



the dfa

Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA

Strategic Plan Strategic Plan

2005 - 2008

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Abbreviations of Government Departments

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

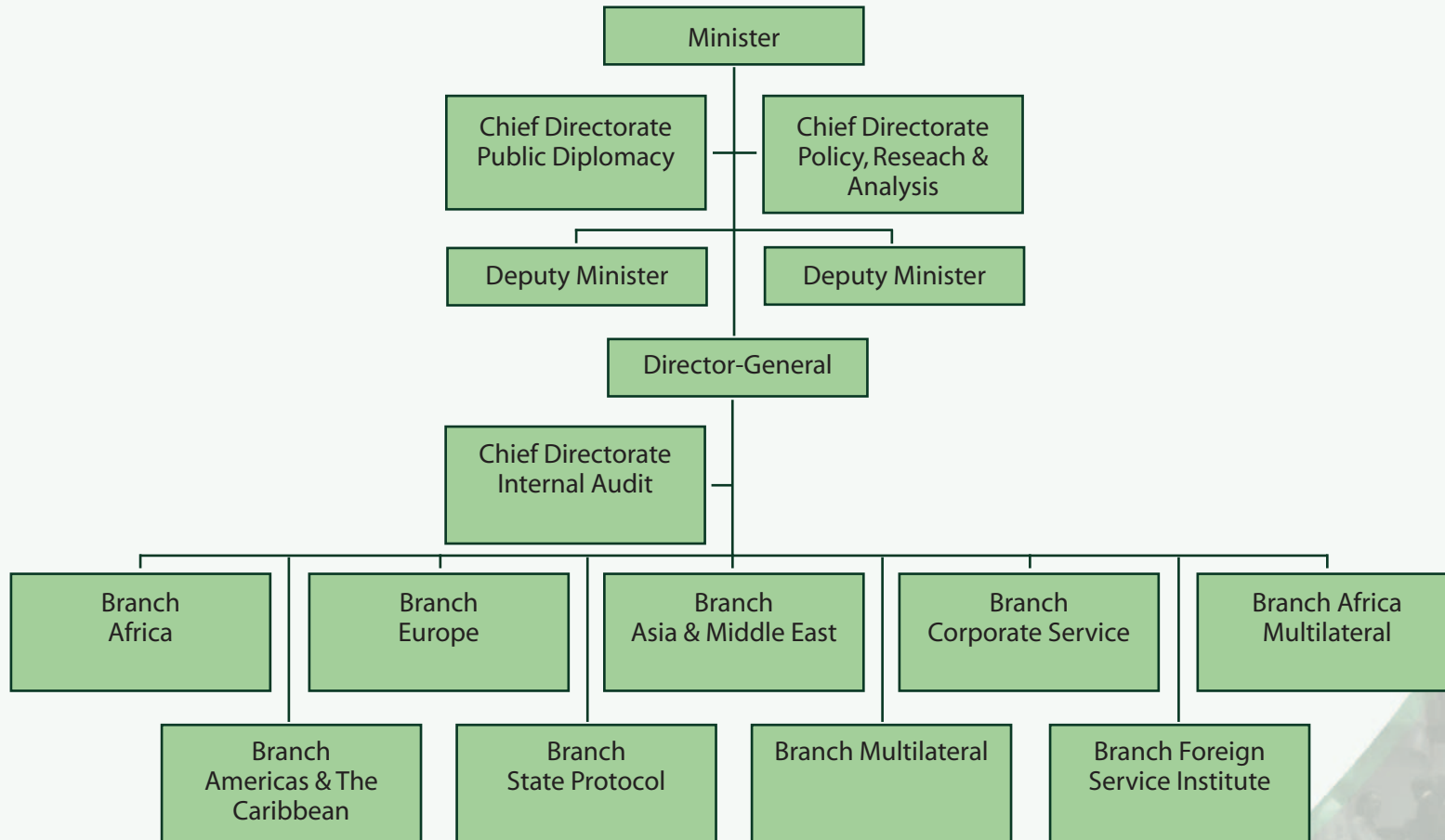
List of Acronyms

AARSOC	Asia-Africa Sub-regional Organisations Conference	CWC	Chemical Weapons Convention
ACHPR	African Commission on Human and Peoples' Rights	DDPA	Durban Declaration and Programme of Action
ACP	African, Caribbean and Pacific States (see CPA)	DFA	Department of Foreign Affairs
AICC	African Institute of Corporate Citizenship	DHA	(tourism, economic, multilateral)
ASEAN	Association of South East Asian Nations	DNA	Designated National Authority
ATCM	The Antarctic Treaty Consultative Meeting	DPRK	Democratic People's Republic of Korea
ATS	Antarctic Treaty System	DRC	Democratic Republic of the Congo
AU	African Union (formerly OAU)	DTI	Department of Trade and Industry
BEE	Black Economic Empowerment	ECIC	Export Credit Insurance Corporation of South Africa
BLSN	Botswana, Lesotho, Swaziland, Namibia)	ECOSOC	Economic and Social Council (UN)
BNC	Binational Commission	EEZ	Exclusive Economic Zone
CARICOM	Caribbean Community	EIF	Entry Into Force
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources	ERW	Explosive Remnants of War
CCW	Convention on Certain Conventional Weapons	EU	European Union
CD	Conference on Disarmament	FDI	Foreign Direct Investment
CDM	Clean Development Mechanism	FSI	Foreign Service Institute
CERD	United Nations Committee on the Elimination of Racial Discrimination	G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
CHOGM	Commonwealth Heads of State and Government Meeting	G20	Group of Twenty
CIC	Credit Insurance Committee	G77	Group of 77 (and China)
COP	Conference Of the Parties	GA	General Assembly (United Nations)
CPA	Cotonou Partnership Agreement (EU and ACP)	GCC	Gulf Co-operation Council
CSD	Commission on Sustainable Development	GCIM	The Global Commission on International Migration
CSTP	Committee for Scientific and Technological Policy	GEF	Global Environmental Facility
CSW	United Nations Commission on the Status of Women	GEO	Group on Earth Observation
CTBT	Comprehensive Nuclear-Test-Ban Treaty	GFII	Global Forum on International Investment
		HCOC	The Hague Code of Conduct against Ballistic Missiles
		HRD	Human Resource Development

HSIC	Heads of State Implementation Committee (Nepad)	JPOI	Johannesburg Plan of Implementation
IAEA	International Atomic Energy Agency	JSE	Johannesburg Stock Exchange
IBRD	International Bank for Reconstruction and Development (World Bank)	KPCS	Kimberley Process Certification Scheme
IBSA	India, Brazil, South Africa Dialogue Forum	LDC	Least Developed Countries
ICAO	The Council of the International Civil Aviation Organisation	MBT	Mine Ban Treaty
ICC	International Criminal Court	MDG	Millennium Development Goals
ICJ	International Court of Justice	MEA	Multilateral Environmental Agreements
ICNRD	International Conference for New or Restored Democracies	MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
ICRC	Interim Chemicals Review Committee	MISS	Minimum Information Security Standards
ICT	Information and Communications Technology	MOP	Montreal Protocol on Substances that Deplete the Ozone Layer
ICTR	International Criminal Tribunal for Rwanda	MSP	Master Systems Plan (ICT)
ICTY	International Criminal Tribunal for Yugoslavia	MTCR	Missile Technology Control Regime
ILC	International Law Commission	NAM	Non-Aligned Movement
ILO	International Labour Organisation	NCACC	National Conventional Arms Control Committee
IMF	International Monetary Fund	NCCC	The National Committee for Climate Change
IMO	International Maritime Organisation	NEPAD	New Partnership for Africa's Development
INC	Inter-Governmental Negotiating Committee	NFAR	National Forum Against Racism
IOC	The International Oceanographic Commission	NGO	Non-Governmental Organisation
IOR-ARC	Indian Ocean Rim Association for Regional Co-operation	NIPP	The National Industrial Participation Programme
IPCC	Industrial Participation Control Committee	NPT	Nuclear Non-Proliferation Treaty
IRPS	International Relations-Peace and Security	NSG	Nuclear Suppliers Group
ISA	The International Seabed Authority	NSI	Nuclear System of Innovation
ISPS	International Ship and Port Security Code	NSTF	National Science and Technology Forum
ITU	International Telecommunication Union	ODA	Official Development Assistance
IUU	Illegal Unreported and Unregulated (Fishing)	ODIN	Ocean Data and the Information Network
IWC	International Whaling Commission	OIC	Organisation of Islamic Conference
JBC	Joint Bilateral Commission	PAP	Pan African Parliament
		PIC	Prior Informed Consent
		PMO	Policy-Making Organ
		PMS	Performance Management System

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	UNCLOS	United Nations Convention on the Law of the Sea
SACU	Southern African Customs Union (SA, BLSN)	UNFCCC	United Nations Framework Convention on Climate Change
SADC	Southern African Development Community	UNGA	United Nations General Assembly
SAIAIF	South African International Affairs ICT Forum	UN-Habitat	United Nations Human Settlements Programme
SAMSA	South African Maritime Safety Authority	UNHCR	United Nations High Commissioner for Refugees
SANGOCO	South African Non-Governmental Organisation Coalition	UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
SAPO	South African Post Office	UNIDO	United Nations Industrial Development Organisation
SAT	South African Tourism	UNSC	United Nations Security Council
SC	Security Council (United Nations)	UPU	Congress of the Universal Postal Union
SME	Small and Medium-sized Enterprises	USA	United States of America
SOLAS	Safety of Life at Sea Convention	VLCC	Very Large Crude-oil Carriers
TDCA	Trade and Development Co-operation Agreement (with EU)	WCAR	World Conference Against Racism
TICAD	Tokyo International Conference on African Development	WEF	World Economic Forum
TISA	Trade and Investment South Africa	WEHAB	Water, Energy, Health, Agriculture, Biodiversity
TRIPS	Trade Related aspects of Intellectual Property Rights	WMDs	Weapons of Mass Destruction
UK	United Kingdom	WMO	World Meteorological Organisation
UN	United Nations	WSIS	World Summit on the Information Society
UN PoA	United Nations Programme of Action	WSSD	World Summit on Sustainable Development
UNCED	United Nations Conference on Environment and Development	WTO	World Tourism Organisation
UNCHR	United Nations Commission on Human Rights	WTO	World Trade Organisation

Departmental Organogram





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

PART ONE

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

As we look at the tasks in the years ahead, it is clear that we are beginning a new chapter in our history. This new phase would not have been possible, if it were not for the advances we have made during our first ten years of freedom. In this first decade, we laid a firm foundation for the future.

Now it is time to build on this foundation through the full-scale implementation of reconstruction and development and to further concretise the building of a better life for all our people.

Thus in the second decade of our freedom, as South Africa, we are taking practical steps to strengthen our democracy through working towards the full realisation of a non-racial and non-sexist South Africa and by building a strong and efficient democratic state. In this regard, as President Thabo Mbeki has emphasized, we must achieve new and decisive advances in, among others, the capacity of government to deliver on our development mandate. We shall focus on the eradication of poverty and underdevelopment and on growing a vibrant integrated

“South Africa shall be a fully independent state, which respects the rights and sovereignty of all nations”

economy that truly sees to the need of all our people.

The content of our engagement within South Africa determines our engagement with the world: thus our foreign policy is guided by the same goals that we pursue at home. This line of thinking was already contained in the Freedom Charter that is 50 years old this year. In this document, the progressive people of South Africa who had gathered in Kliptown to attend the Congress of the People, that would shape the way forward for years to come, declared:

“South Africa shall be a fully independent state which respects the rights and sovereignty of all nations; / South Africa shall strive to maintain world peace and the settlement of all international disputes by negotiation – not war;... Peace and Friendship amongst all our people shall be secured by upholding the equal rights, opportunities and status of all;... The right of all peoples of Africa to independence and self-government shall be recognised, and shall be the basis of close co-operation.”

Thus in our international agenda, clearly and consistently, we continue apace to give concrete expression to the cause of national liberation, the right to independence of nations in Africa and the rest of the world and to full equality of the people and countries of the world. Our role is also to push back the frontiers of poverty and underdevelopment in the world and to ensure the constant expansion of the possibilities for freedom and human advancement. President Mbeki is firm that "We shall fulfil this task, conscious of the responsibility that we have not only to our own citizens, but also to the rest of humanity in pursuing the goal of a better world."

In the first instance, our greatest challenge in this regard is to consolidate the African agenda and, in this way, to contribute to the victory of the African Renaissance.

During the coming year, we shall continue to make a contribution to build a new Africa in which there is enduring peace and security, a deepening of democracy and permanent prosperity so that there is a continuous improvement in the quality of African people's lives. Among our urgent tasks in the year ahead are the strengthening of the African Union and its organs. We shall continue to advance peace in Cote d'Ivoire, to consolidate democracy in the DRC and Burundi and to assist in the post



**Deputy Minister of Foreign Affairs,
Aziz Pahad.**



**Deputy Minister of Foreign Affairs,
Susan van der Merwe.**

conflict reconstruction in Angola, Comores as well as Sudan.

Our approach is guided by the idea that there can only be sustained peace on the African continent if there is also sustained socio-economic development. Thus our task will also be to help to ensure the implementation of the NEPAD programmes. Furthermore, there will only be genuine freedom on the African continent when Africa's women are also free. Thus, we shall continue to motivate and support gender parity in the AU and in member states, so that we move closer to the realisation of women's emancipation and empowerment.

Our efforts in the wider world will continue to be guided by a multilateral approach to the world's problems characterised by dialogue, negotiations, conflict prevention and resolution as well as post conflict reconstruction. We pledge our support for greater democracy in international structures, and for reform especially in the United Nations and its organs as well as the reform of the international financial architecture.

The year 2005 sees the important Millennium Review at the UN National Assembly later this year. The attainment of the MDGs (Millennium Development Goals) requires concerted effort by all of us, including our international partners. Clearly, the world has

sufficient resources at its disposal so that the MDGs can still be achieved by 2015, but a great commitment in practice is needed, so that the African continent in particular, can develop to its full potential and to the benefit of its people.

We shall continue to work with like-minded countries in order to extend the global space for freedom and progressive change. We are strengthening our work through South-South co-operation, especially through the IBSA forum as well as NAM and AASROC and deepening our commitment to extending trade relations in these regions.

Part of our engagement is in the form of an ongoing dialogue amongst and within the entire African Diaspora to redress power relations, to defeat poverty and to stop the marginalisation of Africa and the African in the world. This initiative has already begun to take shape through the South Africa-African Union-Caribbean Diaspora Conference held in Kingston in March 2005. We shall

continue to work hard to strengthen relations with the African Diaspora in this new decade of democracy and with the former Anti-Apartheid Movement, for these relations have stood us in good stead from the dark days of apartheid, throughout our first decade of democracy and well into the present times.

With this in mind, the Foreign Service Institute has been strengthened and training will be geared towards economic diplomacy and the building of concrete relations in these areas. We shall also continue to work with NGOs and the private sector in campaigns to promote our country and continent as both an investment and tourist destination.

Let us continue to work hard to demonstrate that we are making strides in building our economy and facing the challenge of poverty. Let us show that there is unity and hope for a better South Africa in a better Africa and a better world.

INTRODUCTION BY THE DIRECTOR-GENERAL OF FOREIGN AFFAIRS, DR A NTSALUBA

This Strategic Plan maps out the service delivery commitments of the Department of Foreign Affairs (DFA), performed as directed by the Minister of Foreign Affairs. The Plan identifies the tasks of the DFA for the 2005/06 financial year and the medium term, in the context of its mission statement of promoting and protecting South Africa's national interests and values, promoting the African Renaissance and creating a better life for all.

The Plan adheres to all statutory requirements as defined in Chapter 5 of the Public Finance Management Act (Act No. 1 of 1999) and Chapter 1, Part III B, of the new Public Service Regulations of 2001.

Part One of the Strategic Plan contextualises the environment and the challenges South Africa faces as it pursues its foreign policy. This section also articulates the mandate of the DFA as guided by the principles, the basic tenets, vision, mission, values, strategic objectives and foreign policy priorities, which inform our approach to international relations.

Foreign policy priorities are a product of a broad consultation process within the DFA, within the International Relations Peace and Security Cluster (IRPS) and the Extended Cabinet Committee, and guided by the President's State of the Nation Address.

The Fifth Heads of Mission Conference held from 17-22 February 2005 has made a profound contribution to the development of this Plan by reflecting on the democratic gains of the past decade and on South Africa's foreign policy path in the medium to long term; on the coordination of the global role of the DFA in the context of envisaged reform of the UN; on the development of concrete plans for the implementation of the New Partnership for Africa's Development (NEPAD) and the operationalisation of the African Union (AU); on the creation of awareness and the deepening understanding of the DFA's corporate functions that support the implementation of South Africa's foreign policy; and on the promotion of an integrated approach in the implementation of foreign policy.

This Strategic Plan is also informed by the fact that 2005 marks the beginning of the second decade of South Africa's democracy and by the forthcoming (in June this year) celebrations of the 50th anniversary of the adoption of the Freedom Charter at the Congress of the People.

The Plan outlines the priorities of the Ministry of Foreign Affairs, as well as South Africa's regional and multilateral interests. The Plan provides an overview on how South Africa intends to deal with such interests. It is significant to highlight here a major recent development in the Africa Branch. This branch has been divided into namely: the Africa Bilateral and Africa Multilateral. This arrangement is intended to enable the Department to have a more focussed and deepened engagement with issues pertaining to our Continent both at bilateral and multilateral levels.

Parts Two and Three of this Plan outline the medium-term priorities and objectives of the Department as well as the corporate services matters, which are critical for the service delivery of the DFA's mandate.

The medium-term priorities and objectives indicate the core thrusts of the Department's business plan for the medium-term and these should remain largely unchanged during this year. However, we are mindful of the fact that the environment in which the Department pursues its programme is unpredictable, always in a state of flux, complex and multidimensional, and that it involves numerous actors. Consequently, it is not easy always to set definitive targets with rigid time frames and benchmarks for performance.



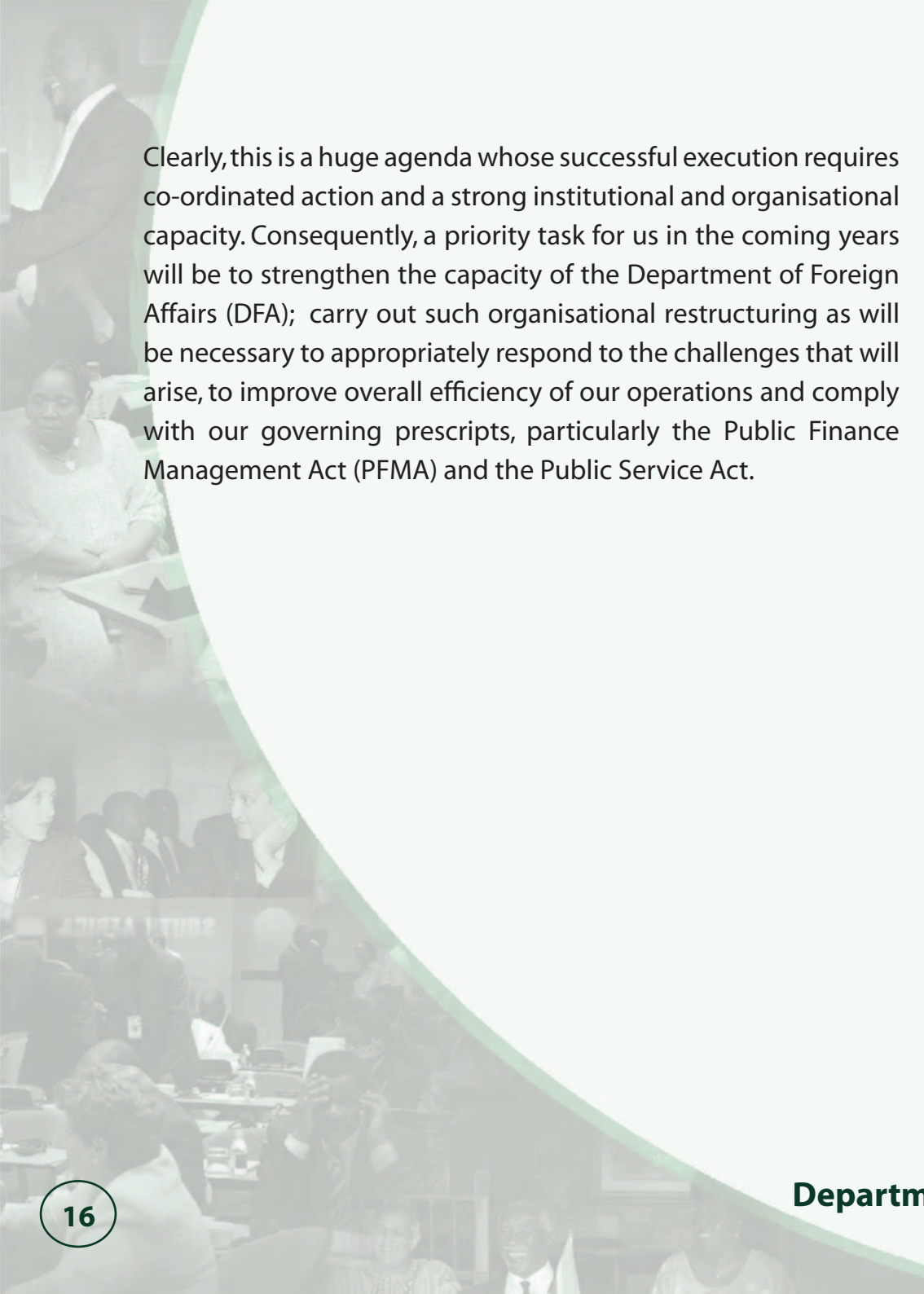


**President Thabo Mbeki
addressing the 5th Heads
of Missions Conference
held in Somerset West.**

The medium-term priorities and objectives include the following issues: consolidation of the African Agenda; South-South cooperation; political and economic relations; global governance: political issues; global governance: socio-economic issues; global governance: security issues; human resource development, and provision of efficient and effective support services.

Some of the key performance areas are the following: service delivery improvement programme; resource allocation per departmental objective; asset management plan; information and communications technology plan, and the human resources plan. Among these, we would like to highlight the point that the Department's officials at Head Office occupy seven separate buildings in Pretoria. This arrangement presents challenges in terms of logistics, management, financial expenditure and development of a coherent public spirit conducive to first class service delivery. To address these challenges, the Department has embarked on a process to build its new Headquarters, which will accommodate all its officials at the Head Office. The target date for the completion of building the Headquarters is December 2006.

The Strategic Plan will inform the development of Business Plans, Performance Agreements and resource allocations for Business Units at Head Office as well as for our Missions abroad.



Clearly, this is a huge agenda whose successful execution requires co-ordinated action and a strong institutional and organisational capacity. Consequently, a priority task for us in the coming years will be to strengthen the capacity of the Department of Foreign Affairs (DFA); carry out such organisational restructuring as will be necessary to appropriately respond to the challenges that will arise, to improve overall efficiency of our operations and comply with our governing prescripts, particularly the Public Finance Management Act (PFMA) and the Public Service Act.

At the heart of this organisational effort are people. We shall focus in the coming years significantly on the improvement of the quality of our diplomats as we simultaneously strive to create an environment conducive to the blossoming of the talents and energies of our staff. Our Foreign Service Institute (FSI) will receive focused attention as our primary instrument to carry out our human resources development strategy.



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Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA

Mandate of the Department:

Strategic Objectives

- Through bilateral and multilateral interactions, to 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 its provisions.
- Promote multilateralism in order 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.

