations has traditionally been focused on the consolidation of bilateral political relations. These traditional bilateral partnerships have been consolidated and they remain an important vehicle for promoting South Africa's domestic priorities and establishing focused and strategic platforms of co-operation. To this end, bilateral relations with partners both in the developing and developed world will continue to be utilised to identify opportunities for the strengthening of co-operation for the socio economic development of South Africa and the region.

In response to the government's priority of growing the economy in order to address the socio-economic challenges of the country, the Department has positioned itself to respond to this imperative through *inter alia*, engaging partners to provide technical assistance in critical areas as identified in the ASGISA and JIPSA initiatives.

South Africa will also continue to pursue her interests and those of Africa in all economic bilateral and regional interactions, as well as enhancing efforts to promote intra-African trade and mutually beneficial partnerships. South Africa will use current co-operation arrangements such as the South Africa-EU Strategic Partnership, amongst others, to advance its objective.

South Africa will also focus on the strengthening of economic diplomacy for the promotion of its trade, investment and tourism potential and opportunities. A key challenge is that of co-ordination within and across all spheres of government. The Department is co-ordinating efforts across the three spheres of government and other stakeholders, which would result in the establishment of workable terms of reference for the co-ordination of its international work, as well as a strategy for a co-ordinated marketing and branding of South Africa abroad. With regard to preparations for the hosting of the FIFA 2010 World Cup, the Department will continue to promote South Africa as a worthy host of the World Cup. The Department will also seek to elevate South Africa and Africa's hosting of the 2010 FIFA World Cup to a central theme in all relevant interactions and activities.

## **AFRICA**

Within the framework of the Consolidation of the African Agenda, South Africa will strengthen and expand existing relations with African countries. The main focus of the bilateral strategy will be to maintain sound bilateral political relations, promote trade and investment, intensify co-operation and capacity building in various fields, implement infrastructure development and promote peace and stability. A wide range of development and co-operation projects will be implemented during 2008-2011 with a view to strengthening existing institutions in countries and building new capacity that would enable development to take place.

## **SOUTHERN AFRICA**

The Southern Africa region remains relatively peaceful and politically stable despite post conflict reconstruction and development challenges in the Democratic Republic of the Congo (DRC). Given that South Africa is part of the SADC region, it is imperative that South Africa continues to commit to peace, security, stability and prosperity in the region. Political and economic stability in the region would contribute immensely to regional economic integration.

In the DRC, South Africa is extensively involved in institution and human resource capacity building. A key imperative remains the successful bi-annual convening of the Bi-National Commission (BNC) and the implementation of identified Post Conflict Reconstruction and Development (PCRD) projects in that country. South Africa will continue to provide assistance with respect to Security Sector Reform in the DRC

South Africa will play a role in the socio-economic development of Zimbabwe within the framework of the SADC Plan and through the structured bilateral mechanisms that exist between the two countries.

Following the successful meeting of the Joint Commission of Co-operation with Angola, South Africa will step up efforts to promote bilateral co-operation between the two countries on a range of areas.

Presidential Economic Commissions will be held with Namibia, Tanzania and Mozambique to consolidate and advance economic co-operation.

Meetings of the Joint Permanent Commissions (JPC) will be held with a number of countries, including Botswana, Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe. With Lesotho, meetings of the JBCC Task Team to monitor the implementation of identified projects would be facilitated, and continuously promoted to potential investors in an effort to assist the country to graduate from its current Least Developed Country (LDC) status. Investment Promotion and Protection Agreements will be pursued with countries in the region where such Agreements are not yet in place.

South Africa will strengthen its co-operation with Namibia, Botswana and Zimbabwe in Joint Commissions on Defence and Security in pursuit of regional peace, security and stability.

### WEST AFRICA

During 2008-2011, South Africa will intensify its diplomatic activities with countries of West Africa by consolidating and expanding its bilateral relations, and by supporting international and continental efforts aimed at entrenching peace and development in the region.

South Africa will continue to lend its full weight behind the implementation of the Ouagadougou Agreement as the basis for the resolution of the crisis in Ivory Coast. High level visits are envisaged that would lead to the normalisation of bilateral relations with Ivory Coast.

During the forecasted period, South Africa will host and attend Structured Bilateral Commissions with the Republics of Guinea, Guinea-Bissau, Mali, Senegal, Ghana, Burkina Faso, Niger and the Federal Republic of Nigeria. A structured bilateral mechanism will be established with the Republic of Benin.

The practical expression of these structured bilateral relations is found in the developmental projects that South Africa is undertaking in the region. These range from the power generation project in Freetown, the Kindia Museum project, the electricity generation project, waste management and the rice production project conducted jointly with Vietnam, all in Guinea-Conakry, the IBSA Livestock Development and Agricultural project in Guinea-Bissau and the Cuban Medical Brigade in Mali.

To expand diplomatic reach, a fully-fledged Mission will be established in Guinea Bissau in 2008. Arrangements are afoot for the opening of a Mission in Monrovia, Liberia during the 2008/09 financial year. The Mission in Monrovia will also be accredited to Freetown, Sierra Leone.

### CENTRAL AFRICA

Structured Bilateral Commissions will be held with the Republics of Gabon, Congo-Brazzaville, Equatorial Guinea, Cameroon, and Sao Tome and Principe.

In the period 2008-2011, South Africa will continue implementing developmental projects in the region. These range from capacity building projects in Sao Tome and Principe, SANDF projects in the Central African Republic and the rehabilitation of the cattle farming project in Equatorial Guinea.

South Africa will support efforts by the UN and AU to stabilise the situation in Chad.

## NORTH AFRICA

An extensive legal framework exists between South Africa and North Africa region which provides for expanded political dialogue and economic relations. South Africa has a diplomatic presence in all North African states. South Africa will strive to enhance its political and economic interaction with these countries in order to consolidate our bilateral and multilateral relations.

As part of ongoing efforts to strengthen relations, Joint Bilateral Commissions and review meetings will be held with Egypt, Libya, Tunisia, Algeria and Mauritania. These sessions will contribute towards the deepening of political relations, and the improvement of trade and co-operation with North African countries. South Africa will continue with its efforts to normalise relations with Morocco.

With regard to the issue of Western Sahara, South Africa will continue to encourage the parties to this dispute to find a lasting political solution based on UN Resolutions.

## EAST AFRICA

During the 2008-2011 period South Africa will further strengthen its diplomatic relations through the hosting and attending of existing Structured Bilateral Commissions with the Republics of Ethiopia, Uganda, Rwanda and Sudan.

Following the watershed agreement under the mediation of Mr Kofi Annan and his Panel of Eminent African Personalities, South Africa will support efforts aimed at bringing about stability in Kenya.

South Africa will continue its role as Facilitator of the Peace Process in Burundi with the aim of finding lasting peace and stability. In implementing its mandate given by the Regional Peace Initiative under the leadership of Uganda and Tanzania, South Africa will focus on assisting with the mechanisms aimed at implementing the agreed Political and Military principles adopted on 18 July 2006 in Dar es Salaam as well as the post conflict reconstruction and development in Burundi.

The implementation of the Comprehensive Peace Agreement (CPA) between the Government of Sudan and the Sudan People's Liberation Movement has reached a

critical stage. SA supports the full implementation of the CPA. The ongoing conflict in Darfur still remains an immense challenge for Sudan and the whole international community, with the peacekeeping mission of the AU/UN facing challenges in deploying troops and the continued postponement of the peace talks. The DFA-Government of South Sudan (GOSS)-UNISA Capacity and Institution Building Programme is running optimally having already trained over 700 participants. The third phase of the Project, together with the police training project will be launched in 2008. A new Consulate-General will be established in Juba in 2008.

South Africa will continue to support Somalia's reconciliation efforts and will, as part of the international community assist the Somali to find a peaceful and lasting solution to their crisis.

As the African Union's Coordinator of the Countries of the Region on the Comoros, South Africa supports a multilateral approach to the resolution of the conflict in the Comoros. South Africa believes that the solution to the crisis in the Comoros should be based on the implementation of the Fomboni and Beit Salaam Agreements signed by all islands in the Comoros in February 2001 and December 2003 respectively.

With regard to Mauritius, Madagascar and the Seychelles, high level and multi-sectoral, technical visits will be undertaken to intensify bilateral relations

## ASIA AND MIDDLE EAST

### Central Asia and East Asia

South Africa will consolidate bilateral political relations with the states of Central Asia through the conclusion of Agreements on Regular Diplomatic Consultations. The promotion of economic framework agreements will be promoted with partner departments. The possibility of opening a second mission in Central Asia will be considered in the longer term.

South Africa will continue to engage selected countries to further promote and operationalise opportunities for skills acquisition, technological expertise and human resources training. This will include concluding Technical Cooperation and Assistance Agreements with identified countries. South Africa will furthermore

actively support the multilateral approach in the implementation of projects within FOCAC as a means of engagement between Africa and China.

The South Africa-China 10-Year Celebration of Diplomatic Relations will be utilised as a launch pad to market the country in China as well as support the Department of Trade and Industry to finalise and implement the Partnership for Growth and Development. These efforts will be sustained over the next three years by preparations and eventual participation in the Shanghai World Expo in 2010.

### South Asia, South East Asia, and Australasia

The main thrust of South Africa's engagement with the countries of South Asia will revolve around the further strengthening of ties through supporting negotiations towards the conclusion of the SACU-India Preferential Trade Agreement (PTA) in pursuit of which two rounds of negotiations have been held to date. In South East Asia, emphasis will be placed on creating strong linkages between ASEAN and SADC, as the former has valuable lessons on regional integration from which the latter could learn, as South Africa prepares to assume the SADC Chair in August 2008.

In Australasia, South Africa will continue to strengthen political and trade ties by boosting the already strong economic ties in existence, and will consolidate ties with the Pacific further by expanding representation in the region. In order to service the sizeable South African expatriate community in Australia and New Zealand (100 000 and 60 000 people respectively), South Africa will increase its representation by opening a mission in Wellington.

Across the whole region, more opportunities for addressing the country's critical skills shortage through placements, internships and other human resources development interventions will be sourced. South Africa will do the same for countries of the region in need of expertise, especially in the consolidation of democracy and institution building.

### Middle East

South African involvement, including direct investments, within the strategic economic sectors in the Middle East, is seeing a significant increase. These

sectors include petrochemicals, defence and telecommunications. The economic opportunities presented by the Gulf countries have drawn several thousand South African nationals to the region where they occupy positions in a variety of sectors, including project managers of some of the most prestigious building contracts in the area. Most of these South Africans serve on a contract basis and repatriate a significant sum of their earnings back to South Africa. Some 18,000 South African nationals travel to Saudi Arabia every year to perform Hajj or Umrah.

### Gulf States

The economies of the Gulf States are net importers of non-oil goods and therefore a lucrative market for South African companies. Because Gulf economies are dominated by the oil, gas and petrochemical industries it presents South Africa with unique opportunities. High crude oil prices over recent years have contributed to an economic boom in the Gulf region, which manifested in increased spending on infrastructure and other projects. Several South African companies are doing business in the region. Some companies of the region in return have made significant investments in South Africa.

South Africa has established Joint Bilateral Commissions (JBCs) with major powers in the Gulf region, which allows for matters of bilateral and multilateral concern to be addressed at a ministerial level on an annual basis. Agreements have been signed, or negotiations have been completed, to commence with similar structured bilateral meetings with five more countries in the region during 2008/09

### Levant

South Africa has, in principle, supported the constitutional and democratic efforts to restore peace and security to Iraq. Future engagement in Iraq will follow two tracks. First, following a successful visit by Iraqi officials in 2006 to share aspects of the South African transition and reconciliatory efforts with Iraq, South Africa will – at the request of Iraq and with the assistance of its multilateral partners - continue to explore the possibility of hosting a second delegation of Iraqi officials, planned for the second quarter of 2008. Secondly South Africa will pursue the huge economic potential showed by Iraq for cooperation and development.

Despite being geographically removed from the region, South Africa's diplomatic initiatives in the Middle East Peace Process are well respected and there are international expectations for South Africa to play an even larger role in the near future in efforts to find a peaceful resolution to the Arab - Israeli conflict. Consequently the South African government will continue to urge the PLO and Hamas to ensure that political and physical unity in Palestine is re-established as soon as possible. Through commitments given at the Annapolis Peace Conference and the Paris Donors' Conference, South Africa will continue to support the efforts of Israeli and Palestinian working groups currently engaged in negotiations whilst at the same time supporting capacity building within the Palestinian Government structures and reconstruction of the Palestinian territories.

South Africa also adheres to its commitment to capacity and institution building in Palestine by honouring the commitments made in the name of the India-Brazil-South Africa Dialogue Forum (IBSA) at the Paris Donors' Conference in aid of Palestinian Reconstruction and Development to commit US\$ 1 million per annum for the next three years to this process.

## AMERICAS

Traditional bilateral partnerships with the Americas remain an important vehicle for promoting South Africa's domestic priorities and establishing focused and strategic platforms of co-operation. To this end, bilateral relations with partners both in North and South America, will be increasingly utilised to identify opportunities for enhanced political consultations, expanded trade and investment ties, capacity building through skills transfers and training programmes in line with JIPSA and ASGISA priorities; opportunities for developing and sharing new technologies, particularly in the fields of ICT and sustainable energy; and the development of trilateral co-operation initiatives; and support for strengthening the safety and security sector.

The strong African Diaspora in the Americas will be actively engaged in particular in relation to skills transfer and capacity building. In the short term the focus will be on supporting preparations for a successful Africa Diaspora Summit while in the medium to longer term the emphasis will be on follow-up actions and the implementation of the decisions and outcomes of the Summit. Special focus will be placed on closer linkage between opportunities and offers for capacity building and priority needs on the continent.

South African interests, and those of Africa, will be pursued in all political, economic bilateral and regional interactions, with specific reference to the structured bilateral mechanisms. Focus will also be placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities. Marketing initiatives will have a strong dimension of portraying South Africa as a stable democracy and safe investment destination.

## Latin America and Caribbean

Bilateral relations with Latin America and Caribbean will continue advancing the development agenda of the South, in particular the African Agenda and the strengthening of co-operation amongst developing countries through active participation in groupings of the South at regional, interregional and multilateral levels. A number of important incoming visits from Latin America during 2008 will provide a platform for closer co-operation.

The 2nd South American-African Summit will be a key event in pursuing South-South co-operation and will engage Latin American countries in preparations for this event, which will be hosted in Venezuela in November 2008. In the medium and long term focus will be on consolidating and implementing follow-ups to the Summit decisions and outcomes as a base for strengthening South America-African co-operation.

Of particular importance is the need to support the building of stronger and balanced relationships with Latin American and Caribbean countries. A key event planned in this regard is the hosting of a workshop to devise a new strategy for strengthening economic and trade relations with Latin America and follow-up work to be done.

Bilateral relations with Latin America and Caribbean will further be utilised to enhance economic, scientific, technical and business opportunities through bilateral mechanisms such as JBCs.

Continued emphasis will be placed on national, continental as well as multilateral efforts in support of peace and stability in the Latin American and Caribbean region.

## North America

North America offers immense potential for bilateral trade and investment. Efforts will be made to address investors concerns regarding safety and reliable energy supplies and to continue to promote South Africa as an excellent trade and investment destination.

South Africa's active role in advancing developing country interests and in particular African interests continues to earn the country the respect of many developing and developed countries alike. South Africa will in this regard continue to utilise its good relations with North America to mobilise support for the development agenda of the South and, in particular, the Africa Agenda.

Structured bilateral engagements such as JBCs and Annual Consultations will continue to be utilised to strengthen support for the African Agenda and NEPAD. In this regard emphasis will be placed on attracting support for skills development/transfer and creating awareness of opportunities for the private sector within NEPAD programmes.

In the short and medium term efforts will be made to optimally utilise the opportunities for African countries to extract greater benefit from AGOA. South Africa will also work with its partners on the Continent to devise a common approach on matters of peace and security and international partnerships for post-conflict reconstruction and development.

## EUROPE

### Eastern Europe

The Eastern Europe region is of crucial importance to South Africa's strategic objectives. This straddles across a wide spectrum of economic and political interests. The region is well endowed with strategic commodities/minerals that are of vital importance to South Africa's economic livelihood. Co-operation in gas, oil, and peaceful uses of nuclear energy can go a long way in the alleviation of South Africa's current energy shortcomings.

Co-operation with Eastern European countries given their advancement in the

field of science and technology has the potential to contribute constructively to South Africa's and the rest of Africa's infrastructural and developmental challenges.

At the political level, through structured bilateral mechanisms, South Africa's relations with Eastern European countries especially the Russian Federation is at a high qualitative plane and augurs well for South Africa's aspirations of a just global governance system and pre-eminence of multilateralism in the international arena.

Economic ties are growing, from a low base, but with significant potential for future expansion.

Thus relations with Eastern European countries, properly nurtured in the next three years will contribute effectively to the achievement of South Africa's strategic objectives and the African Agenda at large.

South Africa and the CIS countries control vast reserves of the world's Platinum Group Metals, thus there is a massive opportunity for mutual beneficial co-operation in this area. Further, the region's natural energy endowment in oil and gas coupled by her technological advancement in nuclear energy offers South Africa with opportunities of addressing energy challenges.

The Region possesses immense knowledge and expertise in the field of science and technology. It is expected that in the nearest future South Africa, in co-operation with the Russian Federation, will launch its first satellite into space. Thus continued, scientific interactions with the region will result in increased transfer of skills, knowledge, and experts, especially given that one of the South Africa's main objectives is to broaden the country's science and technology base.

### Central Europe

The accession of seven Central European countries to the European Union not only influenced South Africa's political and economic relations with these countries but also impacted on South Africa's strategic and multifaceted relations with the EU. In order to meet the challenges and take full advantage of the new opportunities, it will be imperative to maintain and further strengthen political and economic ties with these Central European countries.

There will also be a concerted effort to develop economic relations with some of these countries. The primary effort will be to engage South African business to take cognisance of business opportunities in these countries and to participate actively in fairs and exhibitions as well as road shows.

South Africa will also utilise its strategic relations with Central European countries to promote the African Agenda. Since most of the countries in Central Europe play an important role in the field of science and technology, emphasis on developing more programmes of cooperation in this area as well as skills development projects will receive priority attention.

### Western Europe

Western Europe is geo-strategically located in close proximity to Africa and as such has a vested interest in the African Agenda. Relations with Western Europe are therefore currently evolving within the framework of the EU and AU with mutual recognition of common interests, shared values and accountability. This partnership was formalised by the 2nd EU – Africa Summit in Lisbon in December 2007 and follow-up interaction in this regard will also continue at bilateral level.

Most Western European countries and the EU have made relations with Africa a foreign policy priority and South Africa is engaging them on issues around content and efficiency of the relations. Although relations with the region cuts across the spectrum of international matters alliances continue to be issue based. Besides the EU the region consists of members of the G8, P5 and non-permanent members of the UNSC and regular engagement through both multilateral and bilateral interaction on all levels is essential.

Western European countries remain key trade and investment partners of South Africa, as well as major source of tourism. South Africa enjoys close political relations with Western European countries and the EU and engages in substantial and fruitful cooperation partnerships with them. The focus on the establishment of trilateral cooperation to promote peace and security on the African continent will be maintained. Economic relations will be continued including initiatives in support of JIPSA and ASGISA, in light of the shift from development assistance to economic co-operation from Europe and the lack of skills in South Africa.

### Mediterranean Europe

South Africa and Mediterranean Europe enjoy cordial bilateral relations characterised by frequent interaction on all levels of government. Although trade and investment with this region is increasing substantially, economic relations will continue to be one of the mainstays of our relations with Mediterranean Europe. The region is involved with various issues on the African continent either bilaterally or as members of multilateral organisations and will be engaged in their different capacities to enhance the African Agenda. The Department will support continued cooperation with the region to attain accelerated growth, capacity building and the acquisition of skills.

### UK, Ireland and Benelux countries

South Africa will continue its focus on the promotion of both political and economic relations with countries of this region, which remain important trade and investment partners of South Africa, as well as a major source of tourism. This will inter alia entail a special emphasis on initiatives in support of JIPSA and ASGISA.

Priority will also be given to the Consolidation of the African Agenda, particularly the establishment of trilateral co-operation to promote peace and security as well as post-electoral reconstruction in the Great Lakes Region and elsewhere.

Work within the framework of bilateral mechanisms with the countries of this region will concretise outcomes in the identified sectors and further consolidate the already strong relationships. There are also well established partnerships in the area of development co-operation within the region. Co-operation in multilateral fora will also be promoted in pursuit of South Africa and Africa's strategic objectives and effective multilateralism.

### German-Speaking and Nordic Countries

The existing strong bilateral relations will be further consolidated with the German-speaking and Nordic countries. These well-established good ties of friendship and mutual understanding continue to present vast opportunities and the governments should be engaged to identify and secure continued co-operation and improved trade and investments.

The German-speaking and Nordic Countries have a strong commitment towards the AU and its programmes, which includes development cooperation both bilaterally and through the EU. Most countries are engaged in joint projects with Africa regarding inter alia capacity building, conflict prevention and resolution and disarmament. A number of agreements have been concluded, which will provide the framework for further co-operation. Trilateral co-operation between South Africa, African and German-speaking and Nordic Countries will be further promoted to broaden joint development assistance into Africa and in particular the SADC region.

Following a number of high-level visits there is a strong sense of commitment to increase trade and investment with South Africa in particular to support the JIPSA. The size of the German-speaking and Nordic markets remains a major opportunity for South African exports but there is room for further growth. South Africa will continue to engage Germany on its willingness to share its experience of hosting the FIFA Soccer World Cup in 2006, and Switzerland and Austria have expressed their interest in sharing their experiences of the Euro 2008 soccer championship with South Africa.

### European Union

The EU is of great strategic importance to Africa and is one of the key pillars of the international political and economic system and remains South Africa's largest single trading partner and a main source of foreign direct investment. It is also South Africa's largest donor of official development aid. South Africa will, during 2008-2010, continue having regular high-level political dialogue and other meetings with the European Union, especially with respect to the EU's new Strategy for Africa.

In terms of the comprehensive Trade, Development and Co-operation Agreement (TDCA), South Africa and the EU are actively engaged in finalising the revision of the Agreement and in fully implementing all of its provisions. All stakeholders and national departments are involved in this process.

A key priority will include the implementation of the Joint Action Plan of the SA-EU Strategic Partnership which was established on 14 May 2007. In this regard numerous political and functional dialogue forums will be established. These

include closer cooperation in the areas of Peace and Security, Health, Migration, Social dialogue, Energy, Transport, as well as Customs and Revenue. Furthermore, SA-EU political dialogue will be further deepened by establishing regular SA-EU Summits, Ministerial Troika and Senior Official's meetings.

Another area of increased cooperation will be to give effect to and support SA-EU inter-parliamentary relations, following the signing in February 2008 of a Memorandum of Understanding between the two parliaments.

### African, Caribbean and Pacific Group (ACP) – European Union relations

South Africa will, during 2008, continue to participate in the negotiations for the Economic Partnership Agreements (EPAs) that are currently taking place between the ACP and the EU. South Africa will also continue to assist in initiating projects that could be funded from the European Development Fund (EDF) as it did with the Africa Peace Facility. The EDF, the aid fund designed to support development in ACP countries, has grown to about 24 billion Euros.

The Department will facilitate participation by South African parliamentarians in the ACP/EU Joint Parliamentary Assembly, and will also assist with South African participation in the ACP Consultative Assembly meetings, the ACP Council of Ministers and the ACP Summits. All these activities are aimed at reinforcing South-South co-operation and supporting the implementation of the African Agenda. Developments within the ACP-EU Joint Parliamentary Assembly that have implications for the South African and Pan-African Parliaments will be monitored.

## ORGANISATIONAL STRENGTHENING HUMAN RESOURCES

Over the last few years, the work of the Department of Foreign Affairs has grown both in scope and complexity. This is in line with the current developments and changes that are taking place in the International Relations and Diplomacy arena. The scope of our bilateral relations has been expanding and so are the multiple roles we continue to play in the multilateral arena.



To support this work, the Department's establishment has increased over a period of years. The Department employs over 5000 employees both in South Africa and in Missions abroad, spread across a diversity of professional disciplines. Abroad we have both South African employees and Locally Recruited Personnel, the latter playing a significant role in providing continuity for our work in the various host countries. Providing a meaningful work environment where Locally Recruited Personnel's skills can be retained, is one of the Department's focus areas.

To remain competitive in the global arena, the Department and South Africa needs a high calibre of Diplomats to serve locally and abroad. Significant effort has been devoted to ensuring that we attract the best and develop them to rise to the challenge.

Recently, the Department took a step back to critically and holistically look at people management and development issues. This was in due recognition to the important role that people play in implementing our Foreign Policy. A deliberate and systematic process ensued to develop a Human Resources Strategy that is located within and enables the achievement of our Foreign Policy objectives. Key priorities were identified and specific measures and indicators of performance developed.

The Human Resources strategy is, therefore, premised on the following basic principles, namely that:

1. the Department of Foreign Affairs must make a difference that matters;
2. the people in the DFA should make the difference and
3. the conditions should be created in which the DFA's employees perform to their potential.

The Mission of HR is for the DFA to have employees who can make a difference for South Africa through effective, efficient and professional HR processes.

In order for HR to achieve the goal of a fully capacitated Department, its focus will be on the building of human resources capacity through an efficient Recruitment, Selection, Placement and Retention Strategy. It is also important to facilitate a conducive working environment by improving organisational culture and through the

implementation of an Employee Wellbeing Strategy. Another important focus area for HR will be to enhance the processes of Career Development and Succession Management.

HR planning processes are integrated within the Departmental strategic planning to ensure that HR policies and programmes focus on the current and future needs of the Department. Details of this are contained in the HR Strategic Plan.

### FSI/PRAU

The Branch FSI/PRAU (Diplomatic Academy) is in the process of being constituted into a single entity, resulting from the merger of the Foreign Service Institute (FSI) and the Policy, Research and Analysis Unit (PRAU). The primary purpose for this merger is to address the training and developmental needs of the Department while simultaneously serving as a think-tank for the Ministry of Foreign Affairs through the provision of timely policy advice and quality research and analysis for South African decision- and policy-makers.

The merger of the two Chief Directorates, namely FSI and PRAU, into the Branch: Diplomatic Academy has a great potential to create a formidable entity which will provide cutting-edge services and a well-coordinated policy reflection and training of South Africa's diplomats. This will enable our diplomats to pursue South Africa's foreign policy objectives in a coherent and informed manner.

After its repositioning, the Chief Directorate: FSI is now in a position to increase its capability and capacity to develop skilled and effective diplomats from within the Department of Foreign Affairs and other Government Departments with foreign representation. The training and development of competent diplomats will be reinforced by the Chief Directorate PRAU which conducts research on long-term issues pertaining to geo-strategic shifts, the drivers of such shifts, and the consequences thereof for South Africa, Africa, and the global community. Intrinsic to the new Branch's functions will be to facilitate planning and policy formulation. In so doing, the Branch Diplomatic Academy will become a catalyst for both internal and external debates on cutting-edge issues of concern to foreign policy-makers. In this regard, it will become an interface between the DFA and similar structures

in other Government Departments, as well as with academia/think-tanks and policy planners in the private sector.

This branch, therefore, aims to pursue twofold objectives, namely:

1. To train and develop employees of the DFA to contribute to Government's priority programmes and to contribute to the enhancement of individual and organisational programme; and
2. To conduct research and analysis on issues pertaining to South Africa's foreign policy.

These objectives will be underpinned by the following strategic thrusts/priorities for the next three years:

- (a) Training and Development of skilled and competent diplomats;
- (b) Research and Analysis on issues pertaining to South Africa's foreign policy;
- (c) Networking and Partnership by establishing the identity of the Diplomatic Academy among stakeholders;
- (d) Capacity Building and Development for SADC and the AU; and
- (e) Capacity Management for the Diplomatic Academy by retaining intellectual capacity and focusing on mentoring and coaching.

By focusing on the above-mentioned objectives and strategic thrusts, the Branch Diplomatic Academy will serve as a leading training and development arm of the DFA that simultaneously serves as the facilitator and networker of information in order to be able to provide timely policy advice to the Ministry of Foreign Affairs.

## ORGANISATIONAL SUPPORT

### Corporate Services

During the Medium Term Strategic Framework period 01 April 2008 to 31 March 2011 the Corporate Services Branch will continue to improve the efficiency and effectiveness of its processes, procedures and operations in order to contribute to the enhanced performance of the Department.

A comprehensive review of policies and procedures will be undertaken in identified

priority areas that will enable those units to improve their functioning and therefore render considerably more improved services to the Department.

The following represents the key priority focus areas for the Branch for the MTSF period:

### 1. ICT

ICT represents one of the key business drivers of the Department. As such ICT remains one of the fundamental structures necessary for the Department to perform optimally. Over the 3 year period, all Head Office units and missions will be connected to Voice over Internet Protocol (VOIP) and will be functioning on the platform. The VOIP platform represents the latest in ICT technology and therefore efforts will be concentrated on stabilising the infrastructure and implementing measures for the optimal utilisation of the infrastructure.

The Department will continue to automate Business Processes and to create a centralised data repository for Business Intelligence. An extended implementation of automated Business Processes and executive analysis through Business Intelligence will be undertaken during the 3 year period.

The specialised, unique nature of the business of the Department furthermore requires that specialised software and applications be developed. A methodological approach will be followed in developing such software and applications following a business case approach.

Departmental systems will be maintained and upgraded on a systematic basis and we will provide all the necessary hardware and peripherals to users to ensure the functioning of and utilisation of these systems.

### 2. PROPERTY AND FACILITIES MANAGEMENT

The decentralised and complex nature of the Department requires an optimal working environment.

The Corporate Services Branch will during the MTSF period ensure that the

complete head office component moves to the new Head Office campus in March 2009 and that all the required facilities for the optimal functioning of the Head Office are available continuously.

Furthermore the Branch will see to the provision of accommodation for our missions abroad. Following a decision taken by the Department in 2005 the Branch will continue its systematic acquisition (purchase) of foreign properties in support of our representational duties abroad. With regard to Missions abroad as well, the Branch will ensure that all the required facilities are available on a continuous basis to ensure the optimal functioning of our diplomatic missions.

During the MTSF period, the Branch will continue to maintain and keep properties and facilities in good state of repair. A comprehensive, three year maintenance plan will be followed.

### **3. FINANCE**

The provision of financial services to the Department is one of the key focus areas of the Corporate Services Branch.

During the MTSF period 01 April 2008 to 31 March 2011, the Branch will improve its service to the Department by the formulation and finalisation of non – existing policies and procedures and will undertake a comprehensive review of all Business Processes with a view to making these business processes more efficient and effective.

The Branch will also ensure that the audits of the Annual Financial Statement are completed as prescribed and that the department does not receive any adverse comments or an adverse audit opinion on these financial statements.