Vision

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

Values

The Department of Foreign Affairs adheres to the following values:

Patriotism
Loyalty
Dedication
Ubuntu
Equity
Integrity
Batho pele

Priorities of the Ministry of Foreign Affairs

The extended Cabinet Committee meeting (January 2005) approved the following priorities of the International Relations, Peace and Security Cluster. The priorities reflect the focal areas of the work programmes of the Department of Foreign Affairs, its service delivery improvement plans and the priorities of its budget for the financial year 2005/06. The priorities, outlined in Part Two, are:

- Promote the reform of the global governance systems
- Consolidate the African Agenda
- Promote South-South co-operation
- Enhance bilateral political and socio-economic relations
- Facilitate human resource development and strengthen organisational capacity to deliver on the government programme

SOUTH AFRICA'S REGIONAL AND MULTILATERAL INTERESTS

AFRICA

The South African Government firmly believes that the future of South Africa is inextricably linked to the future of the African continent and that of our neighbours in Southern Africa. Therefore national visions of building a united, non-racial, non-sexist and prosperous society are also relevant in the context of our vision for the Continent. Coupled with this is the understanding that socio-economic development cannot take place without political peace and stability as they are a necessary condition for socio-economic development. Conversely socio-economic development is necessary in the context of addressing the root causes of conflict and instability. Within this framework, our efforts are directed at creating an environment in which all states on the Continent can achieve their full potential.

Our engagement with Africa rests on three pillars:

- strengthening Africa's institutions continentally and regionally *viz* the African Union (AU) and the Southern African Development Community (SADC);
- supporting the implementation of Africa's socio-economic development programme, the New Partnership for Africa's

Development (NEPAD); and

- strengthening bilateral political and socio-economic relations by way of effective structures for dialogue and co-operation.

AFRICA MULTILATERAL

The Department's goals for the Continent are therefore the resolution of conflict and the building of a framework within which socio-economic development can take place. The entry points for achieving these goals are provided by the SADC, the AU and NEPAD.

The SADC, as a Regional Economic Community (REC), is one of the recognised building blocks of the AU. It is also one of the key implementing agents of the NEPAD programme. The Department has been fully involved in the restructuring of the SADC, which has been initiated in order for it to deliver tangible achievements within the region as well as to play its rightful role on the continent. Within the region, the SADC remains the primary vehicle for South African policy and action to achieve regional integration and development within all priority development sectors. In addition, the SADC Organ on Politics, Defence and Security is concerned with regional defence and security matters, including issues such as drug trafficking, conflict prevention and post-conflict reconstruction.

**President Thabo Mbeki at
the opening of the Pan
African Parliament (PAP)
Galagher Estate, Midrand.**



Of particular importance is the 15-year Regional Indicative Strategic Development Plan (RISDP), which is aimed at operationalising the restructured SADC in order to address pressing developmental needs. The RISDP has been developed in line with NEPAD and is the regional expression of the NEPAD priorities and objectives, which will ensure that the SADC's development agenda works in tandem with the AU.

Having largely completed the restructuring process, and with the RISDP on the socio-economic side and the Strategic Indicative Plan for the Organ (SIPO) on the political side in place, it is now critical that South Africa supports the process of implementing key regional projects, programmes and decisions. This should include supporting the SADC Secretariat in terms of strengthening its capacity to perform its delivery mandate as

well as providing effective leadership as Chair of the Organ and as a member of its troika.

We will seek to enhance the capacity of the SADC so that it can provide a framework within which each member state will have the opportunity to reach its full potential in terms of peace, security, stability, economic and social development as well as civil society participation and gender equity.

At the continental level, the Department has been preoccupied with the development of the structures of the AU, namely: the Assembly of Heads of State and Government; the Executive Council of Ministers; the Permanent Representatives Committee; the Commission; the Pan-African Parliament; the Peace and Security Council (PSC); the African Court of Human and People's Rights, etc.

As with the SADC, with these structures now in place, the focus should turn to finalizing outstanding institutional matters such as the operationalisation of the Economic, Social and Cultural Council (ECOSOCC), the African Court of Justice and the various financial institutions. More importantly, the focus should be on supporting the implementation of AU decisions, programmes

“The entry points for achieving these goals are provided by the SADC, the AU and NEPAD”

and projects, particularly in the context of NEPAD and the AU vision, mission and strategy.

We will seek to assist in creating the means by which all member states can reach their individual as well as collective potential in terms of peace, security, stability and economic and social development as well as civil society participation and gender equity.

The political mandate of the AU will be fulfilled through the work of the AU Peace and Security Council, which is the standing decision-making organ for the prevention, management, and resolution of conflict. The PSC also provides a collective security and early-warning arrangement to facilitate a timely and efficient response to conflict and crisis situations in Africa. As a PSC member, South Africa will support the establishment of the continental, regional, and national early warning systems, the African Standby Force, including regional brigades, the Common African Defence and Security Policy and the Panel of the Wise.

As the host of the Pan-African Parliament, one of the “people’s organs” along with the ECOSOCC, South Africa will have to provide a conducive environment and work with the AU to

ensure that the Pan-African Parliament can effectively play its envisaged role. The Pan-African Parliament and ECOSOCC are important instruments to ensure that civil society stakeholders receive prominence in their interaction with continental and regional mechanisms.

Furthermore, the Department will continue to support the African Peer Review Mechanism (APRM) as a means to involve all national stakeholders in the developmental process and to assist African states to achieve the commitments voluntarily undertaken in terms of democracy, governance and socio-economic development delivery. The year 2005 will be important in operationalising the African Peer Review Mechanism (APRM). Twenty-four states have now joined the APRM and this number will continue to expand over the next few years as the process unfolds. The first review reports for Ghana, Kenya, Mauritius and Rwanda are to be presented during the first half of 2005 and the South African review process will also commence during this period.

The AU has adopted NEPAD as its programme of action for socio-economic development and the structures of the AU, along with other continental bodies such as the African Development Bank, the Regional Economic Communities and the member states,

will be engaged in the implementation of NEPAD-directed programmes.

NEPAD is a continental instrument to advance people-centred development, based on democratic values and principles. It commits African governments to good governance and to detailed programmes of action within specific time frames. It ensures an integrated approach to development needs on the Continent and at the same time works to redefine the relationship of the Continent with the international community, particularly the developed world and multilateral institutions.

The AU has created a Heads of State and Government Implementation Committee (HSGIC) to champion the implementation of the NEPAD programme and to energise and maintain the momentum of the programme. President Mbeki serves on the HSGIC. The Heads of State and Government are supported by a Steering Committee of their personal representatives, which is charged with discussing the strategic direction of the programme and the development of priority sector action plans. South Africa has two members on the Committee and continues to host the NEPAD and APRM Secretariats in Midrand, Gauteng. The Secretariat supports the Steering Committee and the HSGIC.

With regard to the international community, a process of sustained engagement with world leaders and institutions has been pursued since 2001. These strategic interventions have led to a range of commitments in support of the implementation of the African Agenda and NEPAD, including the 2003 G8 Africa Action Plan, the Monterrey Consensus, the Johannesburg Plan of Implementation (JPOI), and the November 2002 UN Declaration on support for the implementation of NEPAD.

The critical priority over the next three years will be to work with international partners to translate the political commitments into concrete and practical delivery and action, particularly focusing on financing for development. The established strategic partnerships present a unique set of opportunities through which the process of redefining the partnership paradigm and securing concrete support for the implementation of NEPAD can be pursued. Over the short to medium term, these opportunities include the:

- three reports published in the first quarter of 2005, namely the United Nations (UN) Secretary-General's *High-Level Panel Report on Threats, Challenges and Change*, the UN Millennium Project (Sachs) Report entitled *Investing in Development*; and the United Kingdom Commission for Africa Report entitled *Our Common Interest*;

- UN Secretary-General's Report to be published in March 2005, which will incorporate proposals from the High-Level Panel and the UN Millennium Project Reports mentioned above. The Report will serve as a basis for the UN Millennium Development Goals (MDGs) +5 Review Summit in September 2005;
- G8 Summit in July 2005 in Gleneagles, Scotland, which will be reviewing implementation of the 2003 G8 Africa Action Plan; and
- meetings of the Africa Partnership Forum, an institutional mechanism established to facilitate a strategic dialogue between Africa and developed countries of the North and multilateral institutions.

Further to the Reports mentioned above, all indications are that Africa is falling behind in meeting the MDGs. In recognition of this challenge, the 2004 AU Summit in Addis Ababa also pointed to the urgent need for accelerated resource flows to Africa in order to assist Africa to achieve the MDGs. Therefore, the focus over the next three years will be on addressing the issue of accelerating and scaling up resource flows to Africa, particularly in terms of securing market access, including addressing the issue of inequitable subsidies, increasing Overseas Development Assistance (ODA), promoting Foreign Direct Investment (FDI), and resolving the debt issue.

Important initiatives to generate support for the African Agenda are also being pursued through the:

- New Asian-African Strategic Partnership, which will be formalised at the Golden Jubilee Africa-Asia Summit in Indonesia in April 2005;
- India, Brazil, South Africa Dialogue Forum (IBSA);
- G77 South Summit process; and
- Non-Aligned Movement (NAM).

Lastly, the Conference on Progressive Governance will be hosted by South Africa in the last quarter of 2005, which will provide a further opportunity to develop strategic partnerships to address issues relating to the poor and marginalized of the Continent and the wider developing world.

In conclusion, the work of the Department on the African continent over the next three years will continue to focus on promoting South Africa's regional and multilateral interests regarding the realisation of the African Renaissance vision through the objectives of the AU, the SADC and NEPAD.

We will pursue the implementation of NEPAD in the context of the AU and the SADC as well as oversee the national implementation of NEPAD and the harmonisation of national,

regional and continental programmes of action with NEPAD. This will ultimately enable individual member states to benefit from NEPAD in a constructive and consolidated manner towards meeting the Millennium Development Goals and promoting growth and development.

AFRICA BILATERAL

Southern Africa

Southern Africa remains relatively peaceful and politically stable despite challenges in the Democratic Republic of Congo (DRC) and Zimbabwe. On the economic front, South Africa remains committed to the economic upliftment of the countries in this region. Due to the fact that events in this region have a direct impact on South Africa, there is a need to ensure that the region enjoys stability and prosperity. The process, however, is being hampered by natural disasters such as severe drought and food shortages.

The abovementioned countries present the region in general and South Africa in particular with a challenge of assisting to bring about political and economic stability.

Following the end of the war in Angola, the reconstruction of its infrastructure has become a priority, and South Africa's



President Thabo Mbeki with DRC President Joseph Kabila.

contribution to these efforts should be channeled through bilateral agreements, involvement by South African parastatals and businesses, and encouragement of investments into Angola. Angola will also hold its national elections in 2006 and support for this process is critical.

In Zimbabwe, it is important to promote the national reconciliation process and encourage continuous dialogue between political parties and other role-players in that country, not only through the SADC and AU, but also bilaterally. As chair of the Organ on Politics, Defence and Security Committee, South Africa should make the necessary efforts to ensure that Zimbabwe holds successful elections, and implements the SADC Principles and Guidelines Governing Democratic Elections.

The maintenance of peace and stability and assistance with post-conflict reconstruction and development in the DRC remains a priority for South Africa.

In accordance with the Global and All-Inclusive Agreement signed in Pretoria in 2002, it was envisaged that the DRC transitional process would culminate in the holding of elections in the latter half of 2005. To this end, the South African Government has adopted a framework to facilitate its electoral assistance to the DRC, which is primarily based on the strengthening of institutional

capacity. With regard to post-conflict reconstruction and development, a number of agreements, including Memoranda of Understanding on Assistance with Defence, Integration and Public Service and Administration Assistance Co-operation have been concluded between South Africa and the DRC.

In the case of Swaziland, it is important to implement and promote the Joint Bilateral Co-operation Commission (JBCC) processes. The major thrust in our bilateral relations is to increase trade and investment, and develop and implement programmes for the mutual benefit of our peoples. Through the JBCC, South Africa will assist Swaziland in its efforts aimed at achieving political reforms.

The major thrust in our bilateral relations with Lesotho will be to assist Lesotho to graduate from its classification as a least-developed country (LDC). Through the Joint Bilateral Commission for Co-operation, the main goal is thus to assist Lesotho to rise to developing country status. The main goal in the JBCC Agreement should be to ensure that Lesotho identifies its projects and turns them into ones that are bankable and viable. Lesotho must also align those priority projects with the Vision 2020 and its Poverty Reduction Strategy.

The new President and Government were inaugurated in

Namibia on 21 March 2005. Bilateral relations with the new Government will be consolidated through the Joint Bilateral Commission meeting on Defence and Security, scheduled for October/November 2005 in Pretoria, as well as Heads of State Economic Bilateral. This meeting will provide an opportunity for the new Namibian President and President Mbeki to meet officially. A further focus of bilateral relations will be the resumption of negotiations to establish a maritime boundary between South Africa and Namibia.

Tanzania is currently preparing for its third multiparty presidential and parliamentary elections to be held in October 2005. The signing of the Presidential Economic Commission Agreement will take place during 2005. The Commission would serve as an important instrument to consolidate, broaden and effectively manage bilateral relations as well as ensure the effective delivery on programmes of action determined between the Governments of South Africa and Tanzania.

West and Central Africa

South Africa's relations with countries in West Africa have expanded rapidly over the past decade. Although the region has been characterised by recurrent situations of political instability,

often through military interventions, substantial progress has been made in resolving some of the more intractable conflict situations. In this regard, both Sierra Leone and Liberia have moved into a post-conflict reconstruction phase. Major challenges that remain include the resolution of the conflict in Côte d'Ivoire. One of the key objectives of the Department is the consolidation, strengthening and expansion of bilateral relations. To this end, diplomatic missions will be opened in countries where South Africa is accredited on a non-residential basis.

In terms of conflict prevention, management and resolution, the peace process in Côte d'Ivoire remains a priority for the South African Government. It remains critical that South Africa supports processes that will lead to the holding of democratic elections in October 2005. The South African Government is aware that peace and stability in Côte d'Ivoire is critical for the development of sustainable and durable peace and prosperity for the region and for the African continent as a whole. South Africa will also endeavour to support the National Transitional Government of Liberia as it prepares for democratic elections in October 2005. The recent unconstitutional changes in Togo remain of concern as a potential destabilising factor in West Africa. South Africa will fully support initiatives of the AU and the Economic Community of West African States (ECOWAS) in this regard.

South Africa will intensify bilateral relations with countries of the region by establishing joint bilateral commissions and implementing and signing agreements aimed at improving trade, investment, and co-operation in various fields. Bilateral relations with Nigeria will be strengthened. South Africa remains committed to the expansion of its bilateral relations with the opening of the number of resident diplomatic missions throughout this region.

Although Central Africa is one of the areas where South Africa is currently less represented, progress has been made with the appointment of a High Commissioner in Yaoundé, Cameroon and the opening of a new embassy in Malabo (Equatorial Guinea). Diplomatic representation is planned for the Republic of Congo in the coming months. With increased representation in the region, South Africa will be able to expand its contacts with individual countries and with the regional body, the Central African Economic and Monetary Community (CEMAC).

South Africa will continue to work with leaders such as President Omar Bongo Ondimba of Gabon to facilitate the spread of stability and prosperity in this part of the Continent, and on a bilateral basis, will be establishing joint bilateral commissions with Chad, Equatorial Guinea, Gabon and the Republic of Congo and building closer bilateral relations with Sao Tome & Principe.

Likewise, South Africa will avail its expertise and extend co-operation to the Central African Republic as it embarks upon a process of national reconciliation and reconstruction, following the successful elections, held in March 2005.

East Africa

South Africa's high-level engagement with the region is characterised by our past commitment to regional conflict management and resolution as well as our present commitment to developmental peacekeeping. Our bilateral relations with countries of the region have further strengthened significantly and are underpinned by the opening of three new missions in Bujumbura (Burundi), Moroni (Comoros), and Asmara (Eritrea). In general, South Africa's trade with countries in the region has shown a slow but steady growth. Bilateral trade with countries not plagued by decades of instability such as Kenya, Mauritius and Uganda, has shown significant growth in trade flows as well as foreign direct investment by South African business interests.

The efforts aimed at negotiating a successful and all-inclusive peace process in the Great Lakes region, and in Burundi in particular, were intensified by the involvement of the South African Government. With the personal involvement of the President and

Deputy President, the armed political parties and movements concluded a Comprehensive Power Sharing Agreement, paving the way for sustainable transitional arrangements and a focus on the democratic elections that lie ahead. Given the complexity of the conflict, it is important for South Africa as the facilitator and lead country to remain associated with the peace process and to create an environment conducive to the democratic elections due to take place this year. The deployment of the United Nations Mission in Burundi has contributed to stabilisation in that country.

Bilateral relations with countries in the Great Lakes region have been characterised by significant efforts to establish a structured framework for co-operation. South Africa's co-operation with Kenya and Rwanda is centred on the establishment of a Joint Commission of Co-operation, and in Uganda on the Presidential Economic Commission, which is intended to consolidate relations. To consolidate the peace process in Burundi, the South African Government is facilitating their post-conflict reconstruction and development programmes.

Developments in the Horn of Africa are dominated by the Comprehensive Peace Agreement (CPA) that was signed between the Government of Sudan and the Sudan People's Liberation

Movement (SPLM/A) on 9 January 2005. It is believed that this development in the Sudan would have a positive influence on stability in the region. The areas of focus are now the AU post-conflict reconstruction programme, chaired by South Africa, and the trilateral capacity -building project under the auspices of DFA, UNISA, SPLM/A. The international community is utilizing the opportunities created by the CPA to benefit the people of the region, and to facilitate the AU-led peace process for the resolution of the ongoing conflict in Darfur. The humanitarian crisis and lack of security caused by civil conflict in the Darfur region is of particular concern.

The stalemate in finally resolving the Eritrea-Ethiopia border dispute is a cause of concern, but it is in both countries' interests that the dispute be resolved amicably through the proper intervention of the UN and the AU. In Somalia, the establishment of the Transitional Federal Government (TFG) in October 2004 was a major breakthrough in returning central government authority and peace and stability to that country. The subsequent relocation of the new Somalia TFG government from Nairobi to Mogadishu should be encouraged, and they should be assisted in the processes of national reconciliation, establishing appropriate institutions of governance, as well as with post-conflict reconstruction, both bilaterally and through the AU and UN.

North Africa

South Africa continues to enjoy constructive relations with the countries of North Africa. Relationships are further consolidated through the establishment of bilateral commissions.

The official visit of Deputy President Jacob Zuma from 7-8 March 2005 has given renewed impetus to consolidating and strengthening bilateral relations with Libya.

Following South Africa's recognition of the Sahrawi Arab Democratic Republic (SADR) and establishing full diplomatic relations with the SADR, South Africa will contribute towards efforts aimed at finding a lasting political solution to this issue within the framework of existing UN resolutions.

Regarding Algeria, the challenge is to translate the excellent political relations, as characterised by the common vision we share on continental and global matters, into concrete programmes that benefit our peoples. In this regard, the Pretoria Plan of Action, agreed to at the Sixth Session of the South Africa-Algeria Binational Commission (BNC), should serve as a sound basis for intensifying co-operation and expanding trade and investment between South Africa and Algeria. The Mid-Term Review meeting of the BNC, scheduled to take place in Algeria

during 2005, will assess the state of implementation of the BNC decisions and plan for its Seventh Session.

President Mbeki's state visit to Tunisia gave greater impetus to our relations with Tunisia. Tunisia shares a common vision with South Africa on peace and security issues in the Continent. It is envisaged that the revival of the South Africa-Tunisia Business Forum would increase bilateral trade between our countries.

Efforts will continue to be made to strengthen and consolidate bilateral trade and co-operation with Egypt. In this regard, preparations are being made for the Seventh Session of the South Africa-Egypt Joint Bilateral Commission, to be hosted by Egypt during 2005.

In line with South Africa's foreign policy objectives, the Department is engaged in the process of enhancing both political and economic co-operation with Mauritania. This was demonstrated by the recent successful visit there by Minister Dlamini Zuma.

Broadly, South Africa will encourage and support efforts aimed at the revival of the Arab Maghreb Union (AMU), since political cohesion as well as socio-economic development and integration in this region hinges on a functional and effective regional economic community.

ASIA AND AUSTRALASIA

Since 1994, South Africa's political and economic interaction with Asia and Australasia has increased significantly. At present, South Africa has 17 residential diplomatic missions in 15 of the 30 countries or territories in Asia, Australasia and Central Asia. Eighteen countries from this region maintain 30 diplomatic missions in South Africa.

Over the past two decades, rapid growth in the People's Republic of China, India and Southeast Asian countries has made Asia one of the most economically dynamic regions in the world, generating tremendous business opportunities for South Africa. While Japan, Malaysia and Taiwan already rank among the foremost sources of foreign investment to South Africa, the significance of China and India, as future sources of investments, is expected to grow. South Africa's multinational companies are finding attractive investment opportunities in Australia, China, Indonesia and Thailand in diverse fields such as mining, minerals processing, electronic media and the petrochemical industry.

Greater Asia incorporates five Central Asian states, which were formerly part of the Soviet Union. The five Central Asian states (Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan and Tajikistan) also offer economic opportunities, *inter alia*, in the



Deputy President Jacob Zuma and Deputy President Zeng Qinghong of China during a State Visit .

oil and mining sectors and related technology. Although this region offers a market for South African goods and services, the potential remains largely untapped. A ministerial visit to Central Asia, as a strategic priority, is under consideration.

South Africa is also expanding and deepening its relations with the island states of the Pacific. These countries are natural friends

of South Africa, sharing its colonial experience and development aims. For this reason, South Africa will, in the coming year, conclude diplomatic relations with all the independent and self-governing states of the Pacific and open a micro mission in Suva, Fiji, which hosts the Secretariat of the Pacific Islands Forum.

South African diplomatic representation in South Asia will

similarly be increased with the establishment of a micro mission in Colombo, Sri Lanka. During the second half of 2005, the first session of the South African-Pakistan Joint Commission will be held whilst the sixth session of the Joint Ministerial Commission with India is also scheduled for 2005.

The assertiveness of this region in both global politics and economics is becoming increasingly visible, as demonstrated by the high-profile role played by key Asian countries in global affairs. China is the only developing country that is a permanent member of the UNSC, Japan is an influential member of the G8, while India and Japan have publicly declared their intention to lobby for a permanent seat on a reformed UNSC. South Africa and key Asian countries agree on important multilateral issues, such as the reform of the Bretton Woods Institutions, the World Trade Organization (WTO) and UN, international disarmament and the proliferation of weapons of mass destruction, small arms proliferation, and protection of the environment. Continued co-operation with Asian countries on these issues is crucial in pursuing strengthened multilateral approaches to global challenges.

Several important Muslim countries, e.g. Indonesia, Malaysia, Bangladesh, Pakistan, Brunei and Afghanistan are Asian and have significant influence in the Muslim world. All of the

forementioned countries are members of the 52-nation Organisation of Islamic Conference (OIC).

Key Asian countries are also committed to contributing to the implementation of NEPAD. NEPAD projects need to be identified, which will make use of the US\$200 million credit line offered by India. India has also indicated its willingness to provide funds to electronically connect 53 members of the AU by satellite and fibre-optic network.

Several existing Africa-Asia co-operation forums, such as the Tokyo International Conference on African Development (TICAD) and the Forum on China-Africa Co-operation are being synchronised with NEPAD in order to serve as implementing institutions. At the TICAD meeting in November 2004, Japan committed itself to continued dialogue with Africa as well as to support capacity building and provide other development assistance. The Vietnam-Africa Forum provides another important venue for greater co-operation between Vietnam and Africa.

As a result of South Africa's participation in the Association of South East Asian Nations (ASEAN) Summit in November 2002, a decision was taken to launch the Asia-Africa Sub-Regional Organisations Conference (AASROC I) in Bandung in April 2003. AASROC is co-hosted by South Africa and Indonesia. The AASROC II Conference,

held in August 2004 in Durban, identified three broad areas of co-operation between Asia and Africa, namely: political, economic, social and cultural. It further identified the contribution of Asian-African Sub-Regional Organisations towards a New Asian-African Strategic Partnership (NAASP), which would be launched during the Asian-African Summit in Indonesia, in April 2005.