The Branch will comply with the Public Finance Management Act, the Treasury Regulations and other relevant prescripts in ensuring the implementation of the latest accounting and financial management requirements

### **4. CONSULAR SERVICES**

Consular Services represent the services that the Republic is mandated to render to its citizens abroad in terms of the Vienna Convention on Consular Relations, 1963. Legalisation Services are those services rendered to citizens who require public documents for use abroad. This is mandated in terms of the Hague Convention of 1961.

In providing efficient and effective services to South African citizens abroad, the Department will during the Medium Term Strategic Framework period stabilise and continuously up date the newly implemented Consular Management System (CMS). A comprehensive advertising / marketing campaign will also be undertaken to make South African citizens aware of the benefits of utilising the ROSA (Registration of South Africans Abroad) software, an application of the CMS.

The Consular Emergency Response Policy and the Rapid Response Team (RRT) will be operationalised during the 2008/09 Financial Year thus improving response time to consular emergencies.

### **5. SUPPLY CHAIN MANAGEMENT**

One of the key priority areas of the Corporate Services Branch is the provision of departmental requirements (goods and services) in the right quantity, according to the right specification, meeting the right quality requirements, at the right time and delivered to the right persons/ units.

In achieving this priority during the Medium Term Strategic Framework period, the Branch will undertake a comprehensive review of its policies, procedures and business process with a view to making these more effective and efficient.

Measures will be implemented to ensure that the required goods and services are provided as needed. The Branch will assist the Department to formulate and implement workable procurement plans.

Furthermore, during the Medium Term Strategic Framework period, the Branch will compile a complete, accurate asset register, in accordance with the requirements of the PFMA and National Treasury Guidelines.

All units will also be assisted with managing their assets and asset requirements.

## 6. INTERNAL AUDIT

The Internal Audit Unit will continue to promote and assist in developing, maintaining and implementation of the department's internal control and good governance systems, by providing the Department of Foreign Affairs with an independent, objective assurance activity designed to add value, and to improve the Department's operations by bringing a systematic and disciplined approach to the evaluation and improvement of the effectiveness of risk management, control and governance processes.

## 7. SECURITY

During the 3 year period, in order to ensure the security of people, information and assets/facilities of the Department, the Branch will comprehensively review and

up-date its Security Capacity and provide the necessary security services to the Department.

A plan will be formulated and implemented for the vetting of all departmental officials on a cyclical basis.

Measures will be implemented to improve the skills of all officials employed in the Security Unit and within the Branch itself.

Effective, efficient security policies and procedures will be formulated and formalised.

During the Medium Term Strategic Framework period, the Branch will follow a systematic approach in implementing full compliance with the requirements of the Minimum Information Security Standards.

**PART TWO****Key Performance Areas****SECTION 1: MEDIUM TERM PRIORITIES AND OBJECTIVES****A. CONSOLIDATION OF THE AFRICAN AGENDA**

1. Contribute to the strengthening of the African Union and its Structures
2. Support the implementation of NEPAD
3. Contribute to the strengthening of the Southern Africa development Community (SADC)
4. Contribute towards Post Conflict Reconstruction and Development (PCRD) in Africa
5. Contribute towards Peace, Security, and Stability in Africa
6. Strengthen Bilateral Relations with all African countries
7. Support the hosting of 2010 FIFA World Cup

**B. STRENGTHEN SOUTH-SOUTH CO-OPERATION**

1. Strengthen the India, Brazil, South Africa Dialogue Forum (IBSA)
2. Strengthen the Indian Ocean Rim Association for Regional Co-operation (IOR)
3. Strengthen the New Africa Asia Strategic Partnership (NAASP)
4. Contribute to the establishment of the India-Africa Forum
5. Strengthen the Forum for China Africa Co-operation (FOCAC)
6. Active engagement in the organisations of the South such as NAM and G77 and China

**C. STRENGTHEN NORTH-SOUTH CO-OPERATION**

1. Prioritisation of Africa on the Agendas of the EU, G-8, Commonwealth and other organisations of the North
2. Strengthen engagement with relevant structures of the OECD
3. Engagement in the Tokyo International Conference on African Development (TICAD)

**D. PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE**

1. Participate as non permanent member of the UN Security Council (2008)
2. Compliance with UN Security Council Resolutions
3. Support South Africa's participation in the G-20

4. Contribute to debates on Climate Change;
5. Contribute to combating Terrorism
6. Promote South Africa's position on Disarmament, non-proliferation, and arms control
7. Contribute towards the Middle East Peace Process
8. Follow up to the Implementation of outcomes of major international Conferences
9. Contribute to the promotion of Human Rights and Humanitarian Affairs
10. Participation in multilateral and other international organisations in advancing socio-economic development
11. Promotion of South African candidacies for election to international organisations
12. Adherence to and promote International Law
13. Contribute to the global effort to combat transnational organised crime

**E. STRENGTHEN POLITICAL AND ECONOMIC RELATIONS**

1. Strengthen co-operation with the EU
2. Strengthen bilateral engagements with identified major powers particularly those having major influence in the Continent
3. Strengthen bilateral relations
4. Improve trade and market access with identified countries
5. Work towards the finalisation of SACU-MERCOSUR/L PTA
6. Support finalisation of SADC-EU Economic Partnership Agreement (EPA) negotiations
7. Support finalisation of SACU-MERCOSUR/L Preferential Trade Agreement (PTA)
8. Support negotiations for a SACU-India Preferential Trade Agreement (PTA)
9. Work to improve SACU - China trade relations
10. Strengthen Economic Diplomacy and Market South Africa Abroad

**F. ORGANISATIONAL SUPPORT**

1. Modern and efficient ICT infrastructure
2. Provide accommodation at Head Office and missions
3. Provide Consular Services
4. Manage the allocation of financial resources in the department
5. Provide financial management services

6. Ensure information, personnel and physical security
7. Manage supply chain services
8. Manage Assets
9. Provide internal audit and risk management services

#### G. ORGANISATIONAL STRENGTHENING

1. Train and develop staff
2. Conduct applied research and analysis
3. Build human resource capacity
4. Facilitate a conducive working environment
5. Provide strategic leadership and management on gender
6. Facilitate the management of performance and organisational compliance

#### H. RENDERING OF PROFESSIONAL SERVICES

1. Legal advice in respect of South African law concerning departmental issues
2. Manage ceremonial events, international visits and international conferences
3. Provide excellent protocol services to provincial and local government
4. Manage government hospitality infrastructure
5. Ensure exceptional service in the management of privileges and immunities in the RSA
6. Excellent appointment and accreditation management process for South African Heads of Mission, Consuls General, and Honorary Consuls

#### I. COMMUNICATION

1. Communicate South African foreign policy to all stake-holders
2. Project a positive image of South Africa
3. Provide support to the Ministry

## MEDIUM TERM STRATEGIC FRAMEWORK – ACTION PLAN

PROGRAMME 1: ADMINISTRATION	BUDGET ALLOCATION (R million)		
	2008/09	2009/10	2010/11
	R1 049 913	R1 510 070	R1 150 877

### KEY PRIORITY AREA: ORGANISATIONAL SUPPORT

**Expected Accomplishments/Outcomes:** A modern and efficient Department

MEASURABLE OBJECTIVE	OUTPUT/DELIVERABLE	INDICATORS / DELIVERABLES		
		2008/09	2009/10	2010/11
Modern and efficient ICT infrastructure	A fully functional ICT environment	Implement ICT Plan (as outlined in section 2)	Implement ICT Plan (as outlined in section 2)	Implement ICT Plan (as outlined in section 2)
Provide accommodation at Head Office and missions	Land and properties acquired, developed, maintained and disposed	Implement Asset Management Plan (as outlined in Section 2)	Implement Asset Management Plan (as outlined in Section 2)	Implement Asset Management Plan (as outlined in Section 2)
	Head Office project completed	Department relocated to new Head Office	PPP contract managed	PPP contract managed
Provide Consular Services	Assistance to South African citizens abroad rendered	Compliance with Vienna Convention	Compliance with Vienna Convention	Compliance with Vienna Convention
	Legalisation of documentation	Compliance with Hague Convention on Consular Matters	Compliance with Hague Convention on Consular Matters	Compliance with Hague Convention on Consular Matters
	Consular Management System (CMS) implemented	Launch of the Consular Management System (CMS)	Continue role-out of the Consular Management System (CMS)	Finalise roll-out of the Consular Management System (CMS)
	Rapid Response Team (RRT) operationalised	Commence with the establishment of a Rapid Response Team.	Continue operationalisation of the Rapid Response Team.	Finalise the operationalisation of the Rapid Response Team.
Manage the allocation of financial resources in the department	Approved Departmental Budget	Approved budget of the department for 2009/10	Approved budget of the department for 2010/11	Approved budget of the department for 2011/12

Provide financial management services	Prepared Annual Financial Statements	Compliance with Public Finance Management Act (PFMA)	Compliance with Public Finance Management Act (PFMA)	Compliance with Public Finance Management Act (PFMA)
Ensure information, personnel and physical security	Safe and secure work environment	Comply with Minimum Information Security Standards (MISS)	Comply with Minimum Information Security Standards (MISS)	Comply with Minimum Information Security Standards (MISS)
Manage supply chain services	Goods and Services procured and delivered	Implement Demand Management and Procurement plans	Implement Demand Management and Procurement plans	Implement Demand Management and Procurement plans
Manage Assets	Accurate and Complete Asset Register	Implement Asset Management Plan (as outlined in section 2)	Implement Asset Management Plan (as outlined in section 2)	Implement Asset Management Plan (as outlined in section 2)



**KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING****Expected Accomplishments/Outcomes:** Competent, skilled employees and policy development

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Train and develop staff	Trained and skilled workforce	Develop and implement identified training programmes	Develop and implement identified training programmes	Develop and implement identified training programmes
		Accreditation of the FSI and re-registration of the qualification according to the SAQA Act	Maintain the accreditation of the FSI according to the SAQA Act	Maintain the accreditation of the FSI according to the SAQA Act
		Implement ISO 9000 quality management system	Registration as a Institute of Sectoral Organisational Excellence (ISOE)	Maintain registration as a Institute of Sectoral Organisational Excellence (ISOE)
	Developed knowledge management strategy and processes	Capture identified institutional memory	Capture identified institutional memory	Capture identified institutional memory
		Develop and Introduce mentorship programme	Implement mentorship programme	Review and strengthen mentorship programme
	Training and development in Africa supported	Developed and implement identified training programmes	Developed and implement identified training programmes	Developed and implement identified training programmes
Conduct applied research and analysis	Papers on proposed policy positions	Monitor international developments and conduct research	Monitor international developments and conduct research	Monitor international developments and conduct research

**KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING**

**Expected Accomplishments/Outcomes:** A fully capacitated Department

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Build human resource capacity	Adequately staffed Department	Implement Recruitment, Selection, Placement and Retention strategy	Implement Recruitment, Selection, Placement and Retention strategy	Review and improve the Recruitment, Selection, Placement and Retention strategy
	Functional Career Centre	Develop Career Management Framework  Establish a web-based Career Centre	Establish a physical career guidance, assessment and counselling centre	Maintain a physical career guidance, assessment and counselling centre
	Organisational plan that addresses current and future key talent needs	Succession Plan with talent pools in place as well as accelerated development interventions	Comprehensive succession plan aligned to other HR processes	Comprehensive succession plan
Facilitate a conducive working environment	Improved organisational culture	Implement Organisational Culture Interventions	Follow-up Organisational Culture Interventions	Follow-up Culture Survey
	Organisation that cares and supports its employees and promotes individual health and wellness	Implement the Employee Wellness strategy	Full implementation of the Hardship Missions support strategy	Review the Employee Wellness strategy
	Culture of discipline	Implement training on rights and obligations  Institute disciplinary processes	Implement training on rights and obligations  Institute disciplinary processes	Implement training on rights and obligations  Institute disciplinary processes
Facilitate the management of Performance and organisational Compliance	Improved employee performance	Implement PMDS	Implement PMDS	Implement PMDS

**KEY PRIORITY AREA: ORGANISATIONAL SUPPORT****Expected Accomplishments/Outcomes:** Adequate and effective systems of internal controls, risk management and corporate governance

OBJECTIVES	OUTPUT/ DELIVERABLES	2008/2009	2009/2010	2010/2011
Provide internal audit and risk management services	Accepted Internal audit reports	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan
	Approved risk profile	Implement Enterprise-wide Risk Management Strategy	Implement Enterprise-wide Risk Management Strategy	Review and implement updated Enterprise-wide Risk Management Strategy

<b>PROGRAMME 2: FOREIGN RELATIONS</b>	<b>BUDGET ALLOCATION (R million)</b>		
	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>R2 410 711</b>	<b>R2 638 677</b>	<b>R2 802 568</b>

**KEY PRIORITY AREA: CONSOLIDATION OF THE AFRICAN AGENDA**

**Expected Accomplishments/Outcomes:** Focused sub-regional, regional and international efforts in building a framework to support political and socio-economic development in Africa

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Contribute to the Strengthening of the AU and its Structures	Supported harmonisation and rationalisation of Regional Economic Communities (RECs), as well as the regional integration process	Convene Tripartite Summit between COMESA, SADC and EAS	Implement the outcomes of Tripartite Summit	Continue to implement outcomes of Tripartite Summit
	Strengthened governance and capacity in the AU	Ratification and popularisation of the AU Charter on Democracy, Elections and Governance.	Popularisation of the AU Charter on Democracy, Elections and Governance.	Popularisation of the AU Charter on Democracy, Elections and Governance.
		Facilitate secondment of South Africans to critical positions at the AU Commission	Facilitate secondment of South Africans to critical positions at the AU Commission	Facilitate secondment of South Africans to critical positions at the AU Commission.
	Supported the Pan-African Parliament (PAP)	Engage in discussions at the AU for converting PAP from an advisory body to a legislative institution	Provide enabling environment for the continued	Provide enabling environment for the continued
		Provide enabling environment for the continued operationalisation of the PAP	Operationalisation of the PAP	Operationalisation of the PAP
		Commence with construction of permanent Head Quarters	Continue with construction of permanent Head Quarters	Complete construction of permanent Head Quarters and commence relocation

	Contributed to the operationalisation of African Court of Justice and the African Court on Human and People's Rights	Support finalisation of the merger instrument	Implementation of Treaty	Implementation of Treaty
	Contributed to the operationalisation of the AU Financial Institutions	Participate in operationalisation of the AU Financial institutions to the AU Commission	Participate in operationalisation of the AU Financial institutions to the AU Commission	Participate in operationalisation of the AU Financial institutions to the AU Commission
	Engaged the African Diaspora	Participation of all relevant stakeholders in fora on the African Diaspora's support towards African development	Implement outcomes of stakeholder engagement on the effective participation of the African Diaspora to support African development	Implement outcomes of stakeholder engagement on the effective participation of the African Diaspora to support African development
	Monitored and participated in relevant organisations dealing with migration issues	Engage all relevant stakeholders in bilateral, multilateral and regional fora in respect of Migration issues	Engage all relevant stakeholders in bilateral, multilateral and regional fora in respect of Migration issues	Engage all relevant stakeholders in bilateral, multilateral and regional fora in respect of Migration issues
	Strengthened AU-EU Relations	Follow-up on the implementation of outcome of the Africa-EU Summit held in Lisbon on 8-9 December 2007	Continued engagement on strengthening of AU- EU relations	Continued engagement on strengthening of AU- EU relations
Support the implementation of NEPAD	Facilitated the implementation of NEPAD priority sectors (infrastructure, agriculture, environment, tourism, ICT, health, human resources, and science and technology) and their integration with AU and SADC processes	Engage and coordinate with all relevant role players for implementation of NEPAD priority sectors	Continue to engage and coordinate with all relevant role players for implementation of NEPAD priority sectors	Continue to engage and coordinate with all relevant role players for implementation of NEPAD priority sectors
	Integrated 2008 African Ministerial Conference of the Environment (AMCEN) outcomes into the Action Plan of the NEPAD Environment Initiative	Promote integration of outcomes of AMCEN into Action Plan of the NEPAD Environment Initiative	Promote implementation of NEPAD Environment Initiative	Promote implementation of NEPAD Environment Initiative
	Increased national, bilateral, regional and multilateral awareness of the NEPAD as a socio-economic development programme	Promote centrality of NEPAD on the agenda of relevant bilateral, multilateral regional and sub regional fora	Promote centrality of NEPAD on the agenda of relevant bilateral, multilateral regional and sub regional fora	Promote centrality of NEPAD on the agenda of relevant bilateral, multilateral regional and sub regional fora

	Contributed to the operationalisation of the African Peer Review Mechanism (APRM)	Support implementation of Addis Ababa APR Forum decisions regarding APRM  Support National APR Focal Point and provide assistance to other countries' preparation of APRM Country Reports.	Continue supporting Implementation of Addis Ababa APR Forum decisions regarding APRM  Continue supporting National APR Focal Point and provide assistance to other countries' preparation of APRM Country Reports.	Continue supporting Implementation of Addis Ababa APR Forum decisions regarding APRM  Continue supporting National APR Focal Point and provide assistance to other countries' preparation of APRM Country Reports.
	Managed South Africa's International Development Assistance	Management of African Renaissance Fund  Establishment of International Development Assistance Unit	Management of International Development Assistance	Management of International Development Assistance
Contribute to strengthening of the Southern African Development Community (SADC)	Contributed towards SADC Regional Economic Integration Agenda	Launching of the Free Trade Area  Promote regional economic integration at the SADC/ COMESA/EAC Tripartite Summit	Implement the outcomes of Tripartite Summit	Continue to implement outcomes of Tripartite Summit
	Worked towards the full implementation of the Regional Indicative Strategic Development Plan (RISDP)	Embark on the review of the economic integration aspects of the RISDP and continue to implement other areas of the RISDP	Continue to implement other areas of the RISDP	Continue to implement other areas of the RISDP
	Strengthened governance and capacity in SADC, especially in the Secretariat	Amendment of the SADC Treaty to enhance effectiveness of the organisation  Facilitate secondment of South African Deputy Executive Secretary to SADC Secretariat	Ratify amended SADC Treaty  Facilitate secondment of South Africans to critical positions at the SADC Secretariat	Facilitate secondment of South Africans to critical positions at the SADC Secretariat
	Assumed Chair of SADC	Participation in SADC Troika as incoming Chair  Chair SADC	Chair SADC  Participation in SADC Troika as outgoing Chair	Participation in SADC Troika

	Contributed to SADC poverty reduction strategy	Participate in International Consultative Conference on Poverty and Development of SADC in Mauritius	Implement outcomes of the Mauritius consultative conference on poverty	Implement outcomes of the Mauritius consultative conference on poverty
Support finalisation of SADC-EU Economic Partnership Agreement (EPA) negotiations	Finalisation of SADC-EU EPA for regional integration supported	Participate in EU-SADC EPA negotiations	n/a	n/a
Support finalisation of SACU-Mercosur/I Preferential Trade Agreement (PTA)	Finalisation of SACU-Mercosur/I PTA supported	Participate in SACU-Mercosur/I PTA	Implement SACU-Mercosur/I PTA	Implement SACU-Mercosur/I PTA
Contribute towards Post Conflict Reconstruction and Development (PCRD) in Africa	Participated through bilateral and trilateral arrangements in Post Conflict Reconstruction and Development (PCRD) in countries emerging from conflict	Participate in identified processes and meetings  Facilitate and coordinate SA contribution to PCRD programmes	Participate in identified processes and meetings  Facilitate and coordinate SA contribution to PCRD programmes	Participate in identified processes and meetings  Facilitate and coordinate SA contribution to PCRD programmes
Contribute towards Peace, Security and Stability in Africa	Supported regional and multilateral initiatives to establish a continental peace and security architecture	Participate in identified processes and institutions	Participate in identified processes and institutions	Participate in identified processes and institutions
	Identified and engaged countries and institutions in support of conflict resolution in Africa	Engage identified countries and institutions	Engage identified countries and institutions	Engage identified countries and institutions
Strengthen bilateral relations with all African countries	Enhanced socio-economic and political co-operation in support of Africa  Democratic process on the Continent supported	Engage identified partners  Support democratization and good governance in Africa	Engage identified partners  Support democratization and good governance in Africa	Engage identified partners  Support democratization and good governance in Africa
Support the hosting of 2010 FIFA World Cup	Attracted and encouraged investment in infrastructure facilities and tourism  Supported and communicated South Africa's preparations towards the hosting	Develop and implement a marketing strategy	Implement marketing strategy	Assist smooth hosting of the World Cup

**KEY PRIORITY AREA: STRENGTHEN SOUTH – SOUTH CO-OPERATION**

**Expected Accomplishments/Outcomes:** Consolidated relations amongst countries of the South in order to advance the development agenda.

Measurable Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Strengthen the India, Brazil, South Africa Dialogue Forum (IBSA)	Strengthened bilateral, trilateral and multilateral interests in the IBSA Forum	Participate in IBSA structures and processes	Participate in IBSA structures and processes	Participate in IBSA structures and processes
	Progress monitored in the implementation of projects funded by IBSA	Progress reports on implementation of projects funded by IBSA	Progress reports on implementation of projects funded by IBSA	Progress reports on implementation of projects funded by IBSA
Strengthen the Indian Ocean Rim Association for Regional Co-operation (IOR)	Expanded regional economic co-operation	Participate in identified structures and processes of IOR	Participate in identified structures and processes of IOR	Participate in identified structures and processes of IOR
Strengthen the New Africa-Asia Strategic Partnership (NAASP)	Increased activities in support of socio-economic advancement	Participate as Co-chair in all identified processes of NAASP	Participate in all identified processes of NAASP	Participate in all identified processes of NAASP
Contribute to the establishment of the India-Africa Forum	Identified and implemented joint projects that would complement NEPAD objectives	Establish structures and processes	Implement action plans and processes	Continue to implement action plans
Strengthen the Forum on China-Africa Co-operation (FOCAC)	Increased participation of China to promote African socio-economic development	Utilise SADC to discuss FOCAC regional projects	Support and implement FOCAC projects	Continue support and the implementation of FOCAC projects
Engagement with organisations of the South within multilateral system	Participated in activities of the NAM and G77 in order to advance the special needs of Africa and follow-up on the South Summit,	Participate in UNCTAD XII, UNGA63 and other activities of the NAM and G77	Participate in NAM and G77 deliberations-UNGA64	Participate in NAM and G77 deliberations-UNGA65



	Facilitated participation in NAM and G77 meetings at Ministerial and expert level.	Participate in XV NAM Ministerial, Iran  Participate in NAM and G77 Ministerial Meetings in the context of UNGA63  Participate in the Monterrey Review Conference	Participate in XIV NAM Summit, Egypt  Participate in NAM and G77 Ministerial Meetings in the context of UNGA64	Participate in NAM and G77 Ministerial Meetings in the context of UNGA65
	Promoted the agenda of the South in multilateral fora, including through bilateral relations and especially during structured bilateral meetings.	Prepare speaking notes for political principles in order to participate in relevant multilateral and bilateral meetings	Prepare speaking notes for political principles in order to participate in relevant multilateral and bilateral meetings	Prepare speaking notes for political principles in order to participate in relevant multilateral and bilateral meetings
	Promoted and consolidated intra-ACP co-operation and positions	Participation in ACP structures and processes.	Participation in ACP structures and processes.	Participation in ACP structures and processes.

**KEY PRIORITY AREA: STRENGTHEN NORTH – SOUTH CO-OPERATION**

**Expected Accomplishments/Outcomes:** Consolidated and strengthened relations with the North in order to advance the development agenda of the South

Measurable Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Prioritisation of Africa on the agendas of the EU, G8, Commonwealth and other organisations of the North	Engaged with EU, G8, Commonwealth and other organisations of the North.	Engage with and participate in identified structures of the North	Engage with and participate in identified structures of the North	Engage with and participate in identified structures of the North
	SA positions promoted bilaterally	Engage in structured bilateral meetings	Engage in structured bilateral meetings	Engage in structured bilateral meetings
Strengthen engagement with relevant structures of the OECD	Increased engagement for co-operation and economic development	Participate in identified OECD processes	Participate in identified OECD processes	Participate in identified OECD processes
Engagement in the Tokyo International Conference on African Development (TICAD)	African Agenda advanced	Participate in all identified processes	Participate in all identified processes	Participate in all identified processes

**KEY PRIORITY AREA: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE****Expected Accomplishments/Outcomes:** Strengthened rules-based multilateral system

Measurable Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Participation as non-permanent member of the United Nations Security Council	Participated in all UNSC processes.	Assume UNSC Presidency in April 2008  Participate in all identified UNSC processes	n/a	n/a
Compliance with UN Security Council Resolutions	Facilitated South Africa's compliance with UNSC sanctions regimes and other resolutions	Facilitate South Africa's compliance with relevant role-players	Coordinate South Africa's compliance with relevant role-players	Coordinate South Africa's compliance with relevant role-players
Support South Africa's participation in the G20	Supported National Treasury and other role-players in advancing the African Agenda	Provide support to the National Treasury	Provide support to the National Treasury	Provide support to the National Treasury
Contribute to debates on Climate Change	Developmental agenda reflected in decisions of major UNFCCC and related instruments and processes	Participate in all identified processes for the advancement of regional and sub-regional positions on a international framework	Participate in all preparatory processes for the advancement of regional and sub-regional positions on a international framework	Participate in all preparatory processes for the advancement of regional and sub-regional positions on a international framework
	Participated in negotiations related to financial and resource mobilization and represented South Africa on the Compliance Committee	Participate and make substantive contributions	Participate and make substantive contributions	Participate and make substantive contributions
	SA positions promoted bilaterally	Engage in structured bilateral meetings	Engage in structured bilateral meetings	Engage in structured bilateral meetings
Contribute to combating terrorism	Contributed to the international debate on combating terrorism	Participate in identified structures	Participate in identified structures	Participate in identified structures
	Facilitated compliance by South Africa with international norms and standards on combating terrorism	Host a visit of Counter Terrorism Executive Directorate (CTED)	Continued compliance with international standards	Continued compliance with international standards

	SA positions promoted bilaterally	Engage in structured bilateral meetings	Engage in structured bilateral meetings	Engage in structured bilateral meetings
Promote South Africa's position on disarmament, non-proliferation and arms control	Advanced South Africa's interests in international fora dealing with disarmament non-proliferation and arms control	Participate in disarmament non-proliferation and arms control for a	Participate in disarmament non-proliferation and arms control fora	Participate in disarmament non-proliferation and arms control fora
	SA positions promoted bilaterally	Engage in structured bilateral meetings	Engage in structured bilateral meetings	Engage in structured bilateral meetings
Contribute towards the Middle East Peace Process	Assisted and supported identified international efforts aimed at a negotiated resolution of the conflict in the Middle East	Promote negotiated solution through participation in identified processes	Promote negotiated solution through participation in identified processes	Promote negotiated solution through participation in identified processes
	SA positions promoted bilaterally	Engage in structured bilateral meetings	Engage in structured bilateral meetings	Engage in structured bilateral meetings
Follow-up on the implementation of outcomes of major international conferences	Participated in the follow-up of identified international conferences in the economic and social sphere.	Participate in identified meetings	Participate in identified meetings	Participate in identified meetings
Contribute to the promotion of Human Rights and Humanitarian Affairs	Contributed to the protection of human rights and fundamental freedoms	Participate in identified meetings	Participate in identified meetings	Participate in identified meetings
	Facilitated South Africa's international humanitarian assistance to victims of conflict and disasters	Contribute to identified activities	Contribute to identified activities	Contribute to identified activities
	Contributed to the advancement of gender equality and empowerment of women	Mainstreamed gender issues identified international organizations	Mainstreamed gender issues identified international organizations	Mainstreamed gender issues identified international organizations
Participation in multilateral and other international organisations in advancing socio-economic development	Agendas of Africa and the South promoted	Participate in identified UN structures and programmes	Participate in identified UN structures and programmes	Participate in identified UN structures and programmes
	Promoted transfer of scientific and technology advances for development	Participate in identified meetings	Participate in identified meetings	Participate in identified meetings

	Supported a holistic approach to reducing effects of trade in rough diamonds in fuelling conflicts	Participate in identified meetings and structures	Participate in identified meetings and structures	Participate in identified meetings and structures
Promotion of South African candidacies for election to international organisations	Submission of South African candidatures to international organisations coordinated	Coordinate the identification candidacies	Coordinate the identification candidacies	Coordinate the identification candidacies
Reform of the UN system	Equitable UN system promoted	Participate in all UN reform processes	Participate in all UN reform processes	Participate in all UN reform processes
Adherence to and promote International Law	Legal advice and assistance on all issues related to international law provided	Provide advice on international law	Provide advice on international law	Provide advice on international law
Contribute to the global effort to combat transnational organised crime.	Contributed to global efforts to improve combating of transnational crime	Promote effective interdepartmental co-ordination	Promote effective interdepartmental co-ordination	Promote effective interdepartmental co-ordination
Legal advice in respect of South African law concerning departmental issues	Provided legal advice and treaty information management services	Render legal advice and opinions on questions of domestic law  Maintain library and treaty collection	Render legal advice and opinions on questions of law  Maintain library and treaty collection	Render legal advice and opinions on questions of law  Maintain library and treaty collection

**KEY PRIORITY AREA: STRENGTHEN POLITICAL AND ECONOMIC RELATIONS**

**Expected Accomplishments/Outcomes:** Accelerated sustainable development

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Strengthen co-operation with the EU	Enhanced socio-economic and political co-operation in support of accelerated sustainable development in South Africa and Africa	Implementation of Action Plans Finalise TDCA revision	Implementation of Action Plans	Implementation of Action Plans
Strengthen bilateral engagements with identified major powers particularly those having major influence in the Continent	Enhanced socio-economic and political co-operation in support of Africa	Engage identified major powers	Engage identified major powers	Engage identified major powers
Strengthen bilateral relations	Enhanced socio-economic and political co-operation in support of Africa  Democratic process on the Continent supported	Engage identified partners  Support democratization and good governance in Africa	Engage identified partners  Support democratization and good governance in Africa	Engage identified partners  Support democratization and good governance in Africa
	Contributed towards infrastructure human resources development and institution-building	Formulate and implement bilateral MOUs	Implement MOUs	Implement MOUs
Improve trade and market access with identified countries	Increased trade and market access	Support lead departments in negotiations	Support lead departments in negotiations	Support lead departments in negotiations
Support finalisation of SADC-EU Economic Partnership Agreement (EPA) negotiations	Finalisation of SADC-EU EPA for regional integration supported	Participate in EU-SADC EPA negotiations	n/a	n/a
Support finalisation of SACU-MERCOSUR/L Preferential Trade Agreement (PTA)	Finalisation of SACU-MERCOSUR/L PTA supported	Participate in SACU-MERCOSUR/L PTA	Implement SACU-MERCOSUR/L PTA	Implement SACU-MERCOSUR/L PTA
Support negotiations for a SACU-India Preferential Trade Agreement (PTA)	Finalisation of SACU-India PTA supported	Participate in negotiations for a SACU-India PTA	Implement SACU-India PTA	Implement SACU-India PTA