The NAASP will focus on practical, achievable, and concrete ways of addressing the development of Asian and African countries in a pragmatic fashion. The NAASP should focus on areas such as economic issues, trade, investment, health and human resource development. Regional and Sub-regional organisations will play a pivotal role as building blocks for Asia-Africa co-operation. The AU Commission will serve as a co-ordinating focal point for the African RECs in this process. These organisations will share best practices and experiences in overcoming difficulties in the political, economic, social and development fields.

The AASROC Conference decided to create an Asian-African Business Summit that would focus on exploring business opportunities, promoting trade and investment, and identifying measures to strengthen the African private sector.

The various studies presented during the August 2004 conference and the further studies commissioned would be analysed to

identify concrete projects and make specific recommendations to be presented in Indonesia in April 2005.

A comprehensive plan of action designed to promote Chinese involvement in Africa was agreed upon during the December 2003 Forum on China-Africa Co-operation Ministerial Meeting in Addis Ababa. Deputy President Jacob Zuma, Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and other senior African participants in these important deliberations received unqualified support for the Continent's development goals from Chinese Premier Wen Jiabao.

Several key countries of Asia are leading role-players of the South. They share common membership with South Africa in international organisations such as the NAM, G-77 and the Commonwealth. South Africa also plays a leading role in the Indian Ocean Rim Association for Regional Co-operation (IOR-ARC).

The India/Brazil/South Africa Dialogue Forum (IBSA) remains of strategic importance to all three countries as a powerful global forum to drive South-South co-operation, the agenda of the South, and to champion the needs of the developing world. The second Ministerial Trilateral Commission meeting, which was held in Cape Town from 10-11 March 2005, provided an opportunity

for the further strengthening of trilateral co-operation amongst the three countries. The challenge would be to ensure that the outcomes that have been agreed upon, emanating from the various sectoral working groups, are implemented.

Countries of the North (especially the United States and European Union member states) recognise Asia as a strategically important region and their increasingly high-profile involvement with the key countries of Asia on both economic and political fronts bears testimony to this. The location of military bases in Japan and South Korea, and a significant military presence in Uzbekistan, illustrate the strategic importance the US attaches to the region.

Greater Asia comprises a region of rapidly growing economies. In these circumstances, it is important for South Africa to strengthen ties with this strategically important region, in the quest for greater mutually beneficial links.

A Review of Trade Relations with Asia and Australasia

It is estimated that South Africa's total trade with the Asian region rose from less than R60 billion in 1999 to more than R140 billion by the end of 2003. More than 27% of South African foreign trade is conducted with countries in Asia. Although investment from

the region has grown significantly since 1994 and continues to expand, the levels need to be increased.

It remains vital to sharpen South Africa's expertise and capacity throughout the Asian region to raise the trade and investment profile of South African products and services. In order to address this issue and build requisite capacity, the Branch Asia and the Middle East secured commitment from the governments of Singapore and the United Arab Emirates (UAE) to provide training to foreign affairs officials at Head Office and our diplomatic missions on trade and investment promotion. The first Asian leg of this training took place in Singapore in July 2004. Similar training exercises will be undertaken during 2005.

The proposed free trade agreements (FTAs) to be negotiated with China and India provide an important framework for closer co-operation between SACU and the two countries in the quest for mutually beneficial trade links. Greater institutional and financial capacity is also needed for South Africa's successful participation in international trade fairs, e.g. World Expo 2005 in Aichi, Japan.

The priority growth sectors representing South Africa's competitive advantage internationally, which need to be analysed to maximise export potential and inward investment from Asia, include the following: automotive, agro-processing, chemicals,

clothing and textiles, rail and aerospace, minerals, metals and capital equipment, tourism, agriculture, electrochemical and business process outsourcing and cultural industries.

East Asia

Japan is by far South Africa's largest trading partner in this region, followed by Greater China and South Korea. The balance of trade with China is not in South Africa's favour, but there are many opportunities for increased trade and investment between the two countries.

In 2003-2004, Chinese FDI to South Africa amounted to about US\$119 million, while South African FDI into China amounted to about US\$700 million. The territory of Taiwan is one of the largest Asian investors in South Africa. Japan's investment into South Africa is in excess of US\$400 million, which constitutes only 0.3% of Japan's total FDI.

Trade opportunities with China exist in financial services, ICT, fund management and the agricultural sector. Japan has an interest in certain technologically sophisticated processes, e.g. chemical beneficiation industry, while there are investment opportunities into South Africa for both Japan and South Korea in the automotive, agro-processing, chemical, transport and

business processing outsourcing sectors.

The size and diversity of East Asian economies prescribe the need for long-term perspective on investment returns, careful profiling of consumer trends and an essential need to promote personal relationships (*guanxi*).

South Asia

Although the trade balances in most instances are in favour of South Africa, much more can be done to improve trade. The South Asian markets have traditionally been characterised as predominantly labour intensive, posing challenges not only to the export of manufactured goods to these markets, but also to the South African manufacturing industry itself, which could not always compete with these imported goods. Opportunities in established markets of scale imply that South Africa does not always have the capacity to service "new markets"; e.g. the export of South African wines.

The forthcoming Joint Ministerial Commission (JMC) with India in May 2005 will provide an important opportunity to further enhance both the political as well a socio-economic interaction with one of the fastest growing global economies. The launch of the CEO's Forum in October 2004 provides a further platform

for enhancing the economic interaction between South Africa and India. Attention will be focussed on utilising the various structures in place to substantially increase bilateral trade.

India is by far South Africa's most important trading partner in this region. Trade volumes, however, are still low and bilateral initiatives have been undertaken to maximise existing opportunities. GDP in both Pakistan and Sri Lanka have been growing at more than 6% for a second year in a row and also offer opportunities for expanding bilateral trade relations. Trade opportunities with India exist in the automotive sector, engineering and financial services, ICT, HRD, bio-pharma and biotechnology. Investment opportunities exist in the automotive, steel and jewellery manufacturing industries. Sectors that have been identified in Pakistan and Sri Lanka include infrastructure development, power generation and distribution, and agro-processing.

Southeast Asia

Total trade with Southeast Asia has increased significantly from R10 billion in 1999 to R18 billion in 2003. Malaysia, Thailand and Singapore consistently ranked first to third during the years 2001-2003. Indonesia occupies the fourth position, followed respectively by the Philippines and Vietnam. The trade balance between South Africa and leading ASEAN countries consistently

favours ASEAN, totalling more than R3 billion annually.

South Africa has the opportunity to further expand its trade with Southeast Asian countries in the following areas: chemical products, paper pulp, iron and steel, jewellery, motor vehicles, processed agricultural goods, electricity generation and gold. There are long-term trade and investment opportunities for South African companies in Vietnam and the Philippines, where South Africa has recently established an embassy, mainly in the forestry, transport and mining and road and infrastructure projects.

Singapore is the key business hub in Southeast Asia and offers substantial HRD opportunities for South Africa, while expressing interest in exploring investment opportunities in areas like value-added manufacturing, the hospitality industry and management opportunities related to airport infrastructure, handling and terminal services as well as an interest to become involved in South African port operations.

Central Asia

The economies of Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan and Tajikistan are all at various stages of change and development. Furthermore, all five are developing states and, like South Africa, all seek investment. Economic opportunities



President Thabo Mbeki, First Lady Zanele Mbeki and Indian President Abdul Kalam during a States Visit to South Africa.

for South Africa in the Central Asian States include infrastructure development, mining technology, energy exploitation and related mining and engineering technology, agro-processing expertise and exports, water management expertise and infrastructure for adventure and eco-tourism.

Australasia and the Pacific Islands

Trade with Australia and New Zealand has increased significantly in the past ten years. After Japan and the PRC, Australia is now South Africa's third largest trading partner in the Asian region. From 1994 to 2004, South Africa advanced from the twenty-first to the seventh largest investor in Australia. These investments amount to approximately R5 billion, about twice the amount Australia has invested in South Africa.

There are many opportunities for South Africa to increase Australian investment in South Africa, especially in the fields of mining (nickel, manganese) and agricultural production (olives, hemp-seed oil).

Important opportunities for improving trade between South Africa and New Zealand have been identified, including the increased export of South African automotive parts.

Because the economies of the Pacific islands are small and struggling, South African trade with these countries is negligible. The only South African investment in this area is a joint gold-mining operation with an Australian company in Papua New Guinea. However, there are great opportunities for South African investment in the island states, especially in the field of mining, as countries such as Papua New Guinea have important natural resources, much of which is still unexplored.

Tourism from Asia and Australasia is an important source of income for South Africa and there is a need to further explore opportunities in new and existing markets. Important events like the Cricket World Cup have given exposure to South Africa. This interest should be further expanded during the build-up to the Soccer World Cup (FIFA 2010).

Owing to the growing strength of the Asian economies, there is substantial disposable income in these countries to spend on travel, for instance, the emerging middle class in massive markets like China and India. At present there are no direct flights to any South East Asian country, or the Chinese mainland. Approved Destination Status (ADS) has been granted for tourists from the mainland of China. South Africa needs to capitalise on the opportunities that exist in the fast-growing outbound tourism market in Asia. Approaches will be made to South African Airways

to consider introducing direct flights to these important markets. Direct flight capacity to India has increased and, axiomatically, so has the number of tourists, with India providing the largest number of visitors from Asian nations in 2003 (42,954 arrivals).

Furthermore, South Africa should capitalise more on South-South co-operation. IBSA offers an opportunity for South Africa to attract tourists, both from Asia and Latin America. We should market ourselves as the natural second-stop destination for tourists travelling from Asia to Latin America and *vice versa*.

MIDDLE EAST

Since 1994, South Africa's interaction with the Middle East has increased greatly. South Africa currently has 12 missions in the region, and 14 countries from the Middle East have diplomatic missions in Pretoria. South Africa maintains cordial relations with all countries of the region. In general, there has been support in principle for both the AU and NEPAD, although this must be leveraged in terms of concrete commitments. Formal co-operation between the Gulf Co-operation Council (GCC) and the SADC is being pursued. South Africa has also applied for observer status in the Organisation of Islamic Conference (OIC). Recently, the League of Arab States indicated that it intended opening an office in Pretoria.

The primary strategic significance of this region emerges from its role as the source of, and conduit for, the world's largest oil reserves, as well as other sources of energy, such as natural gas. In addition to this, there is the impact it has on international stability as a result of the Arab/Israeli conflict. More recently, the region has been associated with the emergence of "Islamic extremism" and has been identified by countries such as the United States with the emergence of terrorist networks such as *Al-Qaeda*.

The quest for a lasting and comprehensive peace in the Middle East remains an international issue. The Middle East conflict has resulted in the prevailing perception that the region is a source of political volatility in the global landscape.

For South Africa, the region is important in the following respects:

- It represents a major market for South Africa's industrial, commercial and agricultural products. It is also a promising source of tourists, investment and technical co-operation.
- The region provides 80% of South Africa's oil imports. There are possibilities for military-industrial co-operation with key markets in the region.

- The region has a profound cultural and religious resonance with millions of South Africans who adhere to the three major monotheistic religions of the world.
- The cultural, religious, historical and strategic affinity between this region and the northern part of Africa itself makes it important in the context of African renewal.
- The region represents an important constituency for the Agenda of the South. With about 300 million inhabitants, the region remains a major player in the forums of developing countries.
- However, until a comprehensive, just and permanent solution to the Middle East conflict is found, the region will be unable to realise its full potential and is likely to remain a key source of instability for world peace and security.

The Levant

South Africa's engagement in the Middle East Conflict

The current government inherited strong bilateral relations with Israel that have been constructively transformed and built upon.

The South African Government is also held in high regard by the Palestinian people and their leadership for its achievements in the struggle against Apartheid and in nation building. South Africa contains sizeable Jewish and Muslim minorities, both of which ensure that South African civil society is concerned with the issues that dominate the region.

South Africa has remained consistent in its approach and, due to our own experience of negotiating a comprehensive, just and lasting peace, has credibility with those Israelis and Palestinians who are genuinely committed to forging their own peace agreement.

It is impossible for any state that conducts bilateral relations with countries in the Middle East or African Arab regions and that operates within multilateral forums, to remain indifferent to the Middle East conflict. South Africa, given the factors elaborated above, will continue to play a principled and active role to seek a peaceful solution to the conflict.

South Africa's engagement is guided by the strong belief that:

- there is no military solution to the conflict;
- a political solution can only be found through negotiation,

in good faith, between the two sides and adherence by both parties to the agreements made;

- there can be no security for Israel or for the Palestinians or any lasting peace in the region whilst the Palestinians' inalienable right to self-determination remains unfulfilled; and
- to this end, there is a need to establish a viable Palestinian State, with its capital in East Jerusalem, alongside the State of Israel, both existing within secure borders.

South Africa's engagement in the Middle East conflict is underpinned by: UNSC resolutions 242, and 338; 2002 resolutions 1397, 1402, 1403, 1405 and 1435; and UNGA resolutions ES-10/10 and ES-10/11. Furthermore, the land for peace principle and the applicability of the 4th Geneva Convention to the Palestinian Occupied Territories (of which South Africa is a High Contracting Party), as well as UNGA Resolution 194 of 1947 regarding the return of Palestinian refugees, serve as internationally recognised benchmarks in this regard.

South Africa has moved ahead with its own initiatives in engaging with the quest for a peaceful solution to the Israeli-Palestinian conflict.

Presidential Peace Initiative

In consultation with key role-players involved in the Middle East Peace Process (MEPP), President Mbeki hosted a Presidential Peace Retreat at the Spier wine estate in Cape Town from 9-11 January 2002. In this regard it is foreseen that a follow-up meeting to the so-called 2002 "Spier Initiative" would be held during the course of 2005. This would be of special importance in view of the recently signed cease-fire agreement between the Palestinian National Authority (PNA) and the Israeli Government at Sharm el Shaik in Egypt. Separate visits from various Palestinian movements as well as Israeli political parties are also scheduled to take place during 2005.

Of further significant importance is the possible visit to South Africa by the newly elected President of the PNA, Mr Mahmoud Abbas, after accepting an earlier invitation from President Mbeki. These planned visits and initiatives such as Spier are a clear illustration of South Africa's commitment in contributing to finding a lasting peace settlement in the Middle East.

Politically, South Africa's contribution to the Middle East Peace Process (MEPP) has increased its profile in the region and earned it enhanced respect. This must be complemented with an enhanced and revitalised economic strategy and initiative. The

potential for trade and investment remains significant and has yet to be pursued to the fullest extent.

Iraq

The elections in Iraq, held on 30 January 2005, have been hailed as a success, relative to the current situation, by world leaders and political commentators. Both supporters and opponents of the war saw the elections as a key step towards restoring Iraqi sovereignty.

As was predicted, most of Iraq's Sunni community rejected the elections, as large numbers of Sunni's did not participate after Sunni clerics asked them to boycott the elections.

A Transitional Government will appoint a committee to draft a new constitution. A referendum will be held, possibly in October 2005, to adopt the constitution. Elections for a permanent government will be scheduled thereafter, possibly in December 2005.

South Africa's hope is to see the restoration of peace in Iraq and the return of full sovereignty to its people. South Africa would therefore continue to monitor developments in Iraq with a view to foster closer political ties and broader economic relations with

a post-war sovereign Iraq, especially following the December 2005 elections.

Gulf States

Relations between South Africa and the Gulf States are characterised by high levels of economic interaction, compared with countries from the Levant. Businesspersons from countries such as Saudi Arabia and Kuwait have made substantial investments in different sectors in South Africa, while many South African companies are also actively involved in the Gulf region.

In terms of structural relations between South Africa and the Gulf region, two significant meetings are scheduled to take place during the 2005/06 financial year. In May or June 2005, the second South Africa-Saudi Arabia Joint Economic Commission is scheduled to take place in Riyadh. It is foreseen that the Minister of Trade and Industry will lead the South African delegation. The ninth South Africa-Iran Joint Bilateral Commission, to be held in South Africa, is expected to take place in March 2006. The JBC is co-chaired by the Minister of Foreign Affairs.

The Minister of Foreign Affairs is scheduled to pay an official visit in May 2005 to four Gulf states. These are Bahrain, Saudi Arabia, the United Arab Emirates (UAE), and Yemen. The purpose of the

visit is to foster bilateral relations with these countries, with the specific focus on promoting South Africa as an attractive investment destination, especially for businesspersons from Bahrain, Saudi Arabia and the UAE. It is foreseen that the visit will also be used to promote NEPAD in the region.

AMERICAS

North America

The United States of America and Canada, both G8 members, are amongst the world's most highly industrialised and wealthy nations. As such they are significant partners for South Africa in the fields of trade, foreign direct investment, tourism and the transfer of technology. Both countries, and specifically the USA, also play major and assertive roles on the global stage. Therefore the nature and direction of South Africa's political relations with the North American region are also of vital importance.

South Africa has six residential missions in North America, four in the USA and two in Canada. Both these countries maintain missions in Pretoria and Consulates-General in other significant South African cities.

The past year has witnessed elections in both the USA and Canada, with incumbents being returned to office in both countries. New

administrations were formed following these elections and solid relations and channels of communication have subsequently been developed with the significant role-players and different branches of government. It will be important to further develop and maintain these relationships in the period ahead. Canada is a strong proponent of a multilateral approach to international issues, thus considerable scope exists to interact and co-operate on a number of global issues despite differences that may exist on specific issues. Relations with the USA have largely played out against the background of international turmoil and disagreement regarding the invasion of Iraq. The pre-eminent position that the USA takes on the global stage provides an opportunity as we go forward for interaction and discussion, especially on those issues such as global governance and a rules-based international system towards which South Africa may follow a different emphasis.

The Canadian and American economies continue to grow steadily and Africa's market access to the region has also improved. Given the wealth of scientific and technological development and progress in this region, it is important for South Africa to develop specific strategies to harness concrete benefits and to tap the potential offered by these areas. Canada has, for example, become one of the leading foreign investors in the South African mining sector, while South African companies are also active in

Canadian mineral exploration.

The ongoing SACU-US trade negotiations provide an opportunity for conclusion and are important in the context of encouraging US support for economic development and co-operation and supporting the implementation of NEPAD. The free trade negotiations have the potential to further improve trade flows significantly and to contribute to regional economic growth, prosperity and stability. Total trade with North America is rapidly approaching the US\$10 billion mark with SA exports to the US growing by 21% during 2004.

The North American region is also home to a significant African Diaspora population as well as a large South African expatriate community. The challenge exists to mobilise these communities to support the goals of the African Agenda and to assist the Continent in the development of skills and technological transfers. Linkages need to be created with the African Diaspora in order to explore opportunities for further collaboration. The tourism potential, which is offered by this wealthy region also needs to be tapped and developed to a greater extent since this can significantly contribute to job creation in South Africa.

Both the USA and Canada have committed to NEPAD with Canada enjoying responsibility for co-ordinating the G8

response to NEPAD. Given the goodwill and support which has been expressed and exists in the North American region for NEPAD, the challenge now is to ensure that bankable projects are identified in order that the considerable involvement of that region could be translated into more concrete and visible actions. Developments in the Middle East region and especially the US position on Iraqi debt forgiveness may impact negatively on resources available for the implementation of NEPAD and for development assistance to Africa in general.

Latin America and the Caribbean

Of particular relevance in formulating South Africa's policy *vis-à-vis* the emerging markets of Central America, the Andean Community, the Caribbean and Mexico will be to strengthen relations and develop common positions on global issues such as access to the markets of the industrialised North, reform of international institutions, and the promotion of the development agenda. This process will be assisted in these 29 countries by the presence of South African missions in Caracas, Havana, Kingston, Lima, and Mexico City.

In this regard, special emphasis should be placed on how South Africa and the rest of the African continent engage these countries in promoting the ideals of the Continent and the

African Diaspora, keeping in mind that the scope of NEPAD will be limited in some of these countries. This is predominantly due to the fact that South Africa and most of these countries compete for the same direct and indirect foreign investment.

The South African Government will increase its focus on strengthening relations with the Caribbean region over the coming years. The Dominican Republic, Suriname, and Trinidad & Tobago are either in the process of or have opened diplomatic missions in South Africa during 2005. South Africa signed a Bilateral Co-operation Agreement with The Bahamas during the second inauguration of President Mbeki and the first Joint Bilateral Commission between these two countries is scheduled to take place in September 2005, focussing on closer co-operation in the fields of education, tourism and trade.

The 2005 Joint Bilateral Commission meeting with Cuba is also scheduled to be held during September 2005, while the fourth Consultative Mechanism meeting, a further instrument in the development of relations with Cuba, will take place simultaneously. South Africa hopes to strengthen present agreements with Cuba during these meetings.

The South African, African Union and Caribbean Diaspora Conference, held in Kingston during March 2005, provided



President Thabo Mbeki and Brazil President Luiz Inacio Lula da Silva (far left) during a State Visit.

specific guidelines on how to take our relationship with the Caribbean forward.

The newly established South American Community of Nations is impressive. It covers 17 million square kilometres, with 361 million inhabitants, a Gross Domestic Product of more than US\$973 billion and exports above US\$180 billion. South Africa will have to monitor the progress of this regional organisation

over the coming years and contemplate our future relationship with them, also in terms of regional co-operation. The 12 nations forming this Community are Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay and Venezuela.

Relations with the countries of the Southern Cone of Latin America, comprising Argentina, Brazil, Chile, Paraguay, and

Uruguay, continue to consolidate and prosper on both political and technical levels through bilateral agreements, multilateral engagement and direct contacts, underlining the continued significance of these countries to South Africa in terms of South-South co-operation. South Africa maintains missions in Buenos Aires, Brasilia, Sao Paulo, Montevideo and Santiago.

In this context, the coming year will see visits by President Mbeki to Argentina and Chile as well as Brazil. In addition to a meeting of the South Africa-Brazil Joint Commission, the forthcoming signature of an agreement establishing a Binational Commission with Argentina will provide further impetus to our relations with a partner country in an area of significance to South Africa. Moreover, the second meeting of the India-Brazil-South Africa Dialogue Forum (IBSA) in Cape Town in March 2005 established a framework for continuing co-operation between the partner countries both in a trilateral and a South-South context.

The long-awaited Framework for Preferential Free Trade Agreement between SACU and MERCOSUR, signed in Brasilia on 16 December 2004, will provide not only a welcome potential boost to trade between these respective areas; it has laid the basis for ongoing negotiations towards an eventual full Free Trade Agreement with MERCOSUR.



Minister Nkosazana Dlamini Zuma with Russian Minister of Natural Resources Yuri Petrovich Trutnev during Bilateral discussions.



EUROPE

South Africa maintains good relations with European countries both at bilateral levels and through their regional bodies. Since

1994, South Africa has 26 residential missions and 23 non-residential missions in Europe. Over the coming three years South Africa will seek to invigorate its relations with Europe politically and economically. It will also work on developing and cultivating like-mindedness amongst European countries on key international policy issues. These include achieving the Millennium Development Goals, implementing decisions and commitments made at the World Summit on Sustainable Development, honouring Monterrey commitments, realising a successful Doha outcome, strengthening the NPT and building a more equitable United Nations. South Africa will engage Europe to make 2005 the African year and to contribute towards the realisation of NEPAD and making the 21st Century the African century.

Pursuant to economic regional integration in Southern Africa and the need to gain more market access to Europe, South Africa will continue to participate in negotiations for a SACU-EFTA Trade Agreement by the end of 2005.

European Union

South Africa's bilateral relations with the EU have significantly improved since the first democratic elections in 1994. Two way trade improved by close to fifty percent with a total value of R200 billion (source: SARS 2003) within the first five years of provisional

application of the SA-EU Trade, Development and Co-operation Agreement (TDCA). During this period South Africa exported to the EU an annual average of R80.6 billion worth of goods and imported annually an average of R 120.2 billion worth of products from the EU. Currently trade is in the EU's favour, a challenge that will be conquered with increasing competitiveness in South Africa's industries. To this end, the composite of goods exported to the EU is increasingly comprised of manufactured products instead of the raw materials that previously dominated South Africa's exports. However it remains difficult for South Africa and many African countries to access the EU market, in particular those countries that export agricultural products. This is due to the EU's Common Agriculture Policy and other non-tariff barriers (Standards and Conformity). It is for this reason that South Africa will continue to engage the EU to stop trade distorting subsidies and trade hindering policies.