Work to improve SACU - China trade relations	Increased trade and market access	Support lead departments in the negotiation of the Partnership for Growth and Development (PGD) Agreement	Support lead departments in the implementation of the PGD	Support lead departments in the implementation of the PGD
Strengthen Economic Diplomacy and Market SA Abroad	Increased economic cooperation Contributed to a positive awareness of South Africa internationally	Identify and pursue economic opportunities Implement the integrated marketing strategy	Identify and pursue economic opportunities Implement the integrated marketing strategy	Identify and pursue economic opportunities Implement the integrated marketing strategy

<b>PROGRAMME 3: PUBLIC DIPLOMACY &amp; PROTOCOL SERVICES</b>	<b>BUDGET ALLOCATION (R million)</b>		
	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>R147 258</b>	<b>R224 032</b>	<b>R164 114</b>

**KEY PRIORITY AREA: PROFESSIONAL SERVICES**

**Expected Accomplishments/Outcomes:** Effective professional support services

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Manage ceremonial events, international visits and international conferences	Managed Presidential and Ministerial State Events	Plan, execute and manage International State Events	Plan, execute and manage International State Events	Plan, execute and manage International State Events
Provide excellent protocol services to Provincial and Local Government	Advised Provinces and Municipalities in Protocol services	Co-ordinate International Visits  Facilitate interaction between Political Desks, Missions and Provincial and Local Government	Co-ordinate International Visits  Facilitate interaction between Political Desks, Missions and Provincial and Local Government	Co-ordinate International Visits  Facilitate interaction between Political Desks, Missions and Provincial and Local Government
Manage Government hospitality infrastructure	Managed Presidential and Diplomatic Guesthouses, and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges
Ensure exceptional service in the management of privileges and immunities in the RSA	Accredited foreign diplomats and managed Diplomatic Community	Accredit and manage Diplomatic Immunities and Privileges	Accredit and manage Diplomatic Immunities and Privileges	Accredit and manage Diplomatic Immunities and Privileges
Excellent appointment and accreditation management process for South African Heads of Mission, Consuls General and Honorary Consuls	Facilitated accreditation of South African Heads of Mission, Consuls General and Honorary Consuls	Manage the appointment and Accreditation process for SA Heads of Mission, Consuls General and Honorary Consuls	Manage the appointment and Accreditation process for SA Heads of Mission, Consuls General and Honorary Consuls	Manage the appointment and Accreditation process for SA Heads of Mission, Consuls General and Honorary Consuls



**KEY PRIORITY AREA: COMMUNICATION****Expected Accomplishments/Outcomes:** Informed international and local community on South Africa's foreign policy

Objectives	Output/Deliverables	Indicators/Target		
		2008/09	2009/10	2010/11
Communicate South African foreign policy to all stake-holders	Informed South African public and global community	Implement Communication and Media strategy	Implement Communication and Media strategy	Implement Communication and Media strategy
Project a positive image of South Africa	South African foreign policy positions supported	Implement Marketing Communication Plan	Implement Marketing Communication Plan	Implement Marketing Communication Plan
Provide support to the Ministry	Ministerial programmes supported	Maintain 24-hour early warning/monitoring system  Implement identified media liaison interventions and provide speechwriting and other strategic communication services	Maintain 24-hour early warning/monitoring system  Implement identified media liaison interventions and provide speechwriting and other strategic communication services	Maintain 24-hour early warning/monitoring system  Implement identified media liaison interventions and provide speechwriting and other strategic communication services

## Service Delivery Improvement Plan (SDIP) For 2008/2009

### Bilateral and Multilateral engagements

- Service Beneficiaries: Foreign Missions in Pretoria, SA Missions abroad, SA Government Departments, SA citizens, non-governmental organizations, business, JIPSA/ASGISA Secretariat, NEPAD Secretariat, Multilateral Missions and other Missions with Multilateral responsibilities, Parliament.

KEY SERVICE	CURRENT STANDARD		DESIRED STANDARD	
Provide structured Bilateral and Multilateral engagements	1. Consultation	Limited and inconsistent.	1. Consultation	Structured consultation as per standard, as per agreement or as per project
	2. Service standards	Various service standards	2. Service standards	Departmental Service Delivery Charter developed and implemented. Control mechanism developed and implemented to assess level of desired achievement of all standards in the SDIP.
	3. Access	Limited with regards to stakeholders	3. Access	Enhanced engagement with stakeholders through physical, telephonic and electronic engagements

	4. Courtesy	Inconsistent adherence to Public Service Code of Conduct and Values of DFA	4. Courtesy	Adherence to the Public Service Code of Conduct, Values of DFA and Service Delivery Charter
	5. Information	Provision of information sometimes inconsistent, and not always provided within specified or agreed timelines	5. Information	Information provided consistently and within specified or agreed time standards
	6. Openness and transparency	As reflected in the Annual Report of the Department and the Departmental Intranet.	6. Openness and transparency	Maintain the standard
	7. Redress	Redress is not always dealt with within specified time standards	7. Redress	Redress channels and time standards to be reflected in the Service Delivery Charter and to be implemented according to the charter
	8. Value for money	Economic, efficient and effective utilisation of resources.	8. Value for money	Consistent implementation of Internal Audit recommendations
	9. Time	31 March 2008	9. Time	31 March 2011
	10. Cost	Within Budget	10. Cost	Within the budget cycle.

**Provision of professional and support services:**

Service Beneficiaries: DFA Ministry, DFA management and staff, SA citizens, foreign nationals, other Public Service Departments, Parliament, service providers

KEY SERVICE	CURRENT STANDARD		DESIRED STANDARD	
	1. Consultation	Variable and inconsistent.	1. Consultation	Structured consultation as per project, agreement or as per standard
	2. Service Standards	Service Delivery Charter only at Consular Services within Branch: Corporate Services	2. Service Standards	Service Delivery Charter developed and implemented. Control mechanism developed and implemented to assess level of desired achievement of all standards in the SDIP.
	3. Access	Inadequate access.	3. Access	Availability of physical, electronic and telephonic access as per agreed standards
	4. Courtesy	Inconsistent adherence to Public Service Code of Conduct, values of DFA and Service Delivery Charter	4. Courtesy	Adherence to the Public Service Code of Conduct, values of DFA, and Service Delivery Charter.
	5. Information	Provision of information irregular and inconsistent	5. Information	Information provided as per agreed standards
	6. Openness and transparency	As reflected in the Annual Report of the Department and the Departmental Intranet	6. Openness and transparency	Increased openness and transparency as per agreed standards
	7. Redress	Redress not always within specified time periods	7. Redress	Redress channels and complaints handling processes to specify time standards and subsequent implementation according to such standards
	8. Value for money	Inconsistent application of standard operating procedures	8. Value for money	Consistent application of service standards and internal audit recommendations
	9. Time	31 March 2008	9. Time	31 March 2011
	10. Cost	Within Budget	10. Cost	Within budget cycle.

## PART THREE

### SECTION 1: ASSET MANAGEMENT PLAN

#### 1. Introduction

1.1 The geographically decentralised and complex nature of the Department places high demands on the Department to provide accommodation, facilities, goods and services that allow staff optimal efficiency in the execution of their duties.

1.2 The Department operates both in South Africa and in various countries abroad. Besides providing for its own needs the Department is also responsible for providing the same accommodation and infrastructure for partner Departments who have operations abroad. Currently, South Africa is represented in 105 countries globally and conducts business from 121 diplomatic missions.

1.3 To provide a sound working environment for all staff, to effectively provide for the departmental requirements and to properly record and manage the Department's assets locally and abroad, capacity was created in two Chief Directorates to manage all these processes. The Chief Directorate: Property and Facilities Management deals with all aspects relating to property management. The Chief Directorate: Supply Chain Management manages all aspects regarding the sourcing and provisioning of goods and services and the management and safekeeping of these goods and services.

1.4 Currently the Head Office of the Department is housed in seven different buildings in Pretoria. This is no longer a practical or optimal situation for the Department.

1.5 Therefore, in 2003, the Department obtained approval from National Treasury to commence with a Public Private Partnership (PPP) to acquire a consolidated new Head Office working environment. This process commenced with a feasibility study in 2004 and was followed by a detailed procurement process (consisting of a Request for Qualifications, Request for Proposals and Best and Final Offer). After obtaining the relevant Treasury approvals in terms of Regulation 16 to the PFMA, a Preferred Bidder was selected in September 2006. Negotiations with the preferred bidder are far advanced and it is expected that Treasury Approval III, allowing the signing of the concession agreement, will be obtained towards end of the 2007/08 financial year. Construction has commenced under an Early Works Agreement and

is progressing steadily. Construction is planned to be completed by March 2009 and the Head Office will relocate to the new campus in March 2009.

1.6 For missions abroad three types of accommodation requirements may be identified:

- Chanceries or office accommodation. This type of accommodation is mostly found in office blocks. In some instances houses or villas have been adapted to serve as chanceries.
- Official Residences are procured for Heads of Missions. These residences are normally located in suitable areas of the city in which the mission is located. Particular care is paid in the selection of these residences to ensure that the residence is representative and befits a Head of Mission. Attention is also paid to ensure that the residence can be used for representational duties and official entertainment.
- Staff housing is procured for all other transferred officials in areas identified according to set norms and prescripts. The majority of these properties are leased or rented while a small number are State-owned.

1.7 The Department furthermore provides furniture, equipment, vehicles and goods, as well as services for both its Head Office and all missions abroad. Items thus acquired both in South Africa as well as abroad must be properly controlled and managed in terms of National Treasury prescripts.

1.8 The management of assets in the Department is challenging and complex in nature and therefore requires proper planning, structures and procedures in order for the Department to effectively discharge its responsibilities in this regard.

1.9 The Asset Management Plan of the Department is aimed at providing the necessary facilities and goods and services that the Department requires in accordance with the strategic objectives of the Department while complying with all the relevant prescripts and policies in this regard.

## 2. ASSET MANAGEMENT PLAN 2008 - 2011

### 2.1 Introduction

2.1.1 The asset management plan deals with plans for the acquisition, maintenance, disposal and management of assets within the department for a three

year period April 2008 until March 2011. The strategy covers both immovable and moveable assets.

2.1.2 During this Medium Term Strategic Framework (MTSF) period the Department will focus on completing the construction of the New Head Office project, the successful relocation of the complete Head Office component to the new campus and the management of the PPP agreement with the service providers.

2.1.3 In terms of the provision of accommodation for missions abroad the Department will continue with the systematic acquisition of properties abroad for its missions. The planned acquisitions are based on strategic priorities defined in 2005 for the acquisition of properties. In those areas where properties will not be acquired the Department will continue to rent properties according to the needs and requirements of missions.

2.1.4 The Department will pay special attention to maintaining its properties abroad to ensure that the properties and facilities are in a good state of repair. The overall maintenance strategy and individual maintenance plans for all state owned properties will guide the efforts of the Department in this regard.

2.1.5 In this MTSF period the Department will undertake a comprehensive review of its policies, procedures and process for the supply and management of furniture, equipment and goods and services. The aim of this review will be to ensure that the required goods and services are provided as needed and that the items are properly recorded and managed both at Head Office and mission.

2.1.6 The Department implemented the Hardcat Asset management system in the 2005/06 financial year. All assets at Head Office and Missions were captured on the

system and an asset register conforming to Treasury requirements was generated for the 2006/07 financial year. The Department however intends to continuously improve the asset management system to properly manage its assets and to comply with National Treasury requirements for the existence of such a system as well as the proper management of records.

2.1.7 In order to make the Asset Management system easily accessible to all users at Head Office and Missions abroad, the Hardcat Web Browser was developed and tested. The Hardcat Web Browser is a facility for viewing the asset register which will enable Missions to view their asset registers and identify any inaccuracies in the asset register for reporting to Head Office. The Web Browser facility will be rolled out to Missions in 2008/09 financial year.

2.1.8 To further improve the accuracy and completeness of the asset register the Department will acquire the Hardcat Procurement and Stock control modules. The procurement module provides a facility for the processing of orders and payments through the asset management system which results in automatic updating of the asset register. This module will be rolled out at Head office and missions during the 2008/09 financial year.

2.1.9 In order to meet the National Treasury requirement for recording assets at fair values where actual costs cannot be established, the Department developed a project plan for the valuation of all assets recorded at R1 values in the asset register in an efficient and economical manner. A phased in approach has been adopted. The valuation process commences in the 2007/08 financial year and will be completed by 31 March 2011.

## 2.2 Summarized operational plans 2008/09 – 2010/11 Financial years - Asset Management

Operational Plan 2008/09 financial year	
Activity	Project
1. Acquisition of land and properties	Chanceries - India, New Delhi, Kenya, Nairobi PPP feasibility study phase - Japan, Tokyo, USA, New York
2. Design and construction of facilities	
Projects in the design phase	Chancery - Angola, Luanda, Chancery and Official Residence: Saudi Arabia, Riyadh, Chancery, Official and staff housing - Mali, Bamako Staff housing - Montevideo,
Projects where the design can be finalised and construction can commence	Chancery - Tanzania, Dar es Salaam, Chancery and Official Residence- Rwanda, Kigali, Chancery and staff housing - Malawi, Lilongwe, Official Residence - Botswana, Gaborone, Chancery and staff housing -Swaziland, Mbabane,
Projects which are underway and will be completed	Chancery - Ethiopia, Addis Ababa, Chancery and staff housing - Lesotho, Maseru, Chancery and Official Residence -Nigeria, Abuja,
3. Maintenance of properties	
Renovation of properties	Finalise renovations in respect of the following properties: Staff housing - Malawi, Lilongwe, Chancery and staff housing - Brazil, Brasilia, Chancery - USA, Washington, Chancery and Official Residence -Australia, Canberra, Official Residence - Namibia, Windhoek, Electrical installations Mozambique (Maputo), Official Residence - Canada, Ottawa, Undertake renovations in respect of the following properties: Official Residence - United Kingdom, London, Chancery - France, Paris, Chancery and official residence - The Netherlands, The Hague, Chancery - Denmark, Copenhagen
Maintenance	Develop and implement maintenance strategy for all properties owned by the RSA abroad.

4. Disposal of properties	The following properties have been identified for disposal: Chancery and official residence -Germany, Bonn Official residence –Switzerland, Zurich Official residence Brazil, Sao Paulo, Staff housing - Namibia, Windhoek and Walvis Bay, Parking bay - France, Paris,
5. Valuation of Assets	Valuation of the categories of assets listed below has already commenced. These assets have been prioritized because they either have high value, appreciate in or retain value: <ul style="list-style-type: none"><li>• Land and Buildings</li><li>• Motor Vehicles</li><li>• Paintings</li><li>• Antiques</li><li>• Sculptures</li><li>• Oriental carpets, and</li><li>• Any other works of art.</li></ul> The following categories of assets will be valuated at Head Office and at Missions in Europe and the Americas during Phase 2 of the valuation project: <ul style="list-style-type: none"><li>• Computer Hardware</li><li>• Telecommunications Equipment</li><li>• Office furniture</li><li>• Office Equipment</li><li>• Domestic Furniture</li><li>• Domestic Equipment</li><li>• Audio Visual Equipment</li><li>• Gardening Equipment, and</li><li>• Other Equipment</li></ul>



Operational Plan 2009/10 financial year	
Activity	Project
1. Acquisition of land and properties	
	Land - Pakistan, Islamabad, Zambia, Lusaka, Chanceries - Switzerland, Geneva, China, Beijing, Official Residences - Ethiopia, Addis Ababa, Tanzania, Dar es Salaam,
2. Design and construction of facilities	
Projects in the design phase	Chancery and Official Residence -India, New Delhi,
Projects where the design can be finalised and construction commenced	Chancery - Angola, Luanda, Chancery and Official Residence -Saudi Arabia, Riyadh, Chancery, Official Residence and staff housing - Mali, Bamako,
Projects which are underway and will be completed	Chancery - Tanzania, Dar es Salaam, Chancery and Official Residence -Rwanda, Kigali, Chancery and staff housing - Malawi, Lilongwe, Official Residence - Botswana, Gaborone, Chancery and staff housing -Swaziland, Mbabane, staff housing - Montevideo,
3. Maintenance of properties	
Renovation of properties	Finalise renovations in respect of the following properties: Official Residence - United Kingdom, London, Chancery - France, Paris, Chancery and official residence - The Netherlands, The Hague, Chancery - Denmark, Copenhagen, Chancery and staff housing - Brazil, Brasilia, Chancery - Denmark, Copenhagen, Chancery - USA, Washington, Official Residence - Canada, Ottawa,  Undertake renovations in respect of the following properties: Official residence Germany, Munich, Chancery and Official Residence -Spain, Madrid, Chancery and staff village - DRC, Kinshasa, Official residence - France, Paris,
Maintenance	Monitor implementation and adherence to maintenance plans for properties.

4.	Disposal of properties	
		None
5.	Valuation of Assets	
		Valuation of the following assets will be conducted for all Missions in Asia and Middle East. <ul style="list-style-type: none"><li>• Computer Hardware</li><li>• Telecommunications Equipment</li><li>• Office furniture</li><li>• Office Equipment</li><li>• Domestic Furniture</li><li>• Domestic Equipment</li><li>• Audio Visual Equipment</li><li>• Gardening Equipment, and</li></ul> Other Equipment

Operational Plan 2010/11 financial year	
Activity	Project
1. Acquisition of land and properties	Chancery and Official Residence -India, Mumbai, Chancery and Official Residence -Ghana, Accra, Chancery and Official Residence -Egypt, Cairo, Official Residence - Mauritius, Port Louis,
2. Design and construction of facilities	
Projects in the design phase	Chancery and Official Residence -Pakistan, Islamabad, Chancery and Official Residence -Zambia, Lusaka,
Projects where the design can be finalised and construction can commence	Chancery and Official Residence -India, New Delhi,
Projects which are underway and will be completed	Chancery - Angola, Luanda, Chancery and Official Residence -Saudi Arabia, Riyadh, Chancery, Official Residence and staff housing - Mali, Bamako,
3. Maintenance of properties	
Renovation of properties	<p>Finalise renovations in respect of the following properties: Official Residence Germany, Munich, Chancery and official residence -Spain, Madrid, Chancery and staff village - DRC, Kinshasa, Official Residence France, Paris, Chancery - USA, Washington,</p> <p>Undertake renovations in respect of the following properties: Chancery and official residence - The Netherlands, The Hague; Chancery – Denmark, Copenhagen; Chancery and staff housing – Brazil, Brasilia; Chancery - USA, Washington; Official Residence – Canada, Ottawa;</p> <p>Undertake renovations in respect of the following properties: Official Residence – Germany, Munich; Chancery and Official Residence – Spain, Madrid; Chancery and staff village – DRC, Kinshasa; Official Residence – France, Paris.</p>
Maintenance	Monitor implementation and adherence to maintenance plans for properties.

4. Disposal of properties	None
5. Valuation of Assets	Valuation of the following assets will be conducted for all Missions in Africa. <ul style="list-style-type: none"><li>• Computer Hardware</li><li>• Telecommunications Equipment</li><li>• Office furniture</li><li>• Office Equipment</li><li>• Domestic Furniture</li><li>• Domestic Equipment</li><li>• Audio Visual Equipment</li><li>• Gardening Equipment, and</li><li>• Other Equipment</li></ul>

## SECTION 2: INFORMATION COMMUNICATION TECHNOLOGY PLAN

### Executive Summary

The ICT plan encapsulates the strategic vision for the ICT environment that the Department of Foreign Affairs plans to establish over the next three years. The purpose of the plan is to create a consensus vision of how information technology can best be used in supporting the Department's strategic goals.

During the previous financial year the Department undertook to implement the recommendations from the Master System Plan (MSP). The four major projects that were prioritised were actioned and are in progress.

During the 3 year period 01 April 2008 to 31 March 2011 the Department will focus on the following in relation to these four major projects:

- Voice over Internet Protocol (VOIP): completion of outstanding work on deployed missions and implementation of the system to new missions.
- Windows 2003 Advanced Server: implementation of the system to new missions.
- Business Process Management (BPM): Finalisation of the Consular Management System and completion of the development of Diplomatic Immunities And Privileges (DIAP) system.
- Business Intelligence (BI): Stabilisation of the 1st phase and initiation of the 2nd phase.

The Department furthermore commenced with the planning for the implementation of the outstanding Master System Plan recommendations, as follows:

- Completion of Business Process Management project (DIAP)
- Project Management Solution
- Infrastructure for the New Head Office Building
- Document and Knowledge Management solution
- Implementation of Business Intelligence (BI) Phase 2
- Digitisation of the Diplomatic Mail System

- Implementation of the New ICT Organisational Structure
- Review of the Master System Plan

### Strategic Priorities for the MTSF period

To optimise the capabilities of implemented technology and increase the return on investment in order to further the achievement of the Department's foreign policy objectives, a major ICT objective that has been developed, carried forward in the next three years is to modernise the Department's Information Communications Technology and ensure its optimum utilisation. The Department has revised the priorities identified previously and based on the achievements realised, has identified the following priorities to be pursued in the next three years.

- Optimised Technology
- Building Business Processes
- People Empowerment

The table below illustrates the alignment of the projects to these priorities:

MAJOR PROJECTS	PRIORITIES		
	Optimised Technology	Building Business Processes	People Empowerment
Infrastructure for new HO	X		
Document and Knowledge Management	X	X	
Business Intelligence	X	X	
Digitised Mail System	X		
Project Management Solution		X	X
Business Process Management		X	X
New ICT Structure			X
Revised MSP	X	X	X

### Priority 1: Optimised Technology

**Business Process Management:** Automation and optimisation workflow of current business processes. The developed system will provide integration between related business units such as integrating the finance unit to the procurement unit to ensure end to end transaction of the entire procurement process with budget update based on assets procured. One of the critical areas that will be automated is the Human Resource Management that will integrate planning, skills development, personal skills training with the Foreign Service Institute, professional postings and equity transformation. The system will be web-based for ease of access. Building repository of documents and records in preparation for Knowledge Management.

**Automation of Project Management:** Automation of the developed project methodologies and the project management tools applicable to all business units within the department with central repository of projects documentation, to enable knowledge sharing and improve collaboration.

**Data Warehousing/Business Intelligence:** Building and accessing information by topic (Data-marts), collaborative information building, sharing information. Development of central repository for all DFA data. Introduction of workflow process. Common search engine. Split repository for secure and open information.

**Infrastructure for the New Head Office Building:** The construction of the head office building is underway. ICT is responsible for the provision and implementation of the ICT infrastructure and ensuring successful move of users equipment to their respective new offices. This will be done with minimum disruption to the daily operations.

**Document and Records Management:** Global DFA electronic document storage, categorisation, indexing and retrieval. Start of document and record capture to electronic format. Follow the archive rules for data storage. Start of information storage for Knowledge and Information Management (KIM).

**Digitisation of the Diplomatic Mail System:** Development of the new diplomatic mail systems for all categories for the diplomatic mail.

**Review of the Master System Plan:** The current Master System Plan was approved

in 2004 and the implementation of the recommendations is close to completion. The plan will be comprehensively reviewed during the strategic framework period.

### Priority 2: Building Business Processes

This priority will focus on the following areas:

- Implementation of Service Level Management (SLM) and Customer Relationship Management (CRM) based on ITIL standards. Both SLM and CRM will have measurable service level agreements with business units and service providers.
- Development of the IT governance processes which include the Risk Management Strategy and Business Continuity Plan, and maintenance thereof.
- Awareness of IT services through marketing and communications using documented strategies.
- Development and documentation of IT operational procedures.

### Priority 3: People Empowerment

ICT has undertaken to prioritise empowerment of the ICT workforce and the business at large. With the new infrastructure and technologies that have been deployed, it is imperative that the skills of the ICT resources are aligned to the requirement for the support, maintenance and continued efficient, effective functioning of these new technologies. Also, the organizational structure must be aligned to the new environment.

This priority will be focusing on the implementation of new ICT organizational Structure that has been aligned with the new environment and the IT industry trends. The ICT resources are being skilled with relevant technologies to allow them to be able to support and maintain the new environment and to ensure optimal performance.

The new ICT structure will have clearly defined career mapping supported by the department's retention strategy. The performance management and development system will be automatically linked to the tasks assigned through the service desk.

ICT will engage with the Foreign Service Institute for the revision of the IT curriculum for users.

## Challenges and Risks

DFA is committed to working with SITA as a technology partner and relies on SITA for the provision of services, facilities and equipment, in accordance with the SITA Act.

The following challenges and risks are identified:

- Scheduling all projects and identifying those which can be outsourced.
- Unplanned projects such as relocations and Conferences
- Human Resources: Recruitment, training and retention of staff
- Mission Support Centres not adequately capacitated
- Tender process not approved timely
- Turnaround time by SITA

## Conclusion

It is crucial for the effective functioning of the ICT unit that adequate capacity in respect of sufficient and skilled resources are available to be able to deliver on the strategic imperatives. These resources are to be supported by the developed and implemented operational processes and procedures.

MEASURABLE	OUTPUT/DELIVERABLE	INDICATORS / DELIVERABLES		
		2008 - 2009	2009 - 2010	2010 - 2011
<b>OBJECTIVE</b>				
Modern and efficient ICT infrastructure	Stable ICT environment	Stabilise the new infrastructure and provide proactive management	Implement unified communication and collaboration system	Implement E-learning solution Review Master Systems Plan
	Deployed secure communications devices	Implement new security devices for Ho and all missions	Implement configuration management	Extend BPM to Line function
	Complete new HO ICT infrastructure	Complete New HO building strategy	Implement New HO building Strategy	Complete document and knowledge management Solution
	Deployed business applications that have been approved	implement BI Phase 2	Extend BPM HR and Finance	
		Implement project server	Implement document and knowledge management solution	
		Implement Digitisation of Diplomatic mail system		
	Implement new supplier database system Initiate Document management solution			



MEASURABLE	OUTPUT/DELIVERABLE	INDICATORS / DELIVERABLES		
OBJECTIVE		2008 - 2009	2009 - 2010	2010 - 2011
	Developed ICT operational processes	Implementation of Service Level Management programme with concluded measurable SLA with business and service providers	Customer relationship management programme with quarterly customer satisfaction survey	Review SLAs based on changes in the technologies
	Complete and implemented IT Governance	Develop Risk management Strategy that is based on international standards	Implementation of the risk management strategy	Implementation of Risk Management Strategy
		Develop business continuity plan resulting from consultation with business on critical applications	Maintenance of business continuity plan	Review of continuity plan
		Develop and implement a communication and marketing plan	Complete documentation of the ICT Infrastructure blueprint detailing network configuration and all business applications	Review Blueprint for any infrastructure changes and new applications
		Introduce the ICT team and their responsibilities to the Department	Introduce Technology quizzes with prizes for the user	
	Implemented Approved ICT Structure	Implementation of new ICT Structure Develop and implement career mapping and retention strategy based on IT industry standards	Training to upgrade the technologies according to international standards	Review of technology functions based on technology changes
	Complete new ICT curriculum for FSI	Link Marval Service Desk System tasks to PMDS	Linked Marval tasks to PMDS	Review of ICT curriculum for FSI
	Increased capacity through internship programme	Development and implementation of a comprehensive ICT curriculum for FSI	Development of FAA transition strategy into ICT	Maintain internship programme
		Integration of internship program for talent retention programme	Maintain internship programme	

## SECTION 3: HUMAN RESOURCES STRATEGY

### 1. INTRODUCTION

The development of the Human Resources (HR) strategy was built on the premise that an effective HR strategy should support the DFA in carrying out its mandate in implementing South Africa's Foreign Policy.

Departing from that, the development of the HR strategy sought to clearly align itself to the DFA strategic focus and aims to ensure the attainment of the DFA strategy.

To create an effective strategy for the next three years and to successfully engage in the road to high performance, the HR branch will focus on three basic principles, namely:

1. That the Department of Foreign Affairs must make a difference that matters;
2. That the people in the DFA should make the difference and
3. That the conditions should be created in which the DFA's employees perform to their potential.

### 2. THE NEW MISSION FOR HR

The DFA to have employees who can make a difference for South Africa through effective, efficient and professional HR processes.

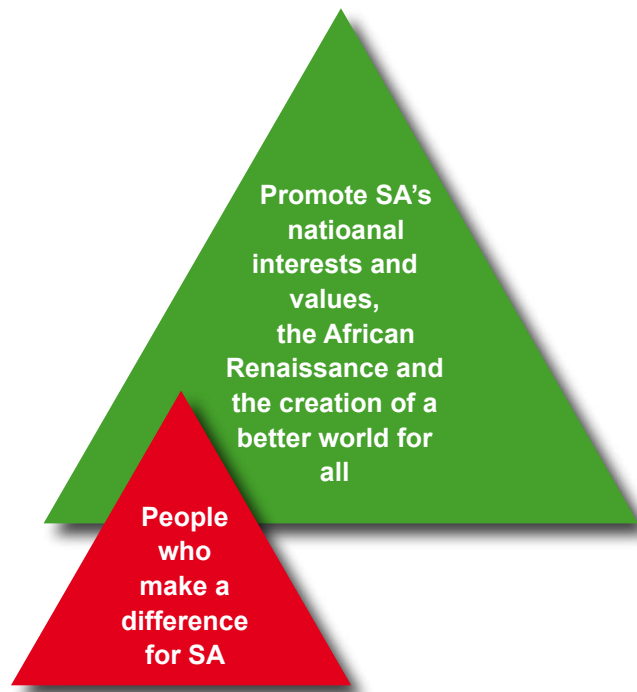
Below is the graphic representation regarding the HR mission including the key drivers for success as well as the DFA's mission and how HR aligns with it:

#### Human Resources Mission



The Branch Human Resources will ensure that the DFA has the employees who can make a difference for South Africa through effective, efficient and professional HR processes

### Alignment of the DFA and HR Missions



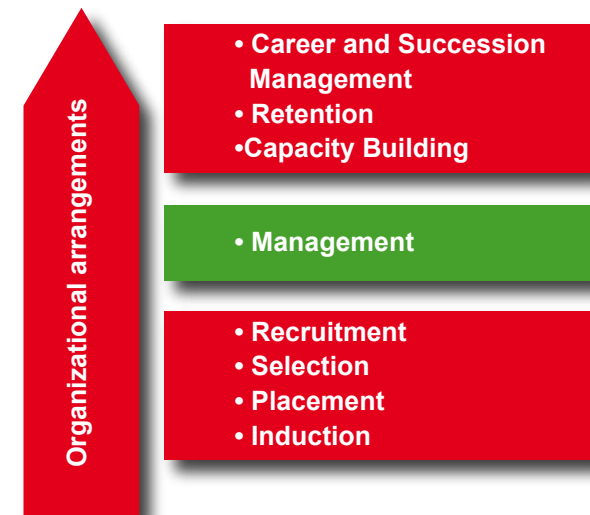
### 3. THE PRIORITIES OF HR

The following priorities were identified and will be the focus of the activities upon which the HR strategy is built.

1. Effective Organisational arrangements
2. Efficient Recruitment, Selection, Placement and Induction processes
3. Enabling Career Development and Succession Management
4. Effective leadership and management of people

Priority four is considered as very important in the implementation of the strategy and relies on the partnership between HR and Management.