Political relations with the EU continue to improve. In this regard, last year President Mbeki was invited by the European Parliament to visit institutions of the European Union. During his visit he met with the Presidents of the European Parliament and the European Commission and the Presidency of the European Union in Strasbourg (France), Brussels (Belgium) and the Hague (Netherlands) respectively. The President of the European Commission committed the EU to co-operate with South Africa

on its stated interest to study the application of the EU's Structural and Cohesion Funds. The EU also agreed to further deepen its relations with the African Union by amongst others working towards co-operation between the Pan African Parliament and the European Parliament. South Africa will be seized with this work this year.

South Africa is a member of the African, Caribbean and Pacific Group of states (ACP), which have a partnership agreement with the EU, the Cotonou Partnership Agreement. South Africa actively participates in ACP-EU political structures such as the ACP-EU Joint Parliamentary Assembly and the ACP-EU Joint Ministerial Council. It will continue to work in these structures in the coming three years to foster closer ties with the ACP states in pursuit of a common agenda for the South. Cohesion at ACP level proved effective in the last negotiations for an ambitious agreement in the DOHA Round. South Africa will continue to work with and within the ACP over the next few years for a rules based trade order and an open EU market as agreed in the Cotonou Partnership Agreement. To this end, South Africa will continue to assist ACP regions (in particular SADC) in their negotiations with the EU for Economic Partnership Agreements. These negotiations which are scheduled to end in December 2007, may continue into 2008.

Furthermore, South Africa will continue to participate in the ACP-EU Joint Parliamentary Assembly where it will take part in defending the poorest of the poor in ACP states.

South Africa welcomes the co-operation between the African Union and the EU on peace keeping in the DRC, Burundi and Sudan. However more work remains to be done in post conflict reconstruction and in the maintenance of peace. In this area the major challenge is that available financial resources are inadequate relative to the needs. Hence South Africa will continue to engage the EU at a bilateral level and in multilateral forums on Africa's efforts to bring peace and stability in the continent.

The year 2005 will be a watershed in South Africa's relations with Europe, for, on 1 May 2004 the European Union (EU) enlarged to 25 Member States. This historic change in the political and economic integration of Europe means South Africa has to embark on a new co-ordinated approach that will address the current structure of the EU and in-turn respond to South Africa's and Africa's needs. The enlarged EU provides lucrative opportunities through its market size and therefore its potential to consume goods and services exported from South Africa.

In a world that is beginning to absorb the effects of the end of the Cold War and in view of global challenges including, man-made

and natural disasters, political and economic relations with the EU need to be deepened. It is for these reasons that South Africa's relations with the EU are structured into three main areas, viz., political dialogue, economic co-operation, and a development dimension that includes regional co-operation.

In this regard, at the end of 2004 as South Africa consolidated gains it achieved during the first ten years of democracy, it also agreed with the EU to review all aspects in the SA-EU bilateral agreement, that is, the Trade, Development and Co-operation Agreement (TDCA). The review process will also include the two sector-focused or side agreements, namely the Science and Technology Agreement, and the Wines and Spirits Agreement in addition to the development co-operation instrument, i.e. the European Programme for Reconstruction and Development (EPRD). Towards the end of 2005 a report on the review that will include recommendations on how the SA-EU relationship will be structured beyond 2007 will be presented at the SA-EU Ministerial Joint Co-operation Council.

South Africa agreed with the EU that relations should be strengthened and broadened into the future through a predictable consultative mechanism. Hence South Africa will meet with the EU in the framework of the TDCA at least once a

year at Ministerial level. The forum on Political Dialogue provides another high-level avenue for discussing political issues of mutual concern, including the broader scope of the African Agenda, for example co-operation in peacekeeping missions and the fight against poverty. Political Dialogue would also enable the parties to discuss issues of global concern such as the reform of the UN, the fight against terrorism, climate change and the importance of upholding multilateralism in a unipolar world. It will be through these structures that in 2005 relations with the EU would be characterised by certainty and predictability.

The Enlargement of the EU coincided with the completion of ratification processes by Member States of the EU, which also facilitated the full entry into force of the TDCA (i.e. full implementation of the TDCA). Hitherto the agreement had been provisionally applied. Therefore the economic co-operation chapter of the TDCA can now be fully implemented. This development is of significant importance in that economic co-operation begins to play a pivotal role in relations with the European Union. The relationship will now go beyond trade liberalisation, which has thus far been the focal area of the agreement besides development co-operation.

Economic co-operation will serve as a catalyst to accelerate development and growth in those areas that have been identified

in the agreement. These areas include industrial development, investment promotion and protection, SMME development, science and technology enrichment, mining, exchange of views on competition policy, co-operation in customs and statistics (South African Revenue Services), standards (South African Bureau of Standards), and postal services. The Department of Foreign Affairs will co-ordinate and co-operate with all the line-function departments in maximising benefits from relations with the EU.

With regard to trade liberalisation and market access, South Africa agreed with the EU that both sides would continue to liberalise in accordance with time frames set out in the TDCA. In addition, it was also agreed that, where possible, liberalisation would be accelerated, but this process would take cognisance of the parallel negotiations on Economic Partnership Agreements between the SADC and the EU.

Mediterranean Europe

During the medium term, South Africa's focus in the region will follow a two-track approach. Firstly, efforts will be directed at consolidating existing relations and commitments with countries in this region. These would include promoting people-to-people contacts, including mobilising European communities to further

support the African Agenda particularly NEPAD, post-conflict reconstruction and development, human security and other civil society initiatives. In addition South Africa will foster co-operation with particular emphasis on decentralised/regional and trilateral co-operation, especially in the areas of Science and Technology, R&D for innovation, tourism, health, education and infrastructure development. Furthermore France and Italy will be encouraged to implement commitments they made on the G8 Africa Plan.

Secondly, during the medium term South Africa will seek to further strengthen bilateral trade and FDI, taking full advantage of the TDCA. South Africa will also encourage further expansion of trade and investment into Africa, in line with NEPAD priorities.

Trade with the countries of the Mediterranean grew from R12 billion in 1994 to R48 billion in 2004 (as reflected by total bilateral trade during the period). South Africa enjoys positive trade balances with Spain, Greece, and Portugal (excluding gold sales). The trade deficits with France and Italy are the result of capital procurement e.g. Airbus from France.

Eastern Europe

South Africa is represented on a residential basis in the Russian Federation (Moscow), Ukraine (Kyiv) and Turkey (Ankara).

The countries of the Balkans and some Commonwealth of Independent States (CIS) countries are also accredited on a non-residential basis to SA missions in Greece, Italy and Turkey.

South Africa and the Russian Federation, affected as they have been by the challenges of change have embraced nation-building, state-building and economic restructuring and development. Whilst trade and economic relations have remained essentially underdeveloped (SA exports in 2003 to Russia totalled USD 75 million) the Bi-national Commission between South Africa and Russia – ITEC – has succeeded in expanding co-operation between the two countries in the strategic mining minerals and oil and gas sectors. The fourth session of the Joint Intergovernmental Committee on Trade and Economic Co-operation (ITEC) held in Tshwane in November 2004 also established a mechanism in order to monitor and ensure effective implementation of decisions between ITEC sessions. On multilateral issues the Russian Federation remains a strategic partner especially in terms of the Peace and Security Agenda of the African Union including the proliferation of small arms to zones of conflict on the Continent.

The relationship between South Africa and Turkey took a dramatic step forward by the highest level visit ever by a Turkish leader to South Africa in March 2005. It is expected that the visit

will introduce new levels and an era of strong growth in political and economic relations between the two countries. Towards this end the conclusion of bilateral agreements on Economic and Trade co-operation, Customs and Double Taxation during the official visit of Turkish Prime Minister Recep Tayyip Erdogan is expected to further stimulate bilateral trade and to surpass the USD 1,2 billion trade turnover recorded for 2004 between the two countries. In addition, solid progress in 2005 is expected on the restoration of air links between SA/Turkey as well as co-operation in the military industrial and technological sectors

Central Europe

Eight of the eleven countries of Central Europe acceded to the European Union on 1 May 2004 and the remaining three are expected to do so by 2007/08, i.e. Bulgaria, Croatia and Romania. Therefore the Trade and Development Co-operation Agreement between South Africa and the EU also applies to the new EU members, and South African exporters have to be prompted to take full advantage of the extended EU market. This objective means that South Africa's exporters, trade facilitation institutions, and customs officials in ports of entry must understand and ensure compliance with the provisions of the TDCA.

In most cases, compliance with the TDCA has meant the lowering of import tariffs and a more advantageous export environment

for most South African products. As a general trend in Central and Eastern Europe, trade between South Africa and these countries has been increasing steadily year on year. Another positive trend is that export of manufactured and beneficiated products have increased as a percentage of total exports.

The near similarities in development between these countries and South Africa have created opportunities for South Africa's service industries to make inroads into those economies. Having comparable levels of development, South African technologies and experiences are much more applicable in Central and Eastern Europe than those of Western Europe. Some companies in the financial sector are exploring opportunities for extending their operations into this part of the enlarged EU. Other service industries with applicable technologies, such as medical service providers, have also found a market there.

Many of the economies of Central and Eastern Europe are dependent to a large extent on their agricultural production and exports, and as such they are in direct competition with South African agricultural exports. Their proximity to the European markets, added to the fact that they are now recipients of subsidies from the EU's Common Agriculture Policy (CAP), requires South Africa to be tenacious in its opposition to subsidies and steadfast in its resolution to be a competitive nation.

UK, Ireland and Benelux Countries

The proximity and shared geo-strategic importance between Africa and Europe means the two regions continue to relate to each other politically and economically. The interaction occurs bilaterally at country level and regionally through the AU Commission and the European Union Commission. The realisation of NEPAD needs champions within the EU and G8. The UK seems to be one such champion. Prime Minister Blair declared that it would make 2005 the year of Africa, and to date it has taken a number of initiatives to address debt reduction, aid mobilisation and trade. We will work closely with the UK and all other states in Europe. The UK takes over as Chair of both the G8 and the EU this year and South Africa will work with them towards the full implementation of the G8 Africa Action Plan.

Nordic Countries

The Nordic countries have longstanding relations with South Africa dating back to their support for the democratic movement. These relations continue to develop not only on a bilateral basis but also on a multilateral level. The Nordic and South African policies on many global issues are very close. At an overall political level the relations have been structured through the 2000 and 2002 South Africa - Nordic Summits where

South Africa's President met with his Nordic counterparts. The Summits resulted in strong and meaningful endorsements by the Nordic countries for NEPAD. Their support for NEPAD and the programmes of the AU continues to be enthusiastic. The Nordic countries also have very extensive relations and cooperation with SADC as their Southern African regional counterpart.

South Africa will continue to engage and work with the Nordic countries to maintain the existing good political relations. South Africa holds ministerial consultations with most of the Nordics on an annual basis. Bilateral discussion mechanisms with Finland, Norway and Sweden reflect the changes and expansion of relations and establishing a similar mechanism with Denmark will be investigated.

The expansion of economic ties particularly investment and developing new export markets are a main future area of focus. Ties in the scientific and technological fields, with emphasis on research and development, and with special attention to ICT are being developed and expanded.

In addition the Nordic-African Informal Ministerial Consultations takes place on an annual basis, the last in January 2005 in Helsinki. we shall continue to prioritise this engagement.

German-Speaking Countries

The 3 German-speaking countries (Germany, Switzerland and Austria) collectively represent a considerable source of investment, trade, tourism, technology transfer and development co-operation. Political relations with these countries are good and stable. Politically, they are supportive of the South African government and there is a strong potential for increased support to the objectives of the NEPAD and AU at bilateral and multilateral forums. The countries are characterized by long historical links; no significant colonial links to South Africa; major trading partners; large expatriate communities; homogeneous: characterized by: stable democracies, developed economies, high level of technical education - thus technology transfer, long-term views - thus stable business and investment partners, history has induced a humanitarian slant to their foreign policy.

The area thus is a major source of investment capital, technology transfer, development finance, tourism to SA, international goodwill. Germany is also an active supporter of the Africa Agenda at the G8 and the EU with several bilateral and multilateral projects in Africa.

MULTILATERAL

Since 1994, when South Africa re-occupied its seat at the UN, it has been an active participant in many international forums. Through the hosting of a number of major international conferences, South Africa made substantive contributions to highlight issues such as underdevelopment, poverty, racism, the advancement of women and the role of multilateral forums to develop coherent and sustainable policies in this regard. South Africa will continue to promote the strengthening of the multilateral system on the basis that multilateral solutions provide the most sustainable method of addressing questions of international concern.

In the South African context, human rights issues occupy one of the highest positions in the list of priorities that constitute the transformation agenda. In pursuit of an overarching human rights agenda and the right to development, the greatest challenge faced by the majority in the developing world, including South Africa, is global poverty and underdevelopment in the face of advancement in technology and globalisation.

Another priority is the question of global peace and security. In this regard, the United Nations Charter is clear about the collective security system that the organisation is intended to be. For such a collective system to work, it is essential to address both

development and security threats. The necessary resources and attention in both areas for the prevention of such global threats are therefore imperative.

The Department's Multilateral Branch is the primary interface of the Government with the UN system in all issues on the global agenda. It follows that, as participants in the UN system, the Branch must be active in the protection and promotion of South Africa and Africa's interests in the current global geo-political power configuration to ensure the pre-eminence and centrality of the UN. Membership of groupings such as the AU, the SADC, NAM, the Group of 77 and China (G77) and the Commonwealth should be utilized to lobby for common positions and an audible collective voice within the UN system.

One of the central pillars of South African foreign policy is therefore the promotion of multilateralism and respect for international law as the most appropriate means of achieving global political and economic stability and security. Only rules-based multilateral approaches to problems of international peace and security can ensure lasting solutions.

2005 Millennium Review Summit

The current focus of attention in the reform of the UN is the

September 2005 Millennium Review Summit when Heads of State and Government will consider proposals to achieve this objective. The release of the *Report of the High-Level Panel on Threats, Challenges and Change* on 2 December 2004 has initiated preparations leading up to the Summit. In dealing with the report of the Panel, South Africa embraces its special emphasis that development is an indispensable foundation for a new collective security system.

The UN Secretary-General's comprehensive report to the UN Member States combines elements from the Report of the High-Level Panel as well as the *UN Millennium Project*, a report on the implementation of MDGs, prepared by Professor Jeffrey Sachs and released in January 2005. There has been an extensive consultative process with Member States and other important stakeholders that laid the groundwork for the Secretary-General's Report. In reviewing these reports, the Department would continue to work towards ensuring that the outcomes of the Millennium Review Summit provide a balance between development and security issues.

The UN Millennium Review Summit will review progress with the implementation of the Millennium Declaration, including the development goals contained therein. South Africa will actively participate in the meetings and discussions leading

up to this Summit and try to ensure that the focus remains on implementation, removing impediments to it and advancing proposals for addressing the shortcomings in the UN system. In this regard, the follow-up discussions on the Conference on Financing for Development will be of particular importance, as it would look into mobilising the resources required to achieve the international development goals (IDGs), including those contained in the Millennium Declaration.

In preparation for the Millennium Review Summit, South Africa will further participate actively in the second South Summit, which will be held in June 2005, in Doha, Qatar. The South Summit will provide an opportunity for the countries of the South to assess the state of South-South co-operation and prepare a common vision for the review of the implementation of the Millennium Declaration. The South Summit will also be preceded by a special meeting in Doha of Ministers of Foreign Affairs of the NAM to formulate positions and prepare for the Millennium Review Summit. As a member of the NAM Troika, South Africa will play an active role in the process.

South Africa will also actively participate in other major events in the multilateral arena that will contribute to the preparation of the Millennium Review Summit. In this regard, a priority

for South Africa would be to establish a linkage between the review of the MDGs and the Beijing Platform for Action, in view of the strong multiplier effect of poverty eradication strategies targeting women and children.

UN Reform

The Report of the High-Level Panel provides a significant impetus to the call for the reform of the UN/multilateral system and is expected to provide a foundation upon which the reform process can be accelerated to strengthen and increase the effectiveness of the UN. As a consequence, South Africa will support the process and actively engage in the consultations that are to take place in the run-up to the Millennium Review Summit, with a view to ensuring that South Africa's national interests and the interests of developing countries are addressed.

Meeting the challenge of the respect for sovereignty and the responsible use of force as well as addressing issues of poverty; infectious disease; environmental degradation; conflict between and within states; the proliferation of nuclear, radiological, chemical and biological weapons; terrorism; and transnational organized crime will be major areas of focus for South Africa nationally as well as in pursuit of NEPAD goals. For the African

Agenda, issues such as peace enforcement and peacekeeping capability, and the protection of civilians are also important and South Africa will actively participate in the debates on these issues.

South Africa will further join the developing world in its demands that there should be adequate reform of the UN General Assembly (UNGA), UN Security Council (UNSC), UN regional organisations, the UN Economic and Social Council (ECOSOC) and bodies such as the Commission on Human Rights (CHR).

It could be expected that the UNSC enlargement efforts, as well as the campaigns for the new permanent seats would increase considerably in pace and intensity in the short term. In this regard South Africa is committed to the equitable representation of Africa in the UNSC and is bound by the African Common Position (the 'Ezulwini Consensus') that was adopted by the AU Executive Council in March 2005. The campaign to advance the African Common Position would be implemented in phases and South Africa will actively participate in this process. South Africa's own candidacy for a permanent seat will be pursued in the context of the African Common Position, based on the contribution that South Africa can make to the maintenance of international peace and security and on its demonstrated ability to deal with such issues.

UN programming and resource allocation

South Africa also continues to play a prominent role in terms of the UN's budgetary and administrative activities to ensure that South Africa's interests as well as those of the Continent, are adequately catered for in the UN budget. Priority areas on which South Africa will once again focus during 2005 include the funding of UN structures and programmes that focus on Africa and NEPAD as well as sufficient funding for peacekeeping operations on the Continent. It is further important to note that 2005 will be a budget year during which the UN budget for 2006-2007 will be negotiated as well as the review of the UN's scale of assessment. Both these issues are important for South Africa and the Continent as it will be necessary to ensure that the UN budget makes adequate provision for national and regional priorities, and that any changes to the UN scale of assessment are equitable and give adequate consideration to the prevailing social and economic realities on the African continent.

It is further important to note that the implementation of the decisions emanating from the Millennium Review Summit would have budgetary implications and it would be essential in this regard to ensure the equitable allocation of resources for, and implementation of, both security and developmental reform proposals. South Africa will therefore participate in

UN intergovernmental bodies in pursuit of the goal that programmatic and budgetary provisions are adequate to service the development and reform agendas of the South.

Disarmament

South Africa will continue to play an active role in all aspects of disarmament, arms control and non-proliferation as these relate to both weapons of mass destruction and conventional arms, including small arms, light weapons and anti-personnel mines. 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 also 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 2005 Nuclear Non-Proliferation (NPT) Review Conference, South Africa's negotiations for membership of the Wassenaar Arrangement (WA), negotiations in the areas of conventional arms with particular reference to combating the illicit trade in small arms and light weapons, and the negotiations to strengthen the implementation of the Biological Weapons Convention (BWC).

South Africa will base its participation at the NPT Review Conference on the need for all NPT States Parties to undertake a balanced review of the Treaty, while preserving the agreements and undertakings that have been achieved at previous Review Conferences. It will furthermore be important for the States Parties to approach the Conference with a preparedness to reach reciprocal agreements and undertakings in all three of these areas. In this context, South Africa will also continue to reinforce the Review Conference's role as not only being to review the implementation of the Treaty over the last five years, but also to set the nuclear disarmament and nuclear non-proliferation agendas into the future.

In support of South Africa's agenda to combat conflicts in Africa, Cabinet decided in December 2004 that South Africa should become a member of the Wassenaar Arrangement, which is the only international mechanism that is *inter alia* geared to control the proliferation of conventional arms, including small arms and light weapons, so as to prevent the development or enhancement of military capabilities that undermine international and regional security and stability. The application for South Africa's membership is therefore a priority.

It has become evident that there are active endeavours to restrict access to advanced dual-use technologies, equipment

and material, including in the area of nuclear technology, for peaceful purposes. Dual-use technologies, equipment and material are those that can be used both for peaceful purposes and in the development of weapons of mass destruction. South Africa will actively participate in all relevant forums to ensure non-proliferation controls do not become the means whereby developing countries are denied access to advanced technologies required for their peaceful development.

Economic and Social Development

In the area of economic and social development, the world summits and global conferences of the 1990s have built and expanded the common international understanding of development issues. They also served to re-enforce and mobilise political commitment and to provide benchmarks for measuring progress in promoting human development and poverty eradication.

With the increase in globalisation, there has been a marked shift in emphasis towards economic diplomacy in the areas of trade, investment, and tourism promotion. The Branch's economic undertakings are derived from the key areas of our economic diplomacy strategy, namely: promoting inward investment into South Africa and the rest of Africa; promoting increased intra-Africa trade; and emphasising South-South co-operation in these

areas as well as promoting tourism in non-traditional emerging markets, including Africa. Trade, tourism and investment promotion will form a core component of the Department's economic diplomacy strategy for the medium term three-year cycle ahead.

In addition, the Branch serves as the focal point for North-South dialogue, engaging key global economic institutions such as the WTO and the Organisation of Economic Co-operation and Development (OECD) as well as ensuring that the development agenda remains part of the focus of key economic forums, especially the G8 and the World Economic Forum (WEF). The 2005 G8 Summit in Gleneagles, Scotland, will again provide an important platform for engagement on the NEPAD, and is of particular significance as it will set the tone of South-North relations as far as the response to Africa's development is concerned. The President has called for a consolidated financing agreement to stem from this year's Summit, taking the G8 2003 Africa Action Plan forward and responding to the NEPAD Programme of Action.

The progress achieved in the negotiation of a Plan of Action to overcome the digital divide during the first phase of the World Summit on the Information Society (WSIS) needs to be sustained during the negotiations on the implementation of the Plan of

Action during the second phase of the WSIS, to be held in Tunis in 2005. South Africa is also playing an important role in the working groups established to find solutions and reach agreement in the fields of Internet governance and financing mechanisms.

The ongoing redefining of the technology and siting requirements for the Square Kilometre Array necessitates continuous political engagement of potential partner countries in the region. Finding a competitive advantage over other competitors requires the cementing of strong partnerships with countries hosting remote site stations and the leveraging of South Africa's geographic advantage as a premier destination for astronomy.

The 13th Commission for Sustainable Development meeting (CSD13) in April 2005, will be the first policy session of the Commission since the Johannesburg Summit and will take policy decisions on practical measures and options to expedite the implementation of the Johannesburg Programme of Implementation (JPOI) goals on water, sanitation and human settlements.

Climate change will continue to be a significant theme since the Kyoto Protocol came into effect on 16 February 2005 following Russia's ratification of the Convention at the end of 2004. Negotiations on further commitments after 2007 on Greenhouse

Gas Emissions (GHGs) will commence during 2005 and could increase pressure on rapidly developing countries such as Brazil, China, India and South Africa to undertake commitments to reduce GHG emissions.

The MDGs, derived from past world summits and global conferences, established a set of development goals that should, as a minimum, be met by 2015 in order to advance development and eradicate poverty. These summits and conferences further clarified certain issues and set numerous other International Development Goals (IDGs), which need to be pursued by all the relevant multilateral actors in government. The focus of the Department in the medium term will be on monitoring and coordinating the implementation of the outcomes of major international events and translating them into tools to help focus, from a national position, the work of the UN in development issues.

Humanitarian Assistance

With the increase in sudden-onset natural disasters globally, South Africa is increasingly called upon to play a prominent role in providing emergency humanitarian assistance. In order to enable South Africa to play its rightful role on the African continent and internationally, increased financial resources may be required for

South Africa to act effectively and at short notice. The emphasis on humanitarian assistance should be in support of NEPAD objectives and the MDGs by concentrating on interventions that safeguard the sustainable development of affected communities and thus assisting in reducing their dependency on long-term interventions.

International law

Recent international developments, especially the trend towards resorting to unilateralism by some powerful states,

have undermined a number of international legal principles. Consequently, the role of international law to enhance a rule-based international order should be strengthened. Such developments and challenges include the developments in international law on the use of force; the applicability of international humanitarian law in current conflicts; gross human rights violations within the boundaries of states; international conflicts; threats to human security; the issue of impunity for international crimes; threats to global environmental governance; the emergence of non-state actors as a significant factor in international law; and the legal authority of international institutions such as the AU and UN.

PART TWO

KEY PERFORMANCE AREAS

SECTION 1: MEDIUM TERM PRIORITIES AND OBJECTIVES

1 Consolidation of the African Agenda

- 1.1 Strengthen the African Union and its structures
 - 1.1.1 Finalise the AU budget and engage on the AU vision, mission and strategy
 - 1.1.2 Operationalise the AU Specialised Technical Committees
 - 1.1.3 Implement the AU Gender Declaration
 - 1.1.4 Support the Pan-African Parliament
 - 1.1.5 Operationalise ECOSOCC
 - 1.1.6 Operationalisation of the African Court of Justice and the African Court on Human and People's Rights
 - 1.1.7 Establish AU financial institutions
 - 1.1.8 Engage the African Diaspora
 - 1.1.9 Strengthen AU-EU co-operation
 - 1.1.10 Support the AU Peace and Security Council
 - 1.1.11 Operationalise the Early Warning System
 - 1.1.12 Establish the African Standby Force
 - 1.1.13 Finalise the Common African Defence and Security Policy
 - 1.1.14 Review the White Paper on Peace Missions
 - 1.1.15 Finalise immigration regulations and attend to immigration in Africa and the Diaspora
- 1.2 Facilitate South Africa's participation in the SADC and SACU
 - 1.2.1 Engage in completing the restructuring of SADC
 - 1.2.2 Strengthen governance and capacity in SADC, especially at the Secretariat
 - 1.2.3 Work towards the full implementation of the RISDP
 - 1.2.4 Strengthen South Africa's role as Chair of the SADC Organ on Security
 - 1.2.5 Mobilise support for the rationalization of RECs
 - 1.2.6 Facilitate SACU negotiations with India, China, the USA and MERCOSUR
- 1.3 Promote the implementation of NEPAD
 - 1.3.1 Provide capacity and political support for the implementation of NEPAD programmes
 - 1.3.2 Facilitate the implementation of NEPAD priority sectors (infrastructure, agriculture, environment, tourism, ICT, health, human resources, and science and technology)
 - 1.3.3 Strengthen NEPAD coordination mechanisms in South Africa
 - 1.3.4 Strengthen South Africa's leadership in various NEPAD sectors
 - 1.3.5 Establish and use Continental Development Funds for NEPAD projects

- 1.3.6 Support integration of existing sectoral NEPAD action plans (e.g. infrastructure, tourism, agriculture, environment, science and technology) into AU and SADC processes
- 1.3.7 Strengthen governance and capacity in the AU and SADC
- 1.3.8 Operationalise the APRM
- 1.3.9 Work towards reaching the MDGs in Africa
- 1.4 Promote the peaceful resolution of conflicts, and encourage post conflict reconstruction and development
- 1.5 Promote South-South co-operation in general through IBSA, NAM and the G77 South Summit, and Asia-Africa co-operation in particular through AASROC
- 1.6 Promote North-South co-operation in support of the implementation of the African Agenda through the G8, the Commission for Africa, the Africa Partnership Forum, the UNO, the EU, the OECD, the WTO, the IMF and World Bank and the WEF

2 South-South Co-operation

- 2.1 Strengthen South-South co-operation for increased market access, overall trade and investment benefits
- 2.2 Consolidate relations to advance the Agenda of the South

- 2.3 Strengthen relations with countries of the Pacific Islands forum and Caribbean around ACP and Commonwealth issues
- 2.4 Strengthen economic relations with countries of the South and Central America, Indian Ocean Rim and Central Europe
- 2.5 Enhance the capacity of IBSA and promote its programmes
- 2.6 Strengthen ties with CARICOM
- 2.7 Participate in the Summit in Bandung in 2005
- 2.8 Host the Brazil-Africa Forum

3 Political and Economic Relations

- 3.1 Promote foreign direct investment toward Africa to support NEPAD objectives
- 3.2 Expand tourism opportunities particularly in high potential markets such as Africa, Asia, South America, and Central and Eastern Europe
- 3.3 Expand economic relations in new markets and increase dialogue with Central and Eastern Europe
- 3.4 Conclude framework agreements for FTA's with China, India, EFTA and the USA
- 3.5 Support the bid for the Square Kilometer Array (SKA)

4 Global Governance: Political Issues

- 4.1 Work for the reform of the UN
- 4.2 Work to focus UN programmes as well as budgetary & administrative priorities on South African and African interests
- 4.3 Facilitate the implementation of global agreements
 - 4.3.1 World Conference Against Racism
 - 4.3.2 Beijing Platform of Action
- 4.4 Respect for international law

5 Global Governance: Socio-economic Issues

- 5.1 Work for the reform of the international financial architecture
- 5.2 Focus on the challenges of the developing world through the successful conclusion of the Doha Development Round
- 5.3 Facilitate implementation of the outcomes of the major international conferences
 - 5.3.1 Millenium Declaration and MDGs
 - 5.3.2 WSSD and other environmentally related protocols/ treaties
 - 5.3.3 Monterrey Consensus

6 Global Governance: Security Issues

- 6.1 Terrorism
 - 6.1.1 Continue South Africa's participation in the United Nations campaign against terrorism and ensure South Africa's compliance with the relevant UN Security Council resolutions on the combating of terrorism
- 6.2 Weapons of Mass Destruction
 - 6.2.1 Effective implementation of South Africa's policies and national interests in the field of disarmament and non-proliferation, including areas of weapons of mass destruction, small arms, light weapons and conventional weapons
- 6.3 Iraq
 - 6.3.1 Promote the peaceful resolution to the return of sovereignty in Iraq
 - 6.3.2 Promote the sustainability and legitimacy of multilateral approaches and the UN's pre-eminent role in the reconstruction and development of post-war Iraq
- 6.4 Middle East Peace Process
 - 6.4.1 Promote the peaceful resolution of conflicts, and post-conflict reconstruction and development in the Middle East (Israel/Palestine)
- 6.5 Organised Crime
 - 6.5.1 Facilitate the fulfilment of South Africa's treaty obligations

and facilitate participation in international crime fora to promote South Africa's position on organised crime (transnational organised crime, human trafficking, drug trafficking, vehicle trafficking and money laundering)

6.5.2 Work with countries for the reduction/eradication of organised crime

7 Human Resource Development

7.1 Facilitate support and transfer of needed skills to South Africa and Africa

7.2 Improve skills of those at the frontline of executing South Africa's foreign policies

8 Provide efficient and effective support services

8.1 Regulate accredited diplomatic representation in South Africa

8.2 Provide a world-class state events management system

8.3 Provide an effective diplomatic communication management system

8.4 Modernise the department's information communications technology and ensure its optimum utilisation

8.5 Provide Consular Services to South African citizens abroad

8.6 To ensure compliance with the Minimum Information Security Standards (MISS) and DFA security policy requirements

8.7 To implement measures to ensure an effective Human Resources Administration

8.8 To facilitate effective transformation process within DFA

8.9 To ensure a sufficient Talent Pool and an effective Performance Management System

8.10 Mainstream and manage HIV and AIDS issues in DFA
Implement financial system reform in line with the PFMA

SECTION 2: SERVICE DELIVERY IMPROVEMENT PLAN: 2005 - 2008

Based on the above medium-term priorities and objectives, the Department has developed the following Service Delivery Improvement Plan (One Year Operational Plan). However, the objectives and issues to be focused on are subject to some variability and are often nuanced in recognition of differing

environmental contexts in various parts of the world. Furthermore, a dynamic international environment often demands that objectives and focus areas be revisited to advance our national interests and to remain relevant to the prevailing debates and demands.

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> Strengthen the African Union and its structures
Performance Indicator	<ul style="list-style-type: none"> Implementation of previous Summit decisions All South Africa obligations carried out as scheduled within identified time frames
Critical Issues	<ul style="list-style-type: none"> Finalising the AU budget and engage on the AU vision, mission and strategy Operationalising the AU Specialised Technical Committees Implementing the AU Gender Declaration Supporting the Pan-African Parliament Operationalising ECOSOCC Operationalising the African Court of Justice and the African Court on Human and People's Rights Establishing AU financial institutions Engaging the African Diaspora Strengthening AU-EU co-operation Supporting the AU Peace and Security Council Operationalising the early warning system Establishing the African Standby Force Finalising the Common African Defence and Security Policy Reviewing the White Paper on Peace Missions Finalising immigration regulations and attend to immigration in Africa and the Diaspora

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> Facilitate South Africa's participation in SADC and SACU
Performance Indicators	<ul style="list-style-type: none"> Implementation of the RISDP and Strategic Indicative Program of the Organ Successful finalisation of the restructuring of the SADC
Critical Issues	<ul style="list-style-type: none"> Engaging in completing the restructuring of the SADC Strengthening governance and capacity in the SADC, especially its Secretariat Working towards the full implementation of the RISDP Strengthening South Africa's role as Chair of the SADC Organ on Politics, Defence and Security Mobilising support for the rationalization of RECs Facilitating SACU negotiations with India, China, the USA and MERCOSUR

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> Promote the implementation of NEPAD
Performance Indicator	<ul style="list-style-type: none"> Implementation of the decisions of the NEPAD Steering Committee and NEPAD Heads of State and Government Implementation Committee Implementation of NEPAD programmes and projects Successful conclusion South Africa's APRM process
Critical Issues	<ul style="list-style-type: none"> Providing capacity and political support for the implementation of NEPAD Programmes Facilitating the implementation of NEPAD priority sectors (infrastructure, agriculture, environment, tourism, ICT, health, human resources and science and technology) Strengthening NEPAD co-ordination mechanisms in South Africa Strengthening South Africa's leadership in various NEPAD sectors Establishing and using Continental Development Funds for NEPAD projects Support integration of existing sectoral NEPAD action plans (e.g. infrastructure, tourism, agriculture, environment, science and technology) into AU and SADC processes Strengthening governance and capacity in the AU and SADC Operationalising the APRM Working towards the attainment of the MDGs in Africa

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Promote the peaceful resolution of conflicts and encourage post-conflict reconstruction and development
Performance Indicator	<ul style="list-style-type: none"> • Success in implementation of current peace processes • Peace and Security Council decisions implemented
Critical Issues	<ul style="list-style-type: none"> • The deployment of military personnel and equipment to mandated AU and UN peacekeeping missions • The role of South Africa as Convenor of the Sudan Post-Conflict Reconstruction Committee of the AU • Consolidation of the peace processes in Burundi, Côte d'Ivoire, the DRC, Somalia and Sudan • Use the African Renaissance and International Co-operation Fund to support post-conflict reconstruction and development and to generate trilateral co-operation projects

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Success in implementation of current peace processes
Performance Indicator	<ul style="list-style-type: none"> • Post-conflict reconstruction of Angola, assisting especially in coordinating donor funding • Assisting in/speeding up demining efforts in Angola • The DDR process in Burundi reaching its final conclusion • The deployment of military personnel and equipment to expected UN peacekeeping missions in Sudan, as well as the UN peace missions in Côte d'Ivoire • Strengthening of the AU Mission in Sudan • Operationalising the post-conflict reconstruction programme in Burundi, the Comoros and the Sudan • Continued support to the AU efforts in Chad that is aimed at alleviating the impending humanitarian crisis • Assisting in the process of social cohesion, nation building and post conflict reconstruction and development in Somalia • Consolidating the peace processes in Burundi, the Comoros and the Sudan by (a) providing support to the referendum and election processes in Burundi as well as post-conflict reconstruction and development; (b) rendering support to the current process of nation building and reconstruction in the Comoros; and (c) ensuring that the CPA in the Sudan is implemented and used as a framework to resolve existing conflicts in west (Darfur) and the East (Beja). These processes will be located within the interaction and interconnections of human security, peace building and development

Critical Issues

- Consolidating the peace process in the DRC by achieving full agreement by all conflicting parties and the implementation of peace agreements
- Continued involvement in peacekeeping missions mandated by either the UNSC or the AU (present examples of these being UNMEE, UNMIL and OLMEE where South African deployments presently operate)
- Successful implementation of Marcoussis Agreement and the Accra III Summit resolution in Côte d'Ivoire
- Promotion of national reconciliation in Côte d'Ivoire
- Support for the National Transitional Government in Liberia
- Normalisation of bilateral relations between Eritrea and Ethiopia by assisting in the resolution of the border impasse
- Completion of the implementation of the Fomboni Agreement in the Comoros, which was facilitated by the signing of the Moroni Agreement
- South Africa to encourage the implementation of the MOU in Sao Tome & Principe to ensure that all parties engage in dialogue about the future of the country
- Identification and engagement of key role-players to the dispute of the Western Sahara and support the implementation of the peace process within the framework of the UN peace initiatives
- Engagement of the government of Swaziland towards resolution of current constitutional and democracy/governance issues
- Driving the developmental peace building initiatives by strengthening early warning systems and coordinating different role-players
- Revitalising the Arab Maghreb Union
- Assisting the Algerians with the establishment of the AU Centre on Terrorism
- Implementation of the Humanitarian Assistance Programme to the Sahrawi Arab Democratic Republic
- Assist Equatorial Guinea in addressing the issue of mercenaries
- Promotion of national reconciliation, reconstruction and development in Liberia and Sierra Leone

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Enhance and strengthen democracy regionally and continentally
Performance Indicator	<ul style="list-style-type: none"> • Adherence to the SADC Principles and Guidelines governing Elections and AU Declaration on Elections in Africa
Critical Issues	<ul style="list-style-type: none"> • Monitoring developments in countries that are planning to hold elections with a view to providing assistance with regard to capacity and electoral infrastructure when required • Parliamentary elections in Zimbabwe in March 2005 • Assisting with preparations for elections in Angola in 2006 (as/when requested) • Supporting the regional initiatives towards the normalisation of the political situation in Burundi • Assisting the SPLM/A with institutional and capacity building in order for them to effectively participate in the process of governance and delivery of public services to the people of South Sudan • Working with the people of Somalia to build the institutions of governance • Supporting the DRC in its preparations for the forthcoming elections • Continued support to multilateral efforts through CEMAC and the AU for successful organising of elections in the Central African Republic • Promoting democratic ideals and good governance in Swaziland • Assisting Angola in its preparations for elections • Monitoring developments in the run up to elections in Tanzania • Supporting, encouraging and reporting on preparations of individual states under the APRM process • Monitoring political and socio-economic developments in countries that could influence peace and stability • Providing regular analytical reports on pre-elections and post-election developments • Supporting the strengthening of the regional economic structures to enable economic development within the globalised economic framework • Encouraging the return to constitutional democracy in the Republic of Togo

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Strengthen bilateral relations
Performance Indicator	<ul style="list-style-type: none"> • Opening new missions and strengthening the existing ones
Critical Issues	<ul style="list-style-type: none"> • Implementation of programmes of current joint bilateral commissions and establishing new ones • Conclusion of outstanding agreements between South Africa and other African countries, e.g. Angola, Eritrea, Kenya, Libya, Madagascar, Malawi, Mauritius, Morocco, Tunisia and Uganda • Maintaining regular contact with African countries through their representatives in South Africa regarding the preferred approach to development • Facilitating institutional capacity building as part of post-war reconstruction and development in Burundi, Comoros, the DRC, Somalia and the Sudan • Co-operation with Lesotho on the identification of flagship projects within the ambit of NEPAD in an endeavour to lift Lesotho from its LDC status • Implementation and promotion of the Joint Bilateral Co-operation Commission processes between South Africa and Swaziland • Implementation of the binational commissions/joint bilateral commissions between South Africa and other countries, e.g. Algeria, Cameroon, Chad, Egypt, Equatorial Guinea, Gabon, Ghana, Kenya, Libya, Nigeria, Tunisia and Uganda • Signing a Bilateral Co-operation Agreement with Mauritania • Opening missions in Benin, Burkina Faso, Chad and Republic of Congo (Brazzaville)

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Promote South-South co-operation in general through IBSA, NAM, the G77 South Summit and Asia-Africa co-operation particularly through AASROC
Performance Indicator	<ul style="list-style-type: none"> • South-South co-operation secured in pursuit of common concerns and needs • Synergy established between the Asian and African implementation mechanisms to maximise Asian support for NEPAD • Successful Asia-Africa Summit in Indonesia

Critical Issues	<ul style="list-style-type: none"> • Co-chairing the Asia-Africa Summit with Indonesia and using the AASROC process to establish a New Asia-Africa Strategic Partnership • Marketing the implementation of NEPAD objectives, priorities and programmes in Asia, especially within the context of TICAD (Japan), the China-Africa Co-operation Forum, the India-Africa Fund, the Vietnam-Africa Forum, the Iran-Africa Fund and AASROC • Identifying areas of common concern and benefit through IBSA, NAM and the G77 South Summit in support of the implementation of the agenda of the South and the African Agenda
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PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> • Promote North-South co-operation in support of the African Agenda through the G8, the Commission for Africa, the Africa Partnership Forum, the UNO, the EU, the OECD, the WTO, the IMF and World Bank and the World Economic Forum
Performance Indicator	<ul style="list-style-type: none"> • Political commitments translated into concrete support and action
Critical Issues	<ul style="list-style-type: none"> • Reform of international financial institutions and the UNO • Addressing market access/agricultural subsidies issues • Promotion of capital flows and investment into Africa • Promotion of resource flows, e.g. scaled up ODA, in support of the attainment of the MDGs • Securing enhanced and accelerated debt relief • Securing concrete implementation of commitments of international partners and processes

PRIORITY	South-South Co-operation
Objective	<ul style="list-style-type: none"> • Promote South-South co-operation for increased market access, trade and investment • Promote North-South relations for increased market access, trade and investment • Prevent the substitution of developed country responsibilities with South-South co-operation • Obtain support for the Agenda of the South • Facilitate the development of IBSA and promote its programmes
Performance Indicator	<ul style="list-style-type: none"> • Successful 2nd South Summit in Qatar in June 2005 • Successful IFCC XI meeting in Havana in March 2005 • Successful joint actions by countries of the South to achieve common goals • Progress in implementation of the Agenda of the South • Successful participation in the Commonwealth Heads of Government Meeting (CHOGM), Malta, November 2005

Critical Issues	<ul style="list-style-type: none"> • Strengthening relations with Pacific Islands forum and the Caribbean around ACP and Commonwealth issues • Strengthening economic relations with South and Central America, the Indian Ocean Rim and Central Europe • Strengthening relations with all members of the G77 and China to promote South-South co-operation • Reform of international financial institutions • Market access/agricultural subsidies • Capital flows • Focus on the MDGs • Debt relief • Implementation of action plans of major international conferences • Development and effectiveness of IBSA
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PRIORITY	Political and Economic Relations
Objective	<ul style="list-style-type: none"> • Expand tourism promotion
Performance Indicator	<ul style="list-style-type: none"> • Coordinated implementation of the International Tourism Growth Strategy (ITGS) by DFA and the Department of Environmental Affairs and Tourism (DEAT)
Critical Issues	<ul style="list-style-type: none"> • Establishing closer co-operation with DEAT, SA Tourism, the Tourism Business Council of South Africa (TBCSA) and SAA on matters related to tourism promotion and through the DFA-led Tourism Working Group • Exploring the development of new tourist markets through missions, with particular focus on Africa, South America, Russia, expanded Europe and Central Europe • Strengthening capacity at missions and at Head Office in terms of tourism promotion • Ensuring that the Visa Regime is in harmony with the ITGS

PRIORITY	Political and Economic Relations
Objective	<ul style="list-style-type: none"> • Expand relations in new markets and increase dialogue with Central and Eastern Europe
Performance Indicator	<ul style="list-style-type: none"> • Increased dialogue and expanded co-operation • Strengthened economic ties through increased trade and investment activity

Critical Issues	<ul style="list-style-type: none"> • Forging like-minded coalitions on political and economic matters • Improved market access • Maintaining regional priority for client countries • Progress on WTO issues • Strategy to expand tourism to South Africa, in particular to develop the new markets in Central and Eastern Europe • NEPAD priority areas • Improving and strengthening representation
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PRIORITY	Political and Economic Relations
Objective	<ul style="list-style-type: none"> • Conclude framework agreements for FTA's (Free Trade Agreements) with China, India, EFTA and the United States
Performance Indicator	<ul style="list-style-type: none"> • Agreements concluded as per schedule
Critical Issues	<ul style="list-style-type: none"> • Non-tariff barriers used to control imports • Trade-related aspects of intellectual property rights • Cultural preferences of respective domestic markets • Resolving trade disputes

PRIORITY	Political and Economic Relations
Objective	<ul style="list-style-type: none"> • Support the bid for the Square Kilometre Array (SKA)
Performance Indicator	<ul style="list-style-type: none"> • Manage DFA's role in the bid process
Critical Issues	<ul style="list-style-type: none"> • Bid is a priority outcome of research and development strategy • Catalyst for research development and capacity building in science and technology • Injection of expertise and economic activity for region • Leveraging South Africa's geographic advantage to position South Africa as a premier destination for astronomy • Building on South Africa's current space science and technology base and facilities • Developing strong collaborative partnerships with African countries within NEPAD framework • Cementing partnerships with countries hosting remote site stations

PRIORITY	Global Governance: Political – UN Reform
Objective	<ul style="list-style-type: none"> • Promote multilateralism and respect for international law as the most appropriate means of achieving global political and economic stability, and security • Implement South Africa's national positions on UN reform (including the African Common Position on the expansion/reform of the UN Security Council) with particular reference to the forthcoming 2005 Millennium Review Summit • Establish regular dialogue with all nations to obtain support for South Africa's positions on UN reform and the primacy of multilateralism
Performance Indicator	<ul style="list-style-type: none"> • South Africa's position on multilateralism is reinforced in multilateral and bilateral fora, and South Africa's positions on UN reform (including the African Common Position on the expansion/reform of the UN Security Council) is pursued • Successful establishment of coalitions with like-minded countries and within groupings such as the NAM
Critical Issues	<ul style="list-style-type: none"> • Multilateralism vs unilateralism • Democratisation of international institutions, including the UN Security Council • Limitations on sovereignty • Modern-day security issues such as weapons of mass destruction, terrorism, humanitarian interventions, and pre-emptive strikes • Enhanced role of regional organisations for security • Respect for multilateralism and international law

PRIORITY	Global Governance: Political – UN programmatic, budgetary and administrative focus
Objective	<ul style="list-style-type: none"> • Ensure to the fullest extent possible that UN programmes as well as budgetary and administrative priorities cater adequately for South African and African interests
Performance Indicator	<ul style="list-style-type: none"> • South African and African interests reflected in UN programmes, budgets and administrative activities • Participation in the work of the Africa Group and G77 and China in the context of UN programmes, budgets and administrative activities
Critical Issues	<ul style="list-style-type: none"> • Funding of UN structures and programmes focusing on Africa and NEPAD

PRIORITY	Global Governance: Political – Implementation of Global Agreements
Objective	<ul style="list-style-type: none"> Facilitate effective domestic and international implementation of the outcomes of major international conferences
Performance Indicator	<ul style="list-style-type: none"> Concerted action within the UN and elsewhere to ensure sustained international follow-up to the Durban Declaration and Programme of Action (DDPA) arising from the World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (WCAR) National ten-year progress review of the Beijing Platform of Action completed Active participation in the NAM Ministerial Meeting on the Advancement of Women, Malaysia, May 2005
Critical Issues	<ul style="list-style-type: none"> Ensuring that the Anti-Discrimination Unit within the Office of the United Nations High Commissioner for Human Rights (OHCHR) treats the follow-up to the WCAR as a priority Ensuring that the focus decided upon by the African States is prioritised (Article 158 and 159 of the Durban Programme of Action) Effective National Action Plans to combat racism, discrimination and xenophobia National Forum against Racism (NFAR), set up in 2002, remains unfunded Follow-up on Beijing +10 outcome and Millennium Declaration