Below is a graphic representation of the HR priorities:



### 4. INTERACTION BETWEEN HR AND MANAGERS

To benefit the organisation it is important that clear lines of responsibilities between HR and Management are identified and carried out.

Below are some examples of HR's role:

- Provide support in driving DFA values and culture.
- Define management and leadership skill needs.
- Design and deliver appropriate development programmes.
- Provide appropriate support to managers.

Amongst others, Management will:

- Identify and define their own development needs.
- Identify areas of support.
- Grow people (coaching, mentoring, and partnership with HR).
- Drive DFA values and culture ("walk the talk").

## 5. HUMAN RESOURCES GUIDING PHILOSOPHY

The Branch HR subscribes and is guided by the following underlying philosophy in implementing its strategy. Members of the Branch:

- Have a core role within the DFA.
- Are proactive in identifying emerging trends and respond to challenges and special needs.
- Are clear about their responsibilities, and do whatever it takes to deliver on them.
- Are partners of management and aim to make them effective without taking over their management responsibilities.
- Are professional in all they do – they set high standards and believe in the principle of “walk the talk”.

## 6. THE PRIORITIES OF THE HR STRATEGY

### Priority 1: Effective Organisational Arrangements

**Strategic objective:** To develop a value driven organisation that is caring, professional, and adaptive to environmental changes; and that consistently communicates internally and externally.

Focus Areas	Performance Indicators (3 years)
Policies	Policies and processes that are accessible and are aligned to legal prescripts, departmental objectives and values, that are suitable for the DFA environment, involve stakeholders and ensure consistent application.
Organisational Structure	Organisational structure that is adaptive and responsive to internal needs and environmental changes.
Pay and Incentive	An appropriate remuneration, reward and recognition system that takes the unique circumstances of DFA needs into account
Performance Management	A performance culture where talking about performance is fused in everyday functioning (contracting and feedback comes naturally).
Posting Management	Vacancies filled with the right people at the right place and the right time. Employees informed and prepared timeously and meaningfully integrated when they return to South Africa from Missions.
Employee Wellbeing	An organisation that cares and supports its employees and promotes individual health and wellness.
Labour Relations	An environment where the rights and responsibilities of employees and managers are respected and where there is cooperative engagement on workplace issues.
Organisational Development	A DFA that lives its values, reflects the diversity of SA society and adapts to changing environment/s.

### Priority 2: Efficient Recruitment, Selection, Placement and Induction

**Strategic objective:** To ensure that there is the right number of people with the requisite skills, knowledge, and attitude in the right positions at the right time, that are properly orientated and integrated into the Department and to reduce the vacancy rate to at least 5% by the end of year 3.

Focus Areas	Performance Indicators (3 years)
Integrated Recruitment, Selection, Training and Placement Strategy	A comprehensive and integrated strategy for recruitment, selection, training and placement. A focused recruitment and development plan to address critical positions in the Department.
Employer Brand	The DFA is known, understood and is regarded as the employer of choice.
Cadet, Internship and Learnership Programmes	Effective recruitment of Cadets, interns and learners.
Newly Appointed and Promoted Employees	A comprehensive orientation framework that details the integration of all levels of employees into the Department and into new positions.
Transfers of Employees to and from Missions and Head Office	A comprehensive orientation programme that prepares employees and their families before going to Missions and returning to Head Office.
Coaching and Mentoring	A fully fledged coaching and mentoring programme.

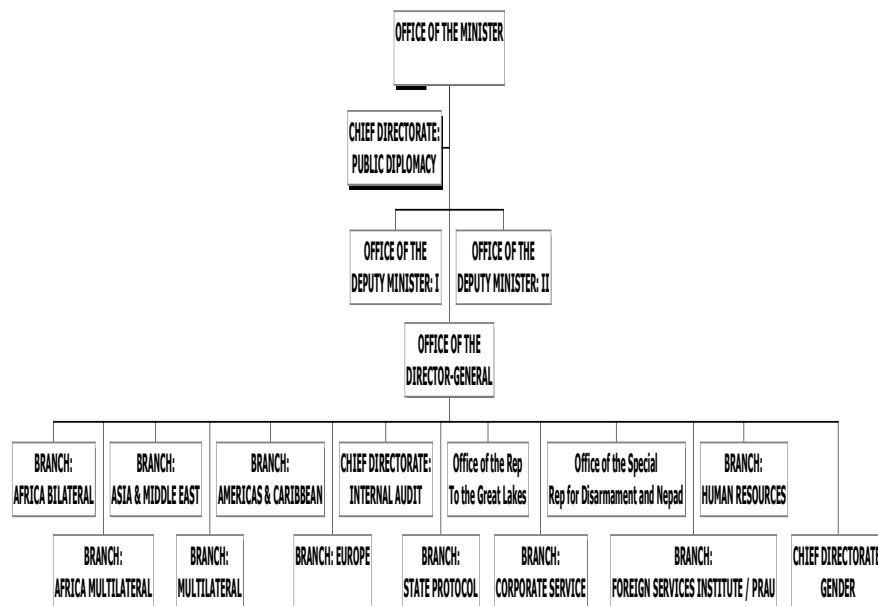
**Priority 3: Effective Career and Succession Management, and Retention and Capacity Building**

**Strategic objective:** To create an organisation that will build and develop workforce capability in pursuit of DFA goals.

Focus Areas	Performance Indicators (3 years)
Career Management	A career map for all career streams in the Department with appropriate career progression requirements particularly in the first 5 years of an employee's career in the Department. Career guidance capacity established to assist individuals with regards to their personal development plans and aspirations.
Capacity Building	A comprehensive strategy for the development of LRP's. Implement the Performance Management and Development System. A comprehensive life management skills development programme. Training on rights and obligations instituted.
Succession Management	Effective management of talented employees to ensure attraction, development and retention. A talent pool to be created that can be utilised to fill critical posts in the organisation. The transfer and retention of knowledge facilitated in the Department through a knowledge management strategy.
Retention Strategy	Retention strategy applied that will ensure the retention of talented employees.

## 7. DEPARTMENTAL STRUCTURE

The structure of the Department of Foreign Affairs is made up of eighteen components, consisting of the Office of the Minister of Foreign Affairs, Offices of the two Deputy Ministers of Foreign Affairs, Office of the Director-General, Chief Directorates Public Diplomacy, Gender and Internal Audit, and 10 Branches (Asia and Middle East, Europe, Americas and the Caribbean, Africa Bilateral, Africa Multilateral, Multilateral, Foreign Service Training and Research Institute, Human Resources, Corporate Services and State Protocol). Also we have the offices of the Ambassador and Special Representative to Great Lakes, and Ambassador and Special Representative for Disarmament and NEPAD.



## Approved Structure

The approved number of posts for the Department is 2644.

Head Office : 1907  
Missions : 737

LOCATION	VACANT FUNDED	VACANT UNFUNDED	EMPLOYMENT STATUS	TOTAL APPROVED POSTS
HEAD OFFICE	408	0	1446	1854
TRAINING POOL	1	0	52	53
MISSIONS	119	0	618	737
ADDITIONAL	0	0	39	0
CADET AND LEARNERS	0	0	59	0
<b>TOTAL</b>	<b>528</b>	<b>0</b>	<b>2214</b>	<b>2644</b>

(Note: Total approved posts of 2644 exclude the 39 and 59 of “Additional” and “Cadets” respectively).

In 2001 the Department engaged in a critical assessment of our work and determined the required HR capacity. Additional posts were then created but remained unfunded for a long period. A decision has since been taken to abolish those unfunded vacancies (301). The Department has now adopted two prong medium term strategy. Firstly we are going to focus on filling the vacant funded positions then later review the Departmental structure. New posts will be created and funded as and when needed.

In our efforts to fill the vacant funded posts, we have two large recruitment drives per year, one in January/February and the other in June/July. The recruitment drives are aligned with our placement of staff abroad.

To deliver on the medium-term strategic objectives, the Department requires a total of 2644 employees, i.e. the total number of approved posts.

Number of posts filled as at 31 December 2007 : 2214  
 Head Office : 1446  
 Missions : 618  
 Additional to the establishment : 39  
 Training Pool : 52  
 Diplomatic cadets : 59

The table below indicates the current status per occupational category, race and gender as at 31 December 2007:

MANAGEMENT LEVEL	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
POLITICAL OFFICE-BEARERS	1		1		1	1				1		1	3
DIRECTOR GENERAL		1	1										1
DEPUTY DIRECTOR GENERAL		5	5		3	3	1		1				9
CHIEF DIRECTOR	16	22	38		3	3	2		2	3	7	10	53
DIRECTOR	39	72	111	2	11	13	1	10	11	13	28	41	176
DEPUTY DIRECTOR	58	93	151	14	15	29	4	14	18	67	98	165	363
ASSISTANT DIRECTOR	168	188	356	17	16	33	14	12	26	115	84	199	614
BELOW ASD	468	314	782	19	10	29	23	17	40	115	29	144	995
<b>Total Count</b>	<b>750</b>	<b>695</b>	<b>1445</b>	<b>52</b>	<b>59</b>	<b>111</b>	<b>45</b>	<b>53</b>	<b>98</b>	<b>314</b>	<b>246</b>	<b>560</b>	<b>2214</b>



## 8. IMPLEMENTATION OF THE STRATEGY

Annual action plans have been developed for the next three years and will be integrated into the Annual Business Plans which outlines objectives with clear measures and indicators of performance. Please refer to the annexure appended below:

### ANNEXURE: ACTION PLANS RELATED TO THE PRIORITIES OF THE HR STRATEGY

#### 1. Effective Organisational Arrangement

Focus Area	Action	Timeframe
Policy/Processes and Procedures (PPPs)	<ul style="list-style-type: none"> <li>• Develop a strategy to exercise an effective advisory role on PPPs focused on               <ul style="list-style-type: none"> <li>- Administrative;</li> <li>- Professional;</li> <li>- Strategic;</li> <li>- Change agent;</li> </ul> </li> </ul>	Year 1
	Map the process of implementing policy by using experts as required.	Year 1
	<ul style="list-style-type: none"> <li>• Establish a repository of all PPPs, which should be easily accessible to all end-users at Head Office and Missions; where there are no processes and procedures, these must be developed.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Compile a Service Charter with time frames for delivery of all HR services</li> </ul>	Year 1 - 2
	<ul style="list-style-type: none"> <li>• Develop and implement an approach that will ensure representation of DFA requirements (with view of customisation) to other governmental institutions including but not only DPSA [also linked to INCENTIVES/ PAY]</li> </ul>	Year 2 - 3
	<ul style="list-style-type: none"> <li>• Develop standardised procedures in line with approved policies</li> </ul>	Year 2

Organogram / Organisational Structure	<ul style="list-style-type: none"> <li>• Conduct phased (based on priorities) review of post levels at HO and at Missions, with a focus on:                             <ul style="list-style-type: none"> <li>- missions that have been upgraded;</li> <li>- alignment of structure and ranks;</li> <li>- consideration of splitting the Corporate Services functions at bigger Missions (Corporate ie. Finance and Personnel functions vs Consular));</li> <li>- align posting cycles to advertising of posts (assists in determining who returns before posts are advertised).</li> <li>- roles and levels of Attaches and SASOs at Missions</li> </ul> </li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Formulate clear procedures for effecting changes to the establishment. It is important that these procedures are known and easily accessible.</li> </ul>	Year 1
Pay Structure and Incentives	<ul style="list-style-type: none"> <li>• Work towards the establishment of a Foreign Service Act - ensuring DFA's unique professional status is captured.</li> </ul>	Year 2 - 3
	<ul style="list-style-type: none"> <li>• Establish non-financial incentives/ rewards for HO and Missions. HR to continue with this process which has already been initiated.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Develop a pay/remuneration policy in line with DPISA's Remuneration Policy Framework</li> </ul>	Year 2 -
	<ul style="list-style-type: none"> <li>• Develop a professional job evaluation capacity – including possible outsourcing.</li> </ul>	Year 1 – 2
Performance Management (PMDS)	<ul style="list-style-type: none"> <li>• Review PMDS policy/ process with a view to (over the long term) ensure a NEW, automated, simplified document is used across ranks.</li> </ul>	Year 1 - 3
	<ul style="list-style-type: none"> <li>• Provide continuous training at all levels to ensure effective implementation and management of PMDS</li> </ul>	Year 2 - 3
	<ul style="list-style-type: none"> <li>• Formulate and implement consequences for non-compliance</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Develop and implement a quality assurance management system for current PMDS</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Formulate a strategy to provide structured feedback across the board - to staff, Managers and the Moderation Committees. This should include training of Managers.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• To ensure that targets of implementation are fully realised – related to abovementioned;</li> </ul>	Year 3

Posting Management	<ul style="list-style-type: none"> <li>• Review and revise the placement policy including relief duty. To include: duration of the period posted abroad and the period based at HO before considered eligible to be posted again, to ensure consistent application of the cycle;               <ul style="list-style-type: none"> <li>- clear guidelines on how to apply;</li> <li>- clarification of selection process;</li> <li>- outline on criteria for qualification;</li> <li>- enhance transparency of the process</li> </ul> </li> </ul>	Year 1 - 2
	<ul style="list-style-type: none"> <li>• Explore possible establishment of HO bound component vs. dedicated transferable component (overseas posting - both line function and corporate services).</li> </ul>	Year 2 - 3
	<ul style="list-style-type: none"> <li>• Conduct direct survey of low application ratio for postings abroad and linking to audit of who is interested to be posted abroad</li> </ul>	Year 1 - 2
Wellness Programme	<ul style="list-style-type: none"> <li>• Develop and implement a specific counselling programme for officials and family members when posted abroad and upon return to Head Office.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Intensify existing support programmes for staff at Head Office and Missions (including family members).</li> </ul>	Year 1 - 3 (Ongoing)
	<ul style="list-style-type: none"> <li>• Explore means and ways of providing a 24-hour counselling and crisis management service for employees and their family members.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Implement and market the electronic Health Care System.</li> </ul>	Year 1

Labour Relations (and including disciplinary matters)	<ul style="list-style-type: none"> <li>Formulate a marketing strategy within DFA defining and outlining the role of Labour Relations in its entirety, within the current policy framework</li> </ul>	Year 1 - 2
	<ul style="list-style-type: none"> <li>Develop a roll-out plan for the marketing strategy and where necessary include training on related issues</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Accelerate the process of conducting disciplinary cases within DFA</li> </ul>	Year 1 (and ongoing)
	<ul style="list-style-type: none"> <li>Ensure that rules and regulations are implemented and that transgressors are punished and officials disciplined as necessary. This would also mean that structures are in place and capacity created to deal with these cases.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Divide the functions of the Directorate into components dealing with disciplinary issues and advisory function.</li> </ul>	Year 1
Organisational Development	<ul style="list-style-type: none"> <li>Develop and implement a change management framework and approach - all encompassing across the board, which can be implemented for specific projects</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Continue with conducting of climate surveys, and expand to include detailed feedback as well as formulation of Joint Action Plans (JAPs) to address specific issues as identified;</li> </ul>	Year 1 - 3 (Ongoing)
	<ul style="list-style-type: none"> <li>Provide a framework for a Service Delivery Charter for Business Units</li> </ul>	Year 2