PRIORITY	Global Governance: Political – International Law
Objective	<ul style="list-style-type: none"> Support the government's foreign policy objectives through the provision of legal advice and assistance in all fields and through the enhancement of respect for the international rule of law and a rules-based approach to international law Contribute to the codification, formulation and progressive development of international law
Performance Indicator	<ul style="list-style-type: none"> Proactive and continuous support through the provision of legal advice and assistance to the Department and Government on all issues relating to international law
Critical Issues	<ul style="list-style-type: none"> Creation of a conducive environment for the promotion of respect for international law Constant threats to undermine international law through unilateral action by states Increased involvement/activities of non-state actors operating in a legal vacuum

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> • Prevent the securitisation of the international development agenda
Performance Indicator	<ul style="list-style-type: none"> • The role and powers of the UN Economic & Social Council (ECOSOC) maintained or enhanced by the outcome of the Millennium Review Summit and reform proposals of the Secretary-General • The General Assembly role in the development agenda maintained
Critical Issues	<ul style="list-style-type: none"> • Role of UN funds and programmes in the delivery of development in developing countries • Maintenance of multilateralism in the development agenda and the implementation of development priorities • Expansion of the role of the UN Security Council in development issues to the detriment of the General Assembly and ECOSOC • Challenge to enhance the role of the General Assembly as the only democratic body of the UN, and ECOSOC as the elected organ of the General Assembly, to deal with development issues • Defining development challenges in security terms and treating them as threats

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> • Work towards the democratisation of the Bretton Woods institutions (World Bank and International Monetary Fund) and reform of the global financial system
Performance Indicator	<ul style="list-style-type: none"> • Progress in implementing measures to strengthen the global financial system (especially G20 discussions) • Progress in reforming the governance of Bretton Woods institutions to give developing countries a more appropriate voice • Importance of reform of the global financial architecture recognized in Millennium Review Summit
Critical Issues	<ul style="list-style-type: none"> • Better representation of the developing countries in these institutions to improve governance • Stabilising the global financial system to protect countries from financial shocks • Proposal to elevate dialogue in the G20 from the level of Finance Ministers to that of Heads of State and Government • More effective voice of developing countries, and African countries in particular, in international norm setting and rule making

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> • Facilitate increased market access through the WTO
Performance Indicator	<ul style="list-style-type: none"> • Effective participation by South Africa in WTO negotiations • Common positions in the context of the African and Cairns Group and the G20+ are developed • The Doha Round stays focused on development issues, in accordance with the agreed agenda • Permanent Trade Forum at the national cluster level established to address trade matters
Critical Issues	<ul style="list-style-type: none"> • The needs of developing countries must be adequately addressed in the Doha Round • Managing South African involvement in negotiation processes under way in different fora in which it has membership, e.g. Cairns Group, Africa and G20 • Envisaged Permanent Trade Forum to serve as vehicle to improve co-operation and capacity building • Negotiating capacity to be improved • The issue of a full-time Permanent Representative to the WTO to be addressed • Enhance the role for DFA in trade negotiation processes • Slow progress • No new deadline yet established for conclusion of Doha Round

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> • Follow-up to Monterrey Consensus of the Conference on Financing for Development
Performance Indicator	<ul style="list-style-type: none"> • Effective participation by South Africa in follow-up meetings in New York in April and June 2005 • Monterrey Consensus underlined as the framework for resource mobilization for the achievement of the MDGs and other development goals • Monterrey priorities reflected in the Millennium Review Summit in September 2005 • The needs of developing countries adequately reflected in the Monterrey follow-up conferences
Critical Issues	<ul style="list-style-type: none"> • Resource mobilization for the achievement of the MDGs • Expanding and strengthening the partnership underlying the Monterrey Consensus • Underlining the importance of Foreign Direct Investment and trade in the mobilization of resources for development • Promoting awareness of the tendency to shift responsibility away from governments onto the private sector and from developed countries to developing countries • Maintaining balance between roles of different stakeholders • Strengthening the participation of the BWI and in particular the WTO

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> World Summit on Sustainable Development (WSSD) follow-up: implementation of the Johannesburg Plan of Implementation (JPOI)
Performance Indicator	<ul style="list-style-type: none"> Manage DFA's role in WSSD follow-up
Critical Issues	<ul style="list-style-type: none"> 2005 is the second or "policy" year in the 2-year thematic cycle on Water, Sanitation and Human Settlements adopted by the CSD. CSD13 must agree to the goals as they relate to: (a) halving the number of people without sustainable access to safe drinking water and to basic sanitation by 2015; and (b) significantly improving the lives of at least 100 million slum dwellers worldwide by 2020 Ability to maintain political commitment in Africa to practical implementation of Johannesburg outcomes

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> Work towards the attainment of the MDGs
Performance Indicator	<ul style="list-style-type: none"> Measurable progress both in South Africa and Africa towards the MDG targets Recognition of the special needs of Africa in the Millennium Review Summit in September 2005 Recognition at the Millennium Review Summit of the critical importance of development as the foundation for a collective security system
Critical Issues	<ul style="list-style-type: none"> Whether Africa can attain the MDGs: indications are that at present rates of progress it will be difficult For South Africa, it should be possible to meet the MDGs for most categories Adequate resources remains a critical issue: insufficient funds are available to assist developing countries reach the goals. The UK (supported by the SA Minister of Finance) has proposed an International Financing Facility (IFF), which would leverage large sums, but support has not been forthcoming The leaders of Brazil, Chile, France and Spain have proposed exploring innovative sources of financing for development in order to attain the MDGs The MDGs are inextricably tied up with developing country opportunities to promote their own economic and social development. Market opportunities for exports (WTO Doha), relief from crippling debt (HIPC), capital flows in a climate of confidence in the future of Africa and increased ODA are some of the key issues The release of the Millennium Project (Sachs) Report on a practical plan to achieve the MDGs presents an opportunity to mobilize a recommitment to the principles underlying the Millennium Declaration and an enhanced international partnership for the attainment of the MDGs

PRIORITY	Global Governance: Economic
Objective	<ul style="list-style-type: none"> • After the coming into force of the Kyoto Protocol (KP), it is anticipated that there will be new momentum and challenges to the international climate change effort • Enhancement of the Designated National Authority (DNA) to facilitate the operationalisation of Clean Development Mechanism (CDM) projects in South Africa
Performance Indicator	<ul style="list-style-type: none"> • The number of CDM Projects approved by the DNA
Critical Issues	<ul style="list-style-type: none"> • The United States and Australia must join KP since they are major emitters of GHGS • South Africa must introduce renewable energy and other cleaner sources in its energy mix • Engaging role-players to facilitate South Africa's climate change policy • The number of projects South Africa (and Africa) will attract under CDM • Transfer of renewable energy technology and direct investment

PRIORITY	Global Governance: Integrated and co-ordinated implementation and follow-up to the outcomes of major UN conferences and summits
Objective	<ul style="list-style-type: none"> • Strengthen the policy and programme coherence and effectiveness of South Africa's activities in response to action plans and development goals emanating from major UN conferences and summits
Performance Indicator	<ul style="list-style-type: none"> • A coherent and integrated implementation and response from all South African stakeholders to all commitments and goals of major UN conferences and summits with special emphasis on IDGs and MDGs • Recognition by the UN of the importance of co-operation, co-ordination and harmonisation within the UN system
Critical Issues	<ul style="list-style-type: none"> • Building and advocating an integrated and co-ordinated response to outcomes of the UN conferences and summits paying attention to common themes, goals and commitments in South Africa as well as within the UN system • Monitoring deadlines and advising other line departments when and how to respond to the UN system in terms of reporting obligations • Disseminating developments in multilateral fora and keeping all stakeholders informed about such developments • Consulting with the latter in order to develop coherent and cross-cutting directives for the guidance of officials at the South African Permanent Missions in New York and Geneva and missions accredited to multilateral centres in order to advocate a common position at all centres • Working closely with all line departments, relevant multilateral business units and the UN Country Team in order to develop coherent responses to the reviews and appraisals of the major UN conferences

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> • Continue South Africa's participation in the UN campaign against terrorism and ensure South Africa's compliance with the relevant UN Security Council resolutions
Performance Indicator	<ul style="list-style-type: none"> • South Africa's participation in the UN campaign against terrorism and the submission of National Reports on the implementation of the relevant Security Council resolutions on terrorism
Critical Issues	<ul style="list-style-type: none"> • Working with like-minded countries to advance the view that the campaign against international terrorism should be conducted within the framework of the UN and other multilateral institutions • Advancing South Africa's position that the international campaign against terrorism should not push the eradication of poverty and underdevelopment off the international agenda

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> • Effectively implement South Africa's policies and national interests in the field of disarmament and non-proliferation, including areas of weapons of mass destruction, small arms, light weapons and conventional weapons
Performance Indicator	<ul style="list-style-type: none"> • Active and consistent participation in international fora dealing with disarmament and non-proliferation issues, including issues on weapons of mass destruction, small arms, light weapons and conventional weapons as well as the active and consistent promotion of South Africa's policies and national interests
Critical Issues	<ul style="list-style-type: none"> • Negotiations for South Africa's membership of the Wassenaar Arrangement • The proliferation of conventional arms, including small arms and light weapons, especially in the context of conflicts in Africa • The focus being placed in the UNSC on weapons of mass destruction in the context of terrorism • The increasing role of nuclear weapons in international security and the lack of progress towards nuclear disarmament • The continued achievement of an international ban on anti-personnel mines and the implementation of the Anti-Personnel Mine Ban Treaty (MBT) • Continued reinforcement of the international regimes on weapons of mass destruction and conventional weapons, especially in the context of the Nuclear Non-Proliferation Treaty (NPT), Biological Weapons Convention (BWC), Chemical Weapons Convention (BWC), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), Zangger Committee (ZC), Wassenaar Regime (WR), the Inhumane Weapons Convention (CCW), etc

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> • Promote the peaceful resolution to the return of sovereignty in Iraq • Promote the sustainability and legitimacy of multilateral approaches and the UN's pre-eminent role in the reconstruction and development of post-war Iraq
Performance Indicator	<ul style="list-style-type: none"> • Inputs at UN as part of the NAM Troika in support of sustainable, legitimate governance structures in Iraq • Support for a defined, mandated role for the UN in the reconstruction, development, democratic/ political processes in Iraq • Involvement in UN reform towards rules-based multilateral approaches, incorporating the lessons learnt in Iraq • Involvement in reconciliation, reconstruction and development in Iraq
Critical Issues	<ul style="list-style-type: none"> • Depending on the prevailing security situation in Iraq, a fact-finding visit from Head Office should be arranged to Iraq to ascertain the feasibility of opening a Mission in Baghdad • South Africa to consider opening a mission in Baghdad following the December 2005 elections and full return to sovereignty • All further South African bilateral interaction with Iraq is to be held in abeyance pending the elections in December 2005 • Granting of request for agrément for an Iraqi Ambassador to South Africa • South African engagement with civil society organisations and constitution drafters in Iraq with a view to sharing the SA transitional experience and assist in areas pertaining to human rights and democracy

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> • Promote the peaceful resolution of conflicts, and post-conflict reconstruction and development in the Middle East (Israel/ Palestine)
Performance Indicator	<ul style="list-style-type: none"> • Continued dialogue between Israelis and Palestinians • Peace camps in Israel and Palestine strengthened
Critical Issues	<ul style="list-style-type: none"> • Hosting of Spier II • Supporting international peace efforts, particularly through the UN system • Strengthening the peace camps in both Israel and Palestine • Continued dialogue with the Likud party • Sharing the South African experience with a wide cross section of Israeli and Palestinian civil society • Extending relations with the governments of Palestine and Israel

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> Facilitate the fulfilment of South Africa's treaty obligations and facilitate participation in international crime fora to promote South Africa's position on organised crime (transnational organised crime, drug trafficking, vehicle trafficking and money laundering) Work with countries for the reduction/eradication of organised crime
Performance Indicator	<ul style="list-style-type: none"> Government to be in a position to participate effectively in UN crime fora in order to contribute to the global effort to combat transnational organised crime Bilateral co-operation agreements finalised in areas of need
Critical Issues	<ul style="list-style-type: none"> Narcotic drugs: in 2005 the Commission on Narcotic Drugs will focus on the link between HIV/AIDS and drug use Crime: in 2005 the Commission on Crime Prevention will focus on the outcome of the 11th Crime Congress; South Africa will participate at ministerial level in the 11th UN Crime Congress The 2nd Conference of the Parties to the United Nations Convention against Transnational Organised Crime will take place in Vienna in October 2005 South Africa, as a member of the Financial Action Task Force, will take over the Presidency in June 2005

PRIORITY	Global Governance: Security
Objective	<ul style="list-style-type: none"> Facilitate South Africa's treaty obligations and facilitate participation in international crime fora to promote South Africa's position on human trafficking
Performance Indicator	<ul style="list-style-type: none"> South Africa to be in a position to fulfil its treaty obligations pertaining to the UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention Against Transnational Organised Crime
Critical Issues	<ul style="list-style-type: none"> Facilitating the adoption of legislation to implement the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime Facilitating participation in international meetings to discuss implementation of the Protocol Participating in the activities of the UN Commission on Crime Prevention and Criminal Justice in May 2005

PRIORITY	Human Resource Development
Objective	<ul style="list-style-type: none"> To obtain support for HR development in South Africa and Africa
Performance Indicator	<ul style="list-style-type: none"> Funds, technology transfers, training programmes and other forms of assistance secured from foreign governments, NGOs, investors, companies, training institutes and universities; launch a targeted information drive focusing on the need for capacity building, especially the promotion of gender equality
Critical Issues	<ul style="list-style-type: none"> Lack of funding as well as research and training facilities/infrastructure National Human Resource Development strategy Gender Critical areas: ICT; agriculture; health; education and training; leadership and management; R&D for innovation

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> Strengthen the FSI by streamlining and developing its human resources, sourcing finances, improving infrastructure and enhancing its image and reputation
Performance Indicator	<ul style="list-style-type: none"> Competent staff Improved infrastructure
Critical Issues	<ul style="list-style-type: none"> Staff training Availability of library material Availability of adequate financial resources and equipment

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> Enhance the visibility of the FSI: promote the visibility and image of the FSI nationally and internationally
Performance Indicator	<ul style="list-style-type: none"> More visible and reputable FSI
Critical Issues	<ul style="list-style-type: none"> Availability of FSI marketing strategy Availability of FSI prospectus Availability of FSI brochures and newsletter

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Improve the quality of training: manage the training programmes effectively
Performance Indicator	<ul style="list-style-type: none"> • Well co-ordinated and smoothly running training programmes
Critical Issues	<ul style="list-style-type: none"> • Establishment of accredited training programmes • Establishment of a training policy • Establishment of a quality management system

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Re-align the FSI qualifications with DFA needs and NQF requirements: ensure that the FSI qualifications are aligned with DFA needs and NQF requirements
Performance Indicator	<ul style="list-style-type: none"> • FSI programmes responsive to the needs of DFA and NQF
Critical Issues	<ul style="list-style-type: none"> • Establishment of a recognised relevant SETA • Alignment of DFA needs with existing FSI qualifications

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Fast-track French language acquisition in DFA: increase the number of French speaking officials
Performance Indicator	<ul style="list-style-type: none"> • Increase in the number of French speaking officials
Critical Issues	<ul style="list-style-type: none"> • Availability of French trainers • Implementation of the co-operation agreement between the French and DFA • Formalisation of UNISA/DFA co-operation

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Encourage research in the FSI: expand diplomatic knowledge, enhance skills, values and attitudes of trainees and trainers through research
Performance Indicator	<ul style="list-style-type: none"> • Existence of a functional research unit and research output
Critical Issues	<ul style="list-style-type: none"> • Establishment of the FSI Research Unit • Appointment of Director for FSI Research Unit • Co-ordination of research seminars

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Explore the feasibility of E-learning at the FSI: make FSI programmes more accessible to all DFA officials
Performance Indicator	<ul style="list-style-type: none"> • Feasibility study conducted and E-learning framework developed
Critical Issues	<ul style="list-style-type: none"> • Conducting feasibility study • Existence of E-learning framework • ICT support and co-operation

PRIORITY	Provide efficient and effective support services: repositioning and transformation of the Foreign Service Institute
Objective	<ul style="list-style-type: none"> • Ensure efficient management of finances at the FSI: ensure that finances at the FSI are managed in compliance with the PFMA and other relevant policies
Performance Indicator	<ul style="list-style-type: none"> • Expenditure incurred within PFMA prescripts
Critical Issues	<ul style="list-style-type: none"> • Establishment of decentralised corporate services unit • Training of FSI staff in the PFMA

PRIORITY	Provide efficient and effective support services: diplomatic accreditation regulatory system
Objective	<ul style="list-style-type: none"> • Ensure diplomatic accreditation management process of foreign representation in South Africa • Provide an effective accreditation process for South African Heads of Mission abroad
Performance Indicator	<ul style="list-style-type: none"> • Optimised accreditation process meeting lead time targets • Refined diplomatic accreditation management policy, procedures and guidelines
Critical Issues	<ul style="list-style-type: none"> • A need to shorten the accreditation lead times

PRIORITY	Provide efficient and effective support services: state events management system
Objective	<ul style="list-style-type: none"> • Provide an effective visit management system • Ensure an effective international conference management system • Ensure an effective ceremonial events management system • Ensure an effective State Protocol logistics management system (lounges, guesthouses, national symbols, etc)

Performance Indicator	<ul style="list-style-type: none"> • Approved visit management policy and implementation plan • Approved international conference management policy and implementation plan • Approved ceremonial events management policy/plan • Refurbished State Protocol lounges (Cape Town, Johannesburg and Durban)
Critical Issues	<ul style="list-style-type: none"> • Increased requests for assistance in international conferences by government departments vs. capacity constraints • Increased use of the State Protocol lounges vs. resource limitations • Need to enhance customer focus at the State Protocol lounges • Need to continue with a rigorous training programme for all protocol officers

PRIORITY	Provide efficient and effective support services: diplomatic communication management system
Objective	<ul style="list-style-type: none"> • Ensure an effective diplomatic information system • Ensure an integrated electronic State Protocol system • Provide effective protocol advisory service • Facilitate effective governmental liaison (second and third sphere)
Performance Indicator	<ul style="list-style-type: none"> • Diplomatic immunities and privileges interactive website • Increased website hit rate • Established and functional intergovernmental coordinating mechanism • Reliable diplomatic database
Critical Issues	<ul style="list-style-type: none"> • Delivery on the diplomatic interactive website against set deadlines • A need to effect change management processes as a result of the automation of the diplomatic accreditation system • A need to align provincial international programs with foreign affairs priorities

PRIORITY	Provide efficient and effective support services: public diplomacy
Objective	<ul style="list-style-type: none"> • To communicate South Africa's foreign policy goals, positions and achievements
Performance Indicator	<ul style="list-style-type: none"> • Ensure an effective internal communication strategy • Provide in-depth media analysis for our principals and the Department • Draft speeches for principals; researched and well written • Alert principals of possible developments that may impact on our foreign relations endeavors and may need intervention • Implement a proactive communication strategy within the Department for all national and international visits • Develop and distribute media products • Improve on our interactive, consistent, up-to-date and easily accessible departmental web-site • Ensure that South African marketing campaigns are properly coordinated as an inter-departmental and national effort
Critical Issues	<ul style="list-style-type: none"> • Need to enhance our internal and external communication strategy while achieving synergy • Delivery on the interactive website against set deadlines • Continuation of a rigorous training programme for all our communicators • Providing up-to-the-minute information to our principals • Improving media research capacity • Increased requests for assistance in international events co-ordination while addressing capacity limitations

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Enhance the corporate governance model within the Branch
Performance Indicator	<ul style="list-style-type: none"> • The Corporate Services' business plan implemented, monitored and guided according to schedule
Critical Issues	<ul style="list-style-type: none"> • Full implementation of the Performance Management and Development System • Optimisation of the Department's Information Communications Technology • Enhanced management communication • Implementation of a Branch Service Delivery Charter • Improvement of Corporate Services' management of missions

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Acquire a new Head Office building in Pretoria
Performance Indicator	<ul style="list-style-type: none"> • Facilitate the construction of a new Head Office building in co-operation with other role-players
Critical Issues	<ul style="list-style-type: none"> • Pre-qualifying bidders via RFQ process • Selecting preferred bidder via RFP process • Negotiating a commercially sound concession agreement • Developing institutional capacity and skills transfer to DFA officials • Communication to and engagement of staff

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Facilitate the transformation process in DFA
Performance Indicator	<ul style="list-style-type: none"> • Compliance with relevant legislation and public service directives • Results of the culture and climate survey • Gender and disability mainstreamed in all DFA processes • Increase in women representivity at SMS levels • Common understanding of organisational values
Critical Issues	<ul style="list-style-type: none"> • Management buy-in and support for transformation issues • EE Plan • Well constituted and functioning Consultative Forum • Gender strategy • Guidelines on the employment of people with disabilities • Conducive organisational culture

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> Facilitate the development of leadership and management skills in DFA
Performance Indicator	<ul style="list-style-type: none"> Leadership and management programme/s in place Understanding and application of sound management principles by managers Fewer management failure incidents
Critical Issues	<ul style="list-style-type: none"> Management buy-in Robust and appropriate programme/s Commitment to attendance Ongoing evaluation of programme/s by DFA leadership

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> Modernise the Department's Information Communications Technology and ensure its optimum use
Performance Indicator	<ul style="list-style-type: none"> Implementation of the Master Systems Plan User needs and skills addressed
Critical Issues	<ul style="list-style-type: none"> Development of a converged global network infrastructure (VOIP – Voice Over Internet Protocol) Implementation of Business Intelligence and Data Warehousing Development of workflow for DIAP, consular and other critical processes Migration of Unix and Windows NT to Windows 2003 and Active Directory

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> Provide cost effective infrastructure and accommodation to support work of the Department
Performance Indicator	<ul style="list-style-type: none"> DFA property needs addressed in a cost-effective way Feasibility study completed by August 2005
Critical Issues	<ul style="list-style-type: none"> Consultations with the Department of Public Works Projects in Abuja, Addis Ababa, Dar es Salaam, Maseru and Mbabane Disposal of properties in Bonn, Funchal (Madeira), Lilongwe, Windhoek and Zurich Appointment of consultants for feasibility study

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Provide consular services to South African citizens abroad
Performance Indicator	<ul style="list-style-type: none"> • Provision of consular and legalisation services in line with the Batho Pele principles
Critical Issues	<ul style="list-style-type: none"> • Re-organising the component • Development of the Consular Software System • Implementation of the Consular Service Delivery Charter • Establishment of a Rapid Response Team to deal with consular emergencies • Improvement of service delivery for Legalisation Services • Update of the consular guidelines, procedures and the website

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Implement financial systems reforms in line with the PFMA
Performance Indicator	<ul style="list-style-type: none"> • Compliance with the provisions of the PFMA
Critical Issues	<ul style="list-style-type: none"> • Policies and procedures • Effective control of movable assets • On-line expenditure reporting from missions

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Facilitate the attraction, management and development of talent in DFA
Performance Indicator	<ul style="list-style-type: none"> • A consolidated recruitment, selection and placement strategy • Different categories of talent pools in place • Interventions to address the Skills Audit identified and implemented • Employee retention • Signed Performance Agreements aligned to business plans
Critical Issues	<ul style="list-style-type: none"> • Finalising and implementing career and succession management systems • Interventions to address the results of the Skills Audit • Retention strategy • Signing of performance agreements on time • Training in performance management