## 2. Efficient Recruitment, Selection, Placement and Induction

Focus Area	Action	Timeframe
Recruitment and Selection: Appropriate assistance with other levels	<ul style="list-style-type: none"> <li>Conduct target marketing</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Outsource response handling and screening</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Communicate and implement service level standards</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Hold DDGs / CDs accountable for recruitment</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Finalise recruitment and selection strategy</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Clarify and tighten the role of HR consultants, managers, HR centre on Recruitment &amp; Selection process and;</li> <li>Provide training</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Provide guidance on interpretation of competency results</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Mandatory letter relating to the outcome of the interview</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Develop a handover procedure and package:-               <ul style="list-style-type: none"> <li>Profile of candidates</li> <li>Receiving process (toolkit)</li> </ul> </li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Create a process and database for maximising identification of talent during recruitment across different positions</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Develop a consistent measurement approach that aligns recruitment and training</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Develop a communication strategy for HR</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Develop and communicate success criteria</li> </ul>	Year 1

Fill the Cadet Pipeline	<ul style="list-style-type: none"> <li>• Intensify the marketing effort for DFA</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Consult and define the Cadet process in terms of                             <ul style="list-style-type: none"> <li>- Entry</li> <li>- Training</li> <li>- Absorption</li> <li>- Placement (desk &amp; abroad)</li> </ul> </li> <li>• Align and communicate Cadet Training with:                             <ul style="list-style-type: none"> <li>- Foundation Y1</li> <li>- Orientation Y1</li> <li>- Dip training Y3</li> <li>- Define the cadet career path for 5 years</li> </ul> </li> </ul>	Year 1
Orientation	<ul style="list-style-type: none"> <li>• Review the current programme and make necessary adjustments</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Design and introduce orientation for SMS</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>• Finalise orientation programme for all promoted officials</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>• Design and develop orientation programme manual for arrival at Missions</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>• Develop a coaching manual for new employees</li> </ul>	Year 2

### 3. Effective Career and Succession Management, and Retention and Capacity Building

Focus Area	Action	Timeframe
3-Year Cadet Programme (Cadet Policy Guidelines for entry into DFA)	<ul style="list-style-type: none"> <li>Phase 1 (AFSO – SFSO): Cadet Orientation/ Induction should include:               <ul style="list-style-type: none"> <li>Evaluation, Profiling, &amp; Career Matching</li> <li>Deployment to an appropriate DFA Desk or Section</li> <li>An Initial Contract</li> </ul> </li> </ul>	12 months
	<ul style="list-style-type: none"> <li>Phase 2: Nurturing the Talent Pool:               <ul style="list-style-type: none"> <li>On-the-job or in-house training</li> <li>Exposure, responsibilities (monitoring and evaluation with HR)</li> <li>Performance-based contract</li> <li>Personnel Development Plan</li> </ul> </li> </ul>	18-24 months
	<ul style="list-style-type: none"> <li>Phase 3: Ongoing Support (Rotation &amp; Mobility)               <ul style="list-style-type: none"> <li>Promote, or</li> <li>Post to Mission</li> </ul> </li> </ul>	Ongoing
ASD Programme (Career Planning Framework for entry into DFA at ASD level)  (Capturing & institutionalising experience, memory, & skills)	<ul style="list-style-type: none"> <li>Phase 1 (Entry Level): Consolidating fundamental skills               <ul style="list-style-type: none"> <li>Foundation Course</li> <li>HR Package including career path</li> </ul> </li> </ul>	1 month
	<ul style="list-style-type: none"> <li>Phase 2: Placement at Desk               <ul style="list-style-type: none"> <li>On-the-job training</li> <li>Interview/ Conversation (outside manager) on perceptions, whether expectations are met, etc.</li> </ul> </li> </ul>	6 months
	<ul style="list-style-type: none"> <li>Phase 3: Diplomatic Training               <ul style="list-style-type: none"> <li>6-months training</li> <li>Posting or promotion</li> <li>Interview (career matching)</li> </ul> </li> <li>Phase 4: Posting               <ul style="list-style-type: none"> <li>Posting</li> <li>Alignment</li> <li>Assessments (Continued into further career prospects)</li> <li>Development</li> </ul> </li> </ul>	12-18 months

Early Alert & coming vacancies	<ul style="list-style-type: none"> <li>Decentralised units work with branches and meet on a 6 monthly basis to determine anticipated needs This must be specific in competencies required and not only the level of the post</li> </ul>	Immediate thereafter twice a year
	<ul style="list-style-type: none"> <li>HR to develop and implement the complete cycle of recruitment, placement, utilisation, training and development This will allow for the expected vacancies, e.g. training for the individual will leave a temporary vacancy at the desk for the period the individual is on training Having a talent pool will assist with the utilisation of personnel and temporary placement to assist with the cyclical vacancies</li> </ul>	6-12 months
Appropriate assistance with senior appointments	<ul style="list-style-type: none"> <li>Develop and implement an induction program for Senior Managers; include clear guidelines on role clarification, careerpathing to be used as part of the induction</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Design a development program for managers addressing the leadership and managerial skills</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Compile development guidelines for managers that mandate the use of competency assessment results as the first step in the development program</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Compile a profile of good practise used by managers and use this as a guideline for new managers.</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Compile a profile of the employees leaving the Department</li> </ul>	Year 1
Retention	<ul style="list-style-type: none"> <li>Draft a career path for all DFA officials</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Enhance credibility to recruitment and selection process by including feedback to internal candidates on applications as a standard procedure</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Develop a draft framework on retention that includes:                             <ul style="list-style-type: none"> <li>Utilisation of counter offers linked to scarce and critical skills</li> <li>Utilisation of information obtained at exit interviews to formulate strategy to improve conditions</li> <li>Application of knowledge management measures to retain institutional memory / knowledge</li> <li>Propose use of non-monetary rewards</li> </ul> </li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Strengthen the practical work application of Diplomatic Administrators by integrating mission specific on-the-job experience into the theoretical training</li> </ul>	Year 2



Training & Development	<ul style="list-style-type: none"> <li>Explore feasibility of training posts at missions and pairing experienced administrators with the less experienced. Develop a position paper to propose for implementation, including a coaching and mentoring strategy</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Consolidate the relevance of the MAC and FACC training content through targeted top-up training to exchange experience and best practices</li> </ul>	Year 2
	<ul style="list-style-type: none"> <li>Develop a profile of a business administration and diplomatic practitioner to create a value chain</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Facilitate and coordinate international capacity in SADC with UNITAR programmes</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Develop and implement business simulation for language and administration training</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Develop and implement an integrated training framework per occupational levels, aligning to gaps identified in skills audit and competency assessments</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Provide short course/skills programmes identified as a gap at organisational level.</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Engage in a consultative process on how to facilitate the provision of training for individual, branch specific requests</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Develop a Knowledge Management Strategy and initiate co-operation with other institutes</li> </ul>	Year 1
	<ul style="list-style-type: none"> <li>Provide leadership, support and co-operation amongst the African FSI's and with the IFDT</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Facilitate co-operation and arrange regular meetings with tertiary and other institutions</li> </ul>	Annually
	<ul style="list-style-type: none"> <li>Implement an MA in Diplomacy in order to consolidate experience and theory</li> </ul>	Year 1 - 2
	<ul style="list-style-type: none"> <li>Facilitate the development of research skills and introduce a relevant journal/report of research projects</li> </ul>	Year 1 - 2

**Abbreviation of Government Departments**

DA	Department of Agriculture
DACST	Department of Arts and Culture
DEAT	Department of Environmental Affairs and Tourism
DOC	Department of Communications
DCS	Department of Correctional Services
DOE	Department of Education
DFA	Department of Foreign Affairs
DOH	Department of Health
DHA	Department of Home Affairs
DJCD	Department of Justice and Constitutional Development
DOL	Department of Labour
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DPE	Department of Public Enterprises
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DPLG	Department of Provincial and Local Government
DSS	Department of Safety and Security
DST	Department of Science and Technology
DSD	Department of Social Development
DSR	Department of Sports and Recreation
DTI	Department of Trade and Industry
DOT	Department of Transport
DWAF	Department of Water Affairs and Forestry
GCIS	Government Communication and Information System
NIA	National Intelligence Agency
NT	National Treasury
ORC	Office on the Rights of the Child
OSDP	Office on the Status of Disabled Persons
OSW	Office on the Status of Women
SAAF	South African Air Force
SANDF	South African National Defence Force
SAPS	South African Police Service
SARB	South African Reserve Bank
SASS	South African Secret Service
SASSA	South African Social Security Agency
SARS	South African Revenue Service

**Acronyms**

AARSOC	Asia-Africa Sub-regional Organisations Conference
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ACHPR	African Commission on Human and Peoples' Rights
ACP	African, Caribbean and Pacific States (see CPA)
AFREC	African Energy Commission
AGOA	African Growth Opportunity Act
AICC	African Institute of Corporate Citizenship
ASEAN	Association of South East Asian Nations
ATCM	The Antarctic Treaty Consultative Meeting
ATS	Antarctic Treaty System
AU	African Union (formerly OAU)
BEE	Black Economic Empowerment
BIPPA	Bilateral Agreement on Promotion and Protection of Investments
BLSN	Botswana, Lesotho, Swaziland, Namibia)
BNC	Binational Commission
CARICOM	Caribbean Community
CCA	Comprehensive Ceasefire Agreement
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources
CCW	Convention on Certain Conventional Weapons
CD	Conference on Disarmament
CDM	Clean Development Mechanism
CERD	United Nations Committee on the Elimination of Racial Discrimination
CHOGM	Commonwealth Heads of State and Government Meeting
CIC	Credit Insurance Committee
COP	Conference Of the Parties
CPA	Cotonou Partnership Agreement (EU and ACP)
CSD	Commission on Sustainable Development
CSRT	Centre for the Study and Research on Terrorism
CSTP	Committee for Scientific and Technological Policy
CSW	United Nations Commission on the Status of Women
CTBT	Comprehensive Nuclear-Test-Ban Treaty
CWC	Chemical Weapons Convention
DDPA	Durban Declaration and Programme of Action
DNA	Designated National Authority
DOI	Declaration of Intent
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DTI	Department of Trade and Industry
ECIC	Export Credit Insurance Corporation of South Africa
ECOSOC	Economic and Social Council (UN)
EEZ	Exclusive Economic Zone
EIF	Entry Into Force

EPA	Economic Partnership Agreement	IPCC	Industrial Participation Control Committee
ERW	Explosive Remnants of War	IRPS	International Relations-Peace and Security
EU	European Union	ISA	The International Seabed Authority
FDI	Foreign Direct Investment	ISPS	International Ship and Port Security Code
FNN	Forces for National Liberation	ITEC	Intergovernmental Trade and Economic Committee (with Russia)
FOCAC	Forum on China-Africa Co-operation	ITU	International Telecommunication Union
FSI	Foreign Service Institute	IUU	Illegal Unreported and Unregulated (Fishing)
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)	IWC	International Whaling Commission
G20	Group of Twenty	JBC	Joint Bilateral Commission
G77	Group of 77 (and China)	JPCDS	Joint Permanent Commission on Defence and Security
GA	General Assembly (United Nations)	JPOI	Johannesburg Plan of Implementation
GCC	Gulf Co-operation Council	JSE	Johannesburg Stock Exchange
GCIM	The Global Commission on International Migration	KPCS	Kimberley Process Certification Scheme
GDP	Growth Domestic Product	LDC	Least Developed Countries
GEF	Global Environmental Facility	MBT	Mine Ban Treaty
GEO	Group on Earth Observation	MDG	Millennium Development Goals
GFII	Global Forum on International Investment	MEA	Multilateral Environmental Agreements
GOSS	Government of Southern Sudan	MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
HCOC	The Hague Code of Conduct against Ballistic Missiles	MISS	Minimum Information Security Standards
HRD	Human Resource Development	MOP	Montreal Protocol on Substances that Deplete the Ozone
HSGIC	Heads of State and Government Implementation Committee (Nepad)	Layer	
IAEA	International Atomic Energy Agency	MSP	Master Systems Plan (ICT)
IBRD	International Bank for Reconstruction and Development (World Bank)	MTCR	Missile Technology Control Regime
IBSA	India, Brazil, South Africa Dialogue Forum	NAASP	New Asian African Strategic Partnership
ICAO	The Council of the International Civil Aviation Organisation	NAM	Non-Aligned Movement
ICC	International Criminal Court	NCACC	National Conventional Arms Control Committee
ICJ	International Court of Justice	NCCC	The National Committee for Climate Change
ICNRD	International Conference for New or Restored Democracies	NEPAD	New Partnership for Africa's Development
ICRC	Interim Chemicals Review Committee	NFAR	National Forum Against Racism
ICT	Information and Communications Technology	NGO	Non-Governmental Organisation
ICTR	International Criminal Tribunal for Rwanda	NIPP	The National Industrial Participation Programme
ICTY	International Criminal Tribunal for Yugoslavia	NPT	Nuclear Non-Proliferation Treaty
ILC	International Law Commission	NSG	Nuclear Suppliers Group
ILO	International Labour Organisation	NSI	Nuclear System of Innovation
IMC	International Marketing Council	NSTF	National Science and Technology Forum
IMF	International Monetary Fund	ODA	Official Development Assistance
IMO	International Maritime Organisation	ODIN	Ocean Data and the Information Network
INC	Inter-Governmental Negotiating Committee	OIC	Organisation of Islamic Conference
IOC	The International Oceanographic Commission	PAP	Pan African Parliament
IOR-ARC	Indian Ocean Rim Association for Regional Co-operation	PAYU	Pan African Youth Union
		PIC	Prior Informed Consent

PMO	Policy-Making Organ	UNCED	United Nations Conference on Environment and Development
PMS	Performance Management System	UNCHR	United Nations Commission on Human Rights
POP	Persistent Organic Pollutants	UNCITRAL	United Nations Commission on International Trade Law
PSC	Peace and Security Council (AU)	UNCLOS	United Nations Convention on the Law of Sea
PUSET	Public Understanding of Science and Technology	UNCTAD	United Nations Conference on Trade and Development
RECs	Regional Economic Communities	UNDP	United Nations Development Programme
RISDP	Regional Indicative Strategic Development Plan	UNESCO	United Nations Educational, Scientific and Cultural Organisation
S&T	Science and Technology	UNFCCC	United Nations Framework Convention on Climate Change
SAA	South African Airways	UNGA	United Nations General Assembly
SACU	Southern African Customs Union (SA, BLSN)	UN-Habitat	United Nations Human Settlements Programme
SADC	Southern African Development Community	UNHCR	United Nations High Commissioner for Refugees
SADR	Saharawi Arab Democratic Republic	UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
SAIAIF	South African International Affairs ICT Forum	UNIDO	United Nations Industrial Development Organisation
SAMSA	South African Maritime Safety Authority	UNISA	University of South Africa
SANGOCO	South African Non-Governmental Organisation Coalition	UNSC	United Nations Security Council
SAPO	South African Post Office	UPU	Congress of the Universal Postal Union
SAT	South African Tourism	USA	United States of America
SAWID	South African Women in Dialogue	VLCC	Very Large Crude-oil Carriers
SC	Security Council (United Nations)	WCAR	World Conference Against Racism
SME	Small and Medium-sized Enterprises	WEF	World Economic Forum
SOLAS	Safety of Life at Sea Convention	WEHAB	Water, Energy, Health, Agriculture, Biodiversity
SSR	Security Sector Reform	WMDs	Weapons of Mass Destruction
TDCA	Trade and Development Co-operation Agreement (with EU)	WMO	World Meteorological Organisation
TICAD	Tokyo International Conference on African Development	WSIS	World Summit on the Information Society
TISA	Trade and Investment South Africa	WSSD	World Summit on Sustainable Development
TRIPS	Trade Related aspects of Intellectual Property Rights	WTO	World Tourism Organisation
TWG	Technical Working Groups	WTO	World Trade Organisation
UK	United Kingdom		
UN	United Nations		
UN PoA	United Nations Programme of Action		