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Intensify compliance with MISS and security policy requirements
Performance Indicator	<ul style="list-style-type: none"> • Comprehensive compliance with MISS and security regulations
Critical Issues	<ul style="list-style-type: none"> • Culture of security in DFA • Security strategy • Security policy implementation • Personnel vetting • Security awareness/consciousness • Comprehensive access control system • Focus on information security and mission security • Investigation capacity

PRIORITY	Provide efficient and effective support services
Objective	<ul style="list-style-type: none"> • Mainstream HIV/AIDS issues in DFA
Performance Indicator	<ul style="list-style-type: none"> • Report on the results and implications of the impact and risk analysis study • A plan for an integrated organisational response to HIV and AIDS • On-site Voluntary Counseling and Testing (VCT)
Critical Issues	<ul style="list-style-type: none"> • Buy-in and support from the organisation on management level • HIV and AIDS to form part of each manager's key performance area • Identifying a service provider • Ensuring the implementation of the integrated organisational response to HIV and AIDS

SECTION 3: RESOURCE ALLOCATIONS PER DEPARTMENTAL PROGRAMME

PROGRAMME 1: ADMINISTRATION	BUDGET ALLOCATION (R million)		
	2005/2006	2006/2007	2007/2008
	R456 549	R508 158	R537 766
PROGRAMME OBJECTIVES	PERFORMANCE INDICATORS		
Provide for the development, promotion and coordination of foreign policy and international relations programmes	<ul style="list-style-type: none"> • Develop DFA strategic and business plans • Facilitate management processes for decision-making • Research and analysis of key policy issues • Biannual review of global trends and developments 		
Provide real-time financial, human resources, procurement, ICT, management and other support services to business units, thereby enabling delivery of foreign policy objectives	<ul style="list-style-type: none"> • Real-time information available across international networks • HR Plan developed and implemented • ICT Plan developed and implemented • Assets Management strategy developed and implemented • Strategy for improving management systems implemented 		
Ensure that all policies, systems and procedures conform to applicable legislation and meet the needs of clients	<ul style="list-style-type: none"> • Policies developed and amended in terms of legislation • Management and staff feedback and satisfaction with policy applications • Review submissions • Communicate and implement Cabinet decisions • Inform Cabinet on international issues 		
Protect South African sovereignty and territorial integrity, and assist and protect South African citizens and their interests abroad through effective consular services and other interventions	<ul style="list-style-type: none"> • DFA complies with all relevant standards 		
Ensure adequate controls and monitoring mechanisms for effective, efficient and authorised use and protection of all resources	<ul style="list-style-type: none"> • Conduct mid-term and annual reviews • Establishment/appointment and effective operation of Audit Committee, Auditor-General, Tender Control Committees, and SCOPA reports • Performance reports per business unit • Annual Report of DFA published • Unqualified audit reports 		

Provide an independent, objective assurance and consulting activity designed to add value to and 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	<ul style="list-style-type: none"> • Completion of Internal Audit Plan and implemented • Unqualified Auditor-General's report • Reduction in the number of internal and external audit queries
Facilitate the acquisition, maintenance, refurbishment, rental and disposal of properties abroad	<ul style="list-style-type: none"> • Strategy for acquisition of foreign properties developed, approved and implemented • A plan for the maintenance and/or refurbishment of all South African missions developed and implemented • All processes within budget

PROGRAMME 2: FOREIGN RELATIONS	BUDGET ALLOCATION (R million)		
	2005/2006	2006/2007	2007/2008
		R1 699 874	R1 945 535
PROGRAMME OBJECTIVES	PERFORMANCE INDICATORS		
Maintain and enhance political relations through diplomatic representation in foreign countries and through state and official visits	<ul style="list-style-type: none"> • Establish and manage South Africa's diplomatic presence internationally • Establish new missions • Effective facilitation of state and official visits 		
Provide overall direction for the conduct and maintenance of South Africa's national interests globally through the management of bilateral and multilateral relations	<ul style="list-style-type: none"> • Priorities and objectives developed annually and reviewed six-monthly • Ensure that all business unit business plans are aligned to Strategic Plan • South Africa's policy positions articulated at all bilateral and multilateral fora 		
Monitor international developments and advise government on foreign policy and related domestic matters	<ul style="list-style-type: none"> • Regular briefings and analysis of international developments for the Presidency, Cabinet and Parliamentary Portfolio Committee on important international matters • Continuous analysis of the implications of international developments presented to Principals 		

Protect South Africa's sovereignty and territorial integrity	<ul style="list-style-type: none"> • South Africa's values and strategic objectives promoted in all aspects of the Department's operations • Early identification of threats to South Africa and appropriate action instituted
Contribute to the formulation of international law and enhance respect for the its provisions	<ul style="list-style-type: none"> • Constructive contribution by South Africa at international for a in line with our national interests and values • An equitable, rules-based international system developed • Respect for international law articulated in all our foreign policy positions

PROGRAMME 3: PUBLIC DIPLOMACY & PROTOCOL	BUDGET ALLOCATION (R million)		
	2005/2006	2006/2007	2007/2008
	R90 118	R94 361	R83 710
PROGRAMME OBJECTIVES	PERFORMANCE INDICATORS		
Accompany the President and Deputy President on incoming and outgoing state/official/working visits	<ul style="list-style-type: none"> • Visits completed successfully 		
Provide logistical services to the Presidency, Heads of State/Government and foreign ministers on incoming and outgoing state/official visits/ceremonial functions	<ul style="list-style-type: none"> • Successful logistical services and ceremonial support rendered 		
Co-ordinate and align national priorities on international visits by second and third spheres of government	<ul style="list-style-type: none"> • Visits aligned to national and international priorities of government 		
Institute international best practice in facilitating foreign representation in South Africa	<ul style="list-style-type: none"> • Legally accredited diplomatic and international communities 		
Provide logistical services during international conferences	<ul style="list-style-type: none"> • Successful logistical support services rendered 		
Build and project a positive image of South Africa abroad	<ul style="list-style-type: none"> • Captured in all business plans and implemented as per programme 		
Market South Africa internationally at trade fairs, exhibitions, international events, and through media products, including publications, website, audio-visual and photographic products, as well as the media	<ul style="list-style-type: none"> • Marketing strategy implemented • Acquisition, development and distribution of media products • Informative, interactive, authoritative and easily accessible websites of the Department and missions 		

Facilitate improved understanding in South Africa of progress in implementing outcomes of major global agreements/treaties/protocols and promote efforts aimed at the consolidation of the African Agenda	<ul style="list-style-type: none"> • Distribution of user-friendly publications/pamphlets among South African communities and internationally through South Africa's missions • Production of internal communications material to raise awareness and improve communications within the Department
Develop and acquire technology to facilitate media production and distribution	<ul style="list-style-type: none"> • Timely delivery of video material and photographs to media organisations • Timely distribution of high-quality media products
Provide secure, relevant information and after-hours logistical support to Head Office, South African missions, the Presidency and all of government	<ul style="list-style-type: none"> • Provision of daily update and developments in the country and abroad that may have an impact on South Africa's foreign policy • Provision on in-depth information on foreign policy and relations to South African missions • Availability of an early warning and after-hours logistical support to the Minister of Foreign Affairs, the President, other government departments, media and the general public
Ensure that through proactive media relations, the Department maintains its prominent position in local and international media	<ul style="list-style-type: none"> • Effective and timely national media briefings, press conferences, national outreach programmes, preparation of speeches, deliver as well as feature articles, photo opportunities and interviews.
Provide media and communication support to the Ministry abroad and domestically, including research and speech-writing facilities	<ul style="list-style-type: none"> • Effective and timely international media briefings (abroad), press conferences, feature articles, speech presentations and distribution, photo opportunities and interviews

PROGRAMME 4: AUXILIARY & ASSOCIATED SERVICES	BUDGET ALLOCATION (R million)		
	2005/2006	2006/2007	2007/2008
	R348 530	R368 530	R412 707
PROGRAMME OBJECTIVES	PERFORMANCE INDICATORS		
Payment of membership fees and assessment dues to international organisations	<ul style="list-style-type: none"> • Payments made on due dates 		
Provide for the support and transfer of departmental staff either to our missions from South Africa or from our missions back to South Africa	<ul style="list-style-type: none"> • Efficient transfer of staff • Feedback from staff on transfer process • Cost-effectiveness 		
Facilitate the opening and/or closing of missions	<ul style="list-style-type: none"> • Effective co-ordination and timely payment of service providers and staff 		
Provide humanitarian aid and assistance as a responsible member of the international community of nations, e.g. through financial contributions to humanitarian relief/reconstruction programmes of international organisations and through in-kind assistance, where appropriate	<ul style="list-style-type: none"> • Timely identification and facilitation of assistance to areas needing aid 		

TOTALS (R million)		
2005/2006	2006/2007	2007/2008
R2 595 071	R2 916 584	R3 168 451

PART THREE

SECTION 1: ASSET MANAGEMENT PLAN Executive Summary

It is a priority of the Department of Foreign Affairs to effectively meet its accommodation and infrastructure needs. The Department operates both in South Africa and in various centres abroad. Besides providing for its own needs, the Department is also responsible for providing the same accommodation and infrastructure for partner departments with representation abroad.

In South Africa, the Department of Public Works provides the DFA with accommodation. The Department consists of various functional groups/directorates, occupying seven separate buildings in Pretoria.

The Department obtained approval to commence with a Public Private Partnership (PPP) to obtain a new Head Office working environment. During 2004, the Department obtained TA I approval for this project from National Treasury. The TA II A and B as well as the TA III phases will be completed in the 2005/06 financial year. Construction will be completed by December 2006, followed by implementation during the first months of 2007.

Currently, South Africa is represented in 93 countries globally with 108 missions. This number will increase by 6 with the opening of new missions during the 2005/06 financial year. Three of these will be micro missions.

For missions abroad, three types of accommodation requirements can 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 offices.
- **Official residences procured for Heads of Mission:**
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 procured for all other transferred officials:**
Housing is procured in areas identified by the Department in consultation with missions according to set norms and prescripts.
- **The majority of these properties are leased or rented while a small number are state-owned properties.**



South African Embassy in Senegal, Dakar.

Accommodation and facilities are provided in such a way that allows all South African transferred staff to best perform their official activities.

The following is a summary of the current fixed asset inventory split between chanceries, official residences, staff housing and redundant properties:

- **Chanceries:** The South African Government owns 22 chanceries and rents 86 chanceries. Three missions are in the process of opening but suitable chanceries have not yet been found. The two missions in New York share the same premises and the Chancery has been counted as one. The Hague occupies two state-owned properties, which have been counted as two properties. The missions in Washington and London rent Chancery annexes, which have also been counted

as Chancery properties.

- **Official residences:** The South African Government owns 29 official residences and rents 69 official residences. Seven missions are in the process of opening but suitable official residences have not yet been found. Three missions are micro-missions for which an official residence is not being rented for the Chargé d'Affaires.
- **Staff housing:** The Department rents 441 properties (excluding partner departments) to accommodate transferred officials. A further 53 transferred officials are accommodated in state-owned properties abroad.
- **Redundant properties:** There are currently 21 surplus or redundant properties abroad. The following properties are considered as surplus due to the fact that the missions in these cities do not have a need for such properties in these locations: Windhoek - seven residences; Paris - one parking bay; and Lilongwe - one residence. The following properties are considered redundant because of the fact that the South African Government no longer has any representation in these locations: Walvis Bay - six residences; Blantyre - two residences; Funchal - one residence and one chancery; Bonn - one residence and one chancery; and Zurich - one residence.

The Department requested the Department of Public Works to dispose of these properties in terms of their mandate to do so. The Department is facilitating the process through the Joint Disposal

Committee established between DFA and the Department of Public Works.

The state-owned properties were valued during 2000/01 and will be re-valued during 2006/07.

The Department provides furniture, equipment and other moveable assets for both its headquarters component as well as missions abroad. Procurements are done in South Africa as well as abroad.

Property Strategy

The Department consists of various functional groups/directorates occupying seven separate buildings in Pretoria. DFA's vision is to incorporate all these functional groups into one working environment that will improve functionality, interaction, efficiency and productivity between and amongst its directorates. The Department obtained approval to commence with a Public Private Partnership (PPP) to obtain a new Head Office environment. It obtained TA I approval for this project from National Treasury in October 2004. A Request for Qualification (RFQ) was advertised in the latter part of 2004. Following the evaluation of the RFQ bids, the preferred bidders will be announced in March 2005. It is still anticipated that a new Headquarters for the Department will be completed during December 2006.

The Department invited tenders for an options analysis and feasibility study to determine alternative ways of procuring properties abroad. It was realised that DFA needs to significantly reduce its expenditure on the rental of properties, especially abroad where the majority of properties are still being rented. The feasibility study will focus on alternative methods of property acquisition such as Public Private Partnerships, loans, lease-to-own arrangements, etc. By using these methods, the Department will be able to significantly reduce its expenditure on rentals over the long term.

The consultant's report is expected to be finalised in August 2005 and will form the basis for formulating the Department's property acquisition plan for its missions abroad.

The Department will, in co-operation with the Department of Public Works, continue with the disposal of redundant properties abroad. Details of the surplus and redundant properties were provided to the Department of Public Works, who are in the process of finalising their structures and strategies for the disposal of these properties.

The Department commissioned property valuations and maintenance plans for all state-owned properties abroad. Most of these plans have been completed and the Department will continue with maintenance work at these missions. The

Department has a deferred maintenance backlog in excess of R100 million that needs to be addressed.

Operational Plan for the 2005/06 Financial Year

The departmental operational plan for the 2005/06 financial year entails the following:

- New Head Office project (PPP project), conclusion of phases TA II (A), TA II (B), and TA III.
- Construction projects:
 - ✓ Addis Ababa, which will include a Chancery and staff housing
 - ✓ Maseru, which will include a Chancery, Official Residence and staff village
 - ✓ Abuja, which will include a Chancery and Official Residence
 - ✓ Dar es Salaam, which will include a Chancery and Official Residence
 - ✓ Mbabane, which will include a Chancery
- New acquisitions:
Pending the outcome of an options analysis and feasibility study, the following acquisitions are planned:
 - ✓ Brussels, Chancery
- Refurbishment and repairs projects will be carried out in:
 - ✓ Lilongwe, London, Luanda, Maputo, Rome, Vienna,

Washington and Windhoek

- Options analysis and feasibility study, alternative methods of procuring properties abroad
- A survey will be conducted of all assets in order to develop and implement a movable asset management plan.

Operational Plan for the 2006/07 Financial Year

The departmental operational plan for the 2006/07 financial year entails the following:

- New Head Office project (PPP project) conclusion of project.
- Construction projects:
 - ✓ Abuja
 - ✓ Addis Ababa
 - ✓ Dar es Salaam
 - ✓ Maseru
 - ✓ Mbabane
- New acquisitions:
 - ✓ New Delhi, land
 - ✓ Nairobi, Official Residence
 - ✓ Tokyo, Chancery and Official Residence
- Refurbishment and repair projects in
 - ✓ Brasilia
 - ✓ Brussels
 - ✓ Canberra

- ✓ Harare
- ✓ London
- ✓ Paris
- ✓ Sao Paulo
- ✓ Vienna

Operational Plan for the 2007/08 Financial Year

The departmental operational plan for the 2007/08 financial year entails the following:

- Construction projects:
 - ✓ Beijing, acquisition of land
 - ✓ Gaborone, acquisition of property
 - ✓ Lusaka, which will include a Chancery and Official Residence: R16 Million, Project cost R25 million
 - ✓ Nairobi, which will include a Chancery
 - ✓ New Delhi, which will include a Chancery
- Refurbishment repair projects in
 - ✓ Bern
 - ✓ Buenos Aires
 - ✓ Lisbon
- London
- Madrid
- Mbabane
- Paris

SECTION 2: INFORMATION COMMUNICATION TECHNOLOGY PLAN 2005/06 - 2007/08 Executive Summary

The ICT plan encapsulates the strategic vision for the ICT technological environment that the Department of Foreign Affairs would like 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.

The ICT plan also provides guidance and information on adopted and proposed standards that will lead the Department to an open systems environment. The plan is therefore designed to assist the Department in making informed decisions when choosing appropriate system specifications to meet current and planned requirements.

The last strategic plan indicated that the ideal approach to identify the Department's technological needs would be to develop a Master Systems Plan (MSP). The Master Systems Plan is completed and signed off. An implementation plan for recommended IT enablers have been developed and has prioritised the implementation of the global infrastructure.

All recommended IT enablers need a scalable and reliable infrastructure to be in place first.

The Master Systems Plan guides the Department in positioning itself for a radical new information-based world where its ICT environment will:

- Allow missions and Head Office to benefit from the new technologies used
- Take full advantage of information access and tools
- Streamline operations to improve service and enhance the productivity of the workforce
- Provide secure, yet broad-based access to a large quantity of Internet information while reducing enclaves (or silos)
- Provide flexibility to embrace emerging technologies and respond rapidly to new systems

Strategic Priorities

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 has been developed: to modernise the Department's Information Communications Technology and ensure its optimum utilisation. This objective requires that six

technological priorities be pursued. These priorities will establish a technological framework for the conduct of international affairs, known as e-Diplomacy.

These priorities, of equal importance, are:

- Implementation of the recommendations of the MSP
- A secure, centrally managed, IP based global network based on commercial products and technologies which are compliant with the standards set by the security bodies
- Expanded suite of systems that supports the substantive work of foreign policy applications
- Modern integrated messaging, work flow and document management
- Streamlined office applications that increase productivity and collaboration
- A trained and productive workforce

Priority 1: Implementation of the Master Systems Plan Major MSP Projects

The MSP identifies a number of ICT enablers. These enablers are the macro systems required to enable ICT to address the strategic needs of the department. Each enabler covers a number

of functions that will be supported within that enabler. A macro program must be developed to ensure that all of these enablers are compatible with each other and that there is no duplication of effort and/or costs when developing these systems. In other words, applications must be selected to compliment each other.

ICT Enablers

Portal Solutions: Presenting information about South Africa, strategy and pertinent information externally and internally through secure web-based technology. Relocation of DFA web-site from GCIS to DFA.

Project Management: Development of project methodologies applicable to all business units within the department with central repository of projects documentation, to enable knowledge sharing and improve collaboration. The developed methodology must be based on project management best practices.

Business Process Management: Automation and optimisation workflow of current business processes. The developed system must 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 with budget update based on what is 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 Foreign Service Institute, professional postings, equity transformation. The system must be web based for ease of access. Building repository of documents and records in preparation for Knowledge Management.

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. Common search engine. Split repository for secure and open information.

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 Management.

Storage Area Network: Building electronic storage capacity by region for distribution processing and the storage of information captured by the Document and record management processes.

E-learning: Training material, course content available online and globally, includes IT training and skills development.

Enterprise Service Management: ICT support, global ICT network operations monitoring and preventative maintenance systems.

Customer Relations Management: Recording and management of all contacts, communications connections, negotiators, parties to agreements

Priority 2: IP-based Secure Global Network

The global network will be based on the secure converged infrastructure that is proactively and centrally managed, with quality of services. This infrastructure will provide secure access anytime and anywhere.

- **Voice over Internet Protocol (VoIP)** – secure and open voice communication over data networks
- **Unified Messaging** – unified access to voice, fax and email messages
- **Full Internet Access** – secure full Internet access with secure departmental e-mail facilities
- **Integrated and Innovative Business Systems** – Scaleable applications at missions, update of foreign currency conversions and access to BAS
- **Innovative Business Applications** – video conferencing,

distance learning and other applications that promotes collaboration

Characteristics of the Network of the Future

- **Reliability and availability** – minimise interruptions and disruptions
- **Scaleable capacity on demand** – accommodate the growing and changing needs for networking services and bandwidth
- **Security** – protect information and internal IT assets whilst providing access to open communications
- **Consistency with industry direction** – capitalise on commercial trends to keep up with user demands
- **Manageability** – provide a single converged network infrastructure for data and voice communications that can be managed and supported

Target Solutions

- The Department intends to use VoIP services and open standards and protocols to ensure that capabilities remain current as technology and industry trends evolve. Virtual Private Networks (VPNs) will be established across deployed

telecommunications carriers to meet the Department's networking and VoIP requirements.

- Backoffice migration to Microsoft Windows 2003 Server: Active Directory
- Implementation of Business Intelligence and Data Warehousing
- Develop Workflow for critical processes such as Finances, Consular and Protocol
- Security will be addressed, as we do now, by using encryption to ensure data integrity and firewalls to protect the Department's network from attack
- Classified information will be carried on a separate high security Intranet network that will be isolated from the open network to prevent access from unauthorised sources

Inter-departmental Co-operation

The Department is working closely with other Government Agencies such as SACSA, SANDF, NIA, NCC, SITA and the GTOC and SITA to design and implement appropriate levels of network security with risk management procedures.

The new converged infrastructure network will be capable to provide full access to the Internet for all users at all locations.

Hardware and Software Replacement

In order to ensure that the Department is not caught in the technology trap again it is essential that a sustainable plan be developed and implemented. Equipment and applications must be replaced or upgraded in a progressive manner.

- Hardware must be replaced over a three-year cycle, with a minimum replacement of one third of the Department's equipment per year. ICT is presently in the process of procuring equipment to upgrade servers and workstations.
- Operating systems (OS) must be replaced in a manner that will appear seamless to the user. Specialist applications must be supported. In line with this a project has been initiated to replace the existing operating system with the latest Microsoft server and workstation operating systems.
- Application software must be upgraded to keep abreast of the systems in place. This upgrade must be done regionally to ensure compatibility within that region and the users must be trained in the use of the new systems.

Priority 3: Expanded Suite of Systems

Departmental databases will be made accessible to any authorised user, regardless of location. Information management

tools such as Data Warehousing, Business Intelligence and Work Flow will enable automation of business processes and capabilities to search, retrieve and analyse information from any source, without requiring specialised knowledge of either the technology or individual databases. Document and Record Management will enable the storage, indexing and sharing of existing paper information to electronic format. This transfer and storage will comply with the Electronic Communications and Transactions Act as well as the Archives Act. It is anticipated that the volume of information that will be captured will require mass-storage devices at each of the distributed systems management sites.

This distributed processing will ensure information redundancy, data integrity and business continuity as well as meeting disaster recovery requirements by ensuring that the data is not stored in a single site.

Authorised Officials will have access to:

- Distributed databases
- Tools and information that support strategic planning, economic analyses and policy formulation
- Multilateral and bilateral treaties and economic agreements
- Research information available from a wealth of sources

Powerful tools are available and are becoming increasingly cost effective for supporting collaborative processing in a highly dispersed global environment. Technologies such as GroupWare, video conferencing and workflow management will be used to enable teams to work together on projects, documents, tasks and issues (the Cluster approach).

Priority 4: Integrated Work Flow

The Department's messaging system, which is extremely important to virtually all-substantive and administrative activities, is in a stage of transition. Efforts are underway to standardise on a single mail package.

The current concept of informal mail messaging and formal cable messaging will be replaced in the near future with a document management and information exchange system based on encryption, authentication and strong digital signatures. Officials will then be able to create messages and multi-media documents at their desks and will be able to share them with individuals and other organisations as needed. Technology will enable teams to work together on a document or be able to share a set of documents regardless of where they are located.

Commercial products are available and could easily be used to standardise on electronic mail, image management, document storage and retrieval and workgroup computing.

The benefits of an information messaging exchange (Business Process Management) will allow officials to search local and central archives (databases) and retrieve messages consistent with their access privileges. Authorised Intranet users will have access to a separate high security database for classified messages.

The introduction of these systems will initiate the process to bring the department onto the road towards KIM.

Priority 5: Streamlined Operations

Many of the labour-intensive operations have been automated, such as the automation of message transmission and reception. However, streamlining is especially critical at overseas posts, where administrative and technical staff is limited and scarce resources must be focused on mission priorities. Processes to improve the efficiency of the Consular Section and the Protocol DIAP division will also be implemented as part of the MSP solutions. New financial systems will also be implemented to assist the department with PFMA compliance for mission reporting.

By means of the Internet and Web technology, the Department can centrally maintain administrative applications for such functions as finance, human resources and logistics while providing rapid access to the information from any mission in the world. ICT will introduce Business Relationship Managers who will be responsible for liaising between the Branches and the international regions and ICT. This will improve the service level to each branch and region as there will be a single point of access.

Priority 6: Trained Workforce

The Department faces an ongoing challenge in the recruitment and retention of skilled technical and data processing professionals needed to support its global operations. It is therefore essential that the funded vacancies that exist within ICT be filled as soon as possible.

Human Resource Development (HRD) will be approached to develop an ICT specific HRD plan to address development and retention of existing staff and the recruitment and accelerated training of additional staff.

The ICT specific training programme will be for all levels of technical and support staff. The elements of the programme will be benchmarked against Human Resources models available

in the market. This training will be provided through a variety of means and technologies. All entry-level staff will receive a standard set of information technology and technical training to prepare them for the start of their careers as knowledge workers.

In line with this, it will be essential for all users to undergo skills training in the use of the system applications and facilities. This training will include:

- The use of the Intranet
- Searching databases
- Accessing secure and open networks
- Use of office packages
- Security awareness

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. However, DFA is experiencing constraints from SITA with regard to completion of tasks.

The following challenges and risks are identified:

- Scheduling all projects and identifying those which can be outsourced.
- Working with SITA to finalise projects and equipment deliveries
- Delays to equipment procurement because of SITA processes in addition to the DFA processes
- Unplanned projects such as relocations and Conferences
- Human Resources: Recruitment, training and retention of staff
- Mission Support Centres not adequately capacitated
- Project plans not approved timely

Conclusion

It is crucial for the effective functioning of the Department to fully explore and use the full benefits of information technology provided by the converged infrastructure of voice and data hardware and software platforms, network facilities and associated services, including the following features:

- Centralised regional information centres to store and provide access to information through knowledge and information management
- A secure, robust global network to support end-to-end connectivity
- Real-time financial reporting
- An integrated solution for enterprise network management to ensure cost effective support and maintenance
- Standards-based infrastructure services to promote interoperability and ease of maintenance
- Modern hardware platforms, including standard user desktops, thin client workstations and computers for mobile computing

The infrastructure will have inherent attributes of reliability, scalability, flexibility, availability, manageability and maintainability. All these attributes presuppose commonality across the entire architecture from the user platforms to the infrastructure required to support the Department's mission.

ICT STRATEGIC PLAN PRIORITIES

Priorities	OBJECTIVES		
	2005	2006	2007
Master Systems Plan Macro Programme within the budget provided	<p>Converged Network: Upgrade of the network infrastructure to a global IP based network for the entire department.</p> <ul style="list-style-type: none"> • Connectivity for the mission • Implementation of MPLS/VPN network • Logical segmentation for security • Central management of the infrastructure 	<p>Document Management: Centralised repository for the documents.</p> <ul style="list-style-type: none"> • Categorise the documents by business units and assign reference numbers • Enable access through portal, with appropriate access controls • Central management of the information 	<p>E-learning:</p> <ul style="list-style-type: none"> • Understand the requirements • Identify learning capabilities • Prioritise requirements • Determine which courses should be web enabled • Design infrastructure • Procure equipment • Pilot site • User training
	<p>Portal Solutions: Continuation of portal development.</p> <ul style="list-style-type: none"> • Linkup to Gateway • Link up to regional mission support centres • Financial Systems (Phase 3) • Protocol Systems (Phase 2) • Consular System (Phase 2) • Secure Communications System (Phase 2) 	<p>Portal Solutions: Continuation of portal development.</p> <ul style="list-style-type: none"> • Wrap-up of Portal Solutions 	<p>Customer Relations Management:</p> <ul style="list-style-type: none"> • Develop CRM Strategy • Develop data model • Design CRM database • Procure equipment • Data Migration • Pilot site • User training • Roll out

Priorities	OBJECTIVES		
	2005	2006	2007
	<p>Project Management: Methodology and software to store and support project management and central repository for project reports.</p>	<p>Enterprise Service Management:</p> <ul style="list-style-type: none"> • Establish requirements world wide • Develop policies • Develop operational layer (management systems) • Develop monitoring processes • Procure equipment • Pilot site • User training • Roll out 	
	<p>Datawarehousing/Business Intelligence:</p> <ul style="list-style-type: none"> • Requirement Analysis for the system structures • Information format standardisation • Design and construction of Data mart to include regional missions • Feeder process structure design • Administration Design and construction • Procurement of additional Hardware • Pilot site • System roll-out • Training of support staff and end users • Changes and updates 	<p>Datawarehousing/Business Intelligence:</p> <ul style="list-style-type: none"> • Training of support staff and end users • Changes and updates 	

Priorities	OBJECTIVES		
	2005	2006	2007
	<p>Business Process Management:</p> <ul style="list-style-type: none"> • Identification and design of business processes • Implementation of automated processes such as e-mail, document management, calendar functions • Inclusion of Consular, Finances and Protocol and call centre systems • Identify regional missions • Purchase of required hardware 	<p>Business Process Management:</p> <ul style="list-style-type: none"> • Pilot site • User training • Workflow administration and control. • Links to document and records handling in preparation for Knowledge Management 	<p>Business Process Management:</p> <ul style="list-style-type: none"> • Extension to the entire department.
			<p>Document and Records Management:</p> <ul style="list-style-type: none"> • Information Gathering • Analysis • Establish policies • Design to include regional mission locations • Development of document retention and destruction schedule • Procurement of hardware • User Training • Implementation, and scanning of documents • Routine scanning of documents • Continuation of training

Priorities	OBJECTIVES		
	2005	2006	2007
			<p>Storage Area Network:</p> <ul style="list-style-type: none"> • Creation of electronic storage space for captured information • Determine storage rate • Identify storage servers and drives • Determine drive types • Identify regional missions for data storage • Purchase equipment • Capacitate servers • Pilot Installation • User training • Roll out to regional centres

SECTION 3: HUMAN RESOURCES PLAN

Executive Summary

The Department has developed a clear foreign policy, identified priorities and charted clear strategies on how to implement both. However, in its assessment of the effective implementation of government policy, the President and Cabinet explicitly observed that delivery was being hindered by a lack of capacity in government departments, including Foreign Affairs. The challenge for the government in this next decade therefore is to develop capable, skilled, and knowledgeable personnel to deliver on its priorities.

In this regard, government departments have been tasked to look into the capacity within their institutions, and identify and address those obstacles that will impact on the ability to implement.

This Human Resources Plan intends to give an overview of what the Department of Foreign Affairs will be engaged in during the next financial year with regard to the development and utilisation of its human resources. There is recognition and acknowledgement that, as the scope and complexity of the work of the Department continues to widen, the focus on how to manage and develop the staff, as well as create an environment

in which they can flourish, becomes more important.

The Human Resources Plan of Foreign Affairs has taken that challenge into consideration. The processes and strategies that we will focus on in the next three years will build on what has already been initiated and implemented, and what now needs to be done to further advance the Department's capacity to deliver.

In the last two years, significant effort has been put into recruiting new talent into the Department. The next three years will focus on managing, developing, and nurturing the incumbents. This will be done through the development of a robust and inclusive talent management strategy that will be outlined in the Human Resources Plan. It is through that talent, that the challenge of implementation will be met.

Similarly, the Foreign Service Institute has recently turned into a full branch of the Department of Foreign Affairs to enable it to reinvent itself into a centre of excellence in providing quality foreign service education and training. The Institute has embarked on a repositioning and transformation process that will aim to develop well-rounded, highly skilled, political and administrative staff to service the far-reaching demands of an extended foreign service. The year 2005 will be a crucial one for

the Institute to lay solid foundations in the development of its image, structure, staff, culture, assessment processes, curriculum development, and research capacity.

Background

South Africa's standing within the international community continues to put the spotlight on the Department of Foreign Affairs and those structures in the Department that are responsible for training and developing officials in the areas of international relations, diplomacy, and administration.

The foreign policy profile of South Africa as well as the international stature of the President, Deputy President, Minister and Deputy Ministers of Foreign Affairs create expectations on the performance of officials of the Department. These officials are increasingly called upon to assist in facilitating and being part of international problem-solving initiatives. As South Africa plays her part in this endeavour, her officials need to be well trained and equipped with relevant diplomatic skills, knowledge of international affairs, leadership and management skills, and respectable values and attitudes.

Foreign Service Institute

Having realised the challenges faced by diplomats and all staff

in the Department, the DFA initiated a project in 2003, which examined the human resource needs of the Department, and in particular the role of the Foreign Service Institute (FSI), in developing high quality diplomats. A task team was given the mandate to look into how the FSI could be transformed and repositioned to improve its image and develop into a serious and excellent centre for the training of diplomats. It clearly had to work in collaboration with the Human Resources Directorate to achieve its ambitious goals.

The task team embarked on a benchmarking process to compare and contrast organisational models and identify best practices for diplomatic training. This culminated in a report that tabled recommendations to review and restructure the Institute and its curriculum. All training and development programmes at the FSI have now been redesigned and aligned with South Africa's Outcomes Based Education (OBE).

The main challenge facing the FSI in the transformation process is to increase its capability and capacity such that it becomes a leading and recognised institute that is well positioned to contribute towards developing skilled and effective diplomats who will be able to represent South Africa both nationally and internationally. Similarly, the HR plan needs to develop skilled managers and supervisors in the Department who will be able to support their diplomats abroad as well as staff at Head Office.



FSI Class of 2004.

In this regard, it is imperative that the HR strategy and the FSI education and training process are linked in a seamless way to maximise the value of training.

In addressing these needs, the FSI and the HR plan will implement the recommendations of the task team within the realm of the objectives of South Africa's foreign policy, which emphasises the African Renaissance and a better world for all. In order to achieve

the Department's strategic objectives, training at the FSI and HR must also prioritise the African Agenda, NEPAD, and economic diplomacy.

In view of South Africa's role within the AU, the importance of South African diplomats becoming proficient in French has also become evident. Its importance is further emphasised by South Africa's peacekeeping efforts in francophone African countries

where it would be a great asset to conduct diplomatic discussions in French.

An accelerated French language training programme has recently been initiated by the FSI to address this need. Moreover, in order to run this initiative, more French instructors will be deployed as a matter of urgency and more classrooms allocated to address this need. Within the transformation of the FSI, there will be more emphasis on research, programme monitoring, evaluation, and quality assurance.

The FSI and the HR unit, with the guidance of the Director-General, will embark on a project that will source the knowledge of experienced retired ambassadors and ministers in order to develop a deeper knowledge of South Africa's 20th Century history amongst departmental officials.

In conclusion, the following are the key strategic thrusts of the FSI:

- enhance the capacity and visibility of the Institute;
- improve the quality of education and training;
- realign the FSI qualifications with DFA's needs and National Qualification Framework requirements;
- fast track French language acquisition within the Department;

- improve the quality of English language proficiency in the Department;
- greater focus on economic diplomacy;
- explore the possibility of e-learning in the FSI;
- develop a culture of reading through the development of a good library at the FSI;
- ensure a higher level of diplomatic and managerial competence; and
- provide protocol training.

In order for the FSI to address these capacity requirements, sustained management commitment and effective consultation and collaboration within DFA and with sister departments as well as with a wide a range of experts and external institutions will be necessary.

Human Resources

HR planning is the process of systematically reviewing human resource requirements to ensure that the required number of employees with the required competencies is available when needed. The process ensures that the Department has the right number of people, with the right composition, competencies, in the right places to enable it to deliver on its mandate and achieve its strategic objectives.

The overall objective of HR planning is to improve the quality of

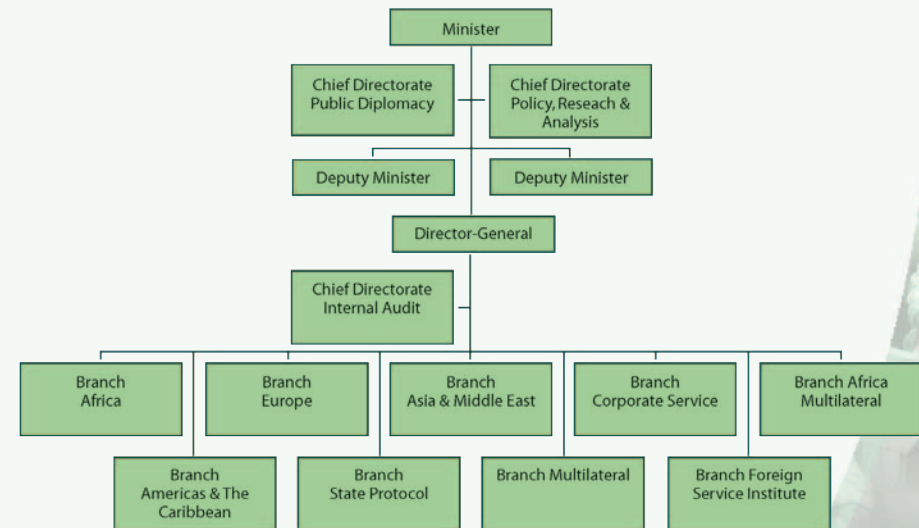
strategic decisions by ensuring an appropriate match between resources (human, financial, and physical). HR planning can be applied in two ways: strategic or operational. Strategic HR planning is a general and long-term process that focuses on assessing the management implications of future business needs. Operational HR planning is short term and specific. The focus is on detailed forecasts of employee supply and demand. Based on the forecasts, specific action plans are developed.

The HR planning process must be integrated with strategic planning, a process of setting departmental objectives and deciding on a comprehensive programme of action to achieve those objectives. Integrating HR Planning with departmental strategic planning ensures that HR programmes and policies function in a manner to achieve departmental goals. The process therefore facilitates an assessment of the human resource implications of departmental strategies.

Departmental Structure

The structure of the Department of Foreign Affairs is made up of seventeen 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 Directorate Internal Audit, Directorate Intelligence Liaison and 9 Branches (Asia and Middle

East, Europe, Americas and the Caribbean, Africa, Africa Multilateral, Multilateral, Foreign Service Institute, Corporate Services and State Protocol).



During 2004, a total number of 1214 Head Office posts were filled.

Organisational Culture

Improving the capacity of the Department is not in itself a panacea for enhancing performance. The Human Resource Development Plan will also include the development of new norms, values and attitudes in the Department. These need to encourage all

staff to feel that they have a stake in effectively delivering the Government's foreign policy. Such a culture will emphasise the value of professional, responsible behaviour, race and gender sensitivity, no corruption and accountability, and respect for principals, colleagues, external stakeholders, and others. The HR Directorate and the FSI will consult extensively with other branches in the Department to develop a departmental code of conduct, which should ideally be accepted and owned by every staff member in the Department. A survey will be conducted to determine the departmental culture and climate.

Human Resources Challenges

As the lead agency responsible for managing South Africa's international relations programmes, the Department is faced with the challenge of ensuring that it has the right number of people at the right places, with the necessary expertise, support and resources to promote and advance the Department's foreign policy objectives. Below are some of the HR challenges the Department faces:

- Management of talent
- Entrenching the Performance Management and Development System

- Development of Key Competencies
- Employment Equity
- Retention of employees
- Developing an appropriate recognition system
- Managing possible impact of HIV and AIDS

HR Demand Analysis

This analysis entails the determination of the human resources required to deliver on the departmental strategic objectives, taking into account mandated functions, new functions as well as the service delivery programme. This involves determining the total number of employees needed, required competencies, the employment capacity as well as the composition of the workforce.

Numbers

In terms of the new structure, and in order to deliver on the strategic plan, the Department needs a total number of 2849 officials as on 31 March 2005:

2005 Head Office
844 Missions

LOCATION	VACANT FUNDED	VACANT UNFUNDED	FILLED POSTS	TOTAL
HEAD OFFICE	350	342	1313	2005
MISSION	85	197	562	844
TOTAL	435	539	1875	2849

Number of posts filled:

Corporate Services	663
Line Function	<u>1212</u>
	1875

Competencies

During the Capacity Building Project, an analysis of the Department's functioning was conducted, including the capacity gaps in terms of the competencies required to deliver on the foreign policy objectives. A detailed analysis of the departmental Strategic Plan was conducted, including the identification and definition of the required critical skills. The skills were grouped into skill sets and the analysis revealed 14 core skill clusters and knowledge domains for the Department. The skills clusters produced ten departmental core competencies:

- Diplomacy
- Insight

- Conceptualisation
- Strategic Leadership
- Analytical Thinking
- Actualisation
- Communications
- Participative Management
- Applied Strategic Planning
- Adaptability
- Networking

In 2004/5, the Department carried out a detailed process of drafting job profiles, taking into account the core competencies identified. In 2005/6, a comprehensive skills audit exercise will be carried out to determine areas of strengths and weaknesses.

Employment Capacity

All officials will be employed on a permanent basis. Officials from outside the Department, appointed as Heads of Mission, will be contracted to the Department for a minimum period of four years. Where specialist skills are required, individuals will be contracted to the Department. The employment status of individual employees may vary, depending on the specific operational needs of a Branch or Business Unit (e.g. part-time or casual employees).

HR Supply Analysis (Internal)

This phase entails the evaluation of the Department's existing human resource capacity; gender, race, disability, competencies, occupational category, Departmental component and grade. The purpose of the analysis is to determine whether the current staff complement has the required competencies to deliver on the strategic objectives, and whether the Department has the right number of employees at the right levels and right places to deliver the services required by the Department. The analysis also allows for an assessment of the employment capacities, representivity of the workforce as well as the barriers responsible for the under-representation and utilisation of employees from designated groups. During this phase, an assessment of the Department's vulnerability to HIV and AIDS is also conducted. Where scarce skills are identified, the scarce skills allowance as prescribed by the Department of Public Service and Administration may be paid.

Workplace Analysis: Barriers in terms of Departmental policies, practices and procedures

Policies of the Department were evaluated to identify barriers, but also to make sure that they support the strategic direction of the Department. We shall continue in this financial year to evaluate and make necessary adaptations as new challenges come to the fore. This will further be strengthened by the Employment Equity Audit that the Department will engage in.

Workforce Analysis: Staff Complement

The Table below outlines the departmental staff complement as on 31 March 2005:

MANAGEMENT LEVEL	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
01 - POLITICAL OFFICE-BEARERS	1		1		1	1				1		1	3
04 - DIRECTOR GENERAL		1	1										1
05 - DEPUTY DIRECTOR GENERAL	1	6	7		2	2	1		1				10
06 - CHIEF DIRECTOR	8	20	28		2	2	1		1	3	7	10	41
07 - DIRECTOR	29	64	93	1	12	13	2	7	9	11	29	40	155
08 - DEPUTY DIRECTOR	27	81	108	7	8	15	3	14	17	48	91	140	280
09 - ASSISTANT DIRECTOR	139	128	267	13	16	29	11	13	24	122	97	219	539
10/11 - BELOW ASD	326	274	600	23	10	33	26	15	41	142	30	172	846
Total Count	531	574	1105	44	51	95	44	49	93	327	254	582	1875

Competencies

The Department will conduct a skills audit to determine the existing employee competencies against the competencies needed currently and in future.

Employment Capacity

The Table below depicts the employment capacities within the Department as on 31 March 2005:

APPOINTMENT NATURE	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
CONTRACT	32	42	74	1	1	2	2	3	5	3	3	6	87
OFFICER PERMANENT	377	442	819	33	45	78	30	38	68	319	246	565	1530
OFFICER: PERM PROB	107	90	197	10	5	15	12	8	20	4	5	9	241
POLITICAL OFFICE B	1	0	1	0	0	0	0	0	0	1	0	1	2
TEMPORARY	14	0	14	0	0	0	0	0	0	0	1	1	15
Grand Total	531	574	1105	44	51	95	44	49	93	327	254	581	1875

Employment Equity Targets.

In 2001 the Department developed an Employment Equity plan with targets set according to race, gender and disability. The plan however expired in March 2004.

The Table below shows how far the Department has progressed in achieving previous targets.

Race and Gender	Economically Active Population	DFA targets 2001-2004	Current status (28 Feb 2005)
Africans	76%	58%	59%
Coloureds	8,9%	7%	5%
Indians	2,6%	5%	5%
Whites	10,9	30%	31%
Males		50%	50%
Females		50%	50%
People with disabilities		2%	1%

The CWG has started a process of developing a new EE plan with targets. It is envisaged that this process will be completed by June 2005.

This process will be preceded by an audit of the following:

- Policies and procedures
- Organisational structure and human resource management
- Diversity awareness
- Workplace access for people with disabilities
- Transformational opportunities
- Black Economic Empowerment (BEE)

Similarly, the current gender profile of the department is a concern to its principals. In response to this reality it is envisaged that the HR Plan and FSI will play an important role in addressing this matter as well as create an environment that is more conducive to women's empowerment and gender equality. The deployment of the Gender Focal Point at Director level in the coming months should further accelerate progress in this area.

Efforts are also being made to increase representivity of people with disabilities across all levels and categories in order to reach the minimum target of 2%.

Employee Wellness

Employee Wellness will facilitate the acquisition and growth of behavioural capabilities in individuals and teams that will enable the department to achieve its strategic objectives. These behavioural capabilities are enablers for performance, because they will assist the organisation in addressing performance/productivity issues related to personal concerns, which may affect job performance. Employee wellness is like a wheel of life. The wellness wheel (which represents the life of an employee) depicts the various aspects of an employee's life – Work Life, Social Life, Physical and Mental Health. The HIV status of an employee for example, impacts on all four of the above mentioned areas of an employee's life. The harmonious balance between all four aspects of an employee's life is essential for optimal health and wellbeing. This will enable employees to perform at their best in order for the Department of Foreign Affairs as an organisation, to achieve its strategic objectives. DFA cannot perform and reach its strategic objectives if the employees are not able to do the work, because of their wellbeing that is not managed in the best possible way. The Department will continue to conduct Wellness days and gather baseline information, which will inform the departmental interventions and programmes.

Health and Safety

The Department will refine the process of securing the health and safety of its employees as prescribed in the Occupational Health and Safety Act and the following has been instituted:

- The members of the Building Committee are also members of the Occupational Health and Safety Committee.
- The Occupational Health and Safety Policy is in the consultation process.

Consideration is currently given for the utilisation of consultants to provide training to health and safety committee members in order to manage occupational health and regulation within the building. Approval has also been granted to appoint fire marshals and first aid officers.

The Security Services unit is also implementing evacuation plans for all buildings.

HR Supply Analysis (External)

This phase entails an assessment of the future supply of the human resources needed and an analysis of the availability of scarce skills. External supply estimates are derived from an

assessment of social, economic, political and demographic trends. An understanding of the labour market and the availability of skills and educational qualifications locally and nationally also enhances the estimates.

Data on the availability of skills is obtained from the Department of Labour and Statistics South Africa. A database of students from South African Universities as well as the South African Institute of International Affairs (SAIIA) is kept.

Gap Analysis

This phase entails an analysis of the differences between the demand and the supply of human resources. Focus is on the gaps in terms of the number of employees needed currently and in future and where they are needed, their competency levels, areas of under representation in various occupational groups and salary levels according to race, gender and disability. The health profile of the workforce is also analysed.

Strategy Development

This phase involves developing a comprehensive human resource strategy to meet the departmental human resource needs. The strategy is aimed at addressing the gap between the existing and

required human resource capacity and the future human resource requirements within the available financial resources. The HR strategy comprises various dimensions, which are prioritised and incorporated into the HR plan. Diagnostic information obtained from the gap analysis will inform the strategy formulation as well as the action programmes.

Priorities (2005)

In order to build our capacity to meet the implementation challenge, the following projects are initiated:

- Employment Audits include Cultural and Climate Survey;

- Career and Succession Management;
- Leadership Development;
- Employee Development based on outcomes of Skills Audit;
- Promoting sound Labour Relations; and
- Employee Wellness Programme.

Monitoring and Evaluation

Monitoring and evaluation procedures are required to provide feedback to the HR planning system as well as to monitor how well human resource goals and objectives are attained. Progress on the implementation of the plan will be monitored and evaluated annually.

